Highlights from this year's AGM 本年度週年會員大會焦點

THE BULLETIN 工商月刊

May 2000
二000年五月

A HONG KONG GENERAL CHAMBER OF COMMERCE MAGAZINE 香港總商會月刊 www.chamber.org.hk

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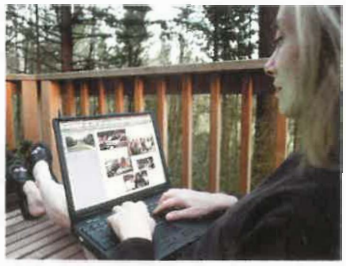

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Where's the recovery?

As a struggling Hong Kong retailer, I am getting a little tired of hearing how well the Hong Kong economy is doing. To keep my customers and maintain my turnover I have no option but to cut prices and attempt to increase sales volume. They, in turn, are still feeling the pain of lower property prices, higher interest rates and mortgage payments and continuing wage restraint. No wonder they are reluctant to spend.

All this is reflected in the official government figures. Consumer price indices show continuing deflation. Residential property prices and rents are still declining. Real interest rates are at near record levels, with more increases to come. The stock market has risen, but does not seem to have benefited too many of my customers.

Total retail sales are averaging around $15 billion a month, down from $21 billion a month back in 1997. Even though tourists have returned to Hong Kong they are spending less. So why isn't anyone taking any notice? Are we too consumed with the dot.com craze to realize the real economy has a long way to go to recovery?

Name and address supplied

復甦似近還遠？

本人在香港經營零售業，正過著艱苦掙扎的日子。聽到香港經濟如何向好，令我不勝厭煩。為了挽留顧客、保持營業額，我只好割價促銷。可是，顧客仍然身受樓價滑落、利率及按揭供款上升，以及持續凍薪之苦，難怪他們不願花費。

這些情況，從政府的數字中可見一斑。消費物價指數顯示，通縮仍然持續；住宅物業售價及租金持續下降；實際利率接近歷史高位，還會陸續加息。雖然股市已見回升，但對一般顧客來說，似乎獲益不大。

目前，香港的總零售額平均為每月150億元，較1997年的210億元為低。即使訪港旅客人數已回升，但消費額卻減少。這些現象，為何沒有人關注？難道我們過份沉迷於網絡熱潮，忘記了實質經濟復甦仍有漫漫長路？

讀者上

Q&A section?

Congratulations on doing such a fine job on revamping the layout of *The Bulletin*. In many of the business magazines that I read, they dedicate at least one page for a Q&A style interview with prominent business people in Hong Kong. I would like to see this in the Chamber's magazine.

L T Hsu

能否加入答問式專訪文章？

貴刊革新版面設計，效果不俗。以我所見，不少商業雜誌至少闢一頁刊登本港知名商界人士的答問式專訪。期望貴會的刊物也有同類專訪。

徐先生

Bring back 'Eye Spy'

Having been a member of the Hong Kong General Chamber of Commerce since 1986, I have witness *The Bulletin* undergo various transformations. Your latest redesign prompted me to write in to congratulate the Editorial Board on producing such a professional, and informative publication.

One criticism of your new design, however, if I may be so bold, is that of not including photographs of members' activities. Older issues of the magazine used to run a page or two called "Eye-spy on Chamber Activities." Though I must say it may not have been very informative, it did allow me, as I'm sure other readers, the opportunity to put a face to a name. Is there any possibility of resurrecting "Eye Spy"?

Name and address supplied

「活動花絮」再度呈獻

本人自1986年加入香港總商會後，目睹《工商月刊》經歷了多次革新。貴刊最近一次改版後，製作專業、內容豐富，故特此致函，向編輯委員會致意。

然而，容我坦然批評，新版欠缺會員活動照片，誠是美中不足之處。以往，貴刊把一、兩頁篇幅闢作「活動花絮」。雖然此欄說不上資料詳盡，但我可看圖辨貌，相信其他讀者也有同樣想法。請問「活動花絮」可否死而復生？

讀者上

The Bulletin welcomes letters from Chamber members, but reserves the right to edit any material supplied. Opinions expressed in Letters to the Chamber does not necessarily imply endorsement by the Chamber. Letters or other contributions should be sent to: The Editor, The Bulletin, The Hong Kong General Chamber of Commerce, 22/F United Centre, 95 Queensway, Hong Kong. Fax: 2527-9843. Email: malcolm@chamber.org.hk

《工商月刊》歡迎總商會會員來函、投稿，惟本刊保留編輯權利。來函請交：香港金鐘道95號統一中心22樓香港總商會《工商月刊》總編輯。傳真：2527-9843 電郵：malcolm@chamber.org.hk

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This year's AGM reflects more confident outlook

This year's Annual General Meeting (AGM), held for the first time at the Chamber Club at the Cheung Kong Centre, had a far more confident feel about it than last year's gathering, which admittedly occurred early in the economy's recovery phase. Not only were we able to announce at this year's meeting a lift in our own growth forecast for the current 12 months, but there were other encouraging signs as well.

The chairmen of the China and Americas committees (Dr Lily Chiang for China and Andrew Yuen for the Americas) gave positive reports on their respective geographic areas of interest. In addition, the Chamber's Legislative Council representative, James Tien, outlined his Legco efforts on behalf of Chamber members and the broader business community.

There seems to be little doubt that now we have more than 12 months of marked economic improvement behind us there is certainly every reason for confidence. But, as I said, in my own remarks to the meeting, there is still a need for caution as there are plenty of uncertainties in the period immediately ahead. It is for this reason that we did not lift our growth forecast more aggressively in line with some other private sector forecasters.

Judging the ultimate outcome for the year is complicated by several factors. These include continuing deflation in the local economy, two rounds of interest rate rises so far this year and, more recently, some uncertainties in the equity markets. The restructuring of the business community towards e-commerce and information technology is also having an impact.

Externally, the improved rates of growth in most of our major trading partners, both regionally and globally, continues to drive the local expansion. Domestic demand also appears to be picking up, but it is always best to be cautious in the early stages of recovery when even the slightest hiccup may bring a setback. Local investment also needs to improve to achieve sustained growth.

That said, it is abundantly clear that the local economy will continue to recover this year, it is only the likely pace of the recovery that remains debatable. As I pointed out at the AGM, the fortunes of your Chamber also have recovered quite nicely along with the better performance of the economy and the return of confidence to the local business community.

Our membership base has solidified, our programmes are well attended, our services have been expanded, our cost cutting has been substantial, and our revenue stream is now steady. Like many of its member firms, the Chamber has come through the recent economic downturn well.

Since the end of the old year, the Chamber has taken action to ensure that it plays a greater role in the development of e-commerce with the establishment of an e-commerce committee. We have also made some other minor adjustments to the existing committee structure. We have entered the MPF market. And we are now admitting individual associate members.

In January, too, the Chamber had a great success with the publication of its detailed business perspective report on China's imminent entry to the WTO, its likely effects on Hong Kong businesses and the challenges and opportunities China's entry might bring to all of us here in Hong Kong. The English edition of the report has already sold almost 800 copies, and the Chinese edition was just released on April 28.

We look forward to further progress in the 12 months between now and the next AGM when we will be celebrating your Chamber's 140th anniversary. We already have plans for a grand celebration next spring marking this additional milestone in the Chamber's long history. More details will be coming to you later this year. I wish you well in your businesses in the next 12 months and look forward to celebrating the Chamber's important anniversary with you at the next AGM. B

C C Tung
Chairman

週年大會綻放信心光華

本年的週年會員大會首次假長江中心的總商會會所舉行；在會上，眾人對前景的信心較去年大為增強。無可否認，去年週年會員大會舉行時，正值經濟復甦初階，因此，信心仍然低迷。在本年的週年大會上，我們不僅把現年的經濟預測數字調升，還宣佈了其他令人鼓舞的喜訊。

中國委員會主席蔣麗莉博士和美洲委員會主席袁耀全分別向會員報告在所屬區域的工作情況，兩會均在去年表現良好。此外，本會立法會代表田北俊議員亦簡述了在立法會上如何為會員及商界謀福。

毫無疑問，過往一年多以來突飛猛進的經濟復甦步伐令我們恢復信心。可是，正如我在週年大會上所說，前路仍然存在頗多不明朗因素，我們仍需審慎行事。正因於此，本會並未跟隨其他私營界別把預測增長更大幅地調升。

事實上，影響本年經濟的因素甚為複雜，例如本地出現持續通縮，本年至今兩度加息，近日股市陰晴不定、商界邁向電子商貿及資訊科技發展，都對本地經濟構成影響。

在外圍因素方面，區內及全球主要貿易夥伴的經濟加速增長，將繼續帶動本地經濟復甦。雖然內部需求似有上升之勢，但在經濟復甦初階，即使稍有不濟，便會再陷低潮，故須時刻保持審慎。本地亦需促進投資，才能使經濟持續增長。

種種跡象清楚顯示，本地經濟將在本年繼續復甦，問題只是復甦步伐的快慢而已。我在週年會員大會上亦指出，隨著本地經濟表現良好、商界恢復信心，本會的財政狀況也步入佳境。

我們的會員基礎保持平穩，參與活動的情況踴躍，成本大幅削減，收入回復平穩。本會跟不少會員機構一樣，已渡過近期的經濟低潮。

自去年底，本會已積極籌劃，確保我們在香港電子商貿發展的歷程上，發揮更重要的功能。我們亦把現有的委員會架構稍作修改，並進軍強積金市場和招收個人附屬會員。

一月，本會出版《中國加入世貿對港商的影響》研究報告，從商界的角度闡釋中國加入世貿對港商帶來的挑戰和機會。報告的英文版已售出接近800本，而中文版亦剛於4月28日推出。

明年是本會創會140週年，期望由現在至下一次週年會員大會舉行期間，本地經濟更創高峰。我們準備在明年春籌辦盛大的慶典，為歷史悠久的總商會踏入另一里程誌慶。謹此祝願會員在來年業務蒸蒸日上，並與本會在明年的會員大會上同慶創會週年。

董建成

董建成
香港總商會主席

工商月刊 THE BULLETIN
A Hong Kong General Chamber of Commerce magazine

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The Chamber is apolitical. Any advertisement of a political nature does not necessarily imply endorsement by the Chamber

PUBLISHED BY
The Hong Kong General Chamber of Commerce
22/F United Centre,
95 Queensway, Hong Kong
Tel 2529 9229 Fax: 2527 9843
www.chamber.org.hk

PRODUCED BY
OMAC Production House
Unit 503 5/F Valley Centre,
80-82 Morrison Hill Road,
Wanchai, Hong Kong
Tel: 2893 0944 Fax: 2832 7903

PRINTED BY
Excellent Printing Co
Flat G & H, 20/F Blk 2, Kingley Ind Bldg,
33-35 Yip Kan St, Wong Chuk Hang, HK

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本會並非政治組織，任何帶有政治意識的廣告均不代表本會立場。
出版 ： **香港總商會**
金鐘道統一中心廿二樓
電話 ： 2529 9229
製作 ： **奧瑪製作室**
電話 ： 2893 0944
承印 ： **百美印刷**

Government urged to justify fees and charges

The government plans to adjust a range of fees and charges its offices charge for consultation and has put before Legco almost 200 items for review.

The government explained that after a two-year freeze on most fees, **it needed to adjust the fee structure to recover its costs** of services and reduce subsidies from taxpayers.

Basically, I do not object to the rationale of cost recovery, but I must stress that it is the responsibility of the government to relieve the business and general public from unnecessary expenses by maintaining a reasonable service rate through strict control on its costs.

James Tien 田北俊

IMPOSE STRICT CONTROL ON COSTS

Many of the services scheduled for rate adjustment are relatively high in terms of their costs. For example, the current licence fee of $6,400 charged for massage parlours covers only 27 per cent of the overall cost, meaning that the total cost exceeds $23,000, which is unbelievably high. The temporary liquor licence fee, which averages $240 per day, covers just 13 per cent of the cost. In other words, the real cost may be as high as $1,800 per day.

It is an undeniable fact that the administration costs of government departments are high, which is caused mainly by problems in the civil service such as overstaffing and high pay.

Last year, even the SAR suffered from recession and deflation reached 6 per cent. While the index assessing public administration spending dropped 0.5 per cent, it quickly rebounded to positive growth this year. This was due to civil servants' wages not going down with the market, and half of the civil service workforce automatically receiving a pay rise according to the pay-scale system.

Furthermore, the government's bureaucratic system creates an environment too secure to enhance initiative and efficiency, resulting in wastage of resources, escalation of administrative costs, and eventually unnecessary surges in fees and charges.

Therefore, there is still plenty of room for cutting costs of many public services to reduce the burden of rate increases. Also, the civil service reform and Enhanced Productivity Programme should be carried out with full force, because only through radical reform can administrative costs be lowered and government services become more efficient.

AX REDUNDANT SERVICES AND CHARGES

At the same time, the government should completely review existing services provided to determine whether some of them need to be cancelled or streamlined. The Secretary for Treasury proposed in a Legco meeting that the government should streamline the licensing procedures for massage parlours and cancel the licence fees for dance halls and dance schools. This would help reduce government spending and benefit the businesses and the public.

Besides, the government should be more proactive in exploring the possibilities of farming out some public services to the private sector under tender. Unlike the civil service sector, the private companies, running on a commercial basis, can effectively control expenses, avoid high charges, as well as provide better services, all of which would benefit users.

PHASE IN NEW CHARGES

Rather than insisting on recovering the full cost of services, the government should continue to subsidise them. The benefits of this would be twofold. First, charges could be kept at a reasonable level. Second, it would encourage government departments to carefully control their expenses.

The government should consider raising rates of services whose charges account for less than half of total costs. To avoid overly burdening the business sector and public, the increase should be phased in at not more than 10 per cent annually until half of the costs are covered. Then, the government should launch an overall review on the cost structure of civil services.

I recognise that a rise in government fees will inevitably lead to an increase in businesses' operational costs, with the SMEs being the hardest hit. Being your legislative representative, I will continue to urge the government to tighten control on costs to keep public services at a reasonable rate, rather than incurring unnecessary expenses on the business community as a result of its inefficient use of resources.

Send your comments to: Legislative Council Building, 8 Jackson Road, Central, Hong Kong Tel: 2301 3602; Fax: 2368 5292

政府收費必須合理

政府計劃在今年內分批調整各項政府收費，早前並已就其中近二百個收費項目，以及有關的調整幅度諮詢立法會。政府表示，大部分收費經過兩年凍結後，現時有需要調整，目的是向服務使用者收回成本，減少納稅人的補貼。雖然我基本上不反對政府收回成本的原則，**但強調政府有責任嚴格控制成本，確保各項收費合理，使工商界和市民毋須承擔不必要的開支。**

嚴格控制成本

綜觀政府今次提出調整的收費，不少項目的成本頗高。以按摩院牌費為例，目前的牌費是6,400多元，佔全部成本百分之二十七，以此計算，十足成本就高達23,000多元，令人難以明白為何審批一個按摩院牌照，需要如此高昂的成本。又例如，目前發發臨時酒牌的費用平均每天為240元，佔成本百分之十三，換言之，每天的總成本高達1,800多元。

其實，政府部門的行政成本偏高，早已是不爭的事實，究其原因，主要是與公務員制度的問題有關。目前公務員的人數眾多，有些部門已出現人手過剩的現象，而且薪酬福利過於優厚，因而導致行政成本沉重。即使去年本港經濟衰退，物價通縮達百分之六，但評估政府行政開支的指數竟然只下降百分之零點五，今年度更回復上升，主要原因是公務員的薪酬不僅沒有跟隨市場水平下降，而且有一半員工可按年資進一步享有自動增薪。

再者，過於安穩的官僚制度，影響公務員的工作積極性和效率，令到資源浪費，因而亦加重了行政成本，最終令到政府收費不必要地提高。

由此可見，不少政府服務的行政成本確有大幅削減的空間，令加價壓力下降，因此，公務員制度改革及資源增值計劃，有必要加速進行。只有政府部門徹底改革，使行政成本大減，政府收費才會更為合理。

減少不必要服務及收費

同時，政府各部門應盡快就各項收費所涉及的服務進行全面檢討，研究是否需要取消某些服務或簡化程序，正如庫務局局長在立法會一個會議上，主動提出政府會簡化有關按摩院牌照的審批程序，以及取消舞廳和舞蹈學校的牌照費。此種做法既可減省政府、工商界和市民的開支，也便利營商者和市民大眾。

另一方面，政府應更為積極研究，將一些必須提供的公共服務，以公平投標方式外判給私營機構管理。相比於政府部門，私營機構以商業運作原則經營，不僅可更有效地控制成本，令收費不致嚴重偏高，而且所提供的服務質素往往更為優勝，讓服務使用者受惠。

分期調整收費

在現時政府行政成本高昂的情況下，政府不應強要收回全部成本，反而應繼續支付部分開支，目的是一方面使有關收費更為合理，另一方面可有助政府部門更小心地控制支出。所以我認為政府應先考慮調整現時收費未及成本一半的項目，以收回部分服務成本。為免加幅太大而即時令工商界和市民的負擔過重，該些收費應逐年調整，每年的增幅不可超過百分之十，當提高到有關服務全部成本的一半水平時再作檢討。

我明白到政府調整收費必定會加重同業的營商成本，其中對中小型企業的影響相對地會較大。作為各位的立法會代表，我必定會繼續要求政府加強成本控制，使有關收費更為合理，以免工商界要承擔政府浪費資源的後果。

若閣下有任何意見，歡迎向我提出；通訊地址是中環昃臣道8號立法會大樓（電話：2301 3602，傳真：2368 5292）

Members reap benefits from China delegations

Each year the Chamber schedules several very popular missions to China, with our 1999 missions to Xiamen's "China Fair for International Investment and Trade" and Shenzhen's "China High-tech Fair" being the largest sent by any organization in Hong Kong.

Our annual General Committee mission to Beijing in June is also well-attended, traditionally composed of about 30 delegates, including General Committee members, Chamber committee chairmen, as well as chairmen of several international chambers. This year's annual General Committee trip to Beijing will take place June 12-13.

The China Committee also visits Beijing every winter to discuss specific trade problems, from taxation to customs to investment regulations.

We also schedule at least one in-depth visit to China per year, in addition to our annual visit to the Pearl River Delta. Last December, we spent a week in Shanghai and Jiangsu province. In July, we went for two days to Nansha, Punyu, Huadu and Guangzhou.

This year, we are scheduling an eight-day trip to Xian, Lanzhou, Dunhuang, and Urumqi from July 30 to Aug. 6. During this trip we will meet senior officials and enterprise leaders to explore China's emphasis on developing the northwest. We will also experience the terracotta soldiers in Xian, the Mogao grottos in Dunhuang, and the culture of Xinjiang minorities in Urumqi.

Dr Eden Woon
翁以登博士

Other China trips planned for the year include, other than another visit to the Investment Fair in Xiamen in early September, a visit to Huizhou, Dongguan, Zhaoqing and Guangzhou from May 22-24. In mid-November, we will visit Sichuan Province and Chongqing to explore business opportunities in western China, again to take advantage of Beijing's policies of developing the west of the country.

Our members also are informed of other investment and trade fairs in China all through the year, giving them chances to go up on their own to these events.

All this is in addition to the 100 or so Chinese business and government delegations visiting the Chamber per year, giving members ample opportunities to make connections in and to learn about new developments in China.

Hope to see you on a future China trip! B

互訪內地　會員受益

本會每年均籌組數個極受歡迎的內地考察團。在1999年，我們組團參加廈門的「第三屆中國投資貿易洽談會」和深圳的「中國國際高新技術成果交易會」，兩團均是香港代表團中規模最大的。

本會於每年六月舉辦的理事會訪京團亦反應熱烈，每次的團員人數約三十人，當中包括理事會成員、本會各個專責委員會主席，以及數家國際商會的主席。本年的理事會訪京活動訂於6月12至13日舉行。

此外，中國委員會亦於每年冬訪問北京，商討稅務、關稅及投資法規等具體商貿問題。

除了籌組週年珠江三角洲訪問團外，本會每年亦至少訪問內地一次，深入考察國內的商貿情況。去年十二月，我們組團往上海及江蘇省訪問一星期；七月，我們前赴南沙、番禺、花都及廣州訪問兩天。

本年，我們籌備於7月30至8月6日往西安、蘭州、敦煌及烏魯木齊訪問八天。在這次訪問中，我們將與高層官員及企業領袖會晤，探討內地銳意開發西北的情況。此外，我們亦會參觀西安的兵馬俑、敦煌石窟，並認識烏魯木齊新疆少數民族的風俗文化。

本年九月初，我們將再度組團參加廈門的「中國投資貿易洽談會」。除此之外，我們亦會於5月22至24日訪問惠州、東莞、肇慶及廣州。在十一月中，我們會訪問四川省及重慶，探討中國西部地區的商貿機會，藉北京推行開發西部的政策獲益。

會員可透過本會，取得全年內地其他投資及貿易交易會的資料，以便選取適合的活動，自行參加。

除以上訪問活動外，本會每年均接待百多個來自內地的商務及官方代表團。透過此等訪問，會員可取得眾多機會，與內地聯繫，並了解內地新的發展情況。我期望你會參與日後舉行的內地訪問團。B

WTO

從商界角度看
中國加入世貿 對港商的影響

香港總商會進行的研究計劃「中國加入世貿對港商的影響」，總結報告的中文版現已推出發售。該項研究旨在探討中國加入世貿後對香港商界的影響。在計劃之下共設立了九個由香港總商會會員組成的工作小組，商討港商在所屬界別裡將面對的機會和挑戰。九個小組分別為：銀行界、保險界、投資界、專業服務界、零售及分發界、科技界、電訊界、紡織及製衣界，貿易界。各小組亦提出了商界可如何準備及香港特區政府可如何支持商界的建議。

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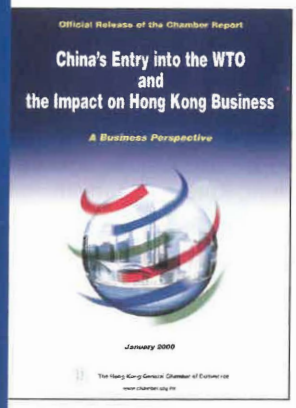

10th Joint Meeting called fruitful

Dr Lily Chiang, vice chairman of the Chamber and chairman of the Hong Kong Taipei Business Co-operation Committee (HKTBCC), led a 30-member business delegation to Taipei 28-29 March, the first delegation from Hong Kong to visit Taiwan after the elections.

The objectives of the mission were to facilitate co-operation between the two business communities, and to continue practical discussions on issues affecting trade and investment across the Taiwan Strait.

On the first day of the trip, the delegation paid courtesy calls on Taipei Mayor Ma Ying-jeou, Wayne Wu, deputy director general of the Board of Foreign Trade, and John Ni, director of SME Enterprises Administration.

Dr Lily Chiang, Vice Chairman of the Chamber, presents Taipei Mayor Ma Ying-jeou with a souvenir from the Chamber during a courtesy call.
會晤期間，總商會副主席蔣麗莉博士代表本會致送紀念品予台北市市長馬英九。

At the 10th Joint Meeting held on March 29, which attracted over 150 of Taiwan's top businessmen, HKBCC and the Chinese National Federation of Industries (CNFI) delegates attended three seminars which suggested possible avenues for expanding business between the two entities.

The seminars looked at possible co-operation between Hong Kong and Taiwan in developing small- and medium-sized businesses, advanced technology, as well as exploring business opportunities in the mainland.

Both Dr Lily Chiang and Alfred Chen, chairman of CNFI, called for closer co-operation between Hong Kong and Taiwan business communities. In particular, Taiwan's experience in developing its manufacturing and technology sectors provided a solid model for Hong Kong's SMEs in similar industries to emulate. Meanwhile, Hong Kong's service sector possesses the expertise to help Taiwan manufacturers expand into the mainland market.

All delegates expressed their willingness to support future business and trade co-operation between the mainland, Hong Kong and Taiwan. Also, Democratic Progressive Party Department of Chinese Affairs Director Yen Wan-ching, who spoke to delegates, indicated that the new Taiwan government understood the importance of actively normalizing bilateral trade and economic relations across the Taiwan Strait. All of which bodes well for the Hong Kong business community in its role as an active and important middleman linking cross-strait trade.

The two committees also signed a Memorandum of Understanding at the 10th Joint Meeting and agreed to continue mutual cooperation. B

第十次聯席會議圓滿結束

3月28至29日，總商會副主席兼香港－台北經貿合作委員會主席蔣麗莉博士率領**30人商界代表團訪**問台北。這是**台灣大選後首個香**港商界代表團訪台。

代表團此行旨在促進兩地商界合作，繼續商討影響台海兩岸貿易及投資的實質事務。

行程首天，代表團拜會了台北市市長馬英九、國貿局副局長吳文雅，以及中小型企業處處長黎昌意。

3月29日，第十次台港經貿聯席會議舉行，逾150名台灣商界翹楚參加。香港－台北經貿合作委員會和台灣工業總會代表參加了三個研討會，討論擴展兩地商貿活動的途徑。

在研討會上，與會者討論了港台合作發展中小企業、高新科技、以及共同開拓大陸市場的有關議題。

蔣博士及陳飛龍（台灣工業總會理事長）呼籲港台商界加強合作。台灣在製造業及科技產業發展上的模式，可作為香港同類中小企業的借鑑。同時，香港的服務界具備專業知識，可協助台灣廠商開拓內地市場。

團員皆表示，樂意支持兩岸三地日後進一步加強商貿合作。民進黨中國事務部主任顏萬進向代表團表示，台灣新政府了解推動兩岸雙邊經貿關係全面正常化的重要。以上種種預示，香港商界在兩岸貿易上將可擔當積極而重要的中介人角色。

在第十次聯席會議上，中華台北－香港經貿合作委員會和香港－台北經貿合作委員會簽署了《合作協議備忘錄》，並同意繼續互相合作。 B

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Preliminary reflections

Chen's election offers new opportunities for closer cross-strait ties, says Stanford University Fellow

淺談台灣大選

史丹福大學研究員：陳水扁當選為加強海峽兩岸聯繫帶來新契機

By Dr. Michel Oksenberg

奧克森柏格博士

The implications of the crushing defeat of the ruling Kuomintang (KMT) Party, the strong showing of James Soong, and above all, the triumph of Chen Shui-bian and the Democratic Progressive Party (DPP) are profound.

The DPP's leaders and members have few intimate links to the mainland. Its platform explicitly calls for Taiwan independence. Chen's historic accomplishment therefore understandably generates considerable nervousness in many quarters. Beijing fears the accelerated Taiwan drift from the mainland will culminate in its permanent political severance from the mainland and its international acceptance as a full and separate nation state. China's leaders also blame the United States for enabling the process to occur.

