

工商月刊 BULLETIN

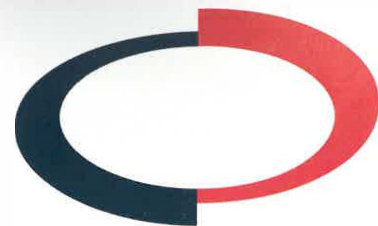
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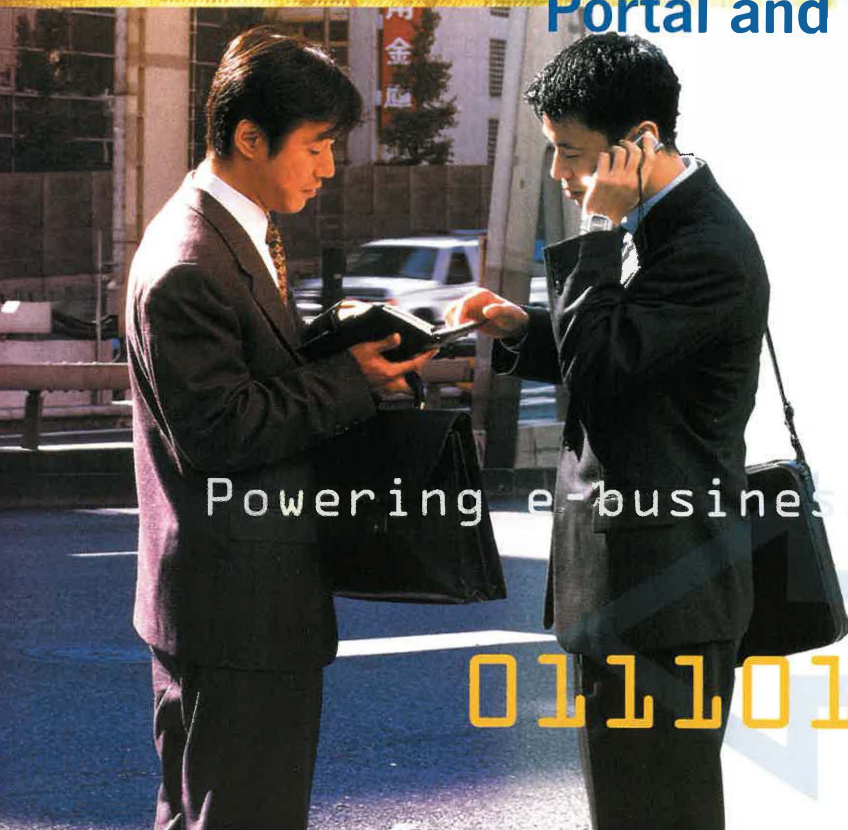
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China's WTO
entry positive for
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driving businesses
forward
軟件解決方案助業務
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Letters to the Chamber 讀者來鴻

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.

《工商月刊》歡迎本會會員來函，惟本刊保留編輯權。以下內容，純為讀者意見，不代表本會立場。來函請交：
Letters should be sent to: **The Editor, The Bulletin, The Hong Kong General Chamber of Commerce, 22/F United Centre, 95 Queensway, HK. Fax: 2527-9843. Email: malcolm@chamber.org.hk**



Business Promotion Unit dedicated to cutting red tape

Brenda Yip & Medea Chiu of the Business and Services Promotion Unit of the HKSAR visited my office on Jan. 18 to listen to the case of the 2 sq. metre per student requirement for computer classrooms and IT training for teachers tender specifications.

They responded to my concerns the following day and provided advice and informed me that follow-up action was being taken. Though I do not expect the results will help my case much, because the unclear specifications for IT tenders has discouraged SMEs like my company from applying for such tenders, I must say that the team really impressed me with their dedication and professionalism. They earned my trust that SMEs really can rely and call upon them for immediate help when they run into difficulties.

It appears that this unit is really a proac-

tive team committed to helping SMEs remove red tape which inhibits them from doing business.

Eric Chin
President

Futurekids Regional Franchise Headquarters (HK)

EDITOR'S NOTE:

In the January Bulletin, we published a letter from Mr Chin which said the Education Department's new requirement that computer school's must provide each student with 2 sq. metres of space in the classroom was unrealistic, and that it needed to be reviewed. In addition to visiting Mr Chin, the Business and Services Promotion Unit has informed us that the requirement is now 1.5 sq. metres.

工商服務業推廣處 竭力減省繁文縟節

工商服務業推廣處葉潘錦瑩與趙楊瑞琮於
1月18日到訪本辦事處，聽取我對兩項事的意

見，包括電腦課室須為每位學生提供2平方米的活動空間要求，以及給予教師資訊科技培訓的招標規格。

翌日，她們便就我的關注作出回應，並向我提供建議，又告訴我該處正在跟進。我並不期望，跟進結果對我的個案會幫助很大，因為資訊科技教學招標的核心規格要求，令我們這類中小企為之卻步，沒有信心申請有關招標項目。但我想強調，她們的熱誠和專業精神，實在令我印象尤深。她們令我相信，當中小企遇到困難時，該處是可信賴及提供即時援助的對象。

該處確實是積極的公營隊伍，致力協助中小企，刪削那些對業務構成阻礙的繁文縟節。

富卓傑地域特許經營總部總裁／校監
(港澳區)
錢樹楷

編者按：

一月份《工商月刊》曾刊載錢先生的來函，表示教育署新規定電腦學校須為每位學生提供2平方米的活動空間是不切實際，要求重新檢討。工商服務業推廣處探訪錢先生之餘，也表示新要求現改為1.5平方米。

The Chamber wishes to thank the sponsors of the 7th Annual Hong Kong Business Summit.

總商會答謝第七屆香港商業高峰會議的贊助機構。

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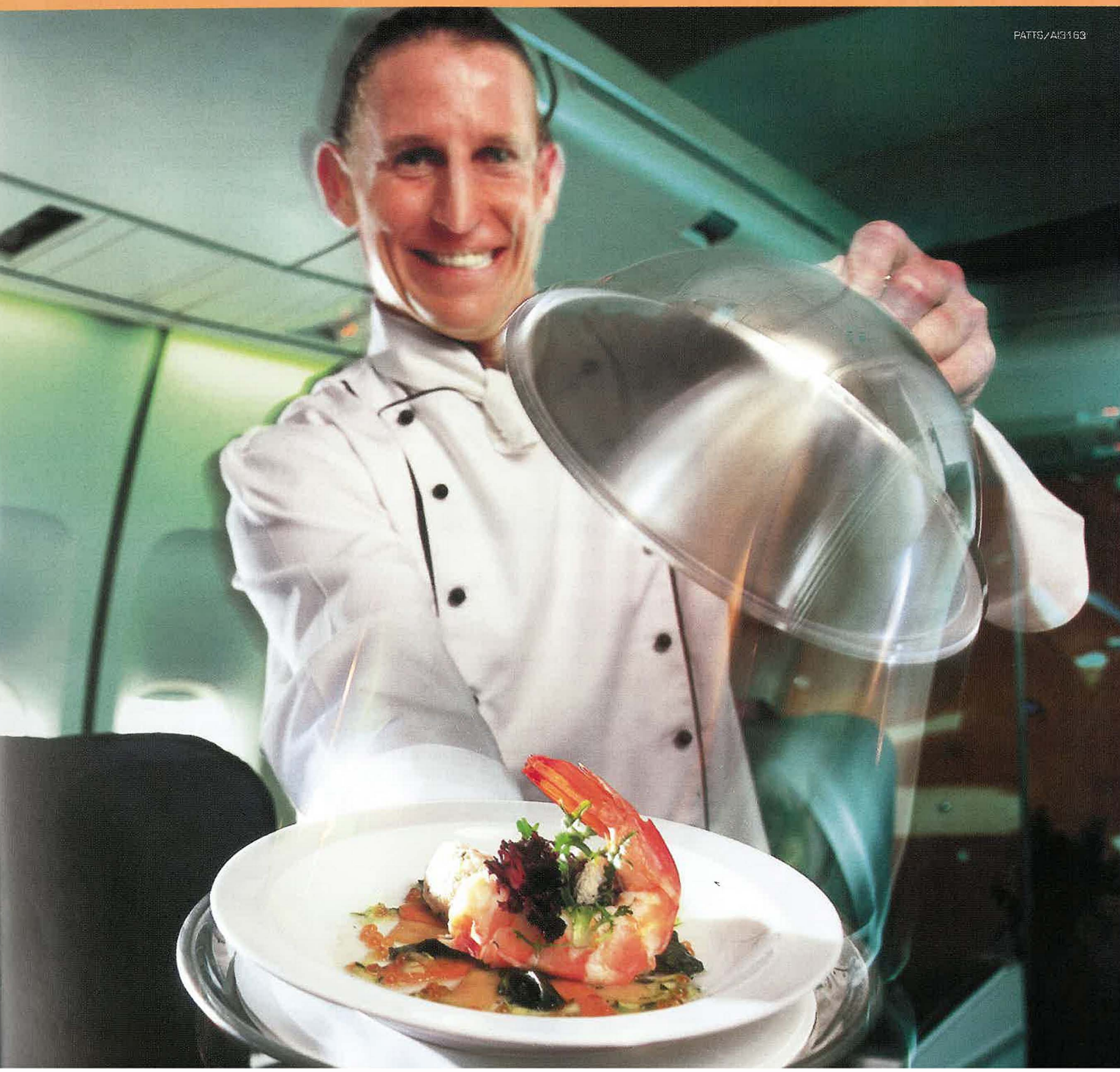
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Build on the past, look to the future

The world is awash with milestones. They are one of the means we use to measure our progress – physical, personal and social. They help us all assess the advances in our society, businesses and other organisations, where we have been and where we are headed, and often the inevitable changes in our relationships with others. Some of the important milestones we all encounter throughout our lives are celebratory, evoking fond memories of the past or excited anticipation of the future. Others are more sombre in nature. Some are a mixture of both.

A little over two and a half years ago, Hong Kong celebrated one of the most important milestones in its history, the return of sovereignty over the territory from the colonial power, Britain, to its historic homeland, the Mainland of China. It was one of those occasions of mixed emotions. Although dominated by excited anticipation of the future, it also brought back vivid memories, both good and sometimes bad, of our home's quite incredible and unique history.

This year, 2001, your Chamber, The Hong Kong General Chamber of Commerce, celebrates an important milestone of its own, the 140th anniversary of its founding by a group of far-sighted businessmen back in 1861 – just 20 years after Britain had claimed Hong Kong as a colonial possession. For all of us I am sure this 140th birthday is an overwhelmingly positive occasion. Throughout its history the Chamber and its members have made a tremendous contribution to the business, good governance and social development of Hong Kong.

It is fitting, therefore, that this important milestone in the history of our own organisation is being celebrated by a series of special events throughout the year, some which are already in place, others that are still being planned. The Chamber's 140th anniversary Grand Ball will be held on April 20. We have also instituted a Distinguished Speakers Series, which will begin this month (Feb. 22) with the Chief executive Tung Chee Hwa, and continue throughout the year. Other events will be announced in due course.