Many in Taipei are apprehensive that Chen's supporters will act vindictively toward the mainlanders who suppressed anti-KMT elements during the years of harsh

on the Taiwan elections

在台灣大選中，執政國民黨慘敗、宋楚瑜展露實力，更重要的是，陳水扁和民進黨取得勝利，在在影響深遠。

民進黨的領袖及黨員甚少與中國大陸密切聯繫，加上該黨在黨綱上明確要求台獨，因此，陳水扁在這次大選中取得歷史性的勝利，自然引起了多方極大的憂慮。北京政府恐怕台灣進一步與中國分離，最終會導致台灣在政治上永久與中國大陸分裂，並且逐漸取得國際承認，成為完全獨立的國家。此外，中國的領導人亦譴責美國容讓有關情況出現。

在台北，不少人憂慮，陳水扁的支持者會向在鐵腕獨裁統治期間鎮壓反國民黨分子的「外省人」還以顏色。他們也恐怕陳水扁會在內閣及中央核心內，加入民進黨的激進分子，而他們的激烈言行可能會觸發兩岸開戰。這些民進黨內的極端分子要求台灣購入大殺傷力的武器，或與美國及日本達致某程度的軍事結合，這些要求，均有損中美和中日關係的基礎。

在美國，也有不少思考縝密的分析員憂慮，假如台北新政府誤以為得到美國無限量的支持，無故發動攻擊或在政策上犯錯，而北京當局亦錯誤估計，美國會決心協助台灣，中美可能會因此而開戰。兩國如果真的一戰，後果不堪設想。

衝突若然升級，事態的發展將難以估量，因為衝突波及的範圍、時間和嚴重程度，皆是未知之數。雖然美國料會佔上風，但代價將十分沉重，對中國而言，代價尤高。在這過程中，台灣目前所享有的繁榮、民主，也會毀於一旦。如果衝突持續或轉趨嚴重，將使區內的資金撤離、東亞的繁榮盡毀、中國廿年改革的努力付諸東流、日本重整軍備，並留下中美交惡的瘡疤，世世代代困擾全球。

容我說清楚，我認為這種情況不大可能出現。以我看來，陳水扁當選後，不會使兩岸衝突的危機大增。陳水扁只奪得四成選票，與宋楚瑜的37%得票率相比，僅勝一線，因此，陳並未得到廣泛支持，足以讓他更改台灣的兩岸政策。此外，國際金融市場的反應也會令陳水扁有所顧忌。

我認為，陳水扁當選將帶來新的契機。如果北京、台北、華盛頓及東京皆抱著遠大的目光和冷靜克制的態度，前路將更穩定和有利。

北京當局與其視陳水扁當選為禍患，倒不如明智地肯定他當選後所帶來的契機。陳當選後，將可結束膠著多年的國共內戰狀態，拓展兩岸在電訊、航運和航空交通等方面的聯繫。事實上，陳已表明這個意願。此外，北京當局亦可宣布暫停在台海沿岸的導彈部署，藉此測試陳會否擱置購入戰區導彈防禦系統（TMD）。

總而言之，北京政府因李登輝莽撞言行的種種不滿和煩躁，不應立刻轉嫁到陳水扁身上。陳高舉台灣主權的決心，不容置疑，這份決心，或許會令他在政治上享有更大的彈性，以拓展兩岸的經濟、文化及科技交流。他亦曾經表示，期望這樣做。這樣發展下去，兩岸或可建立互信，甚至在目前無法解決的敏感政治問題上，達成妥協。

可是，責任不單在北京身上。陳水扁也須在言辭上，力求克制（例如，他如何闡釋台灣在世界事務上的地位；他是否放棄「一個中國」的觀念）。此外，閣員和核心顧問的人選，也大大反映了他的決定是否明智。譬如說，有些民進黨高層人員提出，台灣應購入大殺傷力的武器，也尋求台、美、日在軍事上合作，以致中美及中日關係受到破壞。他們不僅沒有理會美國和日本在安全利益上的考慮，實際上也危及台灣的安全。看來國際金融市場亦會審慎評鑑陳水扁的內閣人選，以決定是否值得投下信任一票。

簡言之，要評陳水扁是否認真處理兩岸關係，不但要觀察他對中國大陸的言行，也要留意他對美、日和其他亞太國家的態度。對於曾協助台灣邁向高度發展的美國及其他國家，他會否投桃報李？

在這事上，美國及日本也有責任。台灣順利和有秩序地轉移政權，取得了高度的讚譽和支持。然而，外界對台灣新政府的接受程度，則要看陳水

dictatorial rule. Moreover, they fear that Chen will include within his cabinet and inner circle DPP hotheads whose rhetoric and actions could provoke a war with China. Such extremists within the DPP call for Taiwan acquisition of weapons of mass destruction or a level of military integration with the United States and Japan that would destroy the foundations of Sino-American and Sino-Japanese relations.

And many sober analysts in Washington worry that a Sino-American war over Taiwan could result from miscalculations in Beijing over American resolve to assist Taiwan in case of an unprovoked attack or missteps by a new Taipei administration that erroneously concludes it has unlimited American support. The consequences of a Sino-American war are almost too horrible to contemplate.

The unpredictable dynamics of escalation would be unleashed, with the inevitable unknowns about the extent, duration, and intensity of the confrontation. While the

United States would prevail, the cost to the United States would be enormous, to China even more so, and the prosperous and democratic Taiwan of today would be destroyed in the process. A protracted or severe conflict would prompt financial flight from the region, end East Asian prosperity, wreck China's progress of the past 20 years, generate Japanese rearmament, and leave a legacy of Sino-American bitterness that would plague the world for generations to come.

Let me be clear. I think such a scenario is unlikely. Chen Shui-bian's election, in my opinion, need not appreciably add to the danger of conflict. Having garnered only 40 per cent of the total vote in comparison to James Soong's 37 per cent, Chen does not enjoy a broad mandate to alter Taiwan's policy toward Beijing. Further, international financial markets are likely to impose discipline upon his behaviour.

I believe that Chen Shui-bian's election offers new opportunities. With vision, calmness, and restraint, Beijing, Taipei, Washington, and Tokyo now have an opportunity to embark upon a more stable and beneficial path.

Rather than viewing Chen's election as a disaster, Beijing would be wise to recognise the opportunity his ascent could offer: an end to the protracted KMT-CCP civil war and the beginning of an expansion of cross-strait relations in such areas as telecommunications, shipping, and aviation. Chen has expressed this desire. Further, Beijing could test Chen's intentions by proclaiming a moratorium on its missile deployments across from Taiwan, in hopes that Chen would respond by deferring interest in acquisition of theatre missile defence (TMD) systems.

In short, Beijing should not immediately transfer to Chen Shui-bian all its frustrations and impatience that arose from Lee Teng-hui's ill chosen words and deeds. Chen's unassailable commitment to Taiwan's autonomy may give him greater political flexibility to expand economic, cultural, and technological relations. That is what he has said he wishes to do. And as that process unfolds, it may be possible to build trust and to reach compromises on the sensitive political issues that currently defy solution.

But the burden does not rest entirely on Beijing. Chen Shui-bian bears a pivotal responsibility to discipline his rhetoric (such as the way he refers to Taiwan's status in world affairs or whether he rejects the notion of "one China). Selection of his cabinet and close advisors will also reveal much about his judiciousness. For example, some high level DPP officials have advocated that Taiwan should seek weapons of mass destruction; they seek a level of Taiwan-American-Japanese military cooperation that would destroy Sino-American and Sino-Japanese relations. They treat American and Japanese security interests with disdain and in reality endanger Taiwan's security. International financial markets are likely to evaluate carefully the composition of Chen's cabinet and to judge whether it merits confidence.

Chen's seriousness, in short, can be judged not only by his behaviour toward the mainland but toward Washington, Tokyo, and other Asia-Pacific nations. Will he recognise his obligations toward the United States and others who have assisted the island to reach its advanced stage of development?

Washington and Tokyo have responsibilities as well. Taiwan's successful and orderly transfer of power merits great praise and support. But the embrace of Taiwan's new

扁的表現。陳的言辭、政策及委任人選會否得到他所需的外界支持？我相信，他會通過這次考驗的。美國國會與其通過《加強台灣安全法》，以加強台美的軍事合作；華盛頓與其立即作出決定，為台灣提供大量新式武器，不如審慎行事，先行判斷台灣這位新夥伴的性情和取向。畢竟，沒有人會以身犯險，登上一輛可能會衝下懸崖的巴士。

與此同時，美國及日本必須消除北京在兩國對台責任上的疑慮。美國在西太平洋的軍事強勢，必須保持，並隨時準備就緒，應付一切突發事故。美日兩國不應強迫台灣與北京展開政治對話，也不應縱容台北，認為無需這樣做。對話的訴求必須是自發的，台灣領導人應自行決定維護寶島福祉的最佳方法，是與中國大陸合作，而非對抗。

如此看來，陳水扁當選並沒有改變根本的局勢。一如過去二十年，美日仍須維持西太平洋地區的安全架構，以保持地區穩定，讓兩岸在不危害地區安全及侵犯對方尊嚴的情況下加強接觸。只要海峽兩岸保持和平，至於怎樣、何時、以甚麼步伐加強接觸，則是它們兩家之間的事。 B

*上文為史丹福大學亞太研究所高級研究員奧克森柏格博士在太平洋地區經濟理事會 **2000** 年國際年會上的演辭。*

administration should be conditioned by his performance. Will Chen's rhetoric, policies, and appointments merit the external support that he needs? I believe Chen will meet the test.

Nonetheless, rather than enacting the Taiwan Security Enhancement Act which mandates increased Taiwan-American military cooperation or deciding now to provide Taiwan with significant new weapons systems, for example, it would seem prudent for Washington first to judge the temperament and disposition of its new partner. After all, one doesn't board a bus when there is a risk the driver may steer the bus off a cliff.

At the same time, Washington and Tokyo must remove any doubts in Beijing about their commitment to Taiwan. The American military posture in the Western Pacific must remain robust and ready for all contingencies. The United States and Japan should neither pressure Taiwan to enter into political dialogue with Beijing nor so indulge Taipei that it feels no need to do so. The urge for dialogue must come from within. It is up to Taiwan's leaders to conclude that the best way to protect the island's welfare is in cooperation with the mainland rather than in defiance of it.

In this sense, Chen's election has not altered the underlying strategic reality. The responsibility of the United States and Japan remains – as for the past two decades – to maintain a security architecture in the Western Pacific that preserves stability and enables the mainland and Taiwan to expands their contacts without jeopardising the security or affronting the dignity of either. How, when, and at what pace they do so is their business – as long as they do it peacefully. B

The above is a speech delivered by Dr. Michel Oksenberg, Senior Fellow, Asia Pacific Research Centre, Stanford University, at PBEC 2000.

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HK, Taiwan should collaborate to explore mainland market

The following article is an excerpt from a speech given by Lee Tong-liang, chairman of Taipei Importers & Exporters Association, at the 10th Joint Meeting held in Taipei on March 29, 2000.

Economic reforms in China, which started in 1979, changed the traditional interaction between Hong Kong and the mainland by expanded relations beyond the confines of trading partners to encompass finance, investment, technology, tourism and human resources.

Taiwan's decision to lift its ban on travel to the mainland in 1987 also intensified cross-strait communication. However, as both Taiwan and the mainland still impose restrictions on commercial intercourse, Hong Kong still has a role to play as a "buffer" and "middleman" between the Taiwan Strait – a role which can strengthen interactive relations between Hong Kong, mainland China and Taiwan.

TRADE RELATIONS ACROSS THE TAIWAN STRAIT

Indirect trade across the Taiwan Strait is traditionally carried out via a third territory, with Hong Kong handling about 90 per cent of the total.

Before 1985, Taiwan exported mostly consumer goods – such as household appliances and umbrellas – to the mainland. But as it rolled back certain rules restraining cross-strait export and investment activities, Taiwan manufacturers on the mainland began importing more raw materials, parts and equipment from Taiwan for their operations on the mainland.

CHANGING LANDSCAPE

Over the years, Taiwan businessmen's strategy has undergone two transformations. The first began in 1988 when many of Taiwan's SMEs involved in labour-intensive industries set up operations in the southern coastal areas of the mainland to take advantage of the cheap labour there. The second change began at the start of 1992 when the mainland opened its domestic market to overseas investors.

Taiwan entrepreneurs now invest mainly in capital- and technology-intensive industries throughout the mainland. Also, these products are not destined for export, but for sale on the domestic market.

Lee Tong-liang, chairman of Taipei Importers & Exporters Association.
台北市進出口商業同業公會理事長
李棟樑

RAISING COMPETITIVENESS

Although the mainland has abundant land and cheap labour, it still desperately lacks capital supply and management resources, making it a magnet for labour-intensive industries.

Taiwan and Hong Kong, by contrast, which are rich in capital resources and technical expertise but are struggling to bear rising labour and land costs, are looking to expand their capital- and technology-intensive industries. As such, with its competitive advantage in service industries, Hong Kong has become the focus of multinationals looking for partnerships.

Although Taiwan and Hong Kong exports compete against each other on the world market, they both compete against other countries' exports.

Instead of competing against each other, Hong Kong and Taiwan businesses need to review their competition policy. They could develop strategic alliances by looking at issues such as new market development and new marketing strategies.

But as production rises, distribution becomes more complicated. Therefore, seeking cooperation amongst competitors will help advance market development in the following ways.

1. Hong Kong, Taiwan and the mainland can cooperate on the basis of "Process Specialisation," by providing raw materials and semi-finished products requiring different production techniques along the supply chain. In this specialised supply chain, Taiwan will be the supplier of sophisticated parts, Hong Kong the processing base, and the mainland the assembly hub. The mainland could also become a labour-intensive supplier of parts for re-export to Taiwan and Hong Kong for assembly.
2. Hong Kong and Taiwan have similar investment ideals on the mainland – electronic equipment, electric appliances, optical products and leather goods – which makes Hong Kong and Taiwan competitors. By sharing resource management, material supply and sales support the two could capitalise on each other's advantages.
3. The mainland's low costs and cooperation between Hong Kong and Taiwan regarding information exchange, R&D, design and overseas investment, if properly capitalised on, are effective tools for developing markets in Europe, the U.S. and Japan.
4. Taiwan and Hong Kong manufacturers may be able to penetrate the mainland retail sector by setting up sales counters in the mainland's department stores, co-operating with state-owned chain enterprises, or venturing with mainland partners in establishing retail distribution over the Web.
5. Hong Kong joined forces with mainland enterprises and other multinational groups in the past to construct bridges, power generators, and development of real estate, and there is no reason why cooperation shouldn't include Taiwan. B

結合台港優勢 開拓大陸商機

本文摘自台北市進出口商業同業公會理事長李棟樑於2000年3月29日在台北的第十次台港經貿聯席會議上的演辭

Over 150 of Taiwan's top businessmen attend the 10th Joint Meeting held in Taipei on March 29.

3月29日，逾150名台灣商界翹楚參加在台北舉行的第十次台港經貿聯席會議。

受到1979年中國大陸實施改革開放的政策影響，香港與中國大陸兩地間的經濟互動關係，擺脫了純粹貿易往來的局面，進一步在金融、投資、技術、**旅遊及人才交流等方面，呈現快速的發展趨勢；另一方面，台灣在1987年正式開放大陸探親**，使得兩岸的貿易、投資以及各項經貿交流活動亦隨之快速增長。在台灣的大陸經貿政策規範下，香港成為台灣與大陸間經貿關係互動的緩衝與中介場所，促使兩岸三地的經貿互動態勢更加緊密而穩固。

台灣、大陸的經貿關係

兩岸的間接貿易一般均透過第三地進行轉口，其中近百分之九十貿易是以香港做為轉口地。在1985年以前，台灣輸往大陸的產品以消費品為主，如家電、雨傘等，隨後由於台灣放寬對大陸地區的出口與投資，於是台商赴大陸投資所需的原材料、零配件及機器設備等的比重大幅增加，形成投資帶動貿易的現象。

台商投資的趨勢變動

台商對大陸投資的變動趨勢，約略可分為二個階段；第一階段為1988年開放初期，投資特徵以勞力密集產業為主，從事簡單的加工裝配製造，市場屬性為外銷型導向，投資區位多集中於大陸南部沿海，投資主體則以中小企業為主。第二階段則以1992年初大陸進一步放鬆內銷市場管制供外人投資為開始，投資特徵趨向資本及技術密集產業，具內銷型導向，並逐漸普及內陸地區，投資規模則呈現大、中型化的現象。

發揮國際專業分工，提高經營效能

經濟快速揚升的中國大陸，土地資源豐富、勞動力充足而便宜，但在資本及管理資源上卻極度的缺乏，仍適合發展勞力較為密集產業；反之在資本及經營技術資源充沛，但勞力及土地成本高漲的台灣與香港兩地，則適合從事資本及技術較密集的產業發展，尤其是香港本身所擁有服務產業的國際競爭優勢，更是各跨國企業爭取的合作對象。

雖然台、港兩地產業在出口市場上仍呈現競爭態勢，但另一方面也同時面臨來自國際第三競爭勢力的挑戰；此將促使兩地企業必須重新思考市場競爭的本質與合作的模式，包括新市場開發、新行銷策略和新利基等，加以在生產規模大型化、市場行銷通路網路化的趨勢下，尋求與競爭對手的策略合作將可達到加速開發市場的目的。建議作法可包括下列幾種形式：

1. 兩岸三地企業可以「製程分工」為基礎，形成不同技術水準的原料及半成品供應鏈體系，如由台灣供應較高層次的技術零件組件，出口至香港經加工後，運至大陸組裝，或由大陸供應勞力密集零組件，回銷台灣或香港組裝。
2. 香港企業在中國大陸之投資集中於電子、電器、橡膠、光學、皮革等產品，與台灣在大陸投資之主要行業頗為類似，其間固然存有相互競爭性，但其實亦存在物料相互調度、供銷的相互支援空間。
3. 因應全球市場競爭的壓力，結合大陸低成本競爭優勢、以及透過台、港在市場資訊交換及研究發展、設計和海外投資的網絡合作，對拓展歐美日等市場助益甚大。
4. 目前仍以製造業為主的台、港企業欲參與大陸流通市場，可藉著在大陸中大型百貨公司設立專櫃，或與國營連鎖企業合作或合資建立零售分銷網路，以擴大對大陸市場銷售管道的掌控。
5. 在其他服務業的合作方面，由於香港企業過去對大陸公路橋樑、發電廠、房地產等多藉由與中資或其他跨國集團的合資方式進行投資，將是未來台、港企業進入相關領域可以考慮合作的方式。B

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Digital technologies

Can Hong Kong and Taiwan become the next Hollywood-Silicon Valley Dream Team?

Hong Kong and Taiwan could lead the world in digital technologies to become the next Silicon Valley and Hollywood, said Dr Gino Yu, head of the Multimedia Innovation Centre, the Hong Kong Polytechnic University.

Speaking at the 10th Taiwan-Hong Kong Joint Conference on Economic and Trade Affairs held in Taipei, Dr Yu said like Silicon Valley, Taiwan would provide the technologies to the world while Hong Kong, like Hollywood, would provide the content in this ever burgeoning industry.

"Why is Microsoft, a software company, doing stuff like this [making the X-Box]? This is something that Taiwan should be doing," Dr Gino Yu, head of the Multimedia Innovation Centre, the Hong Kong Polytechnic University, tells attendees at the 10th Taiwan-Hong Kong Joint Conference on Economic and Trade Affairs.
在台港聯席會議上，香港理工大學多媒體創新中心總幹事於積理博士問道：「X-box 為何會成為微軟這家軟件公司的產品？」

As Hong Kong is already the entertainment capital of Asia, and Taiwan the high-tech manufacturing hub, the opportunities that would open up if the two could work in tandem are huge, he said.

Dr Yu pointed out that the time is now ripe for such a partnership because many of these new technologies and industries that are emerging are still in their infancy.

"If you look at B-to-B networks, no one really knows how to use these things. Property companies are putting gigabyte networks into homes, but what are they connected to? Companies know how to send a movie into your home, but what if it's interactive?"

These are questions that remain unanswered. There is no denying that film production people understand how their technology works, as do software companies, but if they are converging, interacting with each other, no one knows how this will work, he said.

Hong Kong, given its advanced infrastructure, will most likely be among the first areas in the world to be used as a testing ground for these new technologies. But it can also become the world leader in developing these new broadband applications.

Taiwan, on the other hand, which manufactures many of the world's PCs and electronics, has the capability to feed demand for these new products.

But it must move quickly and bring to market its ideas.

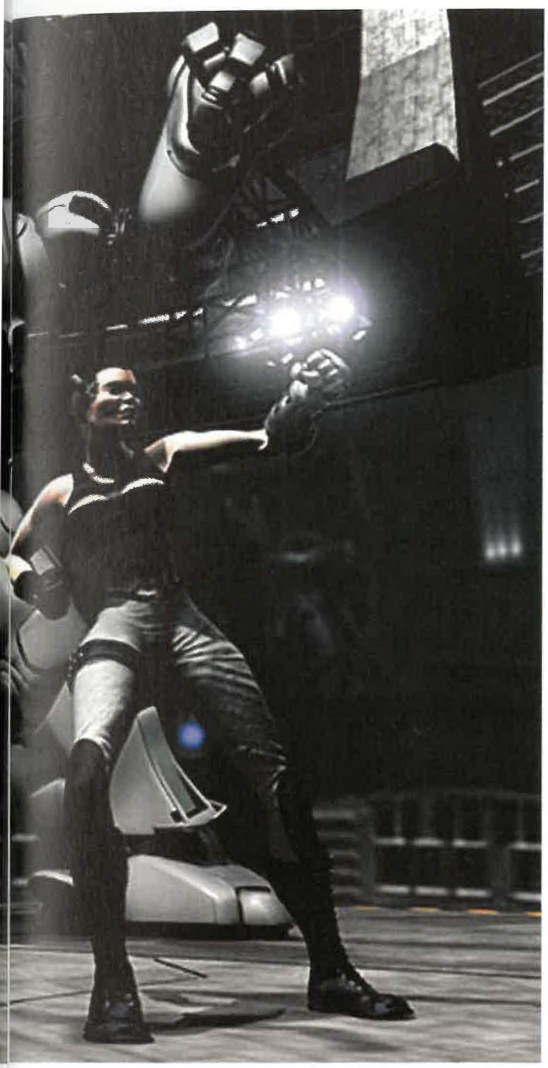
Microsoft's new X-box and Playstation II are classic examples of how Taiwan could dominate the market, or miss the boat. The X-box is basically a PC. It is powered by a PentiumIII 600 MHz CPU, has 64MB DDR DRAM, sound card, and 6X DVD drive, a 8 GB harddrive, and a few other bits of hardware.

Can Hong Kong and Taiwan team up to become the Silicon Valley-Hollyw
香港、台灣可否成為東方的荷李活和硅谷？

However, a couple of years ago Acer CEO Stan Hsih talked about developing an X-Computer, which he envisioned to be an applications specific computer, but essentially still a PC. Unfortunately that was as far as it went.

"Why is Microsoft, a software company, doing stuff like this?" Dr Yu asked. "This is something that Taiwan should be doing. You know all these PCs are manufactured in Taiwan, so why couldn't Taiwan pull something like this off?"

The X-box is just one example of how Taiwan and Hong Kong could develop and market new products if they put their heads together. Products in homes of the future, offices and intimate computing devices are just some of the areas that are still wide open, he said.



dream team of the East?

"So here, Hong Kong could define the new products, services and lifestyles for these new markets, and Taiwan would produce them," he said.

Digital technologies are also opening new opportunities in education.

"In China less than 10 percent of people get to go to university, compared to 50-60 percent in the U.S. and Europe, so obviously the opportunities are huge," he said.

Dr Yu is adamant that the relationship would be a win-win situation for all. Hong Kong could provide Taiwan companies with a market for new products – content and content creation expertise, financing and a staging area for the China market, while Taiwan will feed these markets with its products, he said.

To facilitate this, Dr Yu said he would like to see a Web site resource directory set up listing interested companies so that they could find potential partners. B

數碼科技

香港和台灣能否像荷李活與硅谷，發展為另一對夢幻組合？

Hong Kong has the skill and expertise to develop and market multimedia and digital applications for Asia, Dr Yu said.
於博士說，香港具有所需的技術及知識，能為亞洲地區開發、推廣多媒體及數碼應用產品。

香港理工大學多媒體創新中心總幹事於積理博士說，香港和台灣可在數碼科技方面領先全球，成為另一對硅谷與荷李活的夢幻組合。

於博士在台港聯席會議上說，台灣像硅谷般，能為全球提供高科技，而香港則像荷李活，可為這個勃興的行業提供資訊內容。

他說，由於香港是亞洲的娛樂之都，台灣是高科技生產中心，如兩地協同合作，發展機會將極大。

於博士指出，這種兩地合作的時機已經成熟，因為不少新科技和新興工業仍在萌芽階段。

「試看『商業對商業』的網絡，沒有人真正知道怎樣運用這些東西。地產公司在住宅單位裝設十億數元組的網絡，但是這些網絡接駁些甚麼呢？公司懂得傳送電影影像到你的家裡，但互動電影又如何呢？」

這些問題仍然懸而未解。於博士說，電影人無疑知道電影科技的運作，軟件公司也了解電腦科技，但假如兩者結合，互相交流，情況將會如何，暫未可知。

香港具備先進的基建設備，極可能成為世界上先行試用這些新科技的地方。然而，香港可考慮領先全球，開發這些新的寬頻應用程式。

另一方面，台灣一直出產大量經銷全球的個人電腦及電子產品，有能力應付市場對這些新產品的需求。

可是，台灣必須迅速把創新構思推出市場。

微軟新產品X-box和Playstation II的推出，正好說明台灣怎樣原錯失良機。X-box基本上是一部個人電腦，內置奔騰III處理器（600MHz）、64MB DDR DRAM、音效卡、六倍DVD驅動器、8 GB 硬碟機，以及其他硬件。

早在兩年前，宏碁集團行政總裁施振榮已講及開發X-電腦。他展望X-電腦將是一部專為應用程式而設的個人電腦。可惜，自此之後，這項計劃不了了之。

於博士問：「X-box為何會成為微軟這家軟件公司的產品？製造這些產品，應是台灣的專長。那麼，為何台灣不能成功推出這類產品？」

X-box只是一個例子，顯示台、港兩地如結合經驗和知識，便可開發和推廣新的產品。他說，未來家居產品、辦公室產品、隨身電腦器材等，不過是其中一些發展領域而已。

他說：「香港可為這些新市場界定新產品、服務和生活模式，台灣則可負責製造。」

另外，數碼科技也在教育方面帶來新契機。

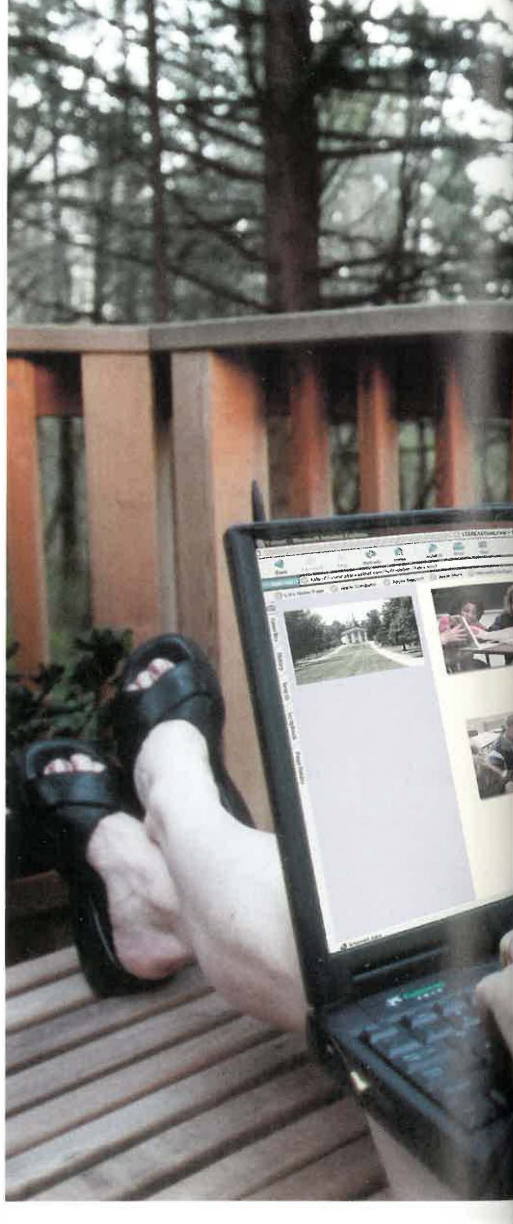
他說：「在中國，少於一成人口可以升讀大學，但在美國及歐洲，大學生的比例高達五至六成。由此可見，（數碼科技在教育方面的）發展機會龐大。」

於博士深信，這種合作關係對所有人皆有利。香港是資訊內容的輸出來源地，具備創製資訊內容的專門知識，並能為內地市場融資和起示範作用，故能為台灣公司的新產品提供現成的市場，而台灣則可為這些市場供應產品。

於博士期望網站資源目錄不久便能面世，在這目錄裡，將列出各家有意合作發展的公司，藉此促進上述發展。B

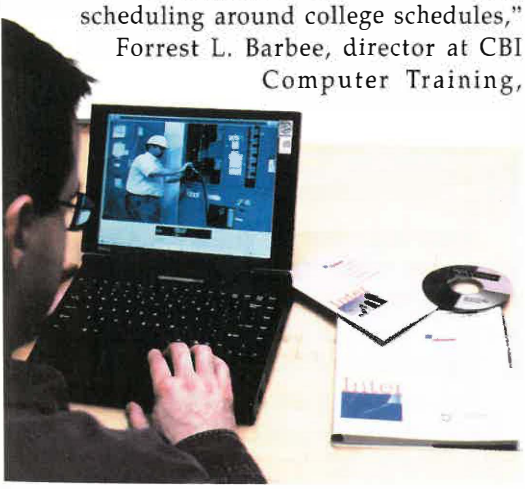
Back to 'e-school'

The prospect of furthering your academic goals at your own pace from the comfort of your own home sounds too good of an opportunity to miss, but is it all it's cracked up to be?



You need to beef up your qualifications to get you ready for your next big move up the corporate ladder. But instead of quitting work and going back to school, you login to one of the thousands of e-schools offering online education.

"Working adults have a difficult time scheduling around college schedules," Forrest L. Barbee, director at CBI Computer Training, Northampton Community College, USA, said. "The flexible scheduling [of online education] allows a much more convenient and comfortable setting to think and study. Even many of the 'live' seminars online can be called up at anytime after they have been packaged for queued delivery."



But online education is not for everybody, points out Amy Feest at the Connecticut State University, which also offers online degrees.

"Students who succeed online need to be independent and disciplined – able to meet deadlines and be self-paced," she said.

While studying online gives students the freedom to pace the course classes to their requirements, there is still a high dropout rate of about 30 per cent.

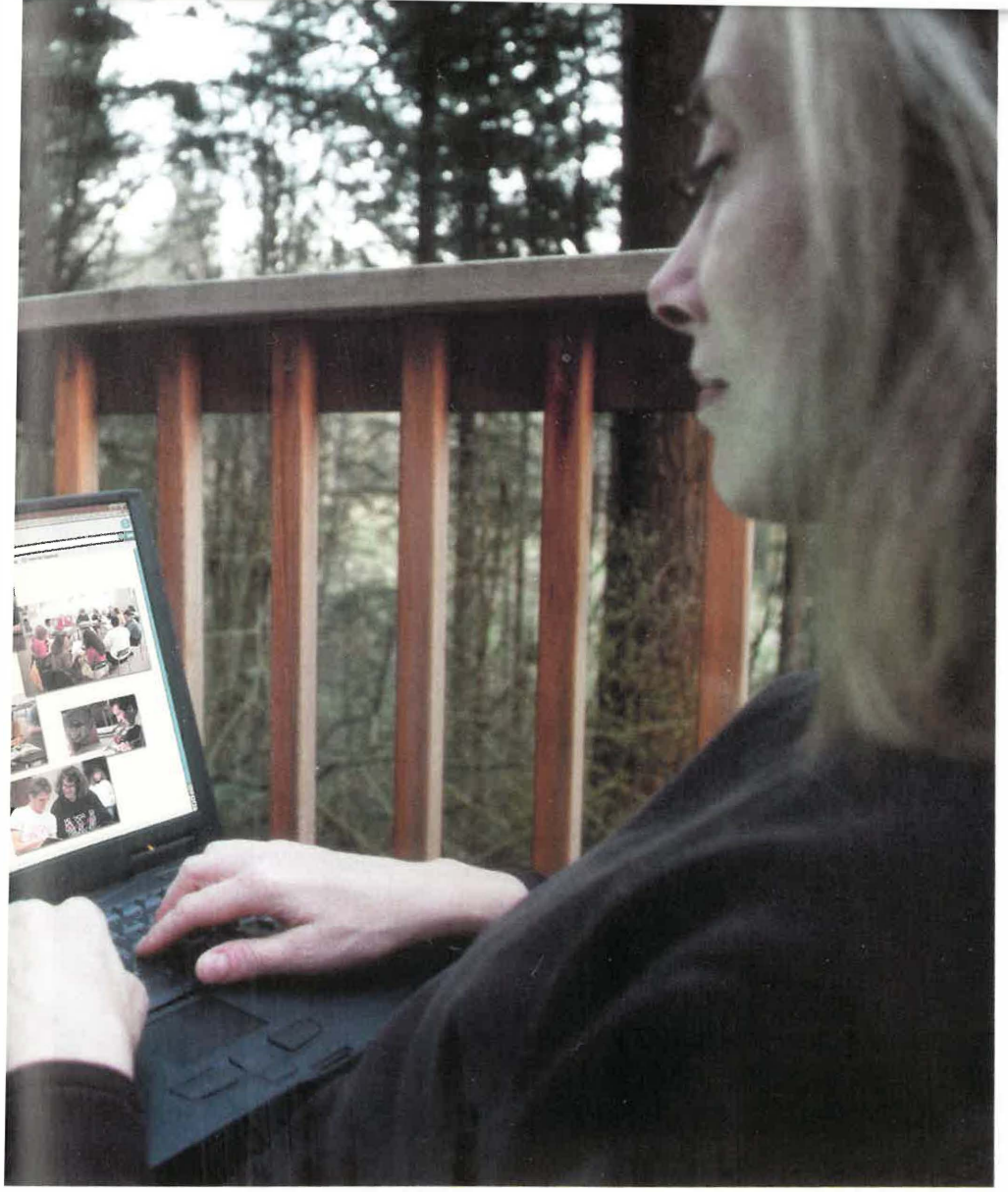
This is because some students cannot get used to the learning medium, while others find that self-study is indeed the hardest form of motivation there is and get buried under the workload.

But the biggest downside to online education, said Dr Barbee, is the lack of personal interaction with faculty and other students. Online chat rooms and forums bridge some of the gap, as does 'NetMeetings,' but live face-to-face interaction retains a dynamism that cyber-discussions lack.

"Teamwork and interpersonal skills are so critical in the workplace; the online and cyber communities have not yet reached a point to replace the classroom for this," he said.

As of yet, very little research has been made into the pros and cons of online study. Dean of Rice University's Business School Gil Whitaker, who sits on the Mellon Foundation Committee which studies the use of technology in education, said almost all claims made about online delivery modes are not based on careful research but more on conjecture.

"Much of the argument in favour of on-line education is the ease of access claim. And



網上進修縱橫談

安坐家中進修，自訂學習進度，看似夢寐以求，但網上進修的好處，真的如想像般嗎？

在公司裡，要躍升至較高職級，先決條件是提升學歷。不過，除了辭去工作，重返校園外，還可在芸芸網上院校中擇其一，報讀網上課程。

美國北安普敦社區學院CBI電腦培訓中心主任巴比說：「在職者很難遷就上課時間。（網上課程的）時間安排具彈性，學員可更方便舒適地思考和學習。學生甚至可隨時上網，收看經輯錄順序放送的『即場』授課講座。」

可是，康涅狄格州州立大學的費茲女士指出，不是人人皆適合網上進修的。該大學亦提供網上學位課程。

她說：「在網上學職的學生必須獨立而自律，能夠準時完成功課，並按自定的進度學習。」

網上進修時，學生雖可根據自己的要求自由編排課程進度，但退學率仍然高達三成。

究其原因，是由於學生未能適應這種學習模式。對有些人而言，透過自修，難以推動學習，於是每每趕不上課程的進度。

然而，巴比博士說，網上教學的最大弊病是學生與教員及同學欠缺交流。網上聊天室、論壇及NetMeetings等網上工具雖可彌補不足，但面對面交談的互動成效，始終是網上討論欠缺的。

他說：「工作時，團隊合作和人際關係的技巧十分重要。網上虛擬的世界仍未能取代課室。」

迄今為止，有關網上進修利弊的研究寥寥無幾。賴斯大學商學院院長惠特克說，幾近所有對網上傳授知識的說法，都不是基於仔細研究，而是憑空猜想的。惠特克也是梅隆基金委員會董事，該會研究如何在教學上應用科技。

他稱：「支持網上教學的論據主要是學生容易接收資訊。這個說法表面看來很有道理。

「評估純網上教學的最大難處，是量度學生的學習動力，而學習動力，正是課堂學習的主要元素。在課堂上，導師與學生可迅速而隨意地互相交流，透過不斷討論，加入新的知識。在科技世界裡，雖可保留部分交流環節，卻非全部。」

雖然如此，但人們仍主觀地認為，這方面的發展機會十分吸引，因此，不少公司、院校，甚至特區政府也大力在這個新興行業投資。

可是，學者警告，只是購入電腦，再把電腦堆在學生和教師面前，效用與堆放課本無異。他們說，網上教學不只是上網而已。

輸出學位

長久以來，亞洲是英、澳、美大學招生的目標地區，這些國家的學府，一直銳意提高校內學生的人數。今天，院校當前的挑戰，不是怎樣招收更多學生，而是怎樣透過電腦輸出學位。

目前，在環球教育的競賽中，似乎沒有誰獨佔風騷。不少美國的大學提供網上課程，澳洲如是，英國也看到箇中的機會。然而，即使在香港報讀如英國牛津布魯克斯大學的工商管理碩士課程，所取得的學歷，在就業市場上會得到多少承認？

巴比稱：「從學術角度而言，我會說，這個學位與校園進修得來的相同。話雖如此，但對於17至22歲的學生而言，我倒認為在課堂以外透過校園活動、學生組織及團體，可學習不少新知。這對攻讀學士或副學位課程的學生的全面發展來說，十分重要。」

然而，就純粹學術（包括不少技術學科）及傳統學士學位以外的課程而言，以上形式的學職，卻不太重要。此外，多媒體及網上虛擬科技日趨先進，在未來十年，將可繼續填補這方面的空隙。

不過，在校進修與網上進修學位的學術水平鑒定來源，是值得關注的問題。

他稱：「只要鑒定機構承認，從網上課程取得的學分，等同於在校課程的學分，而這些學分也得到其他院校承認，便可符合網上學生的需求。現

that claim has a great deal of face validity," he said.

"One of the most difficult elements of purely online instruction to evaluate is the motivation to learn, which is often a key ingredient of the classroom setting whether the instructor and students can interact quickly and informally to add new knowledge to the on-going discussion. Some of this can be captured in a technological setting, but not all."

Still, the mere subjective opportunities are so attractive that many companies, schools, and even the SAR Government are investing heavily in this new industry.

But academics warn that simply buying computers and throwing them at students and teachers will work about as well as throwing textbooks. There is more to online education than merely going online, they say.

Online education is being billed as the next best thing to having a teacher in your living room.
網上教學被譽為可媲美私人教授，學生足不出戶，便能學習新知。

EXPORTING DEGREES

Asia has long been a hunting ground for universities in Britain, Australia and the U.S. looking to beef up their campus populations. But a new challenge for schools now isn't how to recruit more students, but rather to export university degrees via their PCs.

There seems to be no clear leader in the race to educate the world. Many universities in the U.S. offer online courses, as do universities in Australia. Britain also realises the opportunities. But even if you study for an MBA say at the U.K.'s Oxford Brookes University from Hong Kong, how well will your qualifications be received in the job market?

"From an academic perspective I would argue that the degree is equal [to an on-campus degree]," Mr Barbee said. "Having said that, I also believe that for students ages 17-22 there is a great deal of learning that must take place outside the classroom: campus activities, committees and group memberships remain vital to the overall development of students attaining a bachelors or associates degree."

However, for purely academic, including many technical areas, and beyond the traditional bachelors degree, this issue is less relevant. Moreover, multimedia and online simulations are becoming much more sophisticated and should continue to close gaps in this regard over the next decade, he added.

But the real issue of on-campus degrees versus online degrees is the source of accreditation, he said.

"As long as the accrediting bodies recognise credits as equal so that they are transferable to another institution, then we have what we need. Today many people are spending good money on courses and credits that will not

Continued on Page 29

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A student's perspective

"The possibilities of Web-based training for the hospitality industry are endless. Companies such as ours have started a Virtual University project to further develop our associates, offering a certificate in hospitality first and there are plans to develop diploma and MBA courses. Training courses and programmes that are at the moment conducted through fly-in tutors and speakers can be made available through online educational methods to much larger audiences. Associates can conduct the course at their own pace and at a convenient time. Further education will be so convenient and necessary that the competency of our associates will increase rapidly.

My experience with online classes is that you need to be active and be willing to participate in asking and answering questions if you want to learn something. The beauty of this way of learning is that many people all over the world may be doing the course and when I post an operation problem related to my work and the course the other members of the course will answer according to their past experience in relation to the problem. It is very important that the tutor assigned to the class actively posts information as well and asks questions in the class or campus even if he/she may not always receive an answer from the participants.

The pros are that this offers me the possibility to attend a university course without stopping my job, and to keep developing myself. Cons are that you have to commit to study after work – at least two hours daily." B

學員心聲

「對酒店業來說，網上培訓的發展潛力無限。一些公司已推行『虛擬大學』計劃，加強培訓員工，本公司也加入了這個行列。以本公司為例，它首先提供酒店業證書課程，並擬於日後開辦文憑及工商管理碩士課程。目前，導師及講員須親臨主持培訓課程及活動，但透過網上教學工具，便可讓更多人接受培訓。員工可按自定的進度和在合適的時間進修。現今世代，進修實屬必需，若能運用如此方便途徑，員工的才能定可突飛猛進。

從網上學習的經驗所得，學員必須主動，並需積極提問和回答問題，才會有所進益。這種學習方式的好處是讓世界各地的人一起學習。當我把學習時遇到的問題載於網上，其他學員便會根據以往處理有關問題的經驗回答。此外，課程導師是否主動提供資料，是否在上課或校內積極向學員提問，即使學員未必經常回答，也不會氣餒，這些都是非常重要的。

對我來說，網上進修的好處是無需放棄工作，便可攻讀大學課程，自我充實。不過，您必須在下班後，每天最少花兩小時進修。」B

Javier Albar 柯卓輝
Resident Manager
Renaissance Harbour View Hotel, Hong Kong
萬麗海景酒店駐店經理

Mr Albar is studying for his MBA in Hospitality.
柯卓輝現正攻讀酒店業工商管理碩士課程。

在，不少人大灑金錢報讀課程，所得的學分卻不可轉移，也得不到承認。」

費茲女士同意此言，並強調：「消費者宜小心。」

「市面上不少未獲認可的課程，輕易地頒發網上學位，但學生及僱主需仔細研究這些課程，確保名符其實和獲得承認。」

選擇院校

OnLine Education 總裁戴麗琪說，學生選擇院校時，宜找信譽良好的學府。OnLine Education的總部設於英國，在香港為那些經認可的網上課程招生。

她說：「學生宜選擇由真正大學開辦的課程，而非那些互聯網的學府。此外，要注意師資，也要考慮教材的質素及發放的方式。」她補充說，在校及網上課程的教材必須一致。

戴麗琪說，不是每一所院校都適合每一個人，選擇院校的喜好，因人而異。

總部設於香港的澳洲公司 NextEd.com 亦提供三間澳洲大學的認可網上學位課程。

NextEd.com網絡公司副總監（業務拓展及學生服務）胡雙多稱，該公司與教育機構合作在網上提供獲認可的課程，而公司本身基本上是電腦應用程式服務商。

費用

網上進修的費用不比上課便宜多少。不過，無論是評定教育的任何範疇，學術水平鑒定和課程質素遠較學費重要。雖然不同院校和不同地方的收費各異，但在網上與在校攻讀工商管理碩士課程的學費只相差一成。

考試

誠信是網上學習另一受人注視的問題。有誰知道，在網上應考的考生，是報讀本人，還是聰慧的同窗友好？

學者對如何舉行考試，意見紛紜。縱然有些教授說，他們可辨別學生的功課在風格和內容方面的改變，但考試時卻無法分辨。

胡女士稱，網上課程如設計完善，上課期間便不少網上交流的機會，故不難找出誰在作弊。

她提議：「考試方面，考生可由第三者監考，或可前往某處，透過指定的電腦設備應考。」B

Online Education

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Educating the masses

網上學習　人人皆可

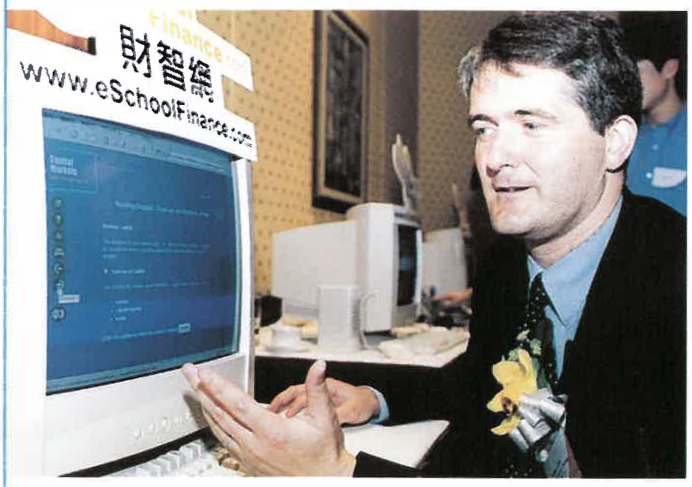
Hong Kong is dotted with thousands of institutions across the territory teaching everything from languages to finance, and an increasing number of these are educating students through the Web.

Intuition Publishing, established in 1985, considers itself to be a pioneer in Internet learning. The company provides structured training courses on a wide range of financial, treasury and securities products.

Flexibility is arguably the biggest advantage of its courses which can be accessed over the Internet from the office or home, Intuition's Business Development Manager Andrew Lupton said.

But he stresses that, "Online learning is interactive. It's not like distance learning. We are telling people what they can do such as Series 7, the General Securities qualification exam for NASD."

Series 7 is broken into 18 tutorials which cover seven critical areas of the NASD exam. The tutorials are filled with questions, tests and micro-simulations which make learning fun, interactive and easy to absorb, he said.



Mr Lupton: "Online learning is interactive. It's not like distance learning."
樂庭安說：「網上學習是互動的，跟遙距學習不同。」

Although primarily designed as corporate solutions for financial institutions, the company recently joined forces with eSchool Limited to offer selected online financial courses to the general public.

General Manager of eSchool Tony Pang said the company offers a range of Web-based courses from IT programmes to languages.

在香港，大小教育機構林立，課程從語文到金融，應有盡有。這些機構中，透過互聯網與學生接觸的愈來愈多。

Intuition Publishing創立於1985年，稱得上是網上教學的先驅。該公司提供一系列的培訓課程，內容包括金融、債券及證券工具。

業務發展經理樂庭安說，靈活無疑是網上學習的最大優點，學員可在辦公室或家中上網，修讀課程。

不過，他強調：「網上學習是互動的，跟遙距學習不同。我們告訴學員怎樣準備美國證券商公會的證券經紀人執業試（Series 7）。」

Series 7課程共有18堂輔導課，涵蓋執業試的七個主要範疇。輔導課利用問答、測驗和小型模擬活動授課，令學習過程充滿趣味、能互動交流，易於吸收知識。

雖然這些課程原是為金融機構設計的，但該公司現與eSchool Limited合作，向大眾提供當中一些網上金融課程。

eSchool總經理彭楚夫稱，該公司提供多種網上課程，包括資訊科技、語文等。

Mr Pang: "Education is going through a reshaping process."
彭楚夫：「教育正進行變革。」

他說：「教育正進行變革，愈來愈多人使用互聯網為學習工具。」

eSchool在1998年成立。為免課程過於艱深，使學員害怕，現有的網上課程只限初級至中級程度，況且，中級課程的客戶基礎也較為廣闊。

彭認為旗下課程與教育光碟不同，他說：「一隻光碟最高可容650個百萬數元組，互聯網上可載入的知識，卻是浩瀚無垠。如有任何特別的問題，學員也可向導師提問。」B

"Education is going through a reshaping process and more and more people are using the Web as a learning tool," he said.

eSchool, which was launched in April this year, is limiting the content of its online courses to beginner and intermediate levels to avoid scaring students off, and because the intermediate levels offer a much wider customer base, Mr Pang said.

When asked how his courses differ from educational CD-ROMs, Mr Pang said, "A CD-ROM can offer a maximum of 650 megabytes of knowledge. With the Internet, it is unlimited and you can also ask a tutor if you have any specific questions." B

transfer anywhere and are not recognised by anyone," he said.

Ms Feest agrees and stresses: "Buyer beware."

"There are many non-accredited programmes out there offering an easy road to a degree online, but students and employers need to research the programme they are looking into. They should make sure that the programme is bona fide and accredited."

CHOOSING A SCHOOL

Director of OnLine Education Nicola Davies, a U.K. based firm serving as a distribution channel in Hong Kong for accredited online courses, said when choosing a school, students should choose a credible institution.

"They should choose a programme that is from a real university, not one that just exists on the Web," she said. "Also, look for the quality of tutor support. Students should also look at the quality of materials and how they are delivered."

Ms Davies said it is up to individual student preferences when it comes to selecting a school, as not every school is going to suit every individual.

NextEd.com, an Australian firm based in Hong Kong, also provides online accredited degree programmes from three Australian universities.

April Hu, vice president of Student Marketing & Services for NextEd.com, said the dot-com is basically an applications service provider which works with education institutes to offer accredited programmes online.

COSTS

The cost of studying online is not much cheaper than on campus. But as with any aspect of education, accreditation and quality of tuition weigh far more heavily than costs. Even though costs vary from school to school, and country to country, on average the price difference for an online MBA is a mere 10 per cent compared to tuition fees for on-campus study.

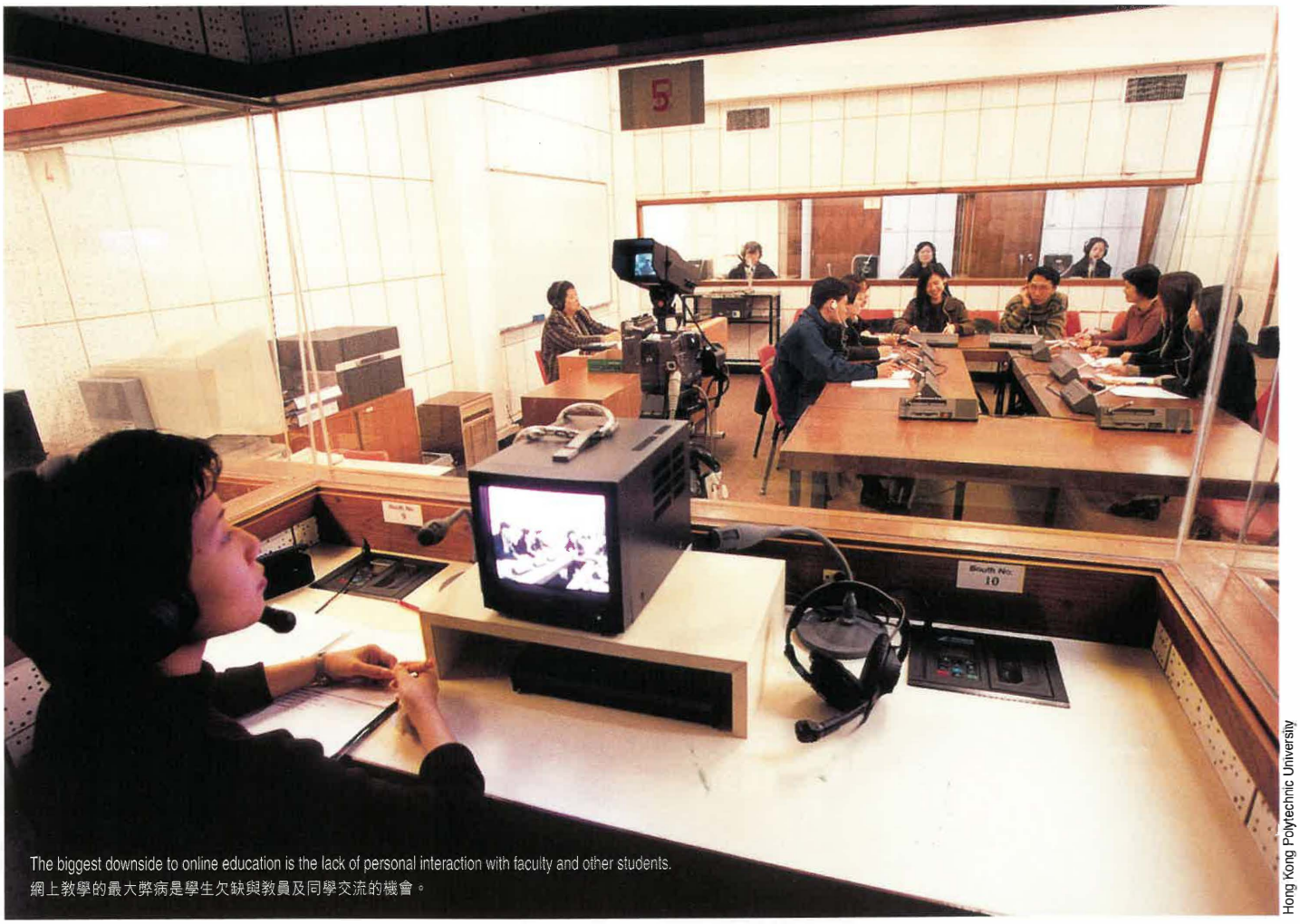
SITTING YOUR EXAMS

One area of concern for Web learning is that of integrity. Who is to know if it is you taking your online test, or your genius school chum?

Academics have different opinions on how exams should be taken. While professors say they can notice changes in the style and content of a student's work submitted, they cannot in final tests.

Ms Hu said that with a good online programme, there would be so much online interaction throughout the course that it would be easy to tell who's cheating.

"In terms of examinations, they could be proctored by a third person, or the person may have to go to a certain location and take the exam on a specific server," she suggests. B



The biggest downside to online education is the lack of personal interaction with faculty and other students.
網上教學的最大弊病是學生欠缺與教員及同學交流的機會。

Hong Kong Polytechnic University

Hong Kong's brightest shine at SME Award

The SAR's brightest small- and medium-sized enterprises showed just how innovative they can be at the Hong Kong SME Award 2000 presentation ceremony held on March 27.

Ten companies received honours in the two categories of the award: New SME and Best Managed SME. Everbright Group Limited walked away with the New SME Gold Award, while Carven Circuits Limited received the Best Managed SME Gold Award.

Chairman of the Organising Committee of the Hong Kong SME Award Denis Lee said at the awards presentation, "The recent economic turmoil has brought new challenges to small and medium enterprises (SMEs). With rapid changes in the operating environment, companies in Hong Kong are reassessing and repositioning themselves in order to stay ahead in the increasingly competitive markets both domestically and abroad. I am pleased to note that these qualities are shared by many of the award entrants."

Recognising the importance of small and medium enterprises and their contribution to Hong Kong's economy, the Hong Kong SME Award aims to promote the development of SMEs by identifying successful models to spearhead Hong Kong's continued economic growth. The award, into its second consecutive year, had made innovation and finance its main theme for 2000.

Mr Lee said Hong Kong SMEs are "the lustre of pearls." He explained, "Although small, they are bright. Hong Kong, the Pearl of the Orient, will lose its lustre without the SMEs."

Chairman of the Organising Committee of the Hong Kong SME Award Denis Lee (right), and Chairman & CEO of Greenwood Capital Limited Ming Siu, sole sponsor of the event, unroll a couplet which reads: "For a company to succeed, it must have a sound strategy, and the finances to see those ideas through."
香港中小企業獎籌備委員會主席李榮鈞（右）與獨家贊助商建活企業融資有限公司主席兼行政總裁蕭銘鐸展示對聯：「建業有功賴良謀，活水之源在綠洲」。

New SME Awards
新創辦中小企業獎

Gold 金獎
- Everbright Groups Limited 樂天集團發展有限公司

Silver 銀獎
- Pedorthic Technology Limited 足科矯形有限公司
- Waste & Environmental Technologies Limited 保然技術有限公司

Merit 優異獎
- Molecular Technology Innomed Limited 創念分子科技有限公司
- Wah Lam Building Materials Limited 華林建築材料有限公司

Best Managed SME Awards
最傑出管理中小企業獎

Gold 金獎
- Carven Circuits Limited 嘉宏電路有限公司

Silver 銀獎
- Emper Industrial Limited 銀栢實業有限公司
- Keystone Electric Wire & Cable Co., Limited 啟東電線電纜有限公司

Merit 優異獎
- Longrand Electronics Limited 恒昌電子有限公司
- Wings Trading (HK) Co Limited 飛騰行（香港）有限公司

中小企業獎

嘉許企業典範

在3月27日的香港中小企業獎頒獎典禮上，本港最優秀的中小型企業獲取殊榮。

獎項分為「新創辦中小企業獎」和「最傑出管理中小企業獎」兩大類別，共十家企業得獎。樂天集團發展有限公司奪得新創辦中小企業金獎，嘉宏電路有限公司則獲最傑出管理中小企業金獎。

香港中小企業獎籌備委員會主席李榮鈞在頒獎禮上表示：「近期的經濟低潮為中小企業帶來了新的挑戰，在瞬息萬變的營商環境下，港商必須重新自我評估，再次自我裝備，才能在競爭日趨激烈的本地及海外市場上，穩佔一席。我樂見不少參賽者皆具備這些優勢。」

Gold and Silver Award winners pose with the organisers of the event.
金獎及銀獎得主與主辦機構代表合攝。

香港中小企業獎的設立，是為了表揚中小企業的重要成就及對本港經濟的貢獻，透過比賽，選拔那些能帶動香港經濟持續發展的成功典範，從而推動中小型企業發展。這個獎勵已是連續第二年舉辦，本年以創意與融資為主題。

李榮鈞把香港的中小企業喻為「耀目明珠」。他解釋說：「珍珠雖小，卻發放光華。假如沒有它們，香港這顆東方之珠便會黯然失色。」

Chamber Race Boxes
總商會馬會廂房

Persons 人數	Admission, Buffet & Drinks 廂房入場、自助餐及飲品收費		Race Badge 馬牌收費
	Sha Tin 沙田	Happy Valley 跑馬地	
Each seat 每位	$340	$360	$60/Badge $60/每張
4 or more seats 四位或以上	$300	$330	Buy 5 get 1 free 買五送一
10 or more seats 十位或以上	$250	$300	

Austrian couple win Best Managed SME Silver Award

Chamber Vice Chairman Dr Lily Chiang (right) presents Helmut Widdek with the Best Managed SME Silver Award 2000.
本會副主席蔣麗莉博士（右）向凱姆威特頒發最傑出管理中小企業銀獎。

Team player, uncompromising quality, earn Emper loyal staff and customer base

Helmut Widdek and his wife Ingrid Sonja are strong believers that enthusiasm is contagious. Every other day, the two rise before dawn and journey from their New Territories home to their factory in Guangdong Province.