More recently, and on an entirely different level, the Hong Kong SAR has marked another milestone in its administration, the

announcement of the imminent retirement of Anson Chan as the Chief Secretary for Administration, after a career in the civil service spanning 38 years. Mrs Chan's contribution to the administration of Hong Kong over many years, and particularly the last seven years as Chief Secretary, cannot be doubted.

Perhaps because of this, as well as her own personality and high level of competence in everything she has tackled, her resignation was greeted in some quarters as a reason for concern. But this concern is misplaced. No civil service, no administration, is dependent on one person and the Hong Kong civil service has a depth and breadth of talent equal to the best administration anywhere around the world. Her departure will be felt, but not insurmountably so.

What is important about all the milestones in our society, at whatever level they occur, is not so much what went on before them, but what occurs afterwards. For Hong Kong, there is little doubt that the return of sovereignty to Mainland China has been a resounding success under the innovative formula of "one country, two systems." With the full commitment of us all and the unwavering support of our sovereign, China, there is little doubt this success will continue.

As for the Chamber, all of us as members can look back with pride at the important contribution it has made to the progress and development of Hong Kong over almost a century and a half. But we are not standing still. Over recent years, the Chamber has adapted itself to new circumstances, modernised itself internally and changed its business orientation

as Hong Kong's geopolitical situation and business structure has also changed. This process will continue.

Likewise, the Hong Kong civil service, one of the most important institutions in the SAR, will well survive the resignation of its talented and long-serving leader. It is above all a highly talented and professional body of people who have served Hong Kong well in the past and will continue to do so in the future. We may regret Mrs Chan's decision to retire early, but we should also respect it and her reasons for doing so. The Hong Kong SAR must continue to look to its future development as Asia's leading commercial centre, not to the past.



C C Tung
Chairman

憑藉過去基業 展望未來歲月



事無常，大事不斷。每一里程皆可用以衡量人類在物質、個人、及社會方面的進展，評估社會、企業和其他機構的發展步伐，檢討何去何從，亦必然涉及人際關係的轉變。在我們一生的重要際遇中，總有些令人勾起美好的回憶，或帶來熱切的冀盼，另一些則引人傷懷，還有些令人悲喜交集。

兩年半多前，我們慶祝了香港史上最重大的一件盛事，從英國殖民統治，回歸祖國的懷抱。此一重大里程令人百感交集，港人既對未來滿懷憧憬，又不禁緬懷過去光輝與悲傷的時刻，回憶這片土地上燦爛而獨特的歷史。

今年，香港總商會將慶祝創會140周年。回溯創會當年，即1861年，英國殖民統治香港剛滿20年，一群高瞻遠矚的商人創立香港總商會。對我們而言，本會的140歲壽辰深具意義。回顧過去，總商會及其會員為香港的工商業、公司管治、和社會等發展，作出重大的貢獻。

因此，為慶祝本會歷史上這一重要的里程碑，本會將在全年舉行一連串的特別活動。當中有些已確定，另一些則尚待落實。本會的一百四十周年盛大舞會將在4月20日舉行。此外，在整年舉行的「140周年特邀貴賓演說」中，行政長官董建華將是本月（2月22日）首位演說貴賓。其他活動詳情容後公布。

最近，香港特區政府亦經歷了另一重大事件，政務司司長陳方安生宣布即將卸任，結束38年在政府服務的生涯。陳方安生多年來為香港政府作出的貢獻，特別是最近七年在政務司司長崗位上的建樹，是無容置疑的。

或許正因如此，再加上她的人品和卓越的辦事能力，令部份人因她的離職而感到憂慮，然而這種憂慮，並非必要。沒有一個公務系統、政府會倚靠一人來維持，香港公務體制內的人才，其深度和闊度可與世界各地最好的政府看齊，她的離任，固然勾起不少離愁別緒，但畢竟不會難以面對。

社會上的各種大事，無論在哪一層面。重要的不是前因，而是後果。對香港來說，主權回歸中國後，香港在創新的「一國兩制」下，獲得巨大的成功，無容置疑。憑著全體市民一致的承諾，和祖國對我們堅定不移的支持，我們必將繼續取得成功。

作為總商會的會員，我們全體可懷著自豪，回顧近一個半世紀以來，總商會對香港進步和發展的重大貢獻。然而，我們不會自滿。近年，本會為順應新時勢進行內部革新，並隨著香港地理政治和行業結構的轉變，改變業務取向。這個過程將繼續下去。

同樣，作為香港特區最重要組織之一的公務員團體，必能在富有才能且服務多年的領導人相繼離去後，安然維持運作。畢竟，公務員是一群既有才能又專業的團體。過往服務香港一直表現優良，將來也必如是。我們對陳方安生提前退休感到惋惜，但我們尊重她的決定和原因。作為亞洲具領導地位的商業中心，香港特區政府必須前瞻未來，而非緬懷過去。

董建華

董建華
香港總商會主席

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Legco addresses key issues of public concern

Legco has been following up several controversial issues, including the Public Order Ordinance, public housing construction problems and the appointment of a Chief Secretary for Administration, which have been widely debated over the past few months. I am actively involved in these discussions and because these issues have aroused much concern within the community, I feel I should brief you on my work related to these topics.

PUBLIC ORDER ORDINANCE STABILISES BUSINESS ENVIRONMENT

Criticism that the Public Order Ordinance suppresses personal freedom to hold demonstrations and public processions has been on the rise in recent months, to such an extent that the administration was urged to revise and even scrap the ordinance altogether. Despite being hotly debated for over eight hours in Legco, a decision was made to keep the ordinance, and I was one of the legislators voting in favour of it.

I support preserving the Public Order Ordinance for two reasons. First, based on the number of demonstrations and public processions held in Hong Kong, there is no evidence to support the argument that the ordinance suppresses personal freedom. Over 6,900 demonstrations and processions have taken place in Hong Kong since the handover in 1997, of which, 4,000 gave prior notification to the police. Only five of these were served with "notice of objection" on the grounds of public safety and order.

However, three of those were approved after organisers revised the marching routes and the number of participants in each event. Hong Kong even allowed demonstrations by Falun Gong followers, despite being banned in Mainland China, exemplifying the "one country two systems." All this shows that the right for the public to hold processions and public meetings is fully respected and protected.

Second, the Public Order Ordinance helps maintain a stable business environment. The right to hold demonstrations and public processions is important, but a proper balance should be struck between the right and the interests of the community at large.

Notifying the police of such events allows them to make traffic arrangements which facilitates protestors' demonstrations by removing any obstacles, and minimises inconvenience to the general public and businesses. Many metropolises around the world, such as Washington, Chicago, San Francisco, New York, Vancouver, Tokyo,

et cetera have similar requirements. As such, I do not see any reason why the government should abolish or revise the existing Public Order Ordinance.

PROBE INTO PUBLIC HOUSING POLICY AND STRUCTURE

On the issue of the quality of public housing, legislators proposed establishing a committee to investigate the short piling saga at four public housing estates. I support the establishment of such a committee because the three inquiries conducted by several government departments and groups have so far failed to resolve some critical issues, including how to ensure the quality of public housing projects built in the future.

I think these incidents are not inter-independent or isolated issues, but are related to the operation and policies of the watchdog. Therefore, I suggested comprehensively reforming public housing policies and whether the Housing Authority needs to be restructured, dismantled or abolished altogether. These views were adopted by the majority of legislators, and the motion is scheduled to be tabled for discussion. I will inform you of the resolution when it is announced.



James Tien 田北俊

SUCCESSOR FOR CHIEF SECRETARY FOR ADMINISTRATION

The other issue which aroused much public debate is the Chief Secretary for Administration. Anson Chan Fang On-sang's announcement that she would retire in April. I regret that Mrs Chan has decided to resign, but nonetheless respect her decision. There has been much speculation about why she is leaving, but I think we should put more energy into selecting a successor.

At the time of writing, the government had yet to announce any candidate for the post. I personally think the post of Chief Secretary for Administration – as a leader of the civil service – would be best filled by someone already in the civil service. As such, the present Financial Secretary, Donald Tsang, would be the right person for the job.

If Mr Tsang were to take over as the Chief Secretary for Administration, that would leave open the Financial Secretary post, which could be filled by a candidate from the public or business sector. The Financial Secretary's main mission is to formulate effective economic policies. Because many SMEs are still having a hard time surviving and with China expected to soon join the WTO, a candidate who is abreast of local economic and commercial affairs with the calibre to map out comprehensive economic plans is very much needed.

就社會關注事項作出匯報

最

近立法會先後跟進了多件具爭議性的事項，其中較矚目的包括有關《公安條例》的爭論、公營房屋的建築問題，以及政務司司長的繼任安排等。而我也積極參與當中的討論，提出了一些意見。由於該些事項都廣受社會關注，所以我想在這裡向各位簡要匯報有關工作，以便同業們了解。

《公安條例》有助穩定營商環境

數月來，有些人不斷批評《公安條例》的執行是壓制市民示威遊行的自由，要求政府將其修改甚至廢除。不過，立法會後來經過逾八小時的辯論，始終通過保留該條例，而我是投票支持的議員之一。

我支持保留《公安條例》的原因主要有兩個。第一，從實際的示威遊行數目來看，無證據顯示該法例壓制自由。自九七回歸以來，已有超過6900次示威遊行活動，其中約四千次有預早通知警方，而警方只曾有五次基於公眾秩序和安全理由而發出反對通知書，後來其中三次經修改遊行路線及人數後也可舉行。除此之外，內地禁止的法輪功學員示威活動能夠在港進行，亦是一個很好的例子，不僅說明了「一國兩制」方針已獲落實，而且證明遊行集會的權利是獲充份尊重和保護的。

第二，《公安條例》有助維持穩定的營商環境。示威遊行權利固然重要，但必須與保障大眾利益之間取得平衡。警方預早在交通、秩序等方面作好安排，既可讓示威者表達意見，又可避免使其他市民不便和令經濟活動受阻。須知道只有社會保持穩定，才能出現良好的營商環境，令經濟增長。環顧很多外國大城市如美國的華盛頓、芝加哥、三藩市、紐約，以至加拿大溫哥華、日本等，都設有類似制度，所以我看不到有充份理由要港府廢除或修改現行的《公安條例》。

徹查公營房屋的政策和架構

至於公營房屋的建築問題，有議員在立法會的一個委員會會議上，要求成立專責委員會，就四個公營屋苑出現短樁等建築問題展開調查。

我是同意這個建議的，因為現時由不同部門和小組分別進行的三個調查均未能解答一些重要問題，包括如何確保公營房屋質素等。然而，我認為有關事件不是獨立、個別的，而是可能涉及監管機構的運作和政策。所以我進一步要求藉著調查而尋求一些建議，以徹底改革整體公營房屋的政策及架構，包括研究應否重組、分析或廢除房屋委員會。