They arrive before most of their employees at around 7:45 a.m. and spend a good part of the day on the shop floor monitoring, teaching and encouraging their labourers. Showing staff that they, the bosses, are willing to put in the extra mile has won them the loyalty of their 750 employees, all of whom willingly put 110 per cent effort into their job.

Their management philosophy has also won their company, Emper Industrial Limited, the Hong Kong SME Award 2000 Best Managed SME Silver Award.

While Mr Widdek feels there is no personal gain to be had from the award, its reward is primarily for his staff in recognition of their hard work.

"Our strength is in our people and this award makes everyone feel proud to be part of the team," he said.

He instils this team spirit by involving employees in all aspects of the business. For example, for the SME awards party, he brought in three workers from his mainland factory. And for April's Asia Pacific Leather Fair in Hong Kong, he brought in a factory worker from the mainland, not necessarily to man the booth, but to see for himself how the business operates at the customer end.

"For them, the trip is more than money, because for many Chinese from the provinces in China it is not possible for them to come to Hong Kong. But by bringing them here, letting them share in the celebrations and sales aspect of the business, we make them understand that everyone is part of the team," Mr Widdek said.

His 750-plus employees, over 160 of which have worked for the company for over 10 years, have helped Emper's woven leather products become highly sought after among fashion houses in Germany, Italy and Japan, which he points out are unyielding on their demands for quality products.

Mr Widdek puts this down to his mainland Chinese workers, which he feels are the best in the world. But their diligence is not necessarily driven by money, he insists.

A mainland Chinese labourer's performance is determined by two factors: wages and security, he said.

"Of course everyone wants money, but if you give them job security with small, gradual promotional steps that they can achieve, then you have already achieved a lot in boosting their commitment to their job," he said.

"Our strength is in our people, and our people produce absolutely the top standards, achieving a 0.5 per cent average rejection rate – not even 1 per cent," he said. "That's why my people also get bonuses. Everyone got one month's bonus [for Chinese New Year]. I gave it personally and said a few words of encouragement."

Ingrid Sonja Widdek, director of the company, who likes to spend time in the weaving room, says motivating workers to produce quality products is what their business philosophy is all about.

"You cannot force someone to do something that they don't want to do," she said. "You have to make them want to do it."

To this end, Emper's best weavers are now in charge of producing the company's new line of 3 mm hand-woven leather products, destined to end up in design houses around the world.

Another new line Emper anticipates its skilled workforce will be able to make a success is its knitted leather goods, from bags to tops.

But the Widdeks say they are not going to get carried away in expanding into these new areas, and are setting modest goals of 10 to 15 per cent growth to ensure quality, not quantity, remains the company's watchword. B

Helmut Widdek, managing director, Emper Industrial Ltd, displays one of his company's latest products, a hand-knitted leather top.
銀栢實業有限公司董事總經理凱姆威特展示公司最新產品——手織皮革上衣。

團隊精神、品質至上

銀栢贏得員工與顧客支持

銀栢實業勇奪最傑出管理中小企業銀獎

凱姆威特夫婦堅決相信，熱忱能感染他人。每隔一天，他倆便起個絕早，從新界的家往深圳廠房。

他倆約在七時三刻到達廠房，比多數員工還要早。**上半天，他們會在工場巡視、教導和鼓勵員工。身為老闆，凱姆威特夫婦竭力苦幹，贏取了全體750名員工對公司的忠誠，願意付出十二分努力工作。**

正是憑著這套管理哲學，凱姆威特夫婦的銀栢實業有限公司贏取了2000年度香港中小企業獎的最傑出管理中小企業獎。

凱姆威特認為，這個獎項對自己並沒帶來甚麼得著，它主要是表揚員工的努力。

他說：「員工是我們重要的資源。這次獲得獎項，令公司內的每一份子皆感到自豪。」

他讓員工參與業務各個範疇，藉此灌輸團隊精神。譬如說，他攜同三名內地廠房員工出席中小企業獎的宴會。至於在四月舉行的亞太皮革展，他亦從內地帶來一名員工。這樣做不一定是為了增添展覽攤位人手，而是讓他親睹如何與客戶洽談生意。

凱姆威特表示：「對他們來說，此行的價值非金錢可以衡量，因為不少內地省份的人沒有機會來港。可是，我們帶同他們來港，讓他們同慶得獎和參與銷售工作，可使他們明白，每位員工皆是公司內整個團隊的一份子。」

在750多名員工中，超過160人為公司效力超過十載。憑著員工的努力，使銀麟的皮革織製品在德國、意大利和日本時裝店大受歡迎。凱姆威特指出，這些時裝店對產品質素的要求十分嚴格。

凱姆威特把公司的成就歸功於內地工人，並視他們為世上最好的員工。不過，他強調，員工努力工作，並非只因金錢。

他說，內地工人的工作表現取決於兩個因素：工資與保障。

「每個人固然都想賺錢，但如果給予員工職業保障，讓他們逐步慢慢晉升，便會大大提高他們對工作的投入感。

「員工是我們重要的資源，我們員工的生產水平，絕對高超，退貨率不足1%，僅為0.5%。正因為這樣，員工獲發獎金（農曆新年時，該公司員工可獲額外一個月薪金作為花紅）。這是我自掏腰包的，分發花紅時，我往往對員工說些勉勵的話。」

凱姆威特的妻子桑雅威特是公司的董事，經常在機織間指導工人。她稱，推動工人生產優質產品，是他們的營商哲學。

她說：「你強迫不了別人幹不想幹的事。你必須推動他們自己去幹。」

銀麟最優秀的織造工現正負責生產公司的新產品系列，即三毫米手織皮製品。這款新製品最終會銷往世界各地的設計公司。

銀麟另一新系列是肩袋及上衣等針織皮製品。該公司期望，憑著工人精湛的技藝，這系列可使公司的業務更上一層樓。

不過，威特夫婦說，他們不會只顧開拓新產品，忽略產品的質素。他們把業績增長的目標訂為較溫和的10%至15%，不求銷售數量激增，只求確保產品質素，藉此貫徹公司的宗旨。

EMPER INDUSTRIAL LIMITED
2 Kwai Fat Road, 2/F Unit B, Tai Tak Ind. Bldg., Kwai Chung, Hong Kong Tel: (852) 2410 1322 Fax: (852) 2489 2450

Wings soars to new heights

Best Managed SME Merit Award

For many people, the thought of running their own business is a pleasant fantasy of short hours, lots of money and a product or idea that catches like wildfire.

In reality, the road to success is often a perilous one fraught with long hours and sleepless nights. Even when you consider your venture to be firmly established, difficult decisions need to be made constantly to ensure you stay in business.

For Benson Pau, managing director, Wings Trading Co., Ltd., which just celebrated its 20th anniversary this year, some of the hardest decisions he has had to make have been his best ones. They have also won him the Best Managed SME Merit Award 2000.

The Hong Kong entrepreneur started Wings with his wife in 1980 as a general trading company buying and selling toys and kitchenware like so many other trading companies. They first targeted the Middle Eastern market, and then expanded into Europe, and then into the U.S. in 1988.

"For the first 10 years, we were a simple trading company just buying and selling toys and household products," Mr Pau said. "We knew we couldn't continue doing this forever, so in 1993 we made a major decision to throw out our toy business and focus on adding value to our houseware business."

At the time, toys represented 30 per cent of the company's turnover, but within two years the increased houseware business doubled that of the discarded toy business, Mr Pau said.

He achieved this by offering his customers more added value services – from feasibility studies to packaging to quality assurance. A R&D and a QC team were also set up to complete his one-stop customer service vision.

Chamber Director Dr Eden Woon (right) presents Benson Pau with the Best Managed SME Merit Award 2000.
本會總裁翁以登博士（右）頒發最傑出管理中小企業優異獎予鮑潔鈞。

Benson Pau (left), managing director, Wings Trading Co., Ltd., holds a weekly product discussion with his staff to get customer feedback.
飛騰行董事總經理鮑潔鈞（左）每周與員工舉行產品討論會，了解客戶的意見。

But the company's new added-value services are only half of story. Mr Pau said that without the dedication of his staff, the average 20 per cent annual growth Wings' has enjoyed over the past decade would not have been possible.

"People are very important in a company; they are everything," he said.

While Mr Pau believes that improving the quality and value of services provided to customers is vital, he also feels the same about his staff and encourages them to continually improve themselves.

"We all consider the company a learning organisation," he said. "Everyone keeps learning some different aspect of the business because we keep moving them around from one department to another so that they know how the whole operation works."

In 1999, Wings embarked on another strategic decision. Plans were drawn to bring into being Wings Product Workshop Limited, an online arm of the company launched in May 2000.

Named wings365.com, Mr Pau said he sought the skills of designers with whom he'd built up solid relations over the years to design brand products and to market them online.

"We are not a concept company, we provide services and products to customers," he said.

Mr Pau said he has no delusions that succeeding in e-commerce will be easy, but he believes that it's a valuable tool that will help his company continue to grow.

"With so many similar companies fighting for the same business, it is becoming increasingly difficult to win orders," he said. "By trying alternative trading channels we are trying to provide more added-value services to our buyers."

飛騰展翅創高峰

最傑出管理中小企業優異獎得主

He is injecting HK$5 million into the e-business to get it up and running, and stressed that the new arm of the company will be autonomous to avoid jeopardise the existing business.

Among the two new products to be launched on the Web site are Wings' Time Bomb and Egg Timer.

A Wings employee assembles its latest products.
飛騰行員工裝配最新出品。

Mr Pau said the firm also decided in the same year to establish a work-in-progress (WIP) system, similar to that used by courier services to track packages.

The system will allow everyone – from the customer who placed an order to, the factory manufacturing it, to his office staff – to see instantly the progress of an order and product development.

"In the long run, customers will be able to check to see if they still owe us something, such as artwork," he explained. "Of course it will rely on everyone inputting their information, but once everyone is to used using the system, it will benefit everyone." B

不少人認為，當老闆是挺不錯的一回事：工作時間短、財源滾滾、產品或構思風靡市場。

實際上，成功之路每每波折重重，必須輾轉不眠，長期作戰。即使公司上了軌道，還須不斷作出難以取捨的抉擇，才可維持業務。

飛騰行剛在本年慶祝了二十週年紀念，董事總經理鮑潔鈞曾經面對難以抉擇的問題，但事實證明，他的決定是明智的。正因為這些決定，為他贏取了2000年最傑出管理中小企業獎優異獎。

這位本地企業家於1980年與妻子創辦飛騰行。最初，該公司只是一家買賣玩具和廚具的普通貿易行，與其他貿易公司並無兩樣。飛騰行先以中東為目標市場，後把市場領域擴展至歐洲，並於1988年進軍美國市場。

鮑說：「在創業首十年，飛騰行不過是買賣玩具和家庭用品的貿易公司。我們知道，不能長此以往這樣幹下去，於是在1993年，我們作了重大的決定。公司放棄了玩具業務，集中為家庭用品業務增值。」

其時，玩具業務佔公司營業額三成，但在兩年間，家庭用品業務蒸蒸日上，業績已超越以往玩具業務一倍。

他的成功竅門是向客戶提供更多增值服務，如可行性研究、包裝及品質檢定等。此外，公司亦成立了研發開發小組及品質控制小組，為客戶提供一站式的服務。

不過，單憑新的增值服務，不能使飛騰行取得今天的成就。鮑說，假如沒有員工的努力，飛騰行的業績決不能在過去十年平均增長達20%。

他表示：「員工對公司非常重要，比甚麼都重要。」

鮑認為，提升客戶服務質素與價值，至關重要。他對員工亦抱同樣看法，因此鼓勵員工不斷自我改進。

「全體員工均視公司為學習的地方。我們不時轉換員工工作的部門，讓每位員工了解公司內整個運作流程，學習業務的不同範疇。」

在1999年，鮑氏為公司的策略性發展作出了重大決定。他由1999年起，即開始籌備飛騰創意工作室有限公司。此乃飛騰行的網上業務部門，其後，該公司於2000年5月正式啟業。

該公司的網站名為「wings365.com」。鮑氏邀請相交多年的優秀設計師為他們設計品牌產品，並在網上宣傳推廣。

他說：「我們不是只有概念的公司，我們向客戶提供真正的服務和產品。」

鮑認為，在電子商貿的領域上，取勝不易，但相信這是有助公司持續發展的有用工具。

他說：「市場上相類的公司正為同一業務互相爭逐，爭取訂單將日漸困難。可是，我們試圖透過其他貿易渠道，向買家提供更多增值服務。」

他注資五百萬港元發展和經營電子商貿業務。他強調，為免影響公司原有業務，這個新部門將全完獨立。

該公司將在網站推出兩種新產品，分別為「Time Bomb」及「Egg Timer」時計。

在網上業務方面，該公司亦決定設立電子工作進度追蹤系統。這系統與郵遞服務公司的包裹追蹤系統相似。

有了這個系統，訂貨客戶、生產貨品的工廠及辦公室內的員工皆可即時知道工作的進度。

他解釋說：「長遠來說，客戶可透過這個系統，檢查甚麼資料（好像插圖等）仍未提供。當然，系統能否成功，有賴人們輸入資料。假如每人都慣於使用系統查閱資料，將使所有人受惠。」B

An egg timer that doubles as an eggcup.
「Egg timer」蛋杯式時計。

Time Bomb.
「Time Bomb」時計。

By designing value-added products, such as this cutlery set and holder, Wings has managed to increase its houseware sales by an average of 20 per cent annually.
憑着餐具系列等實用設計，飛騰行的家庭用品銷售額每年平均上升兩成。

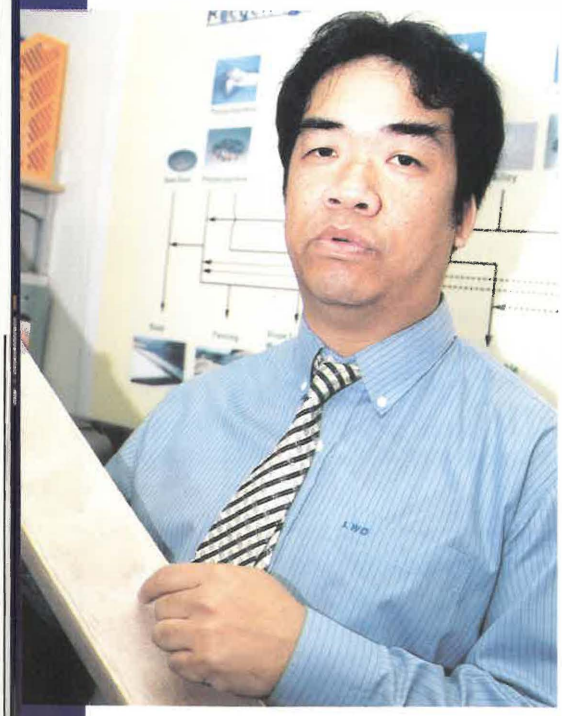
Think small, **think simple**

Best New SME Silver Award winner believes environmental protection should be kept simple

Hong Kong Productivity Council Chairman Kenneth Fang (right) presents W.O. Leung with the Best New SME Silver Award.
香港生產力促進局主席方鏗（右）頒發新創辦中小企業銀獎予梁維安。

W.O. Leung has seen firsthand the environmental impact heavy industries can have on the environment. He has worked in quarries, petro-chemical and cement plants ... big industries with big environmental concerns.

"In those days they didn't call it environmental protection, it was called bulk material handling," said the manager of Waste & Environmental Technologies Ltd. and recipient of the Best New SME Silver Award.



Mr Leung displays a sample of regen, which he says has endless uses.
梁維安展示再生物料樣本。他說，再生物料妙用無窮。

But big environmental problems do not always require big solutions. In fact, the most practical answers are often the simplest, he said.

"There seems to be this misconception that you need big, expensive, one-project-can-do-all solutions for environmental problems," he said.

One way he is disproving such misunderstandings is by designing and marketing simple, practical cures for old environmental headaches.

One such tonic is the company's bread-and-butter invention, a portable filtration system used mainly for construction sites. Besides being small, it is also cost-effective, and simple to operate and maintain.

"You have to remember that the people who are usually in charge of setting up and using equipment like this are only labourers. They don't know how to handle a sophisticated system. If they don't know how to operate it they, they just won't use it," he said.

The system can also be used for dying industries, pig farmers or for any industries which need to separate solids from liquid, he said.

"Regarding our innovation we've brought out a lot new products," Mr Leung said. "We're also going to collect waste plastic and turn it into reusable products. This post-consumer product is what we call 'regen' and a lot of factories have scrap regen. We pick it up and can turn it into products as diverse as garden furniture to marine piers."

Hong Kong now uses timber for its 90 or so landing piers, which need replacing about every four years. Using regen to make durable plastic beams instead of timber will help reduce the number of trees felled as well as save space in landfills. But it will also save a small fortune on timber and labour costs for replacing them.

If Mr Leung can convince the relevant authorities of the environmental and cost advantages of using regen, Hong Kong may become the second country in Asian after Japan to use regen for marine piers.

PET (polyethylene terephthalate) bottles – the kind used for soft drinks – will be removed from regen because it is the second most valuable recyclable product after aluminium, Mr Leung said.

Given the large volume of consumer waste Hong Kong produces, it may appear that its citizens are indifferent to the environment. But Mr Leung said in his experience, people care deeply about the environment.

"People like to dress up and say they are environmentally friendly. But when a factory or farm has an environmental problem they don't know what to do. People are the same," he said. "We need to provide them with small, simple solutions that all of us can use." B

小處著眼　化繁為簡

新創辦中小企業銀獎得主相信，環保方法宜簡單

保然技術有限公司經理梁維安親眼目睹重工業對環境的破壞。他曾在石礦場、石化工廠、水泥廠等地方工作，這些大型工業對環境的影響，引起了人們極大的關注。

梁說：「當時，人們不稱這是環保，而是大型物料處理。」保然是新創辦中小企業獎銀獎得主。

他認為，嚴重的環境問題不一定需要複雜的解決方案。事實上，最實際的方法往往是最簡單的。

他說：「人們似乎誤以為解決環境問題，須用複雜、昂貴、一應俱全的方法。」

他證明，這是錯覺而已。梁維安設計和推廣簡單而實用的良方妙策，以解決存在已久的環保問題。

保然發明的便攜式過濾系統，正是解決污染問題的「靈丹妙藥」，也為公司帶來主要的收入來源。該系統主要用於建築地盤，除體積纖巧外，也符合成本效益，並且操作容易、保養簡單。

他說：「請謹記，負責裝置及使用這種儀器的一般是工人。他們不懂得操作複雜的儀器。假如他們不懂得如何操作，便會棄之不用。」

這系統也適用於漂染業、養豬場或任何有需要把固體與液體隔濾的工業。

梁維安稱：「我們創製了多種新產品，並從內地聘請了一些博士級人材，致力解決空氣、水質及塑膠污染方面的問題。」

他說：「我們收集塑膠廢料，然後把這些廢料轉化為有用的產品。這種使用後的消費品，我們稱它為『再生物料』。不少工廠都有這些已成廢物的『再生物料』，我們把這些物料收集起來，然後製成園林裝置、碼頭圍墩等。

現在，本港約九十個碼頭皆使用木材作為圍墩，這些木材每四年便須更換一次。若使用再生物料，製造耐用的塑膠柱取代木材，既可減少砍伐樹木的數目，也可節省堆填區的空間。此外，由於無需購入木材及聘用員工更換木柱，當局便可節省金錢。

若梁維安說服有關部門相信使用再生物料有助環保及降低成本，香港便可能成為繼日本後第二個使用再生物料製造碼頭圍墩的地方。

梁說，他們會把汽水膠瓶中的原料聚對苯二甲酸乙二酯從再生物料中分隔出來，因為它是價值僅次於鋁金屬的再造產品。

香港製造了大量消費者廢品，令人感到港人對環境問題漠不關心。然而，梁認為港人對環境其實十分關注。

他說：「人們喜歡一本正經地說自己重視環保。可是，當工廠或農場出現污染問題時，他們便不知所措，人人都是一樣。我們有需要為他們提供簡易、不繁複的解決方案，讓所有人都可使用。」B

Brothers win New SME Merit Award

In just three years, Wah Lam Building Materials Limited has enjoyed an incredible 360 per cent growth.

Established in 1997 by brothers Niki and Derek Tsang, the partners believe a happy workforce is a productive workforce. Director Niki Tsang said to inspire staff to work to the best of their ability, he gives them the authority to make strategic decisions – even hiring staff – and participate in structuring the company as they see fit.

"As they run their own systems and lead their own men, management problems are minimised," the entrepreneur said.

In recognition of Wah Lam's achievements and management philosophy, the company received the New SME Merit Award at the 2000 SME Awards.

Staff are also encouraged to set their own performance objectives. Management then helps design a merit system for measuring their performance.

"Staff are more willing to perform up to standard because they are the ones who set the objectives," Mr Tsang said, adding that such an approach fosters independence.

Besides giving staff the room and incentive to bloom, the Tsangs say their strong growth has also been led by focusing on providing their customers with quality products and services.

Their motto is, "clients get products and products get clients."

Chamber Director Dr Eden Woon (right) presents Niki Tsang with the New SME Merit Award.
本會總裁翁以登博士（右）頒發新創辦中小企業優異獎予曾漢明。

鼓勵員工奮發 給予發展空間
Giving staff encourag

Mr Tsang said a substantial proportion of the company's business now comes in through word-of-mouth recommendations, which have won them contracts with clients as diverse as government offices to luxury department stores.

Wah Lam's core business is quality building materials, many of which are newly developed materials and imported into Hong Kong by the Tsangs. This often means they are also new to designers in the territory and thus take time to become accepted.

Still, this hasn't stopped the company from quadrupling the range of products it supplies. But Mr Tsang stresses that it is only interested in providing quality building materials.

The bulk of Wah Lam's income is derived from supplying toilet cubicles, vinyl flooring and locker systems. But due to requests from designers, it has diversified into aluminium ceiling panels, fire doors, and laminated floors among others.

"We profit by providing value-added solutions in building and construction materials to professionals – it's a perfect win-win situation," he said.

He is also confident that the compact laminate flooring material holds huge potential in Hong Kong.

"It's virtually indestructible and it's waterproof and scratch-proof. Because wooden floors in Hong Kong give builders and designers so many problems due the humidity, compact laminate eliminates all the problems associated with wooden floors," he said.

To promote the virtues of the company's new products, it works closely with interior designers and architects to alert them to the advantages of the materials.

To this end, its mother company, Wah Lam Electronic Engineering Limited is also closely involved as it is working with designers to supply the nerve centre of the smart home.

Managing Director Derek Tsang said it is just matter of time before all new homes incorporate broadband systems to facilitate security, entertainment, news, education and Internet access.

For the future, the brothers are eyeing the China market and have already set up a branch office in Guangzhou.

"The near future will see our aggressive growth in interior design, retail as well as development in the China market," said Niki Tsang. B

Niki (left) and Derek Tsang display some of the latest building materials they import.
曾漢明（左）及曾漢中展示部分最新進口的建築材料。

兄弟同心，其利斷金
華林建築材料勇奪新創辦中小企業優異獎

在僅僅三年間，華林建築材料有限公司的業績躍升了3.6倍，增幅驚人。

華林在1997年由曾漢明、曾漢中兄弟創立。他們相信，員工工作愉快，辦事效率也會提高。為了激發員工竭盡所能，該公司董事曾漢明讓員工有權自行作出重要的決定，甚至可決定聘用的人選，也讓他們根據情況參與公司的組織規劃。

曾說：「由於員工可按自己的制度運作，領導自己選聘的下屬，因此，大大減少了管理上的問題。」

在2000年的香港中小企業獎中，華林榮獲新創辦中小企業獎優異獎，藉此嘉辦該公司的卓越成就和管理哲學。

此外，該公司亦鼓勵員工自訂表現目標，待目標制訂後，管理層會協助他們設計獎勵制度，以評核員工表現。

曾說：「在這制度下，員工更樂意爭取表現，以求符合標準，因為這些標準，是由他們自己訂立的。」他表示，此舉有助員工獨立自主。

曾指出，除給予員工發揮的機會，激發他們爭取佳績外，公司還致力為客戶提供優質的產品和服務，這兩方面皆是華林業績強勁增長的原因。

華林的經營宗旨是「為客戶找產品，為產品找客戶」。

曾說，公司全憑口碑招徠了有不少生意，客戶種類繁多，當中包括政府部門和高級百貨公司。

華林的核心業務是營銷優質建材，當中不少是由曾氏兄弟從海外進口的新產品，因此，本港設計師往往也不太熟悉，必須有待時日，這些產品才為人接受。

可是，該公司沒有阻礙公司開拓產品種類。不過，曾氏強調，該公司只出售高質素的建材。

華林的主要收入來自供應廁隔、聚乙烯地板及鎖櫃。為配合設計師的要求，該公司亦供應鋁質天花鑲板、防火門、層壓地板等多元化建材。

他說：「我們在建材方面，為專業人士提供增值方案，達致理想的雙贏局面。」

此外，他有信心層壓地板在香港擁有莫大的銷售潛力。

他說：「這種地板永不磨損、防水、不易刮花。香港天氣潮濕，木地板為建築商及設計師帶來了不少煩惱，層壓地板正好把一切問題迎刃而解。」

公司為了宣傳新產品的優點，正致力與室內設計師和建築師緊密聯繫，使他們認識物料的好處。

華林建材的母公司華林電子工程積極與設計師合作，建設智慧型家居的電腦中樞系統。

董事總經理曾漢中稱，假以時日，所有新落成的住宅單位均會裝設寬頻系統，以提供保安、娛樂、新聞、教育及互聯網服務。

展望未來，曾氏兄弟以開拓內地市場為目標，並已在廣州成立辦事處。

曾漢明說：「不久將來，我們在室內設計、零售及內地市場發展方面，業務將有可觀的增長。」

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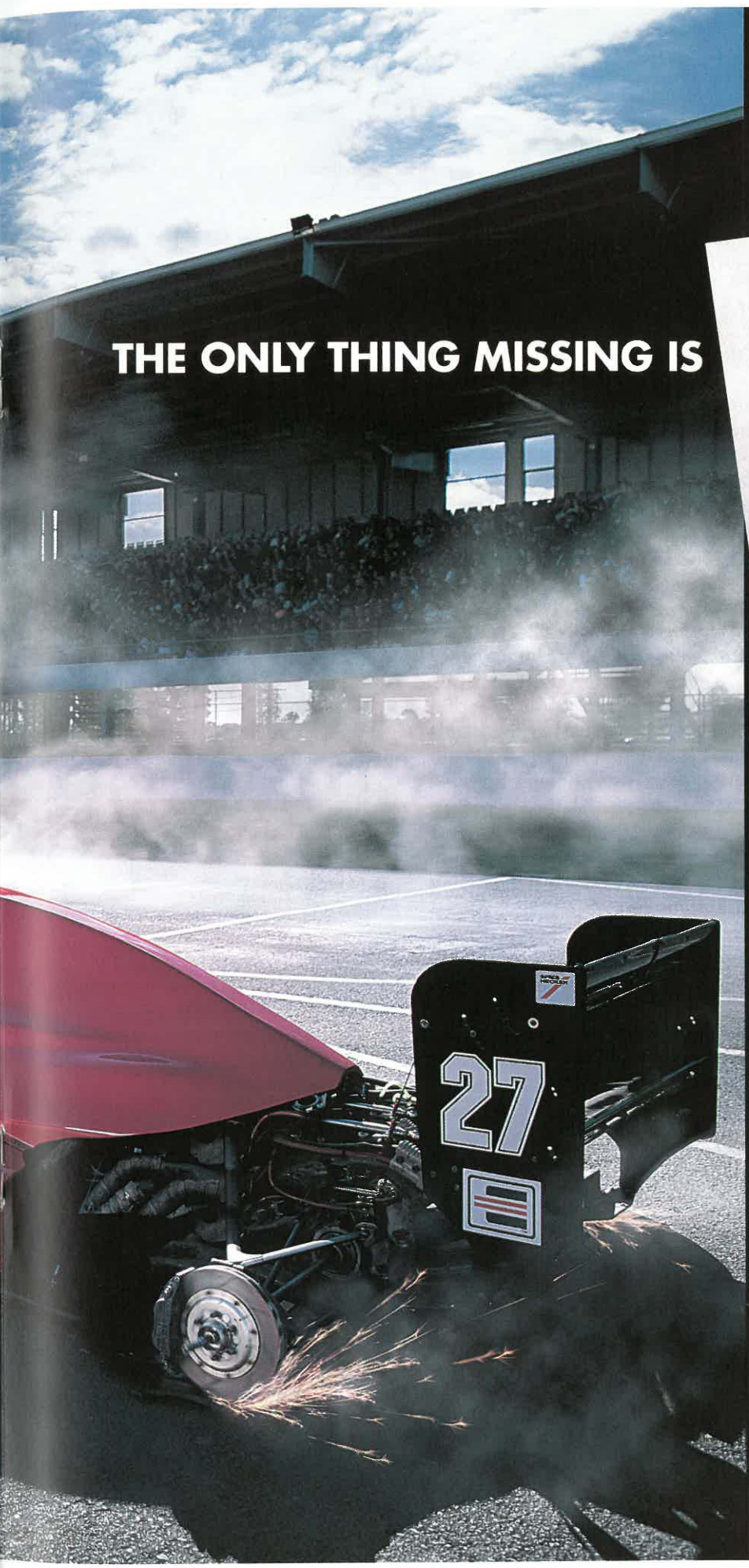
PETER FINLAY'S INTERNATIONAL RACING DRIVERS



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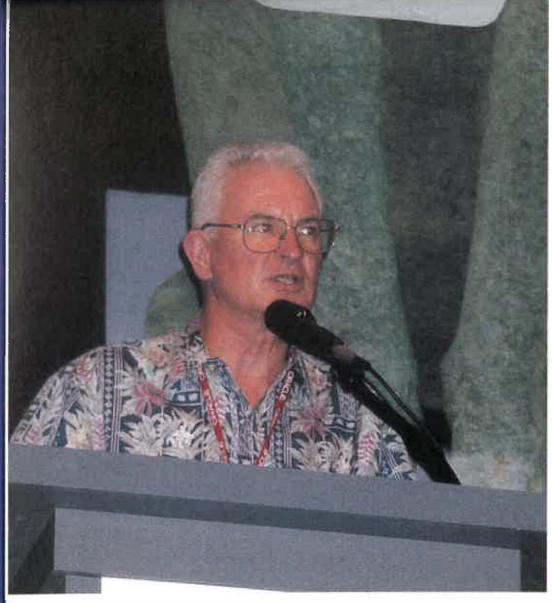


PBEC Chairman Helmut Sohmen stresses the critical role globalization and trade liberalisation plays in expanding opportunities for all.
太平洋地區經濟理事會主席蘇海文強調，全球一體化及貿易自由化能為全人類開拓機會，極為重要。

PBEC 2000

Pacific Basin Economic Council's 33rd International General Meeting adopts new policy statements in five key areas

Over 800 business leaders from the Asia-Pacific region gathered in Honolulu, Hawaii, for the Pacific Basin Economic Council's 33rd International General Meeting held on March 17-22.

This year's meeting, entitled "New Horizons: Economic and Political Implications of the Changing Global Landscape," got into full swing with opening addresses from World Trade Organisation Director General Michael Moore via video, and PBEC Chairman Helmut Sohmen.

In his address Dr Sohmen stressed the critical role globalisation and trade liberalisation plays in building jobs, fuelling economic growth, extending life expectancy and improving people's standard of living.

This theme was echoed by many speakers throughout the IGM and highlighted plans for a new round of WTO negotiations. It also articulated calls for businesses to seize opportunities generated through globalisation.

Forbes Inc. President and CEO Steve Forbes told attendees during his address that governments must strive to create more business-friendly environments so that people around the world can benefit from the new wealth globalisation is creating.

PBEC Hong Kong Committee Chairman David Eldon, speaking at the plenary session devoted to financial sector reform, warned about short memories and competing political and financial interests in the Pacific.

"The complicated and unpredictable financial situation in the region should encourage us to enhance our risk management strategies," he said.

One of the highlights of this year's PBEC was the environmental awards, given to members that have made outstanding contributions to global environmental protection. This year, Sony Magnetic Products (Thailand) Co. Ltd., was the recipient of this prestigious award.

POLICY STATEMENTS

At the six-day conference, PBEC's Steering Committee and Board of Directors adopted policy statements on five key policy areas.

Firstly, it called upon WTO member economies to continue efforts towards the initiation of a new round of trade negotiations. It also recognised the responsibility of the business community to do more to articulate the benefits that flow from trade and investment liberalisation to all segments of society.

PBEC also outlined an ambitious agenda for work on e-commerce issues both on its own and in association with other agencies.

It also endorsed a policy statement on biotechnology applications regarding food and agriculture in the Pacific Basin region. To separate myth from scientific fact regarding agricultural developments, more consumer information should also be made available to improve the public's confidence in agriculture technology, the statement said.

PBEC also called for the streamlining of patent procedures which are currently very time-consuming and expensive to bring into being.

And finally, PBEC recognised that e-transformation would be a cornerstone the committees' agenda in 2000.

Also at the meeting, the Board of Directors accepted Singapore as a new applicant member.

Highlights and speeches of the meeting are posted on PBEC's Web site www.pbec2000.org

Hawaiian dancers perform a traditional dance at PBEC's 33rd IGM opening ceremony.
夏威夷舞蹈員在第33屆國際年會上表演傳統舞蹈。

世紀之會

太平洋地區經濟理事會第33屆國際年會通過重點政策聲明

3月17至22日，逾八百位亞太地區的商界領袖雲集夏威夷火奴魯魯，參加太平洋地區經濟理事會第33屆國際年會。大會的主題為「新里程：世局變化對經濟及政治的影響」。在年會的開幕禮上，世界貿易組織總幹事穆爾向與會者發表錄影講話，太平洋地區經濟理事會主席蘇海文也出席致辭。

PBEC Hong Kong Committee Chairman David Eldon warns about short memories and competing political and financial interests in the Pacific.
中國香港委員會主席艾爾敦警告，太平洋地區不久便會把經濟危機帶來的教訓拋諸腦後，而區內亦出現政治與金融方面的利益衝突。

蘇博士發言時強調，全球一體化及貿易自由化在製造就業機會、推動經濟增長、延長壽命，以及改善人類生活水平方面，發揮了重要的作用。

在年會上，這個觀點獲得了多位講者和應，也貫注在新一輪世貿談判的重點計劃中。講者亦促請商界把握全球化帶來的契機。

福布斯集團主席兼行政總裁福布斯致辭時指出，各地政府必須盡力締造更有利營商的環境，使全球人士獲享全球化帶來的新財富。

在討論金融業改革的全體會議上，太平洋地區經濟理事會中國香港委員會主席艾爾敦警告，太平洋地區不久便會把經濟危機帶來的教訓拋諸腦後，而區內亦出現政治與金融方面的利益衝突。

他說：「區內的金融情況複雜，且變化莫測，有見及此，我們應加強風險管理策略。」

本屆國際年會的重點項目之一是頒發環保大獎，藉此表揚對全球環保作出了傑出貢獻的會員。Sony Magnetic Products (Thailand) Co. Ltd.為本年度大獎得主。

政策聲明

在為期六天的會議上，太平洋地區經濟理事會指導委員會及董事會通過了五個重要範疇的政策聲明。

首先，該會呼籲世貿成員繼續為展開新一輪的貿易談判而努力。此外，該會亦確認，商界有責任進一步把貿易及投資自由化的益處向社會各環節宣傳。

大會亦簡介了在電子商貿方面的行動綱領，當中包括由該會獨自或與其他機構合作籌辦的活動。

大會通過了有關在區內食品及農業應用生物科技的政策聲明。聲明指出，為了除去農業發展上與科學事實不符的流言，商界應給予消費者更多資料，以提高公眾對農業科技的信心。

Chamber Director Dr Eden Woon chats with United States Trade Representative Charlene Barshefsky about China's WTO entry.
本會總裁翁以登博士與美國貿易代表白茜芙談中國加入世貿的問題。

太平洋地區經濟理事會亦呼籲各地簡化專利申請程序。目前，有關程序需時頗長，而且費用高昂。

最後，理事會確認，電子商貿革命將是該會在2000年的重點議程。

在會議上，該會的董事會接納了新加坡為新的準會員。

（國際年會的重點活動及演辭已載入太平洋地區經濟理事會網站www.pbec2000.org）

PBEC Chairman Helmut Sohmen presents a representative from Sony Magnetic Products (Thailand) Co. Ltd., with the 2nd PBEC Annual Environmental Award.
太平洋地區經濟理事會主席蘇海文向Sony Magnetic Products (Thailand) Co. Ltd.代表頒發第二屆環保大獎。

Elections 選舉結果

Kosaku Inaba, chairman & CEO of Ishikawajima-Harima Heavy Industries Co. Ltd. (and former co-vice chairman of PBEC), was elected PBEC chairman.

Helmut Sohmen, chairman of World-Wide Shipping Agency Ltd., was elected PBEC's chairman emeritus.

S R Cho, chairman of Hyosung Group, (and chairman of PBEC Korea), was elected as PBEC's co-vice chairman.

Javier Prieto, vice president, External Affairs, Cementos Mexicanos, S.A. de C.V. (and chairman of PBEC Mexico), was elected as co-vice chairman.

石川重工業有限公司主席兼行政總裁**稻葉耕作**（太平洋地區經濟理事會前任第一副主席）當選為太平洋地區經濟理事會主席。

環球航運集團主席**蘇海文**獲選為太平洋地區經濟理事會榮譽主席。

曉星株式會社會長**趙錫來**（韓國委員會主席）當選為太平洋地區經濟理事會第一副主席。

Cementos Mexicanos外務副主席**普列托**（墨西哥委員會主席）當選為太平洋地區經濟理事會第二副主席。

TAL plans to sew up Asian apparel market

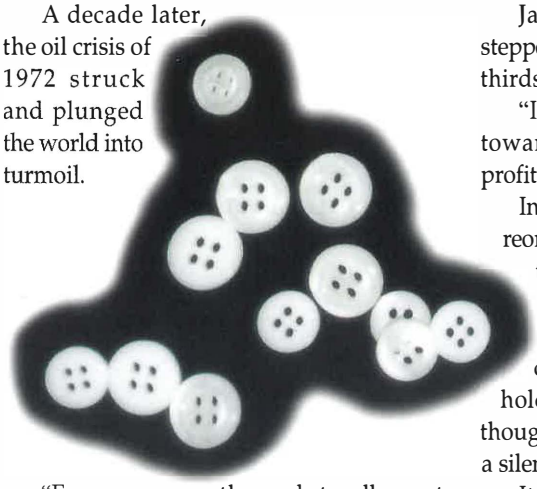
TAL Apparel Limited may not be a household name, but the companies it supplies are: Marks & Spencer, Goldlion, Giordano ... Not bad for a company that set up shop by accident.

In 1947 TAL Apparel's founder, Shanghai native C C Lee, bought a spinning machine from the U.S. with the plan of shipping it to Shanghai to set up business there. But just after the war the government had banned all imports to revive and protect the old industries.

"The machinery came but the import license didn't get issued, so he was stuck in Hong Kong," said TAL Apparel Limited Managing Director Dr Harry Lee.

Faced with no other option, Dr Lee's uncle set up shop in Hong Kong and began producing yarn, and in doing so started the very first textile factory in Hong Kong. As his mill hummed constantly to meet demand, he moved into the weaving and finishing industry. Then, in 1962, Jardines had a finishing plant in Sha Tin, so all the textile mills banded together to form the Textile Alliance Limited, which went public in the same year.

A decade later, the oil crisis of 1972 struck and plunged the world into turmoil.



"For some reason the market really went haywire before the crash in '74," recollected Dr Lee. The price of yarn rocketed from just over US$1 per pound to US$2.25 per pound, and created a significant shortage of yarn and fabric.

Feeling there was a killing to be made, one of TAL's directors decided to expand the business.

"It was more like an explosion than expansion really. We invested heavily in Malaysia, Thailand, Taiwan and South America," he said.

The company ordered 7,000 looms – which ranks as one of the biggest orders for looms ever – and if its timing was correct and everything went on-stream as planned, the company would recoup its investment within six months.

"At that time things were so crazy. We flew in the spinning machines by air because we wanted to start operations as soon as possible. The minute they started up it was like printing money," Dr Lee said.

But the bubble burst in mid-1974 and the price of polyester fibre and yarn plunged below cost. The old mills were able to stand the crash, but because of the huge investment made in creating its overseas spinning network practically overnight, TAL ran into serious financial difficulties, Dr Lee said.

Japanese fibre maker Toray Industries stepped in to rescue TAL by buying out two-thirds of the company.

"It took us a few years to stabilise and towards the end of the '70s we became profitable again," he said.

In 1983, the company underwent a major reorganisation. The TAL Apparel of today took up the garment division of Textile Alliance Limited, and Toray took over all the textile operations of spinning dying, and weaving. Toray today still holds a 20 per cent stake in the company, though Dr Lee said the company is basically a silent partner.

It was also around this time that TAL began investing in automating its operations, by installing management and control systems.

TAL Apparel Limited Managing Director Dr Harry Lee.
聯業製衣有限公司董事經理李乃燔博士。

Dr Lee said the company hired U.S. consultants KSA see how it could manage its factories more professionally and efficiently, and to produce programmes to train its operators.

But the actual sewing operation of most of its garments is still done by machinists, he stressed.

"If you get into the automatic machines for sewing you limit yourself on the style changes," he explained. "Every time you change a style you need to change the template and it's costly and time consuming."

Instead, Dr Lee said he has been investing in computerised cutting machines to speed up production, and to reduce waste.

DIVERSIFYING MARKETS

The USA has traditionally been TAL's main market, taking 80 per cent of its production. About 12 percent goes to Asia,

聯業進軍亞洲服裝市場

聯業製衣有限公司或許不是家傳戶曉的名字，卻是多家著名商號的供應商，如馬莎百貨、金利來、佐丹奴等，皆是聯業的客戶。該公司的創辦，源於一場意外，有此佳績，實在不俗。

聯業製衣的創辦人李震之是一名上海人。1947年，他從美國購入了一台紡紗機，準備運往上海廠房。可是，二次大戰結束後不久，內地政府為了振興和保護原有的工業，因此，禁止所有貨品進口。

聯業製衣有限公司董事總經理李乃熺博士（李震之的侄兒）說：「機器運到了，但進口批文卻沒有發出，他（李震之）被迫滯留香港。」

李震之逼不得已，惟有在香港開設紡紗廠。其時，他是首位在香港開設紡織廠的商人。該廠開業後，生意不絕；其後，他亦進軍織造及染整業。1962年，怡和在沙田開設染整工廠，各家小型紡織廠聯合組成Textile Alliance Limited，並於同年上市。

1972年，石油危機爆發，使全球頓時陷入衰退。

李博士回憶說：「在1974年股災前，市場跡近瘋狂。」當時，紗線的價格由每磅一美元暴漲至2.25美元，紗線及織品供不應求。

公司一位董事希望賺取厚利，於是決定擴充業務。

李說：「事實上，若說是擴充業務，倒不如說是瘋狂增長。我們巨額投資馬來西亞、泰國、台灣及南美等地。」

其時，公司訂購了7,000台織機，數量之多，歷來數一數二。倘若時勢配合，事事盡如人意，公司可在半年內歸本。

李表示：「當時，情況極度荒唐。我們用飛機運來紡紗機，為的是盡快投產。這些紡紗機就如會印製紙幣的機器。」

可是，在1974年中，經濟泡沫爆破，聚酯纖維和紗線的價格跌破成本。李博士說，原有的紡織廠本可經得起衝擊，但由於Textile Alliance Limited在頃刻間投入了巨資，發展海外的紡紗廠，致令公司陷入嚴重的財政困難。

當時，日本纖維製造商東麗購入了聯業三分之二股權，使公司倖免於難。

他說：「公司的業務需在數年後才穩定下來。到了七十年代末期，我們再次取得盈利。」

1983年，公司進行重大改組。改組後，東麗擁有Textile Alliance Limited所有紡紗、漂染及織造等紡織業務，而聯業製衣有限公司則掌管Textile Alliance Limited的製衣部。至今，東麗仍持有聯業製衣兩成股權，不過，李博士稱，東麗基本上不參與公司的決策。

當時，聯業製衣裝置管理及控制的系統，開始發展營運自動化。

李博士稱，公司聘請了美國顧問公司KSA研究如何更專業、更有效率地管理廠房和編製培訓操作員的課程。

然而，他強調，大部份成衣的縫製工序仍然由縫紉工人負責。

他解釋說：「若使用自動化機械縫製成衣，便會局限了款式上的變化。每一次更改款式，都需要改動模板，這樣做，費用高、又費時。」

反之，李博士斥資購置了電腦化裁剪機，以縮短生產時間和減少浪費。

市場多元化

一直以來，美國是聯業的主要市場，該公司的成衣製品中，八成輸往美國，12%往亞洲（包括日本），餘下的8%則外銷往歐洲市場。

李博士稱，由於歐洲市場較為複雜，顧客的口味不一，因此，集中發展單一的美國市場較為上算。

不過，聯業的市場推廣部亦正加強力量，擴大公司在歐洲市場的佔有率。

該公司發展歐洲市場，並不表示當地較具潛力，只是由於李氏預見，美國公司由美洲各地採購貨品，將蔚然成風，因此，聯業在美國市場的佔有率將會下降。

他說：「我們估計，中南美洲向北美供應的貨品，將愈益增多。」

李博士指出，由於美國工廠大批遷移往美國南部邊界，故墨西哥已超越中國，成為美國主要的購貨市場。

他預期，歐洲也會出現類似情況。東歐、俄羅斯和北非或會成為中歐和北歐的生產基地。不過，歐洲的區域融合情況預料會遲於美國出現。

商業環境改變，使李氏忙得不可開交。他現時正忙於拓展聯業的亞洲市場。

他說：「我們認為，亞洲市場是我們的目標。隨著十二億亞洲人日趨富裕，只要每人每年多買一件衣服，數目也相當龐大。」

1996年，聯業訂下目標，在五年內把公司在亞洲市場的銷售額提高三成，總值約達一億美元。李博士稱，經濟危機出現前，公司一直朝著這個目標邁進，且進展理想。

雖然受經濟危機影響，但聯業在亞洲市場的銷售額已取得12%的增長。李博士稱，由於亞洲經濟復甦，他堅信本年度的銷售數字可大幅上升。

including Japan, while the remaining 8 per cent clothes the European market.

Dr Lee said given the complexities of the European market and vastly different tastes, it made more sense to focus on the homogeneous market of the United States.

However, his marketing team has been putting more effort into capturing a larger piece of the European market.

This is not because he feels the European market has more potential, rather he thinks as U.S. firms increasingly look closer to home to source goods, TAL's share of the U.S. market will shrink.

"So eventually, what we see for the U.S. market is that Central and Southern America will increasingly supply Northern America," he said.

Already, due to the exodus of businesses to south of the U.S. border, Mexico has surpassed China as the major exporter to the USA, Dr Lee said.

He expects a similar integration will happen in Europe, with possibly East Europe, Russia and North Africa becoming the manufacturing hub feeding Central and Northern Europe, but at a later date than the U.S.

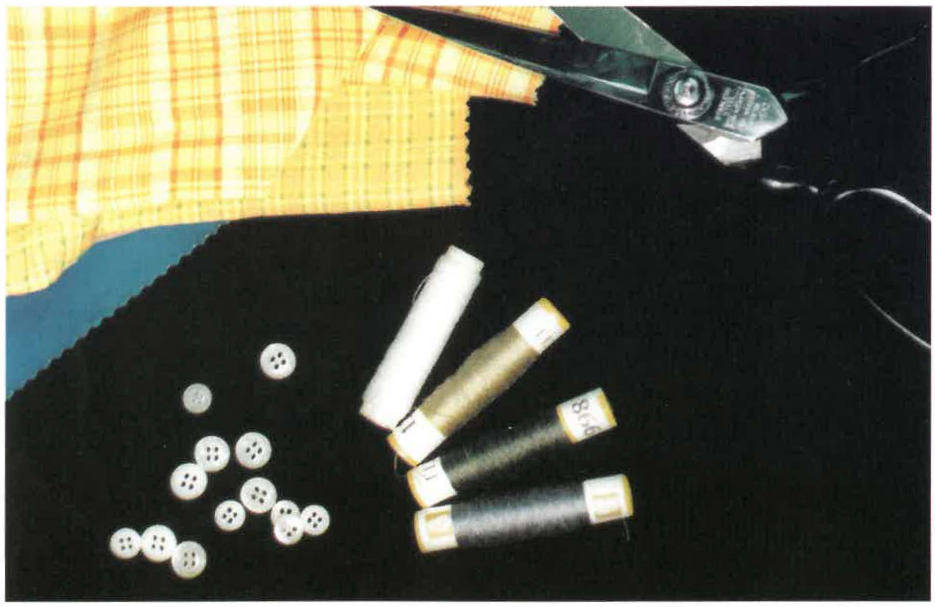
But Mr Lee isn't losing any sleep over the changing business climate. He's too busy focusing on expanding TAL's Asian market.

"We feel the Asian market is our target. As the 1.2 billion people here become more affluent, if everyone buys just one more garment a year, the figures would be huge," he said.

In 1996, TAL set itself a goal of increasing its sales in the Asian market by 30 per cent – which would be worth about US$100 million – over a five-year period. Dr Lee said the company was well on the way to achieving that target until the economic downturn.

Even so, today TAL is 12 per cent of the way there and Dr Lee said he is confident that figure will grow considerably this year as the Asian economies regain steam.

The Asian market, like the European market, presents TAL with some new challenges. While there are no quotas to worry about, the costs and level of customer service is completely different from that of the U.S., he said.



In the U.S., many people buying a new shirt or pair of pants consider the cost small change. But for people buying a shirt in China, it is a major decision as it accounts for a large chunk of their salary, and so they scrupulously examine the shirt to make sure they are getting quality for their money, he said.

"The quality of the garments in China have to he higher than in the USA because they really do inspect things with a magnifying glass," he joked.

TAL LOOSES ITS PANTS ... AND UNDERWEAR

TAL has no plans to move into wholesale or retailing, Dr Lee said, having learnt its lesson after buying a retail business in the U.S about 12 years ago.

"For a few years we tried to promote our own brand in the U.S. We bought a company that had its own brands, but we lost our pants

聯業發展亞洲和歐洲市場時，同樣面對新的挑戰。在亞洲市場上，雖然無需憂慮配額問題，但在成本及客戶服務水平方面，則與美國迥然不同。

在美國，購買新襯衣、新褲子花費不多，但在內地，一件襯衫的售價便佔去了工資的一大部分，因此，購買衣服是一項重大的決定，而內地的消費者亦會仔細檢查襯衫，以確保物有所值。

他笑言：「在中國，衣服的質量必須高於美國，因為顧客真的會用放大鏡徹底檢查。」

損兵折將

李博士說，聯業曾於12年前購入美國零售商號，但損失慘重，因此，現時無意進軍批發及零售市場。

他說：「我們曾用了數年時間，在美國推廣自己的品牌。我們購入了一家擁有自己品牌的公司，但卻落得過損兵折將的下場。」

「購入這家公司前，我們真的以為自己認識這門生意，但後來才發現，並非如此。」

然而，李博士認為，藉著推廣品牌，可了解顧客的要求、分銷和倉儲管理等技巧。雖然為此賠上了百萬金元，但可說是上了寶貴的一課。

他稱：「我們堅決決定，不會從事批發或分銷業務。這些是很專門的範疇。」

「我們當製造商的，必須錙銖必較，節省一分一毫，但宣傳推廣，卻要大灑金錢，情況完全不同。以製造商的思維推廣品牌，難以事成。現在，我認為必須集中力量，做好手上的工作。」

保持優勢

李博士稱，為了保持競爭力，聯業正致力為客戶提供更多增值服務，並且開發新的產品。

該公司出產的全棉免熨襯衫，尤使李博士感到自豪。產品在全球的馬莎百貨有售。

他說：「除本公司外，全球無人能製作這種襯衫。」這種襯衫經過了非常複雜的高科技生產工序，才擁有如此良好的免熨特質。

他稱：「市面上雖有其他免熨襯衫，但在品質方面，沒有一種能與我們的匹敵。」

聯業研發部的另一新猷是無皺縮接縫及袋口縫線。聯業已為這項技術取得註冊專利。

此外，聯業亦開創新的服務。目前，美國客戶每天均向聯業的銷售部門報告貨品的出售情況。到了週末，該公司便會把成衣直接運往各家零售店，以補充存貨。

李博士說：「這項新計劃能讓客戶知道出售了甚麼貨物。」這項快速補充貨物服務約於五年前推出，目的是協助客戶減少存貨。現時，聯業直接向零售店供貨。

「這種方法正是在美國經營批發業務時學會的。據我們所知，當地的零售商是這樣省錢的。」B

and lost our underwear," he said.

"Before we bought the company we really thought we knew the business, but we found out that we didn't."

However, through marketing its own brand, finding out customer requirements, distribution, inventory control and so on, although the exercise cost millions, Dr Lee said it was a very valuable lesson to learn.

"We made a very conscious decision not to do wholesale or any distribution here; those are very specialised areas," he said.

"Being a manufacturer we count pennies – how to save a penny here and there. But for marketing you need a flair; it's completely different. Using our manufacturing mentality to market brands doesn't work. I think today you really need a very concentrated effort on what you are doing."

KEEPING ITS EDGE

To remain competitive, Dr Lee said TAL is focusing on providing more value-added services to customers, and developing new products.

One of the achievements he is particularly proud of is the non-iron 100 per cent cotton shirts sold in Marks and Spencer department stores around the world.

Dr Lee said he is particularly proud of the technologically advanced shirts TAL produces.
李博士稱，以先進科技生產的襯衫令他尤感自豪。

"No one else in the world can produce a shirt like this," he said. It owes its non-iron properties to a very complex, high-tech manufacturing process.

"There are other non-iron shirts, but no one can produce a shirt that can perform as well as ours," he said.

Another development TAL's R&D team have come up with is non-puckering stitching on seams and pockets, the technique for which has been patented by TAL.

It has also developed new services. Presently, its customers in the U.S. tell TAL's sales team what has been sold on a daily basis. Then at the end of the week, garments are delivered directly to stores to replenish their stocks.

"The new programme that we are doing for them will be able to tell them what they have sold," Dr Lee said. The quick replenishment service which was launched about five years ago has now eliminated its customer's inventory completely and TAL now supplies directly to each store.

"This is the kind of thing we have learned by having our own wholesale operation in the U.S. We understand that that is how they can save money." B

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Seating capacity座位數目	110 seats座位 (1,300 sq ft)	40-60 seats (830 sq ft)	15-30 seats座位 (470 sq ft)	5-8 seats座位 (135 sq ft)
09:00 - 17:30	$8,100	$5,200	$2,950	$840
09:00 - 13:00 or 13:00 - 17:00	$5,600	$3,600	$2,000	$580
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Survey shows employees more **knowledgeable about MPF issues**

More employees in Hong Kong are demanding they participate in their company's MPF scheme selection process, a recent survey found.

A total of 82 per cent of employees polled said that they wanted their employers to take into consideration their wishes when reviewing MPF products, the survey showed.

The results of the survey, conducted in February, represent an 11 per cent increase on the MPF e-index survey conducted by CMG Asia in November 1999.

The percentage of employees who said that they wanted to actively participate in their companies' selection process for an MPF provider also increased, jumping to 63 per cent compared to 52 per cent in November's results.

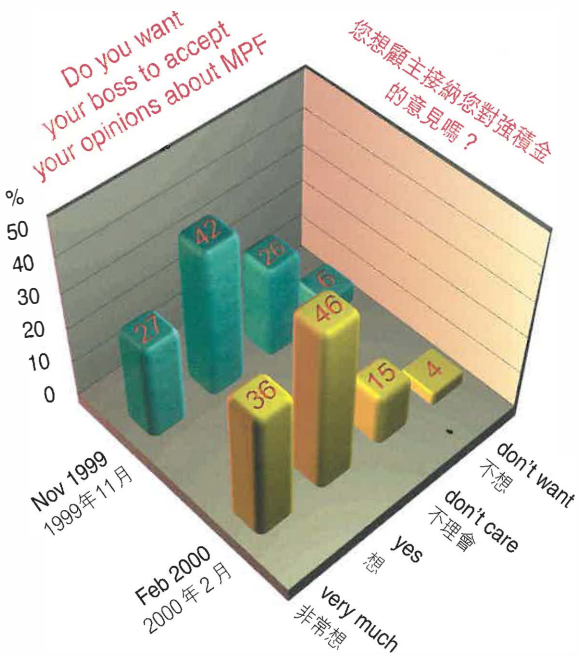
The survey also revealed that employees' general awareness of the mechanics of the MPF scheme has risen significantly. Some 87 per cent of employees said they were aware that all Hong Kong employees had to join a MPF scheme, up 13 per cent compared to November's survey. Some 84 per cent of employees knew the mandatory contribution amount, up from 76 per cent in November, while 20 per cent of respondents knew the maximum monthly contribution amount, compared to just 8 per cent in November.