最後，我的看法獲大多數議員認同，立法會並將於二月七日正式討論有關議案。待有議決結果，我會儘快向各位報告。

政務司司長的繼任安排

另一件令社會關注的事情就是政務司司長陳方安生宣佈於四月退休。我對陳太的離任感到可惜，惟亦尊重她的決定。雖然有些人對她的離任原因有不少猜測，但我反而較務實地關注政務司司長的繼任安排。

在我撰寫本文的時候，政府尚未公佈有關人選，但我認為由於該職位屬公務員之首，故最好從公務員中挑選以穩定士氣，而現任財政司司長曾蔭權確是理想人選。

若曾蔭權接任政務司司長，則其原來的財政司司長一職，除考慮公務員外，也可從商界中挑選，因為這個職位最重要任務，是要製定有效的經濟政策，使香港能進一步從經濟復蘇中獲得更大好處，尤其是目前中小企仍在艱難度日，中國又即將加入世貿，故需有一位熟悉本港工商運作的人士，去制定全盤的經濟政策。

B



若您有任何意見，歡迎向我反映。通訊地址是中環皇后大道中8號立法會大樓。（電話：2500 1013 傳真：2368 5292）

Chamber staff structure streamlined for better service

With adjustments and revamps in the past three years having been taken, the Chamber now has a relatively stable structure which can maximize service to our members:

Business Development Division – Chief, Angela Yeung (2823-1256/ angela@chamber.org.hk). This division's mission is to develop better relations with existing members, to provide high-quality, high-level Chamber-wide programmes, to do the public/press relations for the Chamber, to manage the e-committee, to handle the trade inquiry service for local and overseas members, and to expand our international and new-economy membership.

International Business Division – Chief, Eva Chow (2823-1245/ evachow@chamber.org.hk). This division's mission is to manage the relations between the Chamber and the world. All out-going trade missions are organized by this division, and all incoming visitors – 200 delegations in the year 2000 – are received by this division. It also manages the trade area committees and mainland and overseas associate members of the Chamber. At least half of the work of this division deals with Mainland China.

Human Resources Division – Chief, Emma Ho (2823-1241/ emma@chamber.org.hk). This division is responsible for all internal Chamber human resources matters. It also helps the Chamber deal with manpower/education and equal opportunity issues of Hong Kong. Finally, it runs many training courses – including on-line courses – for our members in the human resources, language, and management skills areas.

Economic and Legal Affairs Division – Chief Economist, Ian Perkin (2823-1242/ perkin@chamber.org.hk). This division provides economic analysis for the Chamber and prepares the annual Policy Address and Budget submissions to the SAR Government. It also looks after issues in real estate, infrastructure, shipping, transportation, legal and taxation matters which impact Hong Kong's economy.

Business Policy Division – Assistant Director, W K Chan (2823-1294/ wkchan@chamber.org.hk). This division looks at business policy issues pertaining to the environment, to technology, to the service sector, and especially to the SMEs. It also includes the Chamber's service policy think tank, the Coalition of Service Industries, which champions service sectors ranging from tourism to professional services, financial services, real estate services, to information services.



Dr Eden Woon
翁以登博士

Operations Division – Assistant Director, Y S Cheung (2823-1233/ ys@chamber.org.hk). This division ensures that the Chamber operates smoothly. Administration, budget and accounting, computer services, membership recruiting and maintenance, plus miscellaneous daily operational services are the responsibility of this division. An important task of the division is to develop and maintain the Chamber portal for our members' use and for overseas perusal.

Certificates of Origin Division – Assistant Director, W S Chan (2398-6088/ wschan@chamber.org.hk). This division maintains seven offices around Hong Kong and does trade documentation work. It provides service to traders on certificates of origin, ATA carnets, and electronic trading access service, including for trade declarations, RTEs, and PNs.

Chamber Services Limited – General Manager Connie Kwok (2823-1277/ connie@chamber.org.hk). This for-profit subsidiary of the Chamber manages our Mandatory Provident Fund service and provides professional organizing work for outside conferences and courses. It also provides other business administrative work on a contract basis.

Last, but not least, Malcolm Ainsworth (2823-1243/ malcolm@chamber.org.hk) is the managing editor of *The Bulletin* magazine. If you have any questions about the Chamber, please find the division above and give them a call. We are all here to help you.

總商會精簡內部架構 務求服務精益求精



會經過三年的架構調整和改組後，已進入相當穩定的階段，為會員提供最佳服務。

商務推廣部－主管楊秋怡（2823-1256 / angela@chamber.org.hk）。部門的任務是促進與現有會員的聯繫；提供優質及高水準的活動；統籌本會的對外公關及傳訊；管理e－委員會；為本地和海外會員提供商貿諮詢服務；擴充國際和新經濟的會員網絡。

國際商務部－主管周紫樺（2823-1245 / evachow@chamber.org.hk）。部門專責本會和全球各地的聯繫；組織所有外地考察團；接待所有外賓（2000年迎迓約200個代表團）。部門又主理貿易地區的委員會和本會的內地及海外附屬會員。部門最少有一半的工作是與中國內地合作的。

人力資源部－主管何慧敏（2823-1241 / emma@chamber.org.hk）。部門負責本會內部所有人力資源事宜，並且協助本會處理與本港有關的人力／教育和平等機會等事項，還負責舉辦不少培訓課程，包括網上培訓，協助提升會員在人力資源、語言、管理等方面的知識和技能。

經濟及法律事務部－首席經濟學家冼柏堅（2823-1242 / perkin@chamber.org.hk）。部門為本會提供經濟分析；擬備年度《施政報告》和財政預算案建議書，向特區政府呈遞。此外，部門密切注視對香港經濟有直接影響的各項新發展，包括房地產、基建、船舶、運輸、法律、稅務等。

工商政策部－助理總裁陳偉群（2823-1294 / wkchan@chamber.org.hk）。部門注視環保、科技、服務業、尤其是中小型企業有關的工商政策。此外，該部的「香港服務業聯盟」，作為本會的服務政策智囊團，專責處理旅遊業、專業服務、金融服務、房地產服務、和資訊服務等事項。

營運部－助理總裁張耀成（2823-1233 / ys@chamber.org.hk）。部門確保本會運作暢順，其負責範圍包括行政、財政、會計、電腦服務、會員招募和聯繫、以及其他日常運作事務。部門還有一項重要任務，是發展和支援本會的入門網站，供會員和海外瀏覽者使用。

簽證部－助理總裁陳煥榮（2398-6088 / wschan@chamber.org.hk）。部門在本港經營七個辦事處，代客簽發貿易文件，包括產地來源證、臨時入口免稅特許證、及報關單、受限制紡織品出口證、產品通知書等電子簽證服務。

總商會服務有限公司－總經理郭陳相燕（2823-1277 / connie@chamber.org.hk）。公司為本會的牟利附屬機構，專責強制性公積金服務，亦為外部會議和研討會提供專業統籌服務。此外，公司以合約形式提供其他商務行政服務。

最後且同樣重要的，還有本會負責出版《工商月刊》的總編輯麥爾康（2823-1243 / malcolm@chamber.org.hk）。如有任何有關本會的問題，可與上述各部門聯絡，我們隨時為你效勞。

B



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China's WTO entry positive for Hong Kong

Speakers at the China Business Conference 2000 remain optimistic that Hong Kong stands to reap substantial gains from China's WTO accession and the development of its hinterland

Hong Kong has an essential role to play in easing China's transition into the World Trade Organisation (WTO) and in developing the western region of the country, government officials and China experts said at the Chamber's China Business Conference 2000.

China's WTO accession will also affect Hong Kong, but its impact is expected to be generally positive, Jiang Enzhu, director, Liaison Office of the Central People's Government in the HKSAR said in his opening remarks at the conference on Dec. 14.

He pointed out that many studies on the impact of China's WTO accession reconfirm that the Mainland's entry into the world

trade body will only strengthen Hong Kong's role as a financial, trade and maritime hub.

"Some people think that with China's accession to the WTO, Hong Kong's role will be weakened. I think that is a misunderstanding," he said. "With our economic reforms, Hong Kong still has an irreplaceable role to play."

President of the U.S.-China Business Council Bob Kapp, a speaker at the conference, was equally optimistic: "It is beyond doubt to me that Hong Kong is destined to continue to play an absolutely critical role, not only for its own citizens, but also for the entire citizenry of the People Republic of China in its relations to the world."

China's entry into the WTO and the development of the western region are expected to accelerate ongoing reforms in the country and spur demand for professional services which Hong Kong excels in.

Investment opportunities are also expected to mushroom. But Mr Kapp pointed out that the question for opportunities for investment in China after entering the WTO, in the final analysis, depends on how China is able to implement and carry forward the terms with which it joins the WTO. While once limited mainly to financial, telecommunications and tourism industries, Mr Jiang said other sectors will be much more open to investment than in the past.

The fact that China is walking willingly — though with difficulty — into a whole new set of economic and commercial agreements



Mr Jiang said Hong Kong still has an irreplaceable role to play in China's development.

姜恩柱說，香港在中國的發展中仍然有著其他地方不能替代的作用。



with the world which will have to be carried out should be commended, Mr Kapp said.

"The agreements of investment will rely on China's fulfilment and implementation of those things that it subscribes to," he said.

"Hong Kong has a critical role to play in assisting the PRC in coming to the terms with the full implications of the WTO demands, requirements, and opportunities and helping their colleagues in China to adjust patterns of behaviour, adjust business methods, accounting systems and so forth."