Another interesting finding was that general interest in investment returns of MPF funds increased significantly. When asked what information they would like to receive more of regarding the MPF scheme, 38 per cent of employees said they wanted to learn more about the types of investment vehicles available and the risks involved. In the November survey, employees were most interested in the general mechanics of the MPF (76 per cent of respondents), and only 21 per cent cited investment returns as their key area of interest.

Besides having more interest in investment returns, employees polled said they were also more willing to take risks with their MPF investments. The number of respondents opting for a secure portfolio dropped to 68 per cent in February, compared to 83 per cent in November.

Some 25 per cent of respondents opted for balanced investment portfolios, up from 13 per cent in November, while 7 per cent of employees said they would choose the most aggressive investment portfolios, representing a slight increase from November's 4 per cent.

The findings show that while employees are becoming increasingly knowledgeable about the MPF scheme, they are also voicing their rights and demanding their employers listen to their opinions. The greatest challenge facing employers now, therefore, appears to be satisfying their own preferences with those of their employees, the survey's sponsor pointed out. B



僱員對強積金了解增

康聯亞洲於本年二月進行了一項調查，調查顯示，本港要求參與甄選強積金計劃的僱員增多。

調查中，82%的僱員期望僱主挑選強積金產品時，能考慮他們的想法。這較去年十一月在同一調查中得出的結果上升了11%。

此外，期望積極參與公司甄選強積金服務商的僱員比例也由去年十一月的52%增至63%。

調查結果亦顯示，僱員對強積金機制的整體認識大為加深。受訪的僱員中，約87%知道全港僱員均須參加強積金計劃，較十一月時躍升了13%。約84%的僱員知道法定供款的數額，高於十一月時的76%。兩成受訪者知道每月的供款上限，但在十一月時，有關比例僅佔8%。

另一項值得注意的發現是，僱員明顯較以往關注強積金供款的投資回報。問及受訪僱員最希望知道強積金哪些資料時，38%的受訪者表示，希望進一步了解強積金投資工具的種類和涉及的風險。在十一月的調查中，僱員最關注的是強積金的整體機制（佔受訪者的76%），只有21%的受訪者表示，投資回報是他們最關注的範疇。

受訪僱員除了較以往關注投資回報，也較以往願意承擔強積金投資的風險。在二月的調查中，只有68%的受訪者選擇穩健投資組合，低於十一月時的83%。

約四分之一的受訪者選擇均衡投資組合，較十一月時的13%增加；同時，選擇進取投資組合的受訪者亦由十一月時的4%微升至7%。

調查顯示，隨著僱員對強積金計劃了解日增，他們對本身的權益也日益重視，此外，他們亦要求僱主聽取自己的意見。調查的贊助商指出，僱主刻下最大的挑戰，是在本身的意願與僱員的要求之間取得平衡。B

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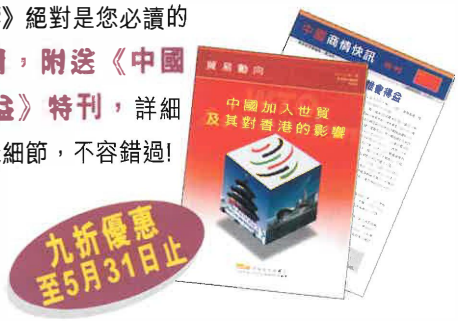

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SAR on t

"When we met in this gathering a year ago, there was a gloom in that we were still battling to emerge from recession," Chamber Chairman C C Tung said at the Annual General Meeting held on April 18.

"We are now in positive growth territory – and the first quarter of this year will show excellent growth on what was a weak quarter last year."

External trade, which proved to be the engine of growth through the second half of last year, shows no sign of slowing so far this year.

Total exports in the opening two months of the year were up almost 17 per cent on 1999 and imports rose almost 11 per cent.

Retail sales in January were up 12 per cent in value terms and 20 per cent in volume – a reflection of continuing price discounts and deflation.

As a result of the faster than expected economic recovery the Chamber upgraded its forecast growth rate for Hong Kong to 5.3 per cent for the calendar year 2000.

"This is above the government's 5 per cent forecast, but below that of many private sector analysts. We expect inflation to average around a negative 1 per cent for the year," he said.

Although money supply growth remains low, private sector investment weak and a the property market flat, this is positive for the costs of doing business, as is the wage situation, with wages growth under control so far this year, he said.

"Provided there are no major setbacks on the world economic stage, we look to be on the threshold of a period of exciting and more rapid growth," Mr Tung said.

The fortunes of the Chamber also have recovered along with the economy and confidence to the local business community.

To expand its role in the development of e-commerce in Hong Kong, the Chamber has established a special e-Committee, and is actively seeking new members from amongst the large numbers of e-commerce 'new economy' companies now establishing themselves in the SAR, he said.

Also, the Chamber's Web site (www.chamber.org.hk) was completely revamped in the past few months. It now features a more user-friendly interface and its contents are more relevant and timely.

In addition to establishing the e-Committee, some minor adjustments to the existing committee structure have been made. Committees formerly responsible for transport and shipping have been merged into a single committee, while the Infrastructure Committee is to become part of a larger Property and Infrastructure Committee. Lastly, the former CSI Statistics Committee has merged with the Economic Policy Committee.

Mr Tung also said the Chamber's detailed business perspective report on China's imminent entry to the WTO has been well received by businesses and government both home and abroad.

"The Chief Executive has personally told the Chamber the value of this report and so have officials in China," he said.

Mr Tung: "Provided there are no major setbacks on the world economic stage, we look to be on the threshold of a period of exciting and more rapid growth."
董建成認為：「假如世界經濟沒有出現重大衰退，我們的經濟前景將大放異采，增長步伐也會突飛猛進。」

The 2000 Annual General Meeting was held at the Chamber's Chueng Ko

The Chamber also entered into new areas during the year. On February 1, 2000, by entering the Mandatory Provident Fund (MPF) market with "Chamber CMG Choice," a product jointly developed with the Chamber's MPF alliance partner.

And for the first time in its history, the Chamber is now accepting individual associate members on a non-voting basis, but with access to some of the Chamber services.

For the immediate future, the Chamber will play an active role in the government's two-pronged review of the tax system, now underway. Also, it will hold firm to its positions on issues vital to the SAR, such as wages and civil service reform, the costs of doing business in Hong Kong and the need to improve the environment, Mr Tung said. B

entre Club 2000年週年會員大會假長江中心的總商會會所舉行。

香港經濟的增長步伐將突飛猛進

「新經濟」模式下，逐漸冒起的電子商貿機構如雨後春筍，該委員會正積極吸納它們成為新會員。

在過去數月，本會的網站（網址：www.Chamber.org.hk）已全面革新。網站的設計簡明，方便用戶瀏覽，而內容也實用適時。

除了成立e-委員會外，本會亦把現有的委員會架構稍作修改。以往，負責運輸及船務的委員會已合併。基建的事務已轉由地產及基建委員會處理。最後，以往服務業聯盟的數據統計委員會已併入經濟政策委員會內。

董亦表示，本會在本年初發表報告，從商界人士的角度詳細分析中國即將加入世貿對港商的影響。該報告獲得本地及海外商界人士和政府的廣泛支持。

他說：「行政長官曾私下向本會表示，該報告具參考價值，而內地聞悉這份報告的官員，也對其價值表示肯定。」

本會於2月1日與強積金夥伴結成聯盟，推出「總商會康聯精明之選」計劃，開拓業務上的另一新範疇。

本會首次接納會員以個人名義加入本會，成為「商會會友」。他們雖然沒有投票權，但可享用本會部分服務。

董建成表示，本會稍後將積極參與政府透過兩方面進行的稅制檢討。在本地工資、公務員改革、營商成本及改善環境等對香港至關重要的問題上，本會仍會堅守立場。

hreshold of rapid growth

在4月18日的週年會員大會上，本會主席董建成表示：「在一年前的週年會員大會上，眾人愁眉不展，原因是我們仍在一片蕭條中奮力掙扎。

「如今，**我們已返回正增長的軌道上。若與去年疲弱的季度相比，香港在本年首季將可取得不俗的經濟增長。**」

他指出，在去年下半年，外貿增長帶動了經濟復甦，至今增長速度仍未見放緩。

與1999年比較，本年首兩月的出口總數上升了接近17%，而進口則增加近11%。

本年一月份的零售總值和數量分別增加了12%和20%，反映減價和通縮情況仍然持續。

由於經濟復甦的速度較預期為快，本會把2000年香港經濟增長的預測數字調升至5.3%。

董說：「本會的預測數字雖較政府5%的增長預測為高，但已低於不少私營界別分析員的預測。我們預料，本年的通脹率平均約為-1%。

他亦指出，儘管貨幣供應的增長持續偏低、私營界別的投資疲弱、樓市的交投平淡，但這些因素皆有利於降低營商成本，加上本年至今工資的增長受控，更使經營成本下跌。

董建成認為：「假如世界經濟沒有出現重大衰退，我們的經濟前景將大放異采，增長步伐也會突飛猛進。」

隨著本地經濟表現好轉和商界恢復信心，本會的財政狀況也步入佳境。

為確保本會在香港的電子商貿發展上，發揮更重要的功能，本會成立了e-委員會。在

GC Election 理事會成員選舉結果

RE-ELECTED 獲選連任理事

Dr Lily Chiang 蔣麗莉博士	Chen Hsong Holdings Ltd 震雄集團有限公司
Mr John Hung 洪承藉先生	The Wharf (Holdings) Ltd 九龍倉集團有限公司
Mr Liang Xiaoting 梁小庭先生	Bank of China Hong Kong Branch 中國銀行香港分行
Mr Anthony Nightingale 黎定基先生	Jardine Pacific Ltd 怡和太平洋有限公司

ELECTED 新當選理事

Mr Dong Jiufeng 董玖豐先生	COSCO (Hong Kong) Group Ltd 中遠（香港）集團有限公司
Mr Raymond Kwok 郭炳聯先生	Sung Hung Kai Properties Ltd 新鴻基地產發展有限公司

Trade developments keep **Americas Committee busy**

The Americas Committee welcomed over 50 inbound delegations and individual visitors from the U.S., Latin America and Canada last, resulting in a substantial number of business opportunities for members, Chairman of the Americas Committee Andrew Yuen told members at the AGM.

The committee also regularly alerted members to trade policies likely to influence business between Hong Kong, China and the Americas. Among these was the Cox Report, which recommended that the U.S. conduct studies on customs arrangements maintained by Hong Kong with respect to the PRC and whether it was practical to continue treating Hong Kong differently from the PRC for U.S. export control purposes.

"To protect members' business interests, the Chamber immediately responded by conducting meetings with trade department officials to reiterate the effectiveness of Hong Kong's strategic trade control system," Mr Yuen said. "It also initiated internal research to monitor the progress of the State Department Authorisation Bill, published details of the Cox Report in the Chamber's magazine, *The Bulletin*, for members' information, and organised a roundtable to update members on the developments of the issue."

The Chamber encouraged members to solicit support from their business counterparts in the U.S. to lobby Congress to grant China NTR status, Chairman of the Americas Committee Andrew Yuen said.
總商會促請會員呼籲美國商業夥伴的支持，以便游說美國國會給予中國「正常貿易關係」。

China's landmark WTO accord with the U.S. also kept the committee extremely busy. Besides lending its support to the Chamber's WTO report, the committee also initiated several roundtable discussions on China's WTO membership and its impact on trade between the U.S., China and Hong Kong, he said.

The Chamber took a pro-active approach regarding China's normal trading relations (NTR). Mr Yuen said the committee encouraged members to solicit support from their business counterparts in the U.S. to lobby Congress to grant China NTR status.

Last July the U.S. decided to extend NTR status to China for another year. This year, Congress has to vote on whether to grant China Permanent NTR and the Chamber will continue its lobbying efforts to this end, he said.

"In the coming year, the Americas Committee and I will do our best to promote business cooperation between Hong Kong and countries of the Americas and continue our effort to monitor U.S.-China trade relations to protect the interest of the local business community," Mr Yuen said. B

美洲委員會 **忙於推動香港、內地與美國三邊貿易**

在週年會員大會上，美洲委員會主席袁耀全指出，該會接待了超過五十個來自美國、拉丁美洲及加拿大的代表團及訪客，為會員帶來了重大的商機。

委員會亦經常提供貿易政策的資料，讓會員了解這些政策對香港、內地及美洲三邊商貿活動的影響。該會關注的項目之一是《考克斯報告》，報告建議美國確定本港對內地所實行的關檢措施是否充足，並研究美國在出口管制方面，應否繼續給予香港和內地不同的待遇。

袁耀全表示：「總商會為保障會員的商業權益，即時採取行動，與貿易署官員會面，確定本港的戰略品貿易管制制度保持有效，並展開內部研究，密切注視《國務院授權法案》的情況。此外，本會亦在《工商月刊》內刊登《考克斯報告》的詳情，以供會員參考，並舉行小型午餐會，向會員講述事態的發展。」

中美達成重要的世貿協議後，也為委員會帶來了繁重的工作。委員會除了傾力支持本會的世貿研究計劃外，也舉辦了多次小型午餐會，討論中國加入世貿對美國、中國和香港之間三邊貿易的影響。

在延續中國「正常貿易關係」一事上，委員會亦積極參與。委員會促請會員呼籲美國商業夥伴的支持，以便游說美國國會給予中國「正常貿易關係」。

去年七月，美國決定再次延續中國的「正常貿易關係」一年。中美達成世貿協議後，本年美國國會須表決是否給予中國永久「正常貿易關係」，而總商會的游說工作仍會繼續。

袁耀全說：「來年，美洲委員會將致力促進本港與美洲各國的商貿合作，並繼續關注美中貿易關係，以保障本港商界的利益。」 B

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China Committee strengthens HK-China business cooperation

The completion of the Chamber's project "China's Entry into the WTO and the Impact on Hong Kong Business" was one of the major accomplishments of the China Committee in 1999.

"The final report, which was released in January 2000, was well received by the business community as well as SAR Government officials. As of today, almost 800 reports have been sold," China Committee Chairman Dr Lily Chiang said at the AGM.

In March 1999, the committee reacted to the Central Government's promulgation of a series of regulations to strengthen the control on processing industries in China. It organised an internal meeting in May and also conducted an all-member survey on the issue, she said. The views of members were channelled to appropriate Central Government authorities through written submissions and meetings with Central Government officials and Hong Kong SAR trade officials.

"We were pleased to learn that members' concerns were well received and considered by the Central authorities," she said.

In March 2000, detailed implementation rules on "Multiple Deposit Guarantee Payment Methods for the Processing Industries" were announced, providing a workable solution to the issue, she said.

Through its close working relationship with Chinese officials, the committee has also managed to elevate the quantity and quality of China-related programmes and events.

"The Chamber's report, 'China's Entry into the WTO and the Impact on Hong Kong Business,' was one of the major accomplishments of the China Committee in 1999," China Committee Chairman Dr Lily Chiang said.
中國委員會主席蔣麗莉博士說：「中國委員會在 1999 年的成就之一，是完成本會的重要研究計劃 —— 《中國加入世貿及對港商的影響》。」

In 1999, besides the annual working delegation to Beijing in March, two investment study missions were organised to Guangzhou, and Shanghai and Jiangsu in July and December respectively. Two Chamber delegations attended the Third China Fair for International Investment and Trade in Xiamen in September and the first China Hi-Tech Fair in Shenzhen in October, both being the largest delegations from Hong Kong.

It also organised two Training Seminars on "Attracting Foreign Funds in China's SOE Reform" in January and November.

"The training seminars, with the endorsement from Premier Zhu Rongji himself, aimed to provide participants with modern concepts and techniques for them to 'package' and present themselves to the international market," Dr Chiang said.

FUTURE COMMITMENT

With China's imminent entry into the WTO, the China Committee will work to the best of its ability to promote business connections between Hong Kong and the mainland.

"We firmly believe that, with enough preparation and hard work, Hong Kong businesses can definitely strengthen their value-added middlemen role and take advantage of this momentous turning point," Dr Chiang said. B

中國委員會致力促進內地與香港的商貿合作

中國委員會在1999年的成就之一，是完成本會的重要研究計劃 ——《中國加入世貿及對港商的影響》。

該委員會主席蔣麗莉博士表示：「總結報告於 2000 年 1 月發表後，廣受商界及本港政府官員重視，迄今已售出近八百冊。」

1999 年 3 月，中央政府頒布了一系列法例，以加強對內地加工貿易的管制。為此，委員會於五月舉行了一次內部會議，並調查全體會員的意見。委員會已把會員的意見彙編為意見書，送呈中央政府有關當局，並向中央政府官員及香港專責貿易事務的官員轉達。

她說：「我們樂見中央當局對會員的憂慮十分關注和重視。」

2000 月 3 月，內地公布了《關於加工貿易企業以多種形式繳納稅款保證金實施辦法》的詳細實施法則，為繳納稅款保證金一事提供了可行的解決方案。

中國委員會藉著與中方官員的緊密工作聯繫，提升了中國活動的質與量。在 1999 年，委員會除了在三月籌組一年一度的工作代表團訪京外，亦分別於七月和十二月先後組團訪問廣州和上海 / 蘇州。本會於九月和十月分別組團參加廈門的「第三屆中國投資貿易洽談會」和深圳的首屆「中國國際高新技術成果交易會」；兩團均是香港代表團中最大規模的。

該委員會亦在一月和十一月與中國企業聯合會合辦兩期「利用外資參與中國內地國有企業改造」研討班。

蔣博士指出：「該課程得到了朱鎔基總理批示；舉辦課程的目的，是向參加者講授『自我裝備』、向國際市場邁進的現代概念和技術。」

放眼未來

隨著中國即將加入世貿，中國委員會將繼續致力促進本港與內地的商貿聯繫。

她表示：「我們深信，香港商界只要充份準備，努力不懈，定可鞏固中介人的地位，為商業夥伴提供增值服務，並藉著這個關鍵的轉捩點獲益。」B

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震雄集團

Legco representative calls for **swifter government action**

"Hong Kong used to pride itself on the efficiency and reliability of the civil service. Over the past couple of years our confidence in that service has been tested," Legco Representative James Tien told Chamber members at the AGM.

The government acknowledges the erosion of confidence and that the civil service has problems that have to be corrected now, but Mr Tien said he worries that changes may be cosmetic and come at the expense of the junior grades.

"We need reform and not a review," he stressed. "The civil service is bloated, overpaid, and underused, resulting in a culture of entitlement on wages and benefits and indifference to productivity and performance."

Mr Tien believes a cure lies in introducing market forces to the service by retiring large numbers of redundant civil servants quickly, reducing benefits and introducing an incentive scheme. Also, it should privatise some services rather than farm these out to the subvented organisations, which are just an extension of the civil service.

Mr Tien said he has been actively pushing the government to expand its programme to convert taxis from diesel to LPG to help reduce air pollution in the territory.
田北俊積極促請政府擴大柴油的士轉用石油氣計劃，減少本港的空氣污染。

CHINA'S WTO ACCESSION

China's accession to the WTO is expected to bring opportunities and challenges for Hong Kong business, and Mr Tien said he has also been lobbying the government to seize the opportunities China's WTO entry will present.

Accepting recommendations contained in the Chamber's WTO Report, Mr Tien said he has advised the government that it must help local companies, especially the small and medium enterprises, to get established on the mainland.

"I specifically asked that the government co-ordinate the various departments involved with facilitating commerce and the Trade Development Council. I said the government had to make sure our SMEs benefit the most from the total opening up of the mainland market," he said.

CONVERSION AND CONSERVATION

For the present Legco year, Mr Tien said he will be focusing on environmental protection, which he believes can be advanced through the two Cs – conversion and conservation.

He said he has been actively pushing the government to expand its timid programme to convert taxis from diesel powered to LPG powered. But taxis are not the only polluters of the air we breathe, and as such Mr Tien said he has told the government that it should extend the programme to cover the whole commercial fleet.

"Nearly all of us in the Chamber are for the scheme because we care about Hong Kong's environment and are willing to pay a price for it," he said. "We should also conserve because not wasting resources means making more money and being a good corporate citizen." B

立法會代表**籲請政府積極行事**

在週年會員大會上，本會立法會代表田北俊議員向會員表示：「香港高效率和可靠的公務員制度一直使我們引以自豪。然而，在過去數年，我們對公務員體系的信心受到考驗。」

雖然政府承認，市民對公務員的信心下降和公務員的制度出現問題，但田議員憂慮，當局所推行的改革，只是門面工夫，而且只局限於低級職系。

他說：「我們需要的是改革，不是檢討。公務員架構臃腫，薪酬水平過高，人力未盡其用，養成了坐享薪酬福利、漠視生產力和表現的積習。」

田議員相信，在公務員體系裡，引入市場力量，是解決以上問題的方法，途徑有三：在較短的時間內，使更多過剩的公務員離職；推出獎勵計劃；把部分公共服務交由私人營辦，而非由資助機構承攬，因為這些機構只是公務員體系的延伸。

中國加入世貿

中國加入世貿將為香港商界帶來機會和挑戰。田議員表示，他一直要求政府把握中國入世帶來的新契機。

他參考了會員在總商會世貿研究報告裡的意見，建議政府必須協助本港公司，尤其是中小型企業在內地立足。

田北俊說：「我特地要求政府協調各個促進商貿的部門和貿易發展局的工作，並促請政府確保中小型企業在內地完全開放市場後獲益最大。」

循環使用和珍惜資源

田議員將在本年專注於環保工作。他認為，循環使用和珍惜資源是環保的兩大方向。

他一直致力促請政府必須擴大環保的範圍，不可只局限於柴油的士轉用石油氣一項計劃上。不過，他表示，的士並非空氣污染的唯一元兇，故此要求政府把計劃的範圍擴展至所有營業車輛。

他說：「這項建議獲得了本會接近全體會員的支持，原因是我們關注香港的環境，並且願意為此付出代價。我們也應珍惜資源，因為財富由儉而來，而珍惜資源也是良好企業公民的責任。」B

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Annual General Meeting 2000
2000 年週年會員大會

Joop B Litmaath (left) and Tony Wing-cheung Fung.
李馬（左）與馮永祥

James Pei-chun Tien (left), Linus Wing-lam Cheung (centre) and Christopher Wai-chee Cheng.
田北俊（左）、張永霖（中）與鄭維志

Andrew Yiu-Chuen Yuen (left) and Ross Sayers.
袁耀全（左）與施以誠

Simon Lee (left) and Dr Y.S. Cheung.
李國賢（左）與張耀成博士

Chee-chen Tung (left), Wing-kee Chan (centre) and Dr Hari Harilela.
董建成（左）、陳永棋（中）與夏利萊博士

Johannes Neumann (left) Eric Diers (centre) and Dr Eden Woon.
Johannes Neumann （左）、艾達斯（中）和翁以登博士

Members enjoy a delicious buffet.
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Chee-chen TUNG, JP
Chairman

Tung Chee-chen is Chairman and Chief Executive Officer of Orient Overseas (International) Limited (OOIL). He was educated at the University of Liverpool, England, where he received his Bachelor of Science degree. He later acquired a Master's Degree in Mechanical Engineering at the Massachusetts Institute of Technology in the United States.

Mr Tung had served as Chairman of Hong Kong Shipowners' Association between 1993 to 1995. He currently holds the following positions: Chairman of the Hong Kong General Chamber of Commerce; Non-executive Director of Sing Tao Holdings Ltd., Zhejiang Expressway Co. Ltd., and PetroChina Co. Ltd; a member of the Port and Development Board; and a Council member of the Hong Kong Trade and Development Council.

Mr Tung is also Chairman of the Hong Kong-America Center; Chairman of the Institute of Shipboard Education Foundation; Chairman of the Court and a member of the Council of the Hong Kong Polytechnic University; member of the Board of Trustees of the University of Pittsburgh; a member of the Board of Visitors of the School of Foreign Service, Georgetown University; and International Councillor of the Centre for Strategic & International Studies.

董建成
（主席）

董建成先生為東方海外國際有限公司主席及行政總裁。

他曾分別獲英國利物浦大學頒授理學學士學位及美國麻省理工學院頒發機械工程碩士學位。

他於1993至1995年為香港船東會主席。現任香港總商會主席、星島集團有限公司、滬杭甬高速公路有限公司和中國石油天然氣股份有限公司的非執行董事、港口及航運局成員，以及香港貿易發展局成員。

董先生亦為香港美國協會主席、海上教育學院主席、香港理工大學顧問委員會主席及校董會成員、匹茲堡大學國際學術中心及喬治城大學外交事務學校校董，以及國際策略研究中心成員。

Christopher CHENG Wai-chee, OBE, JP
Deputy Chairman

Mr Cheng is Chairman of USI holdings Ltd., Managing director of Wing Tai Corporation Ltd., and director for New World Infrastructure Ltd., Windsor Properties Holdings Ltd., and The Grieves Group. He has served on the Trade and Development Council for 14 years and was Chairman of its Staff and Finance Committee.

He also serves on the Public Service Commission, the Town Planning Board, Court of the Hong Kong University of Science and Technology and Council of the University of Hong Kong.

Founding Chairman of the Hong Kong Design Innovation Company and former Chairman of the Clothing Industry Training Board, he helped set up the Clothing Training Authority.

He was President of the Federation of Garment Manufacturers' and has worked closely with the government on international textile agreements.

Formerly, he was Vice-president of the Chinese Manufacturers' Association, member of the Hong Kong Governor's Business Council and the Central Policy Unit of the Hong Kong Government, on the board of the Hong Kong Productivity Council and the Textiles Advisory Board.

Mr Cheng holds a BBA from the University of Notre Dame and a MBA from Columbia University.

He was appointed Justice of the Peace in 1985 and awarded an OBE in 1992.

鄭維志
（常務副主席）

鄭維志先生現任永泰出口商有限公司董事總經理、富聯國際集團有限公司主席，也是新世界基建有限公司、南聯地產控股有限公司及The Gieves Group的董事。他服務香港貿易發展局14年，曾任該局轄下職員及財務委員會主席。

他是公務員敘用委員會、城市規劃委員會及香港科技大學顧問委員會委員，也是香港大學校董會成員。

鄭氏為設計創新(香港)有限公司創辦人兼主席，亦是製衣業訓練委員會前任主席，曾參與設立製衣業訓練局。

在出任香港製衣業總商會會長期間，他一直與港府緊密合作，協助官員洽談國際紡織品協議。

鄭氏曾任中華廠商聯合會副會長、總督商務委員會委員、香港政府中央政策組成員、香港生產力促進局董事會成員及紡織品顧問委員會委員。

鄭氏為Notre Dame大學工商管理學士及哥倫比亞大學工商管理碩士。

他先後於1985及1992年獲委任為太平紳士和獲頒英帝國官佐勳章。

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Dr Lily CHIANG
Vice Chairman

Dr Lily Chiang is the President of E1 Media Technology Limited; Chairman of Pacific Challenge Holdings Limited; Executive Director of Chen Hsong Holdings Limited. She has over 16 years all-round management experience with proven track records.

With a strong dedication to business and technology community services, she is the Vice-Chairman of the Hong Kong General Chamber of Commerce. In the Chamber, she is also the Chairman for the Industry & Technology Committee.

She also serves as a board member for the Industry and Technology Development Council of Government Secretariat. She holds directorships of Hong Kong Plastic Technology Centre Limited and Institute of Industrial Engineers.

In the education field, Dr Chiang is a member of the Vocational Training Council and chairs the Advisory Board of the Faculty of Engineering of the Chinese University of Hong Kong. Meanwhile, she is a member of Curriculum Development and Industrial Liaison, Mechanical Engineering Advisory Committee of the University of Hong Kong.

蔣麗莉博士
（副主席）

蔣麗莉博士是E1 Media Technology Limited董事、太平洋興業集團主席、震雄集團有限公司執行董事，擁有超過16年的全面管理經驗，成績卓越。

蔣博士致力為商界及科技界服務，除了出任香港總商會副主席外，也是會內的工業及科技委員會主席。

她是香港工業科技發展局成員，並出任香港塑膠科技中心董事及香港工業工程師學會董事。

在教育方面，蔣博士是職業訓練局委員和香港中文大學工程學院諮詢委員會主席。

此外，她亦是香港大學機械工程學系課程發展及工業聯絡諮詢委員會委員。

Anthony J L NIGHTINGALE
Vice Chairman

Anthony Nightingale was born in Yorkshire, United Kingdom, in 1947. He was educated at Uppingham School and graduated from Peterhouse, Cambridge, with a bachelor's degree (Honours) in Classics.

He joined the Jardine Matheson Group in Hong Kong in 1969 and worked in a variety of positions in the financial, trading and property sectors of the group in Hong Kong and Tokyo. In 1980 he was appointed General Manager of Jardine, Matheson and Co, Ltd. In 1982, he was seconded to the Olayan Saudi Holding Co, an affiliate of Jardine Matheson Group in Saudi Arabia, and in 1984 was appointed its President.