INTERMEDIARY ROLE

Hong Kong's role as intermediary between China and the rest of the world will also be enhanced as the western development plan picks up steam. Forecasts predict China's exports will reach US\$455 billion upon

中國加入世貿對港有利

在二千年中國商業會議上，講者抱持樂觀態度，認為香港已準備就緒，隨著中國加入世貿和內地的發展，將能獲利甚豐。



香

港對中國加入世界貿易組織（世貿）能順利過渡，以及中國西部開發，擔當著重要的角色。這是政府官員和中國事務專家於二千年中國商業會議帶出的信息。

會議於12月14日舉行，中央人民政府駐香港特別行政區聯絡辦公室主任姜恩柱為會議致開幕辭時表示，中國加入世貿，對香港也帶來影響，但預期影響大致是正面的。

姜恩柱指出，歸納多個有關中國加入世貿的影響研究報告所得，足以確定中國內地加入這個國際貿易組織，將會強化香港作為金融、貿易、航運中心的地位。

他說：「有人認為中國加入世貿，香港的地位會被削弱，我認為這實際上可能是一種誤解。在中國的經濟改革中，香港仍然有著其他地方不能替代的作用。」

會議上另一位講者美中貿易全國委員會會長柯白同樣表現樂觀，他說：「無容

置疑，香港得天獨厚的條件將繼續為區內市民，以及在國際大氣候下，中華人民共和國的廣大人民，發揮舉足輕重的作用。」

預期中國加入世貿，和西部開發，將加快國內持續的改革步伐，並增加對專業服務的需求，這些服務正正是香港擅長的。

投資機會將如雨後春筍不斷湧現。然而，柯白指出，據最終分析所得，中國加入世貿後的內地投資機會，將視乎中國如何履行和實施入世條款。姜恩柱表示，中國由一度只開放金融業、電訊業、旅遊業予外商投資，以至如今，其他業務也比以前更為開放。

柯白說，縱然是舉步為艱，中國仍願意展開闊步，實踐與國際間達成的全新經濟和商業協議，應受讚揚。

柯白說：「要達成外商投資的協議，須視乎中國有否履行和實踐協定的事項。」

「香港將扮演關鍵的角色，協助中國達

致世貿協議之要求、規定和發掘商機，並幫助內地同事，整頓辦事模式、調整營商手法、會計制度等等。」

中介角色

姜恩柱說，正當西部開發計劃全面展開，香港作為中國與國際間的中介角色亦將強化。據預計，中國加入世貿後，貿易額將達4,550億美元，而且內地市場進一步開放，將加快出口和貿易渠道的往來。整體來說，全面的貿易增長將令香港受惠。

他亦表示，入世後的長遠發展，都須要依靠中國在國際和國內市場方面持續發展，並有香港為兩個市場發揮內聯外應的作用。

他說：「隨發展程度不斷提高，內地市場經濟與國際規則接軌，我們便能夠借助香港的資本市場籌措資本，再作改善，繼而滲入海外市場。」

封面故事 COVER STORY

accession to the WTO, and further opening up of its markets will only accelerate exports and trade channels. Hong Kong, as a whole, will benefit from this overall growth in trade, Mr Jiang said.

The long-term development of the programme relies on China developing its global markets as well as its domestic markets, and Hong Kong lies in the middle of these two markets, he said.

"With the increased development and the domestic market moving inline with international practice, we will be able to use Hong Kong's capital markets to raise capital to improve and penetrate overseas markets," he said.

Mr Jiang said he also believes that the development of the western region and accession to WTO will help drive the transition of Hong Kong's economy forward. The last 20 years have seen the service industry develop rapidly in Hong Kong. With globalisation, Hong Kong is now on a new road of structural reform which will benefit capital movements, telecommunications, financial services and deepen its pool of talent.

Hong Kong's track record in maximising its ability to judge correctly where the economy is going and be ready to meet the opportunities that those changes provide is second to none, Mr Kapp said.

CHALLENGES

Though speakers at the conference believe that this new chapter in China and Hong Kong's development will generally be positive, they recognise that challenges abound, too.

"Everyone worries about the future," Mr Kapp said, referring to the heated debates in the United States which expressed concern that certain sectors of the U.S. economy would be hurt if China were granted Permanent Normal Trading Relations (PNTR) status.

He said he also disagrees with critics that say China's WTO entry is nothing more than an investment agreement to take investment out of the U.S. and plant it in China where cheaper labour will simply result in a huge loss of jobs to the U.S.

In general, China's WTO accession presents a rich mix of opportunities and challenges, and many international businesses are very pleased that China will soon be entering the world trade body and are making plans to capitalise on the new era, Mr Kapp said.

Hong Kong, likewise, must continue to move its economy forward or risk slipping behind, Mr Jiang said. Local entrepreneurs must continue to seize opportunity when it comes calling, because it is this entrepreneurial spirit which has made Hong Kong the success it is today, and will ensure it continues to thrive in the future.

"We have a saying that when you travel upstream, if you don't move forward you slip backwards. A lot of people who have succeeded in Hong Kong have done so because they have been able to meet challenges successfully and move forward," Mr Jiang said. "So opportunity will favour those who are well prepared, those who are brave and those who are able to take the initiative in this great challenge."



Mr Kapp: "Hong Kong has a critical role to play in assisting the PRC in coming to the terms with the full implications of the WTO demands."

柯白說：「香港將扮演關鍵的角色，協助中國達致世貿協議之要求。」

姜恩柱亦相信，西部大開發和入世將有助香港經濟過渡至新的階段。過去20年，香港的服務業發展蓬勃。現隨著全球化，香港正踏上經濟結構轉型的道路，這將有利資本流動、電訊、和金融服務，強化人才匯集。

柯白說，香港充分發揮能力，準確判斷經濟形勢、以十足的準備迎接巨變中的契機，其卓越表現已是獨佔鰲頭。

挑戰重重

在會議上，講者均認為中國和香港正邁向新的一頁，整體意義是積極的，但講者亦表示，前路充滿挑戰。

柯白說：「所有人都為將來擔心。」他這樣說，是針對較早前美國人對給予「中國永久正常貿易關係」的激烈辯論，他們關注美國經濟某些行業將因此受挫。

他亦不同意評論家所指，中國加入世貿純粹是要達成便利投資的協議，將美國的投資帶進中國。由於中國的勞工較美國低廉，這樣將導致美國嚴重失業的情況。

柯白說，整體上，中國加入世貿，將湧現無窮良機，也帶來重重挑戰。不少國際企業欣聞中國即將加入這個國際機構，正張羅大計，以充分掌握新紀元的先機。

同樣，姜恩柱亦認為，香港必須繼續促進經濟進展，否則便會落後於人。而香港企業家必須繼續抓緊時機，因為就是這份進取的精神，才令香港有今日如此驕人的成就，亦令香港能繼續蓬勃發展。

姜恩柱說：「我們有句諺語——逆水行舟，不進則退，香港很多成功人士也經歷過這個階段。他們成功地克服挑戰，勇往直前。所以機會對那些準備充足、勇敢、面臨重大挑戰時能採取主動的人來說，必定無往不利。」





Mr Chen said high-tech industries will provide a vehicle for western China to catch up with the Mainland's prosperous coastal cities.

陳先生說，高科技產業化將會推動中國西部的发展，讓中國西部趕上內地其他發展蓬勃的沿岸城市。

High-tech industries lead western development

High-tech industries will play a key role in the development of China's western region, Vice Governor of Shaanxi Province Chen Zongxing said in his keynote speech at the China Business Conference 2000.

The economies of the U.S., Europe, and other nations, especially in Asia after the economic turmoil, have grown rapidly because of high-tech and new economy industries, he said.

"So if the western regions want to close the gap between the western and coastal regions, the only way we think we can do this is to focus on high-tech industries, where we are relatively strong," he said.

Mr Chen said Shaanxi Province is seeking to focus on developing its aviation, electronics, car manufacturing and heavy metals industries, which the region is already strong in, to accelerate the economy and spur more high-value industries.

"That is the route for us to move from a backward province to developed status," he said.

The province now has about 300 high-tech industries, which produced 30 billion renminbi worth of goods in 1999, and enjoys a growth rate of about 30 per cent, he said. It is also home to a number of technological breakthroughs in China, having developed China's first rocket, colour TV tube, integrated circuit, 100 mega-watt circuit breaker, and

Shaanxi was the first province in China to use low quality cereals as a fuel, according to Mr Chen.

To add to these strengths, Shaanxi's high-tech industries are looking to elevate their capabilities in developing computer hardware and software, in addition to digital technology, he said.

With the accession into the WTO, Mr Chen said he recognises that current reforms need to be further developed to encourage more businesses to invest or develop joint ventures in Shaanxi. Among the urgent issues that need addressing is the creation of a more transparent legal system to protect investors and their legal rights.

高科技產業 帶動西部開發

陝西省副省長陳宗興在二千年中國商業會議上發表主題演說，表示高科技產業化對中國開發西部，有著關鍵的作用。

他說，各地經濟，包括美國、歐洲、其他國家、尤其是剛經歷金融風暴的亞洲，皆由於高科技和新經濟產業的帶動，已迅速增長。

他說：「所以，若西部地區要與沿岸地區看齊，唯一的出路是集中發展高科技產業，這也是我們的強項。」

陳先生說，陝西省正力圖集中發展航運、電子、汽車製造、和重金屬工業。該省在這幾項業務上已佔有明顯優勢，故加強發展將可加速經濟增長，促進更多高質素產業。

他說：「這將是西部由落後走向先進之路。」

他說，該省現有 **300** 家企業從事高科技產業，在 **1999** 年的生產值達 **300** 億人民幣，**2000** 年將增長約 **30%**。另外，該省又是中國數項科技突破成就的發源地，包括研製全國第一枚火箭、彩色顯像管、集成電路、**100** 萬瓦特斷路器，並且是全國第一個善用劣質谷物作為燃料的省份。

他說，為鞏固實力，陝西省的高科技產



Mr Chen answers questions from the audience after his speech at the China Business Conference 2000 held on Dec. 14, while Shui On Holdings Ltd Chairman Vincent So (right), who moderated the morning session, looks on.

在 12 月 14 日二千年中國商業會議上，陳宗興發表演說後回答與會者提問。旁為上午主題演講部份主席—瑞安集團董事長羅康瑞（右）。

業正嘗試提升電腦硬件、軟件、和數碼科技的發展能力。

陳宗興說，隨中國加入世貿，現時的改革必須加強力度，以鼓勵更多商界企業到

陝西投資，或成立合資企業。此外，其中一項急須處理的要務，是創建具更佳透明度的法律體制，以保障投資者及其法律權益。

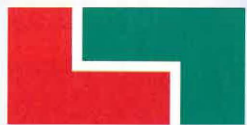
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Developing a market economy

WTO accession, development of the western region, the new economy and economic reforms are just some of the challenges that the Mainland is wrestling with in China's new era of development



In January 1998, China's State Council approved the final report on a study to develop 12 provinces covering 6.8 million square kilometres of the country, known as the western region. Vast as the area is, it only accounts for 4.8 per cent of the country's total gross domestic product, a figure which underlines the mammoth task of bringing the region up to the standards of the coastal areas.

Speaking at the China Business Conference 2000 panel session on Dec. 14, Li Hongxun, director general, Economic and Social Affairs Department, Office of the Western Development, State Council, said the first phase of the western development plan focuses on improving the region's infrastructure and education system.

"If we don't first develop our infrastructure and education system it will be very difficult to develop the west," he said.

About 16,000 kilometres of railway line currently criss-cross the western region, while a mere 53,000 kilometres of road — much of which is unsurfaced — serves its citizens.

According to Mr Li, development projects to expand rail, highway, air and marine port infrastructure in the region started in 1998. When complete, eight horizontal and eight vertical railway lines, five vertical and seven

horizontal highways, as well several new airport hubs will serve the region, he said.

To woo more foreign investors to participate in these infrastructure projects, investment incentives are being made more attractive. Benefits include tax two-year tax holidays, and low taxes thereafter, among other perks. Mr Li said investment procedures are also being simplified and a mechanism is being assembled to better protect investors' interests.

Mr Li said the region is presently focusing on attracting investments in infrastructure projects, but added that foreign companies will soon be allowed to invest in financial services and financial institutions will be allowed to conduct business in renminbi, the local currency. In addition, the insurance business will also be opened up, he said.

While the challenges are many, Mr Li said he hoped more businesses would look to invest in the region.

"The west is poor, but our prospects are good. We have a lot of business opportunities and welcome investors," he said.

THE CHALLENGE OF THE NEW ECONOMY

China's state-owned enterprises must face not only the challenges that WTO entry

will bring, but also the challenge of the new economy, Wang Qinghai, vice president, Shougang Corporation, said at the CBC 2000 panel session.

The unprecedented growth in the U.S. economy in the '90s was driven by developing high technologies — especially in communications — and clearly illustrates the strength of the new economy.

"This has also accelerated our development," he said. "Corporate and government behaviour is changing, and multinational corporations' products, services and capital will be able to move more freely."

While reforms are helping develop a market economy in the Mainland, Mr Wang said more still needs to be done to enable Mainland firms to meet the challenges of the new economy.

Technology will play a critical role in this development and whoever has a comparative advantage in technology will be the winner, he said. But because SOEs lag far behind in the technology race, the pace of structural reform should be accelerated to help them catch up.

To do this, SOEs need to focus on development because they currently don't have a comprehensive structure for increasing their

發展市場經濟

中國踏入發展新紀元，要奮勇面對眾多挑戰，中國加入世貿、西部大開發、新經濟和經濟改革只是其中數項



Participants of the plenary panel provided candid views on issues that need to be addressed to help China develop its western region and thrive in the post WTO era. 專題演講的嘉賓就如何協助中國開發西部、及在入世後蓬勃發展，各抒真知灼見。

中

國務院於1998年1月批准西部大開發研究的最後報告。有關計劃涵蓋12個省份，面積為680平方公里。這片面積遼闊的土地，其經濟產量只佔全國國內生產總值的4.8%，數字足以顯明，這個龐大任務在拉近西部和沿岸地區生活水平的重要性。

國務院西部地區開發領導小組辦公室經濟社會組組長李洪勛在12月14日的二千年中國商業會議上說道，計劃的第一期目標，是著重改善地區的基礎設施和教育制度。

他說：「若不先發展基礎建設和基礎教育，開發西部的難度就更大了。」

目前，縱橫分佈於西部的鐵路線長約只有16,000公里，公路里程只有53,000公里，所以還有極大的開發空間為當地居民服務。

李氏說，基礎設施建設在1998年展開，集中擴展鐵路、高速公路、航空和海運港口的基礎設施。完成後，將有八縱八橫的鐵路網絡、五縱七橫的公路、以及多個新樞紐機場，服務該區。

投資優惠條件亦更為吸引，包括兩年免稅期、之後繳納低稅，以及其他優惠。

李氏說，此外亦有簡化的投資程序，以及保障投資者權益的機制的設立。

李洪勛說，國家開放了基礎設施項目予外商投資。在不久的將來，金融業務亦會開放給外商投資，金融機構將獲准經營人民幣業務，保險業務亦將開放。

縱然挑戰重重，他希望更多企業會到西部投資。

他說：「西部條件艱苦，但前景廣闊，也具有很多商機，歡迎各界投資者。」

新經濟的挑戰

在二千年中國商業會議上，首鋼總公司副總經理王青海表示，中國的國有企業不僅要面臨加入世貿的挑戰，也將要經受新經濟的考驗。

九十年代，在高科技產業，尤其是信息產業的帶動下，美國經濟達到空前的增長，足以展示新經濟的威力。

他說：「新經濟又加速國家的發展。企業和政府的行為發生了變化。為方便跨國企業，商

品、服務和資本的流動更為自由。」

王青海說，改革有助內地發展市場經濟，為能使國有企業迎接新經濟的挑戰，須在改革事項上多下功夫。



Mr Li: "If we don't first develop our infrastructure and education system it will be very difficult to develop the west"

李洪勛說：「若不先發展基礎建設和基礎教育，開發西部的難度就更大了。」

technological capability, he said. At the same time, state-owned enterprises must also increase their market competitiveness.

"With the merging of the old and the new economies, our domestic market will start to merge with global practices and there will be further opening to foreign products. This means that we will have to face not only domestic competitors, but also foreign competitors as well," he said.

STRENGTHENING COMPETITIVENESS

New Hope Group Chairman Liu Yonghao said that as China develops its market economy, and as more and more restrictions are snipped away, SOEs and private industries in the Mainland are increasingly competing on the same level.

But for the 1.4 million private enterprises registered in China, their small size, limited capital and weak management skills make them particularly vulnerable to the changing times.

"Their basic structure is not strong enough," he said. "They have only been working for five or six years, and many over-

estimate their strengths and abilities. This has led to a lot of companies going bust, so now they are going back to the basics."

Companies are brushing up on their management and human resources skills, and are taking a more market-oriented approach towards business.

Moreover, Mr Liu said it is vital that businesses in the Mainland learn to recognise and grasp opportunities to get and stay one step ahead of their competitors.

"If you are behind the market and go against the market then you run into a wall," he said.

New economy tools can assist companies sharpen their competitiveness, but he stressed that they are merely tools, and old economy companies still need to study new economy applications to effectively use them.

Globalisation is also a new concept which businesses must study and learn from other companies' mistakes and successes, and form strategic alliances with investors.

"Private enterprises face a lot of challenges, including a lot of foreign enterprises that are stronger and more experienced than they are,



Mr Wang: "With the merging of the old and the new economies, our domestic market will start to merge with global practices and there will be further opening to foreign products."

王青海說：「隨著經濟和新經濟的磨合，國內市場將更趨國際化，並將進一步開放予外國產品。」

but right now, SOEs are like awakening lions," he said.

Mr Liu said many Mainland firms are now looking to form joint ventures with foreign in-

'Skinning a cow three times'

Taiwanese entrepreneurs hope to contribute more to the Mainland economy if politics can be kept out of business

Since the late Chiang Ching-kuo lifted the ban on travel to the Mainland by Taiwanese citizens in 1987, an estimated 50,000 Taiwanese entrepreneurs have set up businesses in the Mainland, Chinese Taipei-Hong Kong Business Cooperation Committee Vice-chairman Joey Chou said during the CBC 2000 plenary panel session.

Total Taiwanese investment is estimated at US\$5,000 billion, and exports produced by these factories topped US\$194 billion last year. Impressive as these numbers are, they could be a lot larger if economic relations between the two straits could shed the political shackles that hinder business, he said.

In the early years, Taiwanese businessmen going to China were mostly SMEs, and they kept a low profile. But today, Taiwan businessmen uproot and replant their entire businesses and families in the Mainland. They also bring management skills and technical

know-how which they pass on to local management. Taiwanese businesses have integrated into the Mainland so well in fact that those who have been there for 10 to 20 years only have faint recollections of life in Taiwan, he said.

"The second generation of business people don't even consider themselves Taiwanese," Mr Chou said. "So today, Taiwanese businessmen going to the Mainland have formed a type of new people, and I think it won't be long before the 'Taiwanese businessmen' terminology will disappear."

Many Taiwanese businessmen invested in the Mainland to combat rising land and labour costs in Taiwan. Mr Chou said early investors had a hard time integrating into the Mainland, and were also bashed by Taiwanese who said they had no patriotic conscience.

But these investors weren't concerned about politics.

"They went to the Mainland because they

wanted to make more money," he said.

But politics did and still does get in the way. In order to invest in the Mainland, Taiwanese businesses still have to go through a third area to invest in Mainland China.

"We have to pay three layers of costs," he said. "It is like someone trying to skin a cow three times."

"As we enter the 21st century, Taiwan is still talking about politics, not economics. If the political interaction is not improved, that will be very bad for our businesses. And if direct communications cannot be solved, we will have a very long and hard road to travel."

These problems will be magnified when China and Taiwan join the WTO as all sectors of business will face stiffer competition, he added.

In the face of globalisation, Mr Chou said Taiwanese and Mainland businesses should co-operate to leverage their full potential and



Mr Liu: "Private enterprises face a lot of challenges ... but right now, SOEs are like awakening lions."

劉永好說：「民營企業正面對許多挑戰……不過現時，還有國有企業這些醒來的獅子。」

investors and are able to bring vast knowledge of the China market into the partnership. Moreover, they have the know-how to resolve a lot of local problems and are eager to learn from foreign companies' overseas experience. **B**

他說，科技在這個發展階段起了關鍵的作用，誰在技術上佔有相對優勢，誰就會取勝。但由於國有企業在這方面還甚為落後，所以，體制改革的步伐必須加快。

為了達到這個目標，國有企業必須重視開發，因為目前國有企業尚欠缺增強科技實力的完善體制，另外，國有企業必須提高自身的市場競爭能力。

他說：「隨舊經濟和新經濟的磨合，國內市場將更趨國際化，並將進一步開放予外國產品。所以，我們面對的，不僅是國內的競爭對手，還有海外的競爭者。」

加強競爭力

新希望集團董事長劉永好亦認為，隨著中國進一步走進市場經濟，愈來愈多限制將被剔除，內地的國有企業和民營企業正在同一條件水平上展開更激烈的競爭。

但對於 140 萬家在中國註冊的民營企業來說，由於規模小、資本少、管理技術弱，在這個變革時期尤其處於弱勢。

他說：「基礎不夠牢實。這些企業只有五、六年的經營歷史，但不少往往高估了

自己的實力和能力，結果倒閉收場，因此現在他們要回到最基礎。」

這些基礎包括管理和人力資源的技能，以及市場導向的營商方針。

劉先生說，內地的企業必須學習洞悉先機，抓緊機遇，超前競爭者，這是很重要的。

他說：「若你跟不上市場，與市場走勢背道而馳，你便會碰壁。」

新經濟可作為手段和工具，在這個過程提供援助，但他強調這只不過是工具，而傳統經濟企業須學習掌握如何應用它、有效運用它。

全球化是企業須學習的新概念，並從其他企業的得失汲取經驗，與投資者建立策略聯盟。

「民營企業正面對許多挑戰，當中包括外資企業所帶來的挑戰，外資企業比民營企業強、經驗較多，不過現時，還有國有企業這些醒來的獅子。」

劉先生說，內地企業正尋求與海外投資者合作，內地企業可加以利用外資企業的大量知識，充分發揮內地企業本身的優勢，包括悉熟中國市場、懂得如何解決當地的問題。而外資企業則有豐富的外國營商經驗。 **B**

「一頭牛被剝三層皮」

台商望能在商業不受政治干擾的情況下，為內地經濟作出更大貢獻



Mr Chou said if politics could stay out of business, then Taiwan could contribute more to China's exports.

周豐雄說，若營商沒有政治干擾，台灣可對中國的出口貿易作出更大貢獻。

contribute more to strengthening trade on both sides of the straits.

Already, if the accumulative exports of Mainland China, Hong Kong and Taiwan were to be combined, the total value of those exports would exceed US\$1 trillion, he said.