In June 1987, he returned to Hong Kong from Saudi Arabia to take up the post of Managing Director of Jardine, Matheson and Co, Ltd.

In 1989, Jardine Pacific Limited was established and he was appointed the Managing Director of the company.

In April 1994, he was appointed Director of Jardine Matheson Holdings Ltd.

He was appointed Chairman of Jardine Pacific Ltd. in April 1995 and Chairman of Jardine International Motor Holdings Ltd. in February 1997. He has group responsibility for Jardine Pacific, Jardine International Motors, the Group's investment in Cycle and Carriage, and EON and certain strategic investments, particularly in Malaysia and India.

Apart from Jardine Matheson Holdings and Jardine International Motors, he sits on the boards of the following listed companies: Cycle & Carriage Ltd., Cycle & Carriage Bintang Berhad, MCL (Land), Edaran Otomobil Nasional Berhad, and Hap Seng Consolidated Berhad.

黎定基
（副主席）

黎定基先生於1947年在英國約克郡出生，在Uppingham學院完成中學後，於劍橋大學Peterhouse書院修業，獲古典文學榮譽學士學位。

黎氏於1969年在香港加入怡和集團，先後在香港及東京負責財務、貿易及物業等工作。他在1980年獲委任為怡和有限公司總經理，在1982年奉派往沙地阿拉伯怡和聯號機構——奧利安沙地控股有限公司，在1984年獲委任為該公司總裁。

1987年6月，黎定基自沙地返港，出任怡和有限公司常務董事。

1989年，怡和太平洋有限公司成立，他獲委任為該公司常務董事。

1994年4月，他出任怡和控股有限公司董事，並分別於1995年4月及1997年2月獲委任為怡和太平洋有限公司主席及怡和國際汽車控股有限公司主席。在怡和集團內，黎氏掌管怡和太平洋、怡和國際汽車，以及怡和在合發集團及EON的投資。此外，他亦負責怡和集團在馬來西亞及印度等地的若干策略性投資。

除了在怡和控股及怡和國際汽車擔任要職外，他還出任以下上市公司的董事：合發集團、Cycle & Carriage Bintang Berhad、MCL（Land）、Edaran Otomobil Nasional Berhad和Hap Seng Consolidated Berhad。

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CHAN Wing-kee, JP

Managing Director of Yangtzekiang Garment Manufacturing Co Ltd. and Director of YGM Trading Ltd., Chan Wing Kee is a Director of Hong Kong Knitters Ltd., Deputy to the Ninth National People's Congress of China and a member of the Judicial Officers Recommendation Commission of Hong Kong.

He was also a Deputy to the Eighth National People's Congress of China; a member of Hong Kong Affairs Adviser from 1993-1997; a committee member of The Preparatory Committee of HKSAR from 1995-1997; and a member of Basic Law Consultative Committee both in Hong Kong (from 1985-1990) and Macau (from 1989-1993).

Chan Wing Kee is President of the Chinese Manufacturers' Association of Hong Kong; Chairman of the Textile Council of Hong Kong; Vice Chairman of the Business and Professional Federation of Hong Kong; Honorary Chairman of the Hong Kong Shippers' Council; Honorary President of the Federation of Hong Kong Garment Manufacturers; Council Member of the Hong Kong Trade Development Council; and a Member of the Textile Advisory Board.

陳永棋

陳永棋先生為長江製衣廠董事總經理、長江貿易有限公司董事及香港織造有限公司董事總經理，並任第九屆全國人民代表大會香港區代表及香港司法人員推薦委員會委員。

陳氏曾任第八屆全國人民代表大會香港區代表、港事顧問（1993-1997）、全國人民代表大會香港特別行政區籌備委員會委員（1995-1997）、香港（1985-1990）及澳門（1989-1993）《基本法》諮詢委員會委員。

陳氏的其他主要公職包括：香港中華廠商聯合會會長、香港紡織業聯會會長、香港工商專業聯會副主席、香港付貨人委員會名譽主席、香港製衣業總商會名譽會長、香港貿易發展局理事，以及紡織業諮詢委員會委員。

Linus CHEUNG Wing-lam, JP

Linus Cheung was appointed Chief Executive and Executive Director of Cable & Wireless HKT in March 1994. Being the company's first Chinese Chief Executive, he has led the transformation of the company into a regional leader in multi-media, infotainment, Internet, and e-commerce as well as telecommunications.

Mr Cheung successfully brought in China Telecom as a shareholder in 1997. Under Mr Cheung's leadership, the company also went through major changes from the holder of the local telecom monopoly to one that has remained a leader in a fiercely competitive open market. The company is now a market leader in IP application solutions for multinational companies and small and medium sized companies.

Mr Cheung has unwavering commitment to the community and carries numerous public posts. In 1989, he was invited by the Hong Kong Government to serve full-time on the Central Policy Unit reporting directly to the Governor of Hong Kong for a two-year secondment. Mr Cheung regularly leads Cable & Wireless HKT's leadership training at weekends, spending time with managers to develop their leadership skills. He is also active in coaching university students in the evenings on a regular basis.

His accomplishments have won Mr Cheung many honours. Last year he was named the Executive of the Year in the Hong Kong Business Awards Competition of DHL / South China Morning Post. Also, in 1998 and again in 1999, he was chosen by readers of the prestigious Telecom Asia magazine as a clear winner of its "Best Telecom Executive" competition.

張永霖

張永霖先生於1994年3月正式獲委任為香港電訊有限公司首位華裔行政總裁兼執行董事。他出任香港電訊行政總裁後，致力革新公司面貌，令公司成為區內多媒體、資訊娛樂、互聯網、電子商貿及電訊業的領導先驅。

張氏於1997年成功引入中國電信為股東。在其領導下，香港電訊經歷了重大的轉變。隨著市場開放，競爭日趨激烈，該公司已由一家擁有本地電話專營權的機構，發展為市場上的領導者。目前，該公司在網間協議應用方案的市場上，領先群倫，客戶包括跨國企業和中小型企業。

張氏致力服務社會，擔當多項公職。1989年，他獲港府邀請借調到中央政策組全職工作兩年，直接向港督匯報。現在，張氏定期於週末主領香港電訊的領袖訓練課程，協助管理人員培養領導才能。他在工餘時間，亦與大學生舉行定期活動，給予指導。

張氏成就卓越，獲得多項殊榮。去年，在敦豪國際與《南華早報》聯合主辦的「香港商業獎」評選中，他榮獲該年度的全港「傑出管理獎」。在1998及1999年，他連續兩屆獲著名雜誌《亞洲電信》的讀者選為「最佳電訊業行政人員」。

DONG Jiufeng

Dong Jiufeng was born in May 1939 in Shaoxing City, Zhejiang, China. He graduated in Turbine Management from Dalian Maritime University and devoted himself to the China ocean shipping industry. In 1985 he was appointed Deputy Chief, and then General Chief of COSCO Technology Division in Beijing. In 1986 he was promoted to Vice President of COSCO Beijing, and in 1992 he was appointed Director of Ship Survey Bureau of the Ministry of Communications, China, and President of the China Classification Society.

Mr Dong has also held positions of Chairman and President of the China Classification Society Association, Vice Chairman of the Chinese Society of Naval Architecture and Marine Engineering, Vice President of China Quality Management Association, a member of China Maritime Arbitration Committee, and Director of the China Navigation Institute. From 1997 until his new appointment in Hong Kong, Mr Dong held the positions of President of China Ocean Shipping Company Americas, Inc., Vice Chairman of the China Chamber of Commerce in the USA, Honorary Advisor of Shanghai Maritime University North American Alumni Association, Honorary Chief Director of Dalian Maritime University North America Alumni Association.

At the end of 1998, Mr Dong was nominated Executive Vice Chairman & President of COSCO (Hong Kong) Group Ltd., Chairman of COSCO (H.K.) Shipping Company Ltd., as well as the Vice Chairman of COSCO Pacific Ltd., and COSCO International Holdings Ltd.

He has also held positions of Executive Director of Hong Kong Chinese Enterprises Association, Chairman of Capital Market Committee, and Director of Hong Kong Management Association since coming to Hong Kong.

董玖豐

董玖豐先生1939年5月生於浙江省紹興市。董先生在1963年大連海運學院輪機管理專業畢業後，即投身中國遠洋事業。董氏於1985年出任中國遠洋運輸公司技術處副經理，其後出任為經理，並於1986年升為中國遠洋運輸總公司副總經理。董氏於1992年任交通部船舶檢驗局局長和中國船級社社長。

1997年至來港任職前，董氏為中遠美洲公司總裁，並兼任美國中國商會副會長、第一屆上海海運學院北美地區校友會特別顧問、大連海運學院北美地區校友會籌備組名譽組長。董氏於1998年底來香港後，擔任中遠（香港）集團有限公司副董事長兼總裁、中遠（航運）有限公司董事長、中遠太平洋有限公司及中遠國際控股有限公司副董事長等職務。在公職方面，他是香港中國企業協會常務理事、香港中企協會證券行業委員會主任及香港管理專業協會理事。

David G ELDON

Born in Inverness, Scotland, David Eldon is Chairman of The Hongkong and Shanghai Banking Corporation Limited.

Having started his banking career with an Australian banking group in London in 1964, he joined HSBC Bank Middle East (formerly The British Bank of the Middle East), a principal member of the HSBC Group, in 1968. In the same year he was posted to Dubai, the first of four consecutive postings to the Middle East.

David Eldon took up his first position in Hong Kong in 1979 as Manager Special Projects in the head office of The Hongkong and Shanghai Banking Corporation Limited. He later became a District Manager, with responsibility for the bank's branches in one of the busiest districts, Mongkok.

In 1984, Mr Eldon was appointed Deputy Managing Director of The Saudi British Bank. He returned to Hong Kong in 1987 to take up the position of Senior Manager of International Corporate Accounts. At the end of 1988 he was appointed Chief Executive Officer Malaysia, and was promoted to General Manager in 1990. He returned to Hong Kong in April 1992 and, after a temporary

艾爾敦

艾爾敦先生在蘇格蘭延文禮士市出生，現任香港上海匯豐銀行主席。

1964年，艾氏在倫敦加入一澳洲銀行集團，開展他在銀行界的事業。1968年，他加入匯豐集團的主要成員中東匯豐銀行（前稱「中東英格蘭銀行」）工作，並於同年派駐杜拜。艾氏前後共四次奉派往中東地區服務。

1979年，艾爾敦首次派駐香港，出任香港上海匯豐銀行總行特別項目經理，其後擔任地區經理，主管繁忙的旺角區分行業務。

1984年，艾氏獲委任為沙地英國銀行副常務董事；1987年回港出任國際工商客戶高級經理。1988年底，他獲委任為香港上海匯豐銀行馬來西亞行政總裁，並於1990年晉升為總經理；1992年4月，艾爾敦再度回港，曾短暫出任香港及中國區總經理，其後晉升為香港上海匯豐銀行國際業務總經理。艾爾敦先生於1994年1月出任該行執行董事，於1996年1月1日擔任行政

assignment as General Manager Hong Kong and China, he took up the position of General Manager in the Hongkong and Shanghai Banking Corporation's International Department. Mr Eldon was made an Executive Director of the Bank in January 1994 and became Chief Executive Officer on January 1, 1996, and Chairman in January 1999. He was also appointed Director of HSBC Holdings plc on January 1, 1999.

Mr Eldon became an Associate of the Chartered Institute of Bankers (ACIB) in 1972 and a Fellow of the Institute (FCIB) in 1986. He is also a Fellow of the Hong Kong Institute of Bankers. Mr Eldon is Non-executive Chairman of Hang Seng Bank, a Director of HSBC Bank Australia Limited (formerly HongkongBank of Australia Limited), HSBC Investment Bank Asia Holdings Limited, Swire Pacific Limited and the Mass Transit Railway Corporation, a member of the Exchange Fund Advisory Committee, a Steward of the Hong Kong Jockey Club, a Board Member of the Community Chest, a Council Member of the Hong Kong Academy for Performing Arts and the Hong Kong Trade and Development Council, and President of the Society for the Relief of Disabled Children.

總裁，並於1999年1月成為主席，並同時獲委任為匯豐控股有限公司董事。

艾氏於1972年成為英國銀行學會會士，1986年為該會資深會士，也是香港銀行學會會士。他現任恒生銀行非執行董事長、澳洲匯豐銀行有限公司、匯豐投資銀行亞洲控股有限公司、太古股份有限公司及地鐵公司董事、外匯基金諮詢委員會委員、香港賽馬會董事、公益金董事、香港演藝學院校董會成員、香港貿易發展局理事和香港弱能兒童護助會主席。

Tony FUNG Wing-cheung

Tony Fung, Chairman of Yu Ming Investments Limited, has had a career spanning over 20 years in the investment and securities industry and China trade.

He is also a member of the National Committee of the Chinese People's Political Consultative Conference, Council Member of the Chinese University of Hong Kong and Vice Chairman of the Chinese University of Hong Kong three-year MBA Programme Advisory Committee.

馮永祥

馮永祥先生現任禹銘投資有限公司主席，從事投資、證券業務及中國貿易達廿年以上。

馮先生是中華人民共和國全國政協委員、香港中文大學校董，以及香港中文大學三年制工商管理碩士課程顧問委員會副主席。

Dr Hari N HARILELA, OBE, JP

Chairman of the Harilela Group of Companies in Hong Kong and abroad, a leader of the Indian community in Hong Kong, Mr Harilela is very active in the community, serving on numerous boards and committees, such as the Better Hong Kong Foundation, the Hong Kong University of Science and Technology and the University of Hong Kong Foundation for Educational Development and Research.

He is also President of the Council of Hong Kong Indian Associations, the Hong Kong Association for the Mentally Handicapped, Friends of the Society for the Rehabilitation of Offenders, Hong Kong, and Permanent President of the Indian Chamber of Commerce. He was also appointed Hong Kong Affairs Adviser to the People's Republic of China and was a member of the Selection Committee, and was recently appointed Honorary Consul for the Republic of Niger.

夏利萊博士

夏利萊博士現任夏利萊集團主席。

夏氏為香港印度社團領袖，熱心服務社會，並在多個機構及委員會擔任公職，其中包括香港明天更好基金、香港科技大學、香港大學教育發展及研究基金。

他現為香港印度社團總會、香港弱智人士服務協進會及香港釋囚協會會長，並擔任印度商會永遠會長。他是中國政府委任的港事顧問及推選委員會委員，最近獲委任為尼日爾駐港名譽領事。

James HUGHES-HALLETT

James Hughes-Hallett is Chairman of Swire Pacific Ltd., Cathay Pacific Airways Ltd., and of John Swire & Sons (HK) Ltd. He is also Chairman of the China Navigation Co. Ltd., the private shipping arm of the Swire Group.

James Hughes-Hallett joined the Swire Group in 1976. He has held various management positions in the group's operations in Asia and Australia, and was Managing Director of John Swire & Sons Pty. Ltd. in Australia until January 1993, when he was transferred back to Hong Kong as Director responsible for the Swire Group's ship-owning and consumer trading interests. He assumed his current responsibilities in 1999.

He is a Council Member of the Employer's Federation of Hong Kong, of the British Chamber of Shipping, and of the University of Hong Kong. He is also a member of the Hong Kong/Japan Business Co-operation Committee and Hong Kong/U.S. Business Council of the Trade Development Council, of the General Chamber of Commerce General Committee and of the Aviation Advisory Board. His is Patron of the Community Advice Bureau and a member of the Advisory Board of the Hong Kong Red Cross.

Born in 1949, Mr Hughes-Hallett graduated from Oxford University in 1970 with a Master's Degree in English Literature. He is a fellow of the Society of Chartered Accountants in England and Wales.

He is married with two daughters.

何禮泰

何禮泰先生是太古洋行、國泰航空及太古集團主席，也是集團旗下私營船務公司太古輪船有限公司的主席。

何氏於1976年加入太古集團，曾在集團的亞洲及澳洲辦事處擔任不同管理職位。1993年1月，他奉派到香港管理集團的船東及貿易業務前，曾在澳洲出任太古集團董事總經理。他於1999年擔任現有職務。

他是香港僱主聯合會理事會及英國船務商會的成員。此外，他是香港大學校董、香港貿易發展局香港/日本經濟合作委員會及港美商務委員會委員、香港總商會理事，以及航空諮詢委員會成員。他是Community Advice Bureau贊助人及香港紅十字會顧問團成員。

何氏於1949年出生，1970年畢業於牛津大學，取得英國文學碩士學位。他是英格蘭及威爾斯特許會計師公會會員。

何氏已婚，養有兩名女兒。

John Terence HUNG, JP

John Hung is Managing Director of Wheelock and Company Limited and Executive Director of Wheelock's major associate, The Wharf (Holdings) Limited. In these capacities, he is responsible for corporate development for the group, with special emphasis on worldwide institutional banking and investor relations.

Since 1989, Mr Hung has led the group in its worldwide institutional relations activities, leading to the re-rating of both the Wharf and Wheelock stocks. Since 1993, the group has been successful in long-term capital raising including issues on convertible bonds, Yankee bonds, Samurai bonds, a commercial mortgage backed notes issue and various other capital market instruments.

Following a legal education in London, Mr Hung joined Wharf in 1967. Seconded to Singapore from 1975 to 1985, he headed up Wharf's joint-venture warehouse operations and the group's hotel investment arm, and later became the group's Singapore Chief Representative.

Mr Hung is extremely active in promoting the economic future of Hong Kong. He is a General Committee member of the Hong Kong General Chamber of Commerce, and represents the group in the British, American, Australian and Singapore chambers of commerce. He is a Fellow of the Hong Kong Management

洪承禧

洪承禧先生現職會德豐有限公司常務董事兼九龍倉集團有限公司（會德豐主要聯營機構）執行董事，負責集團的企業發展，並專責處理全球機構銀行及投資者關係。

自1989年起，洪氏帶領集團拓展全球的機構投資者關係，令九龍倉和會德豐的股價重新調整。自1993年起，集團成功透過可換股債券、楊基債券、武士債券、商業按揭票據及其他多種資本市場票據融集長期資金。

洪氏在英國修讀法律後，於1967年加入九龍倉集團，1975至85年間奉派到新加坡，管理九龍倉在當地的合資企業所經營的貨倉業務和集團的酒店投資部門，其後，他出任集團駐新加坡的首席代表。

洪氏熱心推動香港的經濟發展。他是香港總商會理事會成員，也是英國、美國、澳洲和新加坡商會、香港管理專業協會及英國特許運輸學會會員。此外，他是政府資助的香港旅遊發展策劃委員會創會成員，也是國際盛事基金的會員。最近，他獲委任為旅遊事務署旅遊業策略小組的成員。

洪承禧是政府法定機構香港康體發展局的主席，至今，他已是第三屆當選。他曾是香港木球代表隊成員，大力促成每年一度的香港國際六人木球大賽。他也是香港木球總會前任主席，卸任

Association, and a Member of the Chartered Institute of Transport. He is also a founder-member of the government supported Tourism Development Steering Committee, and a member of the International Events Fund. He was recently appointed a member of the Tourism Commission's Strategy Group.

Mr Hung is the appointed Chairman of the government statutory body, Hong Kong Sports Development Board, now serving his third term. He represented Hong Kong athletics and cricket and was instrumental in inaugurating the highly successful Hong Kong International Cricket Sixes Tournament. He was formerly the President of the Hong Kong Cricket Association but has since stepped down and now holds the position of Vice President. He is a Vice President of the Hong Kong Rugby Football Union, a member of the Advisory Committee of the Eric Liddell Foundation, and the President of the Hong Kong Cricket Club.

Mr Hung is a Justice of the Peace, and was awarded the Silver Bauhinia Star on July 1, 1998.

後現為該會副主席。洪氏為香港欖球聯會副主席、埃里克•利迪爾紀念基金諮詢委員及香港木球會主席。

洪氏為太平紳士，並於1999年7月1日獲頒發銀紫荊星章。

Raymond KWOK Ping-luen

Raymond Kwok has been with the Sun Hung Kai Group for 19 years. He holds a Master of Arts degree in Law from Cambridge University and a Master's degree in Business Administration from Harvard University. He is Chairman and Chief Executive Officer of Sunevision Holdings Limited, also Chairman of SmarTone Telecommunications Holdings Ltd., Vice Chairman of the Kowloon Motor Bus Holdings Ltd., a Director of Route 3 (CPS) Co., Ltd., Airport Freight Forwarding Centre Company Ltd., Information Technology Entrepreneurs Association Limited and Versitech Limited, a member of the Advisory Board of Beijing Technology Development Fund and Senior Advisor to DynaFund II.

With respect to his civic activities, he is a Non-Executive Director of the Securities and Futures Commission; a member of the Hong Kong Port and Maritime Board; Vice-Chairman of the Council of Chinese University of Hong Kong and a Council Member of the University of Hong Kong; and Chairman of the Management Committees of the Police Children's Education Trust and the Police Education and Welfare Trust. Mr Kwok is also a member of the Ninth Chinese People's Political Consultative Conference Beijing Committee.

郭炳聯

郭氏在新鴻基地產發展有限公司服務了十九年，持有劍橋大學法律系碩士學位及哈佛大學工商管理碩士學位。他是新意網集團有限公司主席兼行政總裁，亦是數碼通電訊集團有限公司主席、九龍巴士控股有限公司副主席、三號幹線（郊野公園段）有限公司、機場空運中心有限公司、Information Technology Entrepreneurs Association Limited及Versitech Limited等公司董事、北京科技發展基金顧問委員會成員及DynaFund II高級顧問。

在社會公職方面，郭氏為證券及期貨事務監察委員會非執行董事、香港港口及航運局委員、香港中文大學校董會副主席、香港大學校董、警察子弟教育信託基金和警察教育及福利信託基金主席，並為第九屆中國人民政治協商會議北京市委員會委員。

Denis LEE Wing-kwan

Managing Director of Futaba Discount Stores Limited, Non-Executive Director of CEC International Holdings Ltd, and Advisor to the Omac Group of Companies, Denis Lee has worked as a typical small business operator for the past 30 years. An active Chamber member, and Chairman of the Small and Medium Enterprises Committee since 1992, he is also a member of the China Committee and Executive Committee member of the Hong Kong Coalition of Service Industries.

Mr Lee devotes a lot of his time to promoting, representing and

李榮鈞

李榮鈞先生現任雙葉特惠店有限公司執行董事、CEC國際控股有限公司非執行董事和奧瑪製作室顧問。李氏是典型的中小型企業商人，他在過去三十年，一直經營中小企業。李氏積極參與總商會活動，現為總商會中小型企業委員會主席、中國委員會和香港服務業聯盟執行委員會成員。

李致力促進、反映及維護本地中

safeguarding the interests of small and medium enterprises in the Hong Kong business community and has represented Hong Kong's private sector at the APEC SME Ministerial Meetings since 1996.

He is currently Chairman of the HKSAR Government SME Committee, and also sits on the Trade Advisory Board, the Business Advisory Group and Employment Task Force.

小型企業的權益，在1996年，他代表本港私營界別出席亞太經合組織中小型企業部長級會議。

他現任港府中小型企業委員會主席，也是貿易諮詢委員會、營商諮詢小組、就業專責小組成員。

Simon LEE K Y, JP

Honorary Fellow of the University of Hong Kong, Simon Lee is Chairman of the Sun Hing Group of companies (established in 1945) with over 400 employees. He has been in the shipping, insurance, warehousing and transportation-related business in Hong Kong for more than 50 years.

Simon Lee served quite extensively on Hong Kong Government marine-related committees, including Port Committee, Pilotage Advisory Committee, Port Executive Committee and Container Handling Committee of the Port Development Board, Past Chairman of the Chamber's Shipping Committee, and Past Chairman of its Asia Committee. He has also led several goodwill missions to Japanese prefectures and to South Korea. He is also Vice Chairman of the Hong Kong-Taipei Business Cooperation Committee.

His community service includes: District Governor of Lions Clubs International District 303 (Hong Kong and Macau) 1970-71; International Director 1987-89 and Board appointee 1990 of the Lions Clubs International at Oakbrook, Chicago, USA; Chairman of the Chinese Club 1983-86; current President of the Hong Kong Society for the Deaf; Chairman of the Hong Kong Liver Foundation; President of the Lions Eye Bank of Hong Kong; a member of the Court of the University of Hong Kong; a member of the Court of the Hong Kong Polytechnic University; Honorary Consul of the Republic of Benin in Hong Kong.

李國賢

李國賢先生是香港大學名譽院士，現任新興機構主席。新興行於1945年創立，現有員工四百多人。李氏從事船務、保險、倉務及運輸相關行業達50多年之久。

李氏曾服務政府多個與海港事務有關的委員會，如港口事務委員會、領港事務諮詢委員會、港口事務委員會執委會、港口及航運局貨櫃處理委員會等。他曾擔任香港總商會船務委員會及亞洲委員會主席，多次率領親善訪問團出訪日本、南韓及緬甸，現為本會屬下香港 - 台北經貿合作委員會副主席。

他過往擔任的公職包括：國際獅子總會303區(香港及澳門)地區總監(1970-71）；國際獅子總會國際理事(1987-89）；華商會主席(1983-86），現任香港聾人福利促進會會長、香港肝壽基金主席、香港獅子會眼庫會長、香港大學校董會校董、香港理工大學校董會顧問委員會委員及西非貝寧共和國駐港名譽領事。

Victor LI T K

A graduate of Stanford University, USA, Victor Li is Managing Director and Deputy Chairman of Cheung Kong Holdings Ltd., Deputy Chairman of Hutchison Whampoa Ltd., Chairman of Cheung Kong Infrastructure Holdings Ltd., Chairman of Anderson Asia Holdings Ltd., a Director of the Hongkong Electric Holdings Ltd., a Non-Executive Director of the Hongkong and Shanghai Banking Corporation Ltd. and Hopewell Holdings Ltd.

Victor Li's community activities include his position as a member of the Chinese People's Political Consultative Conference, a member of the Commission on Strategic Development and a member of the Business Advisory Group. He is also Honorary Consul for Barbados in Hong Kong.

李澤鉅

李澤鉅先生畢業於美國史丹福大學，現為長江實業(集團）有限公司董事總經理兼副主席、和記黃埔有限公司副主席、長江基建集團有限公司主席、安達臣大亞(集團）有限公司主席、香港電燈集團有限公司董事、香港上海匯豐銀行有限公司及合和實業有限公司非執行董事。

李先生擔任多項公職，是中國人民政治協商會議第九屆全國委員會委員、香港策略發展委員會委員及港府營商諮詢小組成員。此外，他也是巴巴多斯駐港名譽領事。

LIANG Xiaoting

Liang Xiaoting is a Director of the Board of the Bank of China (BOC), Deputy Chief Executive of the BOC Hong Kong-Macau Regional Office and First Deputy General Manager of BOC Hong Kong Branch.

Mr Liang was born in China. He graduated from Hebei University, China, in 1976 and completed the East China Normal University's International Finance Programme in 1983.

Mr Liang joined BOC in 1980. Prior to his present assignment, he had held various positions at the Bank, including: Deputy General Manager of the International Business Department, Beijing Head Office and Chairman of China Development Finance Co (HK) Ltd.

Within the Bank of China Group, Mr Liang is a Director of the Bank of China International Holdings Ltd., Chairman of BOC Group Insurance Co. Ltd., Chairman of Sun Chung Estate Co. Ltd. and Chairman of Kiu Kwong Investment Corporation Ltd.

Besides being an Exchange Fund Advisory Committee member of the Hong Kong Monetary Authority, he is also a board member of the Hong Kong Airport Authority, a member of the Securities and Futures Commission (SFC) Advisory Committee, SFC Takeovers and Mergers Panel, SFC Takeovers and Appeal Committee, and a Director of and Hong Kong Securities Clearing Co Ltd.

He is also Non-executive Director of Sinolink Worldwide Holdings Ltd., Standing Committee Member of the Chinese General Chamber of Commerce and member of the Hong Kong Polytechnic University Council.

梁小庭

梁小庭先生現任中國銀行董事會董事、中銀港澳管理處副主任及中國銀行香港分行第一副總經理。

他在中國出生，1976年畢業於中國河北大學，1983年完成華東師範大學國際金融系研修課程。

1980年，梁加入中國銀行，曾先後出任中國銀行總行國際業務部副總經理、中國建設財務（香港）有限公司董事長等職。

梁在中銀集團擔任的其他職務包括：中銀國際董事、中銀集團保險有限公司董事長、新中地產有限公司董事長及僑光置業董事長。在公職方面，他是香港金融管理局外匯基金諮詢委員會委員、香港機場管理局董事會成員、香港證券及期貨事務監察委員會（證監會）諮詢委員會委員、證監會收購及合併委員會委員、證監會收購上訴科委員會委員、香港中央結算有限公司董事、百仕達控股有限公司非執行董事、中華總商會常務會董及香港理工大學校董會成員。

Joop B M LITMAATH

Born in The Netherlands in 1934 and a permanent Hong Kong resident for 37 years, Joop Litmaath is a typical Hong Kong trader and was the first to campaign for a seat as a representative of the Small and Medium Enterprises. He was successfully elected to the General Committee in 1991 and twice re-elected in 1995 and 1999. He has been active in the Chamber for 32 years, twice as Chairman of the Europe Committee and as leader of several of the Chamber's overseas trade and goodwill missions to Europe and the Middle East. He is also a member of the Chamber Overseas Speakers Group and represents the Chamber in the Hong Kong TDC's IPR Taskforce.