"Figures illustrate that if we do not have political factors, and just work on developing the business market without any political hindrances, we can really benefit each other and achieve a prosperous future for everyone," Mr Chou said. **B**

中華台北－香港經貿合作委員會副主任委員周豐雄在二千年中國商業會議的專題演講中提到，自從已故蔣經國先生於1987年撤消禁令，准許台灣居民到內地旅遊後，赴內地經商的台灣企業家估計達5萬人。

去年台商的投資總額估計達5萬億美元，在內地生產出口貨超過1,940億美元，數字實為驚人。但周豐雄說，若海峽兩岸可衝破一切妨礙營商的政治桎梏，數字或會更為龐大。

早年，赴中國的台商大多是中小型企业，他們的營商作風一貫低調。如今，台商已落地生根，在內地重建他們的事業和家庭。他們亦將管理技術和科技專長帶給內地業務的管理層。周豐雄說，台商已完全融入中國，那些在中國住上10年到20年的台商，對台灣的生活，只剩下依稀的回憶。

周氏說：「第二代的商人更不視自己為台灣人。所以現在，赴內地的台商已成為另一類新人，相信『台商』這個名詞快將不復存在。」

不少台商為要對抗台灣不斷上升的地價和勞工成本，故赴內地投資。周氏說，早期投資者

在內地歷盡艱難歲月，又要捱批，給台灣人評察他們毫無愛國意識。

不過，這群投資者並不關心政治。周先生說：「他們到內地投資只是想掙錢。」

但不論過去，還是現在，政治因素依然是營商障礙。台商要到內地投資，必先通過第三地。

他說：「台商要付三方面成本，猶如一頭被剝三層皮的牛。」

他說：「當我們踏入廿一世紀，台灣談論的，依然是政治，而不是經濟。若政治互動關係仍然沒有改善，將不利於我們的業務發展。若無法直通，我們前路依然是漫長和艱苦的。」

他說，當中國和台灣加入世貿，各行各業將面臨更嚴苛的競爭，那時問題就更大。

面對全球化，周先生認為，台灣和內地商家應該合作，盡量施展潛力，為加強兩岸貿易帶來更佳福祉。

若將中國內地、香港、及台灣的累計出口貨值全部加上來，出口貨值總計已經超過1兆美元。

周先生說：「數字說明，若免除政治因素，並可在沒有政治阻礙下發展商貿市場，我們便能互惠互利，達致未來共同繁榮。」 **B**



Mr Liu said that the Asian crisis sent a wake-up call to China's SOEs, because it highlighted the problems of close relationships between the chaebols and the banks, and the banks and the governments.
劉先生說，亞洲金融危機給中國內地國企響起暮鼓晨鐘，因為金融危機突顯了集團公司和銀行間、以及銀行和政府間存在密切關係而衍生的問題。

China pushing banking reform policies forward

The Mainland must continue to restructure its SOEs, state banking system and agriculture industry to meet the challenges of WTO entry

China has now rolled up its sleeves and is getting down to the business of comprehensively restructuring its industries, Bank of China Chairman and President Liu Mingkang said at the Chamber's China Business Conference 2000.

Three major challenges face the country as it marches towards WTO entry: reforming its loss making state-owned enterprises

(SOEs), improving its captive state banking system and increasing the competitiveness of its agriculture industry.

"Failure to address these three challenges will expose China to the external shocks and vulnerability that [will] come with greater openness to the outside world when China enters the WTO," Mr Liu said at the conference luncheon.

The Asian crisis sent a wake-up call to China's SOEs, because it highlighted the problems of close relationships between the chaebols and the banks, and the banks and the governments, he said.

For China, such relationships could mean that financial reforms become the hostage of the loss-making SOEs, since they remain the state banks' main customers.

中國大力推動改革

內地為迎接入世所帶來的挑戰，必須繼續重組國企、國家銀行體制和農業

中

國銀行董事長、行長劉明康在二千年中國商業會議上表示，中國正已摩拳擦掌，務實地全面重組內地行業。

中國步入世貿期間，要面對三項挑戰：改革正身陷虧損的國有企業（國企）、改善受約束的國家銀行體制、增強農業的競爭力。

劉氏在會議午餐會上說：「若中國未能克服這三項挑戰，難免在入世對外開放更大門戶時，容易受到外來的衝擊和侵擾。」

劉氏說，亞洲金融危機給中國內地國企響起暮鼓晨鐘。金融危機突顯了集團公司和銀行間、以及銀行和政府間存在密切關係而衍生的問題。

對中國來說，在這種密切關係下，經濟改革受到虧損國企的「挾持」，因為國企畢竟是國家銀行的主要客戶。再者，改革國企和國家銀行所帶來的挑戰對各級政府部門，都產生深遠的影響。

不過，劉氏又言，受金融危機影響下的緩慢經濟增長、虧損比例不斷擴大、通縮、以及其他因素，並未削弱政府改革國企的決心。

劉氏說：「誠然，國企承認現時唯一可行的途徑，是加快企業重組，並確信資本市場和私營行業，包括外國直接投資，對減輕長久以來積壓的重擔，扮演著最重要的角色。」

劉氏亦說，改革已略見進展。中國工業國企的數目佔全國國企 50%。當中不少已

於1999年首度錄得盈利增長，另外，1,700家處於虧損的工業國企終告倒閉。所以截至2000年10月，仍然出現虧損的國企由6,599家減至4,098家。

銀行業務亦起了重大的改變。貸款模式由政策導向轉移從商業角度考慮。中央政府禁止地區政府對當地銀行施以干預，不少日漸衰微的財務機構相繼結業，同業競爭令中國的銀行服務效率和質素不斷提升。

劉明康說：「中國加入世貿，完成中國外交政策議程上一項重大事務，為中國履行國際貿易自由化開拓新紀元，令中國全體改革和改革者的步伐得以推進。」

劉明康演說內容可從總商會網址 www.chamber.org.hk 收聽。

Combined, the challenges of reforming the SOEs and state banks have far-reaching implications for all levels of the government, Mr Liu said.

The slow economic growth after the crisis, increasing loss making ratios, deflation and other factors have not weakened authorities' determination to reform SOEs, he said.

"Indeed, they accept that they have no other choice but to accelerate corporate restructuring and acknowledge that capital markets and the private sector, including FDI, will play the most important role in reducing the historic burden," he said.

According to Mr Liu, some progress is being made. A number of China's industrial SOEs, which account for about 50 per cent of all SOEs, recorded their first increase in profits for years in 1999, while 1,700 loss making units went bust. Those SOEs raining red have been reduced from 6,599 to 4,098 as of October 2000, he said.

Big changes are also taking place in the banking sector. Lending is no longer being driven by policy degree, but by commercial consideration. The Central Government has forbidden all interference in banks from local authorities. Many fading financial insti-



Mr Liu delivers his speech to a full house at the Chamber's China Business Conference 2000 luncheon.
劉先生在二千年中國商業會議午餐會上，向滿席嘉賓發表演說。

tutions have been closed, and competition is driving greater efficiency and quality of banking services in China, he said.

"Accession to the WTO will complete a major part of China's foreign policy agenda and start a new era for China with a binding

and international liberalisation schedule, pushing all the Chinese reforms and reformers forward," Mr Liu said.

You can listen to Mr Liu's speech on the Chamber's Web site, www.chamber.org.hk

Tapping into China's huge consumer market

Hong Kong is ideally positioned to become a platform for China to market its goods globally, said speakers at the CBC 2000 breakout session on the consumer market in China.

But for foreign enterprises in China trying to tap into the domestic market, a number of challenges must be negotiated to capture a piece of the potentially huge market.

According to James Chu, senior vice president of McDonalds China Development Company, developing "guanxi" (relationships) and nurturing local management have been keys factors in the company's success in China.

The company has trained about 500 managers in the U.S., with 60 per cent of those being promoted from serving staff. This has proven to be a valuable way to boost employees' work incentive and morale.

Eric Lin, chairman and CEO of the Taiwan-based children's clothing chain-store, Les Enphants Co Ltd, said that while challenges do exist, with a little imagination, anything is possible in China.

Les Enphants now sells more than 10 brands of children's apparel and in addition to its own brands — Nice and Clean, Nature, and Comfortable (Nac Nac) — it has acquired franchise rights to sell other brand names like Winnie-the-Pooh in China.

Mr Lin said that the Mainland has provided him with a strong production base for manufacturing his products, and given mainlanders' growing spending power, a potentially huge consumption market. The key to tapping this market lies in building long-term relationships with customers, Mr Lin said, adding that he doesn't believe Chinese consumers would be tempted to buy products through slick advertisements.

Wang Lu-yen, chairman of Roly International Holdings Ltd, operates a network of 500



James Chu, senior vice president of McDonalds China Development Company, said nurturing local management has been a key factor in the company's success in China.

麥當勞中國發展公司高級副總裁朱源和表示，培育當地管理層是外商在內地發展成功業務的關鍵因素。



Eric Lin, chairman and CEO Les Enphants Co Ltd., believes the key to tapping the China market lies in building long-term relationships with customers.

麗嬰房（股份）有限公司董事長林泰生認為，要打入這個市場，關鍵在於與客戶建立長遠關係。

"... With a little imagination, anything is possible in China."

... 但只要有想像力，萬事都能成。"

chain-stores across China. To stay ahead of the competition, the company has had to constantly come up with ways to improve business, such as using coaches to deliver products to

get around the light lorry ban in restricted areas of Beijing. Also, Roly was the first department store to introduce the concept of categorised product zones in Mainland stores, according to Mr Wang.

The biggest difficulties in doing business in China, in Mr Wang's experience, are logistics hurdles, intel-

lectual property rights abuses, tax evasion and a weak telecommunications infrastructure.

While he admits that opportunities abound, he likens the China market to oil floating on the surface of a shallow pool: it is very easy to get at, but is very difficult to scoop up.



Wang Lu-yen, chairman of Roly International Holdings Ltd, said the China consumer market is like oil floating on the surface of a shallow pool: it is very easy to get at, but is very difficult to scoop up.

全威國際控股公司主席王祿聞說，內地市場有如淺池中的油——廣但淺，雖顯眼卻難舀。



"Consumer Market" session panel.
「消費品市場」分組專題

打進龐大的中國消費品市場



Hans Michael Jebsen, chairman, Jebsen & Co. Ltd., chairs the
"Consumer Market" session panel.
捷成洋行主席捷成漢主持「消費品市場」分組專題。

在二千年中國商業會議中，為中國消費品市場分組專題發表演說的講者說道，香港佔盡地利之便，成為中國向全球各地推銷產品的理想平台。

但對中國的外商來說，要打入內地市場，必先要越過幾項挑戰，才能在這個具有優厚潛力的龐大市場分一杯羹。

麥當勞中國發展公司高級副總裁朱源和表示，建立「關係」，與培育當地管理層是外商在內地發展成功業務的關鍵因素。

公司至今已讓約500位內地的管理層人員到美國接受培訓，當中由員工職級晉升至經理的，佔有60%，足以證明這是獎勵僱員、激發員工士氣的金科玉律。

麗嬰房（股份）有限公司（總部設於台灣的童裝連鎖店）董事長林泰生說，縱然在中國要面對挑戰，但只要有想像力，萬事都能成。

現時，麗嬰房（股份）有限公司除開創自己的品牌—Nice and Clean, Nature, and Comfortable (Nac Nac) 外，還銷售十多

個品牌的兒童服飾，並在內地購入一些名牌的專營權，例如 Winnie-the-Pooh。

林氏說，內地提供了龐大的生產基地，還有，內地的消費力正不斷提升，消費品市場的潛力極為優厚。要打入這個市場，關鍵在於與客戶建立長遠關係，他還說，要吸引內地的消費者購買產品，廣告宣傳噱頭的作用並不大。

全威國際控股公司主席王祿閻在內地經營500家連鎖店。為保持競爭優勢，持續改善業務，公司不斷出新著，例如用旅遊車送貨，故即使北京市設有輕型貨車停泊管制區，旅遊車也能在區內隨處穿梭。此外，全威是內地首家百貨公司，率先引進分門別類放置貨品的概念。

從王祿閻的經驗所得，他認為在內地營商的最大困難，是運輸方面的障礙、知識產權被濫用、逃稅、與尚欠完善的電訊基礎建設。

縱使機會處處，他卻認為內地市場有如淺池中的油——廣但淺，雖顯眼卻難舀。

IT revolutions storming China

Three revolutions — media communications, and commerce — are currently raging in China, SOHU.com President and CEO Charles Zhang said at the China Business Conference 2000 breakout session on Technology — E-business/Internet/Telecommunications.

The media revolution is having the greatest impact, because, compared to just five years ago, Chinese citizens now have access to more information than ever. In turn this is awaking awareness of consumers' rights, and spurring consumption. But its rapid growth is also having a cultural and fundamental impact on China, he said.

"This is unique in China. In the U.S. the media industry is very mature, but in China, the average Chinese citizen does not have much to read and learn about, but now China is leapfrogging to catch up," he said.

The communications revolution is having a similar impact, he said. In 1994, China had about 1 million mobile phone users. That number has exploded to 70 million today. And the mobile and Internet industries are converging as people now e-mail, receive stock quotes and other information via their mobiles.

The e-commerce revolution, by contrast, is still in the embryonic stage. People were hoping that e-commerce in China would take off faster than it has, but the fundamental reason that it hasn't is simply because China's infrastructure is not in place to accommodate it.

The number of Internet users continues to accelerate, but because Chinese businessmen still prefer personal contact when doing business, exchanging name cards, and dining and dining clients is still considered the best way of doing business.

"When we talk about e-commerce, it seems the Internet can help us with everything," Mr Zhang said. "But in China, because logistics problems exist it is not that easy. Even traditional retailers and distribution businesses are not mature. But in the U.S., these industries are already mature and the Internet just makes them better. But in China the infrastructure is just not there."

Arthur Kobler, president of AT&T China Inc, said at the session that over the next four to five years, China will see the largest



Mr Zhang said the media revolution is having a profound impact on Mainland citizens.

張朝陽說，傳媒改革對內地人民影響深遠。

growth in telecom services of any country outside of the U.S.

"We are looking at US\$50 billion per annum incremental growth. Most of that growth will come in the information intensive services, data services and the Internet," he said.

But despite the explosive growth, Mr Kobler said it was important to keep in mind that China is still in the very early stages of an information driven economy. Some 88 per cent of China's population do not have phone services. Mobile phone use is a mere 2 per cent, and Internet use is still minuscule to what it will be in five years time, he said.

Given that the China government only relinquished its monopoly on the industry in 1998, and that it is now pushing towards developing more competitive services, the growth potential is mind-boggling.

"Over the next four to five years, we will continue to see an opaque regulatory environment becoming more and more transparent, but still opaque for the short term," he said.

Mr Kobler said that for companies planning on entering the China market, it is critical that they define a service niche very



Mr Kobler said China's opaque telecommunications regulatory environment will become more and more transparent over the next five years.

高伯樂說，在未來四至五年內，電訊業規管的透明度將不斷提高。

clearly, rather than trying to serve the entire China market. Also, because China's regulations force foreign telecom companies to enter joint ventures if they want to enter the Mainland market, partner selection also becomes a key factor in how successful the venture will be.

Charles Wu, general manager, e-business Solutions, IBM Great China Group, said the opportunities for developing e-commerce businesses in China are enormous.

"The bottom line is e-commerce is a business enabling prostheses, enabling e-business between departments and companies," he said.

But having an e-enabled business alone is not enough, he said. In China, within specific industries, businesses can use the Internet to improve their efficiency, but innovation is also a critical factor, he said.

"Technology alone is not enough. It takes a lot of expertise and market savvy, and Hong Kong companies play a key role in this," he said.

This presents enormous opportunities, and Mr Wu said he expects Hong Kong and Mainland companies will continue to develop a closer working relationship. **B**



Mr Wu said technology alone is not enough to succeed in the world of e-commerce.

吳寶淳說，單靠科技，不足以在電子商貿領域內取得成就。

在二千年中國商業會議上，搜狐公司總裁張朝陽在「科技：E-商貿/互聯網/電信」分組專題中表示，在中國，傳媒、通訊與商貿三大改革的進展正是如火如荼。

傳媒改革的影響最大。中國跟五年前相比，人民現可獲取更多信息，新信息喚醒他們對消費者權益的意識，並帶動消費。但他亦表示，消費迅速增長，亦同時為中國帶來文化的衝擊和根深蒂固的影響。

他說：「中國的情況是很獨特的，在美國，傳媒業已相當成熟。但在中國，人民普遍可以閱讀和得知的信息不多，但現在，中國正大展闊步、從後趕上。」

他說，通訊改革也有相類的影響。中國的流動電話用戶，由1994年一百萬激增至現時的七千萬。而且，流動電話和互聯網業務正愈趨集結，現在用戶也可透過流動電話，收發電子郵件、接收股票報價和其他信息。

相對之下，電子商貿改革仍正處於醞釀的階段。不少人期望中國的電子商貿革命能以更快的速度推進，但事與願違，究其根本原因，是中國的基礎建設還不敷應接這場革命。

互聯網用戶數目雖正持續上升，但是，內地商人依然喜歡人事聯繫、互換名片，與客戶晚飯應酬，仍被視為最佳營商之道。



The Technology — E-business/Internet/Telecommunications panel, chaired by Perkins Coie LLP Partner Paul McKenzie (right), answer questions from the audience.

博欽美國及國際律師事務所合夥人麥保羅（右）主持「科技：E-商貿/互聯網/電信」分組專題。講者正回答觀眾提問。

資訊科技革命浪潮直捲中國

張朝陽說：「當我們談及電子商貿，互聯網便看似是解決我們一切問題的幫手。不過在中國，物流存在著很多問題，實現電子商貿也不是那麼容易，就算是傳統的零售商和分發業務，也不是那麼成熟。美國的情況就不同，這些業務已發展成熟，而在互聯網的協助下，業務就更為盡善盡美。不過，在中國，根本連所需的基礎建設都沒有。」

AT&T 中國公司總裁高伯樂同在專題中發表演說，他表示，中國的電訊業將是除美國以外，增長最為快速的國家。

他說：「我們預期中國電訊業每年的增長達 500 億美元，大部份是在資訊密集的服務、數據服務和互聯網業務。」

高伯樂提到，縱然增長急速，但我們要謹記，中國仍然處於資訊導向經濟的萌芽階段。現時，全國約有 88% 人口尚未曾享用電話服務。流動電話使用率僅佔 2%，相對未來五年的發展，現時的互聯網使用率仍是微不足道。

中國政府剛於 1998 年撤除電訊業務的專營權，並正積極推動電訊業務的發展，使業務更具競爭力，就此看來，電訊業務的發展潛力實在令人難以想像。

他說：「在未來四至五年內，電訊業規管的透明度將不斷提高，但短期內，欠缺透明度的規管現況依然持續。」

高伯樂說，正計劃打入中國市場的企業來說，最重要的，是確實業務定位，而不要試圖服務整個中國市場。再者，根據中國的規例，外資電訊企業若想打入內地市場，須在內地以合資形成經營，故此，挑選業務夥伴也成為合資企業的成功關鍵。

IBM 大中華地區電子商務部總經理吳寶淳說，在中國發展電子商貿業務大有可為。

他說：「電子商貿的成果，令業務增添了虛擬的輔助工具，並促進部門和企業間的電子業務往來。」

但他說，單擁有促進電子業務的條件還不足夠，在中國，互聯網可改善個別業務的效率，不過，創意仍是關鍵因素。

他說：「單靠科技是不足夠的，還需要大量的專業技能和行內知識。香港的公司在這方面正擔當重要的角色。」

這將帶來龐大的發展機會。吳氏預期，香港和內地企業的合作關係將愈趨緊密。

Expanding Hong Kong-Taipei cooperation

MOU signed at 11th joint meeting of the HKTBCB and the CTHKBCC

Taiwanese delegates and Chamber members attending the 11th Joint Meeting of the Hong Kong-Taipei Business Cooperation Committee (HKTBCB) and the Chinese Taipei-Hong Kong Business Cooperation Committee (CTHKBCC) on Dec. 13, voiced their concerns and aspirations on issues affecting business exchanges between Hong Kong and Taiwan.

Delegates were in agreement that the pace of economic restructuring brought about by the Mainland and Taiwan's entry into the WTO would result in numerous business opportunities arising.

They also believe Hong Kong's middle-man role will continue to be enhanced as a financial, digital and logistics bridge between Taiwan and Mainland China.

Delegates also agreed that enterprises in Taiwan and Hong Kong should continue to expand cooperation exchanges in high technology, high-value manufacturing and service industries.

The fruit of the discussions at the meeting resulted in the signing of a Memorandum of Understanding which called for even closer cooperation between the two organisations.

Following the meeting, Joan Zheng, Head of Greater China Economics of JP Morgan Chase's Asia-Pacific Economic & Policy Research, was invited to speak on the Economic Outlook for Greater China (see page 29).

The joint meeting concluded with a networking dinner attended by over 100 guests from Hong Kong, Mainland China, Taiwan and the United States.