Founder and Managing Director of Dutch trading company Scarfell Enterprises Ltd., established in 1974, Joop Litmaath is an exporter of a wide range of consumer goods manufactured in the Far East.

In his spare time he is a pianist and leader of the Hong Kong City Jazz Band. He is past President of the Rotary Club of Hong Kong and Assistant Governor of Rotary District 3450 Hong Kong and Macau, past Chairman of the Dutch Association, founding Member of the Dutch Business Association (DBA), Official in the Stanley Residents' Association, an official Stanley Prison Visitor, Board Member of the Hong Kong Sea School and immediate past Chairman of the Hong Kong Country Club.

李馬

李馬先生於1934年在荷蘭出生，在港生活37年，1991年晉身本會理事會，並於1995及1999年兩度連任。他形容自己是典型的香港貿易商人，能在本會理事會代表中小型企業的聲音。李氏加入總商會32年，曾兩度擔任歐洲委員會主席，數次率領本會商務代表團出訪歐洲及中東等地。現時，他是總商會海外講者團成員，並在香港貿易發展局的知識產權專責小組內擔任總商會代表。

李馬是馬得利洋行董事總經理。該洋行由李氏於1974年創辦，主要出口各類在遠東地區製造的消費品。

李氏為業餘鋼琴家，也是香港城市爵士樂隊領隊。他是香港扶輪會前任會長、國際扶輪社第3450地區副總監、荷蘭協會前任主席、荷蘭商業協會創會成員、赤柱龍舟比賽正式宣佈員、赤柱監獄巡獄訪客、香港航海學校董事局成員，以及香港鄉村俱樂部上任主席。

1996年4月，他榮獲荷蘭貝婭特麗克絲女王頒授奧蘭治-納索爵士勳章。

In April 1996, he received a Knighthood in the Order of Orange-Nassau from HM Queen Beatrix of The Netherlands.

Brian STEVENSON

A chartered accountant, Brian Stevenson has been a resident of Hong Kong since 1970, apart from a short period in Singapore. He is the immediate past Chairman of the Hong Kong Coalition of Service Industries, the service arm of the Chamber, and served in this capacity from 1992 to 1997.

Mr Stevenson's other community activities include positions as Non-Executive Director of the Hong Kong Securities and Futures Commission; member of the Hong Kong Government's Services Promotion Strategy Group; Board member of the Hong Kong Industrial Estates Corporation; member of the Hong Kong Lotteries Board; Steward of the Hong Kong Jockey Club and Vice President of the Hong Kong Rugby Football Union.

施文信

施文信先生是特許會計師，除在新加坡逗留了一段短時間外，他自1970年起已居港至今。1992至1997年間，他為本會服務業的分支組織香港服務業聯盟的主席。

施氏的其他公職包括：香港證券及期貨事務監察委員會非執行董事、香港政府服務業推廣策略小組成員、香港工業邨公司管理局成員、獎券管理局會員、香港賽馬會董事及香港欖球會副主席。

The Hon Henry TANG Ying-yen, JP

Henry Tang, educated at universities in the USA, is Managing Chairman of Peninsula Knitters Ltd. and Director of Meadville Ltd. He served as a Legislative Councillor from 1991 to 1998, and has been an Executive Councillor of the Hong Kong SAR since 1997.

An awardee of the Young Industrial Council in 1989, Henry Tang is Chairman of the Federation of Hong Kong Industries.

He is also a member of the Chinese People's Political Consultative Conference Shanghai Committee and a council member of the Hong Kong Trade and Development Council. He is a steward of the Hong Kong Jockey Club.

Henry Tang also served on the Chief Executive's Commission on Innovation and Technology.

唐英年議員

唐英年先生早年在美國接受大學教育，現任半島針織廠有限公司主席及美維集團有限公司董事，曾於1991至1998年間擔任立法局議員，並於1997年起出任行政會議成員。

唐氏於1989年榮獲青年工業家獎，現為香港工業總會主席。

他是上海政協委員、香港貿易發展局理事，以及香港賽馬會董事。

唐氏為行政長官的創新科技委會成員。

Alex YE Longfei

Born in 1942 Mr Ye Longfei joined the Kerry Group in 1995. Currently he is Chairman of Kerry Holdings (China) Ltd., Director of Kerry Beverages, Shangri-la Asia Ltd. Prior to joining the Kuok Group, Mr Ye was the Chief Executive of the "Shanghai Desk" in Hong Kong, a co-operative arrangement between the Shanghai Municipal Government and Arthur Anderson & Co (HK), from 1991 to 1995. Before taking up his assignment in Hong Kong, Mr Ye had served in various positions in the Shanghai Municipal Government. Mr Ye graduated with a Bachelor of Science degree and a Master of Science degree from the Shanghai Fudan University.

葉龍蜚

葉龍蜚先生於1942年，於1995年加入嘉里集團，現為嘉里集團（中國）有限公司主席、嘉里飲料有限公司及香格里拉（亞洲）有限公司董事。加入郭氏集團之前，葉為香港「Shanghai Desk」行政總裁，此為上海市政府與香港安達信公司於1991至1995年間的合作項目。葉於香港任職前，曾出任上海市政府多個職位。他持有上海復旦大學理學學士學位及理學碩士學位。

K K YEUNG

Anthony KK Yeung is Chairman of KK Yeung Management Consultants Ltd and Wall Street Resources Ltd and their group companies in Hong Kong, PRC, Thailand, USA and UK. He is also a Managing Partner of KK Yeung Partnership, CPA and Vice Chairman of ING Consultants Ltd, Beijing.

KK Yeung is a Council Member of the Chartered Institute of Management Accountants, UK and a member of the Executive Committee of the Hong Kong Shippers' Council.

He is a fellow of the Chartered Institute of Management Accountants; a fellow of the Chartered association of Certified Accountants; fellow of the Chartered Institute of Secretaries and Administrators; fellow of the Hong Kong Society of Accountants; fellow of The Taxation Institute of Hong Kong and a Certified Public Accountant, Hong Kong.

楊國琦

楊國琦先生是楊國琦管理顧問有限公司及華爾街資源有限公司主席，兩家公司在香港、中國大陸、泰國、美國及英國的旗下機構，也由楊氏出任主席。他亦是楊國琦合夥人會計師事務所的合夥人和荷蘭國際顧問有限公司副主席。

楊氏為英國特許管理會計師公會理事會成員，也是香港付貨人委員會執行委員會委員。

他是英國特許公認會計師公會、英國特許秘書公會、香港會計師公會及香港稅務學會等多個團體的會員。楊氏為香港執業會計師。

Andrew YUEN Yiu-chuen

Andrew Yuen graduated with a Bachelor of Arts degree from the University of Hong Kong. He then went on to study for an MBA at the University of Warwick, U.K.

He founded On Kun Hong Ltd. in 1977, which is an importer and distributor of frozen food, and is its Chairman.

He is also the founder and co-owner of Edcom Ltd., which is a manufacturer and exporter of overhead projectors established in 1989.

Mr Yuen has been a member of the Hong Kong General Chamber of Commerce since 1983; Chairman of the Asia Committee from 1995 to 1998; Chairman of the Americas Committee from 1998 to the present; and a General Committee member since May 1999.

He was a Zone 1 Chairman of the Lions Club International from 1996-7 and is an Adjudicator of the Immigration Tribunal since 1992.

袁耀全

袁耀全先生畢業於香港大學，榮獲榮譽文學學士，其後獲頒英國沃里克大學工商管理碩士。

他於1977年創辦安勤行有限公司，主要業務為進口及分銷冷藏食品；現為該公司主席。

此外，他亦在1989年成立惠仁有限公司，製造及出口高射投影器。

袁先生於1983年加入香港總商會，曾於1995至1998年間擔任亞洲委員會主席，並由1998年至今任美洲委員會主席。他於1999年5月當選為理事會成員。

1996至1997年間，他擔任獅子會第一分域主席，並由1992年起出任入境事務審裁處審裁員。

LIU Mingkang

Liu Mingkang was appointed Chairman and President of Bank of China in February 2000, and has taken charge of China Everbright Holdings Company Limited, China Everbright Group Limited, since July 1999. He was Deputy Governor of the People's Bank of China and was Vice Chairman of the Monetary Policy Committee of China from April 1998 to July 1999. During this time he was predominantly responsible for the banking, insurance supervision and international affairs.

Prior to his appointment to the above position, he was the Deputy Governor of the State Development Bank of China in charge of the Department of Treasury, International Finance, Post Evaluation, Policies and Regulations, Foreign Affairs and the Computer Center.

Mr Liu began his career in 1979 when he joined the Nanjing Branch of the Bank of China. In 1984, he was transferred to the London branch where, over the next three years, he served as the Deputy Manager of the Trade Settlement Department and Manager of the Business Development Department.

Mr Liu is a member of several domestic and foreign professional

劉明康

劉明康先生於2000年2月出任中國銀行董事長兼行長。自1999年7月起，他出掌中國光大（集團）總公司和中國光大集團有限公司。在1998年4月至1999年7月期間，他曾任中國人民銀行副行長及中國貨幣政策委員會副主席，主要負責銀行業務、保險業監管和對外事務。

他出任光大集團董事長前，曾任國家開發銀行副行長，主管庫務、國際金融、人事評審、政策及規定、對外事務和電腦中心。

劉於1979年加入中國銀行南京分行。1984年，他奉派往倫敦分行工作三年，出任貿易清算部副經理及業務發展部經理。

他是多個內地及海外專業團體的成員，也是香港城市大學商學院、北京大學光華管理學院及中國科學技術大學兼職教授。

他畢業於洛杉磯加州大學，獲得工商管理學士學位，後負笈英國城市大學，取得工商管理碩士學位。

organizations. He is also an adjunct professor at the Business School, City University of Hong Kong, Guanghua management School of Peking University, University of Science & Technology of China.

He received a Bachelor's degree in business administration from the University of California at Los Angeles and an MBA from the City University of London.

The Hon James TIEN Pei-chun, JP
Chamber Representative on First Legislative Council of the SAR

James Tien was born in Shanghai, raised in Hong Kong and educated in the USA. Mr Tien is Chairman of Manhattan Holdings Ltd., Manhattan Garments (International) Ltd., Manhattan Realty Ltd. and Manhattan.com Ltd., and director of a number of private companies.

A Legislative Councilor since 1988, Mr Tien is very active in the community and serves on government bodies and committees as well as non-governmental boards and committees. He serves on the Legislative Council's Trade and Industry Panel, Manpower Panel, Financial Affairs Panel and Economic Services Panel of which he is the Chairperson. He is Chairman of the Liberal Party, Member of Chinese People's Political Consultative Conference, a General Committee Member of the Federation of Hong Kong Industries, Court Member of the Hong Kong Polytechnic University and a council member of the Chinese University of Hong Kong.

田北俊議員
香港特區首屆立法會香港總商會代表

田北俊先生在上海出生，在香港成長，赴笈美國接受教育，現為萬泰控股有限公司、萬泰製衣（國際）有限公司、Manhattan Realty Ltd.及Manhattan.com Ltd.主席，並於多家私人公司擔任董事。

田氏自1988年起出任立法局議員，一向積極服務社會，並擔任多個政府及非政府組織和委員會的成員。他是本屆立法會屬下的經濟事務委員會主席，並在貿易及工業事務委員會、人力事務委員會及財經事務委員會出任委員。田氏現為自由黨主席、中華人民共和國全國政協委員、香港工業總會理事、香港理工大學創會委員及香港中文大學校董。

The Hong Kong General Chamber of Commerce

Chamber Committees
Chairmen

General Committee
Chamber Council
Mr C C TUNG
Americas
Mr Andrew YUEN
Arab & African
Mr Barrie COOK
Asia
Ms Deborah ANNELLS
China
Mr Stanley HUI
Chamber Overseas Speakers Group
Mr Brian STEVENSON
e-Committee
Ms Cindy CHENG
Economic Policy
Mr Martin BARROW, JP
Environment
Mr John SZETO
Europe
Mr Manohar CHUGH
Hong Kong Franchise Association
Mr Eric CHIN
Hong Kong-Taipei Business Cooperation
Dr Lily CHIANG
Human Resources
Mr Yun POON
Industry and Technology Committee
Dr Lily CHIANG
Legal
Mr R T GALLIE
Membership
Ms Fanny LAI
Pacific Basin Economic Council
China Hong Kong
Mr David ELDON
Real Estate/Infrastructure
(To be elected)
Shipping/Transport
Mr Neil RUSSELL
Small & Medium Enterprises
Mr Denis LEE
Taxation
Mr Roderic SAGE

HK Coalition of Service Industries
Executive Committee
Mr Stanley KO
Financial Services
Mr David RUAN
Information Services
Mr Tony AU
Professional Services
Mr Anthony GRIFFITHS
Real Estate Services
Mr Nicholas BROOKE
Tourism
Mr James LU

Dr Jeffrey Koo visits Chamber

Taiwan entrepreneur Dr Jeffrey Koo visited the Chamber on April 6 , and was received by Chamber Chairman C.C. Tung, Vice Chairman Dr Lily Chiang and Chamber Director Dr Eden Woon.

Dr Koo, who is chairman and CEO of Chinatrust Commercial Bank Ltd., was accompanied by Chinatrust's General Manager Fred Chan.

Delegates discussed the role of the Chinese National Association of Industry and Commerce (CNAIC), and of the Chinese National Federation of Industries (CNFI), of which Dr Koo is chairman and committee member, respectively. They also discussed possible avenues for establishing business relations between CNAIC and the Chamber to strengthen economic ties between Hong Kong and Taiwan.

During his visit, Chamber representatives introduced its scope of services to Dr Koo, who stated that he would assign the secretary of CNAIC to Hong Kong to further discuss co-operation with the Chamber.

Chamber in

總商會

China

Dr Liao Qun, senior economist, Standard Chartered Bank, spoke at the Chamber's March 23 roundtable luncheon on "Exploring the New Geographical Edge of Hong Kong." Dr Liao shared his expertise on potential opportunities in Hubei, Hunan, Jiangxi and Anhui.

Yvonne Law, partner-in-charge for Hong Kong & China Taxes of Deloitte Touche Tohmatsu, briefed members on "New Development of the Security Deposit System for the Processing Trade in China," at the Chamber's March 29 roundtable luncheon. In March this year, detailed implementation rules on "Multiple Deposit Guarantee Payment Methods for the Processing Industries" were announced, providing a workable solution to the issue.

Vice Mayor of Chongqing Chen Jiwa called on Chamber Director Dr Eden Woon on April 14 to promote the "2000 China Chongqing Investment and Trade Fair," which will be held June 9-12, 2000, in Chongqing. Dr Woon told Ms Chen that

中國

在3月23日的小型午餐會上，渣打銀行高級經濟研究員**廖群博士**主講，題為「發掘香港新的地理優勢」。廖博士分析湖北、湖南、江西及安徽的發展潛力。

在3月29日的小型午餐會上，德勤會計師行主管合夥人(香港及內地稅務)**羅盛慕嫻**向會員介紹「中國加工貿易保証金制度的最新發展」。本年三月，內地頒布《關於加工貿易企業以多種形式繳納稅款保證金實施辦法》，對有關制度提出了可行的方案。

本會總裁翁以登博士參與4月3至5日在西安舉行的「2000年中國東西部合作與投資貿易洽談會」。翁博士獲陝西省省長程安東的接待，並應邀出席副省長陳宗興所設的晚宴。席上，雙方討論西安發展為香港採購基地的可能。訪問期間，翁博士亦與甘肅省副秘書長朱文興和四川省副秘書長司沛文會面，討論香港公司如何在內地開發西部的計劃中發

辜濂松博士訪問本會

4月6日，台灣企業家辜濂松博士到訪，與本會主席董建成、副主席蔣麗莉博士及總裁翁以登博士會晤。

辜博士是中國信託商業銀行董事長。陪同辜博士到訪的，還有香港分行總經理陳榮坊。

與會代表討論工商協進會和台灣工業總會的角色。辜博士分別擔任該兩會的理事長和常務理事會成員。他們亦探討如何建立工商協進會和總商會之間的商貿關係，以加強港台兩地的經濟聯繫。

會談中，本會代表向辜博士介紹本會的服務範圍。辜博士稱，他將派遣工商協進會秘書長來港，與本會進一步討論合作事宜。

ction Briefs
動一覽

掘優勢。

本會籌組兩個考察團探討西部的商機。首團訪問陝西、甘肅及新疆，日期訂為7月30日至8月6日；另一團於十一月出發，訪問地點為四川省及重慶市。有意參加者，請與劉瑾小姐洽（電話：2823 1299）。

4月14日，重慶市副市長陳際瓦到訪，與本會總裁翁以登博士會面，宣傳6月9至12日在重慶舉行的「2000年中國重慶投資貿易洽談會」。會晤期間，翁博士透露擬於十一月中旬舉辦四川省重慶考察團。

美洲

聖地牙哥市長高蘇珊率領官方代表團訪問上海、香港及廣州，宣傳聖地牙哥的科技及投資機會。本會代表團曾於2月21至26日訪問聖地牙哥，其間獲得了高市長的盛情接待。為表酬謝，本會常務副主席鄭維志於3月31日設午宴款待代表團。午宴上，多位高層要員出席，包括聖地牙哥經濟發展局主席兼行政總

the Chamber plans to conduct a study mission to Sichuan and Chongqing in mid-November.

Chamber Director Eden Woon participated in the "2000 Investment & Trade Forum for Co-operation Between East & West China" on April 3-5 in Xian. Dr Woon was received by Cheng Andong, governor of Shaanxi and attended a dinner hosted by Vice Governor Chen Zongxing (pictured at right). At the dinner, the possibility of levering on Xian as Hong Kong's outsourcing base was discussed. During the trip, Dr Woon also met Vice Secretary-general of Gansu Zhu Wenxing and Vice Secretary-general of Sichuan Si Peiwen, and discussed how Hong Kong companies could find a niche in China's western development

The Chamber will organize two study missions to explore business opportunities in western China. The mission to Shaanxi, Gansu and Xinjiang will take place from July 30 to Aug. 6, and the mission to Sichuan Province and Chongqing will be organized in November. Interested members can contact Ms Ellen Liu on 28231299 for details.

Americas

City of San Diego Mayor Susan Golding led an official delegation to Shanghai, Hong Kong and Guangzhou to promote the technological and investment opportunities in San Diego. To reciprocate the mayor's hospitality extended to the Chamber mission to San Diego on Feb. 21-26, Christopher Cheng, deputy chairman of the Chamber, hosted a luncheon for the San Diego delegation on March 31. The lunch was attended by a number of high-level guests, including Julie Wright, president and CEO of San Diego Regional Economic Development Corporation, and Susan Lew, commissioner of the Port of San Diego.

Arab & African

President of the People's Republic of

香港總商會

委員會
主席

理事會
諮議會
董建成

美洲委員會
袁耀全
阿拉伯及非洲委員會
高保利
亞洲委員會
戴諾詩
中國委員會
許漢忠
總商會海外講者團
施文信
e-委員會
鄭韓菊芳
經濟政策委員會
鮑　磊
環境委員會
司徒偉慈
歐洲委員會
文路祝
香港特許經營權協會
錢樹楷
香港—台北經貿合作委員會
蔣麗莉博士
人力資源委員會
潘　潤
工業及科技委員會
蔣麗莉博士
法律委員會
顧歷謙
會員關係委員會
黎葉寶萍
太平洋地區經濟理事會
中國香港委員會
艾爾敦
地產/基建委員會
(待選)
船務/運輸委員會
羅理奧
中小型企業委員會
李榮鈞
稅務委員會
薛樂德

香港服務業聯盟
執行委員會
高鑑泉
金融服務委員會
阮清旗
資訊服務委員會
區煒洪
專業服務委員會
祈雅理
地產服務委員會
蒲祿祺
旅遊委員會
呂尚懷

Congo Denis Sassou-Nguesso met and addressed the business community in Hong Kong on March 29 at the Grand Hyatt Hotel. Close to 100 business people gathered to learn about trade and investment opportunities in Congo for Hong Kong business.

Asia

Dr W.K. Chan, assistant director of Business Policy, and Eva Chow, chief of the International Business Division, received Yoichi Suzuki, minister (WTO Affairs), Permanent Mission of Japan to the Inter-national Organizations Geneva, on April 13. Useful ideas were exchanged on China's WTO accession and the millennium round of the WTO's services negotiations.

Europe

J.F. Valkenburg, chairman of The Netherlands Hong Kong Society (NHKS) and vice president of ABN Amro Bank led a 15-delegate NHKS business mission to the Chamber on March 24 to explore new business development opportunities between companies in Hong Kong and The Netherlands. Members of the Chamber General Committee extended a warm welcome to the delegates and briefed them on the latest market and economic developments in Hong Kong.

PBEC Hong Kong Chairman David Eldon hosted a private luncheon for the ASEAN Secretary General, Rodolfo C Severino Jr., on April 6, at which Mr. Severino spoke on "ASEAN: A Region of Opportunity." He described ASEAN as a region that has undergone rapid development, sustained strong growth and industrial development, as well as being a low-cost and high-profitability location for business to operate in the region.

Technology Forum 2000

Almost 300 participants from the private sector, media and research institutes attended the "Technology Forum 2000" held on April 3 at the Hong Kong Convention and Exhibition Centre.
The event was jointly organized by Yazhou Zhoukan, the Hong Kong General Chamber of Commerce, Taiwan Business Association (HK) Ltd., International Association of Chinese Traders and Hong Kong Industrial Technology Centre Corporation.
Several prominent speakers spoke on the new economy. Among them were Dr James Liu, CEO, Sino Technology Corp Ltd., who spoke on "E-Business and Corporate Competitiveness in the 21st Century"; Sayling Wen, group vice chairman, Inventec Corporation, who spoke on "The Role of E-Commerce in the New Economy"; and Dr Casper Zhih, chairman, Global Chinese Competitiveness Foundation who spoke on "Business Strategy in a Knowledge-driven Economy."

科技錦囊～2000 論壇

4月3日，接近三百位來自私營界別、傳媒及學術研究界的人士參加《科技錦囊～2000論壇》。論壇假香港會議展覽中心舉行，由亞洲週刊、香港總商會、台灣工商協會、國際華商協進會及香港工業科技中心公司聯合主辦。
大會邀請了數位知名講者發表對新經濟發展的看法，包括信和科技集團行政總裁劉助博士，講題為《網路經營與二十一世紀企業競爭力》；英業達集團副董事長溫世仁，講題為《電子商務革命與新經濟時代》；全球華人競爭力基金會董事長石滋宜博士，講題為《知識經濟時代的經營策略》。

裁賴珠麗，以及聖地牙哥港口事務專員劉伍素嫦。

阿拉伯及非洲

剛果共和國總統薩蘇於3月29日假君悅酒店向本港商界發表演說，近百名商界人士出席，了解剛果的貿易及投資機會。

亞洲

4月13日，工商政策部助理總裁**陳偉群博士**和國際商務部主管周紫樺接待日內瓦國際機關日本代表部公使（世貿事務）鈴木庸一。雙方交換寶貴意見，議題包括中國加入世貿、世貿在**2000**年的服務貿易談判等。

歐洲

3月24日，荷蘭香港協會主席**瓦爾肯堡**（荷蘭銀行副主席）率領**15**人代表團到訪，探討兩地公司新的商貿發展機會。本會的理事會成員接待到訪代表，並向他們介紹香港最新的市場動態和經濟發展情況。

4月6日，太平洋地區經濟理事會香港委員會主席**艾爾**敦設私人午宴款待東盟總幹事塞韋里諾。席上，塞韋里諾以「商機勃勃的東盟區」為題發言。他指出，東盟發展迅速，經濟持續向俏，工業發展蓬勃，區內營商成本低，利潤可觀，是營商的理想地點

Chamber Individual Associate Application Form

商會會友申請表格 *(Please type 請以正楷填寫)*

(Please attach name card 請附上名片)

For Office Use	B
Membership No.:	
Date Elected:	

Name (Mr/Ms) 姓名 Surname first		Photo 相片
Company / Organization 機構		
Position 職位		
Business Address 業務地址		
Tel 電話	Fax 傳真	
Mobile 手機	Homepage 網頁	
Email 電郵		
Chamber information to be sent by 請選擇收取本會訊息的方法	❒ email 電郵 ❒ fax 傳真	

Profession 專業

- ❒ Accounting / Corporate Finance 財務 / 會計
- ❒ Administration / Management 行政 / 管理
- ❒ Banking / Financial Services 銀行 / 金融
- ❒ Creative Services / Entertainment 創作 / 娛樂
- ❒ Customer Services 客戶服務
- ❒ Education 教育
- ❒ Engineering 工程
- ❒ Health / Fitness 醫療 / 保健
- ❒ Human Resources 人力資源
- ❒ Information Technology 資訊科技
- ❒ Insurance 保險
- ❒ Legal 法律
- ❒ Marketing / Communications 市場推廣 / 企業傳訊
- ❒ Operations 營運
- ❒ Real Estate Agents / Property Management 地產代理 / 物業管理
- ❒ Sales 銷售
- ❒ Others 其他

Job Position 職位

❒ Senior Management 高層管理人員 ❒ Middle Management 中層管理人員
❒ General Staff 一般職員 ❒ Others 其他

Age Band 年齡

❒ Below 30 以下 ❒ 30-45 ❒ Over 45 以上

Event Language 語言

❒ English 英文 ❒ Cantonese 廣東話 ❒ Putonghua 普通話

Proposer's Signature
推薦人簽署

Name of Proposer 推薦人姓名: _____

Membership No. 會員編號: _____

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The Hong Kong General Chamber of Commerce 香港總商會

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CHAMBER FORECAST

UPCOMING EVENTS

24 May
Training Course: "Chinese Custom System" *(Cantonese)*

25 & 26 May
The 2000 Corporate Image Conference: "Going Beyond Brand Loyalty" *(English)*

26 May
Briefing Meeting on Nanjing Investment Projects *(Putonghua)*

26 May
Training: "Personal Effectiveness Workshop" *(Cantonese with English Manual)*

29 May
"Services 2000" Roundtable Luncheon: "Series III - Transport & Distribution" *(English)*

15 May – 26 Aug
Workplace English Programmes: A) English for Office Skills [Level I & 2], B) English for Business Communications [Level 1, 2 & 3] *(English)*

2 June
Seminar: "How to Provide Excellent Customer Services" *(Cantonese with English Manual)*

2 June
訓練班: 如何靈活安排內外銷業務

5 June
Seminar: "How to Excel as a Professional Office Manager" *(Cantonese with English Manual)*

8 June
Roundtable Luncheon: "The Outlook of the EU Economy" *(English)*

9 June
Training Course: Executive Support to Top Management *(Cantonese)*

9 June
訓練班: 如何從法定文件評核國內公司之風險

9 June
Training Course: Business Etiquette & Professionalism for Young Executives

DIARY DATES

11~13 June
High-level Mission to Beijing
Enquiries: Ann Cheng, Tel 2823 1239

15 June
12:30 - 2:00 p.m.
Island Shangri-La
Subscription Luncheon
US Consul General
Michael Klosson
Enquiries: Joe Cheng, Tel 2823 1272

CHINA CALENDAR

22-24 May
Study Mission to Guangdong
香港總商會廣東惠州、東莞、廣州、肇慶訪問團

3-7 July
Training Seminar and Workshop: "China's Entry into the WTO"
中國加入世貿研討會
香港總商會與中國企業聯合會合辦

30 July - 6 Aug
Study Mission to Shaanxi, Gansu, Xinjiang
香港總商會陝西、甘肅、新疆訪問團

7-9 Sept
Study Mission to Xiamen's "China Investment and Trade Fair"
香港總商會廈門〝中國投資貿易洽談會〞訪問團

18-22 Sept
Training Seminar: "Attracting Foreign Funds in Western China"
利用外資參與內地中西部開發研討班
香港總商會與中國國際貿易促委員會合辦

October
Study Mission to Shenzhen's "China High-tech Fair"
香港總商會深圳〝中國高科技產品交易會〞訪問團

26 October
Venture Capital Conference
創業(風險)投資研討會

COMMITTEE MEETINGS

1 June
Legal Committee Meeting

15 June
General Committee Meeting

Regular committee meetings open to respective committee members only, unless otherwise specified

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