加強港台合作

香港－台北經貿合作委員會／中華台北－香港經貿合作委員會第十一次聯席會議簽訂合作協議備忘錄



灣代表團和總商會會員於12月13日出席香港－台北經貿合作委員會／中華台北－香港經貿合作委員會第十一次聯席會議，在會上表達他們對影響港台兩地商務交流事宜的關注和願望。

代表團均一致認為，內地的經濟轉型和台灣加入世貿，將帶來無限商機。

他們亦相信香港作為台灣和中國內地間的金融、數碼、以及後勤橋樑，其中介人角色將會強化。

代表團認同，台港兩地企業應繼續擴充高科技、高增值生產、及服務業的交流合作。

討論的實質成果便是簽訂合作協議備忘錄，以進一步加強雙方的緊密合作。

會議後，美國大通銀行大中華區經濟研究主管鄭杏娟女士獲邀就「大中華經濟展望」為題發表演說。（見29頁）

聯席會議最後在聯誼晚宴中結束，超過100位來自香港、中國內地、台灣和美國的嘉賓參加。

有關香港－台北經貿合作委員會

香港－台北經貿合作委員會主席為蔣麗莉博士，是總商會轄下一個專責雙邊貿易的委員會。委員會成立的目的是為促進香港、台灣和中國內地間的關係，推動兩岸三地的貿易和投資。

委員會和中華台北－香港經貿合作委員會（隸屬台灣工業總會，由林伯豐擔任主席）每年均召開聯席會議，就海峽兩岸的經濟發展交換意見。

ABOUT THE HKTBCB

The Hong Kong-Taipei Business Cooperation Committee (HKTBCB), chaired by Dr Lily Chiang, is a special bilateral committee under the Chamber. Its aim is to foster business relationships and to promote trade and investment between Hong Kong, Taiwan and the Mainland.

The committee and its Taiwanese counterpart, chaired by Lin Por-fong – the Chinese Taipei-Hong Kong Business Cooperation Committee (CTHKBCC), under the Chinese National Federation of Industries in Taiwan – hold joint meetings every year to exchange views on economic development across the straits.

Economic outlook for Greater China region

Economic development in China and the Greater China region as a whole will be influenced by several internal and external factors, said Joan Zheng head of Greater China Economics of JP Morgan Chase's Asia-Pacific Economic & Policy Research.

Speaking on "The Economic Outlook for Greater China" at the 11th joint meeting of the HKTBC and the CTHKBCC on Dec. 13, Ms Zheng said not least of these factors was the U.S. economy.

U.S. ECONOMIC OUTLOOK

While there are signs that the U.S. economy is cooling after years of strong growth, Ms Zheng forecasts that if an economic slowdown does begin, it will not result in a second Asia crisis.

She predicts that every 2 per cent decline in the U.S. economy would result in a 0.3 per cent reduction in Asia's exports, and a mere 0.1 per cent decline in Asian countries' GDP over the short term.

China will be least affected by any slowdown in the U.S. economy, Ms Zheng said, adding that a 2 per cent decline in the U.S. economy would probably shave only 0.1 per cent off the total value of China's exports, and would not even affect China's GDP.

CHINA'S WTO ENTRY

Ms Zheng expects that a series of reforms will immediately follow China's WTO entry, including further reforms to state-owned enterprises (SOEs) and the banking sector.

With regards to state corporate sector reforms, China will open the door to non-state companies and the process of privatising state-owned enterprises will gain momentum.

To increase their attractiveness to private investors, SOEs must improve their transparency and accountability, as well as develop their markets to avoid hindering the systematic sell-off of SOEs, she said.

Reform of the banking sector is also crucial if China is to thrive in the post-WTO era. Banks are now required to work off the existing non-performing loans (NPLs) and to prevent future NPLs.

But burdened by debts from SOEs, slow improvements to the legal system and an overall lack of expertise, Ms Zheng expects that the state-owned banks will not be able to go commercial any time soon.

In addition, she predicts that the renminbi will not be fully convertible for another five years. By that time, with the gradual easing of capital controls, banks will have gained the ability to handle risks associated with capital flows.

WTO'S IMPACT ON TAIWAN AND HONG KONG

Ms Zheng believes that Taiwan will enter the WTO after China, and this will result in big changes in trade relations and capital flows between Taiwan and China. Taiwan's old economies will be especially hard hit, and according to Ms Zhang Taiwan's long-term plans should be looking at specialisation in high-tech manufacturing.

Much has been discussed about Hong Kong's intermediary role between China and the world, and Hong Kong's status as an international financial centre upon the Mainland's WTO accession. According to Ms Zheng, Hong Kong's role will be strengthened, and as such it should integrate more with the Mainland with a long-term goal to provide its services to satisfy the growing demand in the Mainland. **B**



Ms Zheng said she doesn't expect an economic slowdown in the U.S. will result in a second Asia crisis.

鄭杏娟預計，即使美國經濟開始放緩，也不會再度重演亞洲的金融危機。

大中華經濟展望



美國大通銀行大中華區經濟研究主管鄭杏娟女士說，中國和整個大中華地區的經濟發展將受數項內在和外因素影響。

在12月13日舉行的香港－台北經貿合作委員會／中華台北－香港經貿合作委員會第十一次聯席會議上，鄭杏娟女士以「大中華經濟展望」為題發表演說，她認為上述的因素中，其中一項重要因素是美國經濟。

美國經濟展望

正當美國在歷年的熾熱增長後正呈現降溫跡象，鄭女士預計，即使美國經濟開始放緩，也不會再度重演亞洲的金融危機。

她預計，美國經濟放緩每2%，將導致亞洲出口下跌0.3%，令亞洲國家的國內生產總值短期內微跌0.1%。

鄭女士說，美國經濟偏軟，中國所受

影響最少。美國經濟放緩2%，大概只削減中國的總出口貨值0.1%，對中國的國內生產總值，並不構成影響。

中國加入世貿

鄭女士預期中國加入世貿，一連串的改革亦隨之立刻展開，包括國有企業（國企）和銀行業務的進一步改革。

在國有企業改革方面，中國將對私人企業開放門戶，形成國有企業私有化的勢頭。

她表示，為吸引私人投資者，國企必須改善業務的透明度和問責制度，建立所屬業務的市場，以免阻礙國企削價出售的計劃。

銀行業務的改革對中國在後世貿時代的蓬勃發展，起著關鍵作用。現時，銀行正須著手償清現存的呆壞賬，避免將來有同類的情況出現。

但由於國企負債疊疊，法律制度的改善步伐緩慢，以及專業知識普遍匱乏，

鄭女士預期，國有銀行在短期內，也難有獲利。

此外，她又預測在未來另一個五年期內，人民幣還未可完全自由兌換。屆時，隨資金管制逐步放鬆，銀行將有能力自行處理資金流向的風險。

世貿對台灣和香港的影響

鄭女士相信，台灣在中國加入世貿後也將會加入，這為台灣和中國兩地的貿易關係和資金流向帶來重大改變，尤其是台灣的舊經濟產業將受到嚴重的打擊。鄭女士認為台灣的長遠發展策略，應集中高科技生產的專門研究。

演說中亦詳細論及香港在中國和世界各國間所扮演的中介人角色，還有中國加入世貿後，香港作為國際金融中心的地位。鄭女士認為，香港的角色將會強化，有見及此，香港應與內地的長期發展目標進一步整合，為滿足內地不斷增長的需求提供服務。

A Business Perspective
從商界角度看

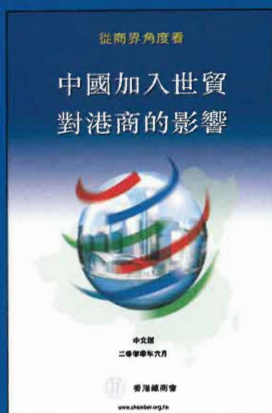
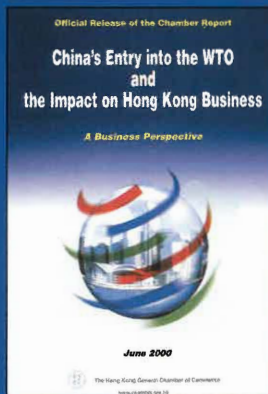
WTO

China's Entry into the WTO and the Impact on Hong Kong Business

中國加入世貿對港商的影響

The Hong Kong General Chamber of Commerce report, "China's Entry into the WTO and the Impact on Hong Kong Business," provides the Hong Kong business community's assessment of the impact of China's entry into the WTO on specific industries in Hong Kong. Nine working groups of Chamber members were formed to discuss the opportunities and challenges which will be faced by Hong Kong businesses in their sectors – banking, insurance, investment, professional services, retail and distribution, technology, telecommunications, textiles and clothing, trading. They also looked at what businesses could do to prepare for the changes and what the SAR Government could do to assist Hong Kong businesses.

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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The WTO Report is available from the Chamber at HK\$200 per copy (HK\$280 for non-members), excluding postage. Copies must be picked up from the Chamber at, 22/F, United Center, 95 Queensway, Hong Kong. For further details, please contact Amy Tse at (852) 2823 1210.

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Chamber Chairman C C Tung (left) thanks Bank of China Chairman and President Liu Mingkang for his excellent speech at the China Business Conference 2000 luncheon.
總商會主席董建成（左）感謝中國銀行董事長、行長劉明康為二千年中國商業會議午餐會發表精彩演說。

▼ Director of the Liaison Office of the Central People's Government HK SAR Jiang Enzhu and Shui On Holdings Ltd Chairman Vincent So exchange thoughts before the start of the CBC.
中央人民政府駐香港特別行政區聯絡辦公室主任姜恩柱與瑞安集團董事長羅康瑞在二千年中國商業會議開始前，彼此交流意見。



Dragonair CEO Stanley Hui (left) and Port of Seattle Executive Director M R Dinsmore.
港龍航空行政總裁許漢忠（左）與西雅圖港務局局長丁士謀

Eye Spy at the China Business 二千年中國商業會議花絮



L-R: IBM Great China Group e-business Solutions General Manager Charles Wu, U.S.-China Business Council President Robert Kapp, and Jebson & Co Ltd Chairman Hans Michael Jebson do the name card shuffle.
左至右：IBM 大中華地區電子商務部總經理吳寶淳、美中貿易全國委員會會長柯白、與捷成洋行主席捷成漢互換名片。



Chamber Vice-chairman and CBC Plenary Panel Chairman Dr Lily Chiang (right) thanks New Hope Group Chairman Liu Yonghao for his speech at the conference.

本會副主席蔣麗莉博士（右）在二千年中國商業會議中擔任專題演講環節主席，在會上答謝新希望集團董事長劉永好發表演說。



Conference 2000

Above: A full house for the "Financial/Investment Market" breakout session. (Right) Richard Lee, executive director, First Eastern Investment Group presents his speech at the session, while Richard Peng (left), head, China & International Development, Hong Kong Exchanges & Clearing Ltd, Fred Hu, managing director, Goldman Sachs Group, and panel chairman Eddie Wang, chief executive China Business, HSBC Ltd, look on.

上：「金融／投資」分組專題座無虛席。第一東方投資集團常務董事李若和（右）在分組專題中發表演說。在旁為香港交易及結算有限公司中國及國際發展主管彭如川（左）、美國高盛投資銀行董事總經理胡祖六、和分組專題主席—中國上海匯豐銀行有限公司中國業務總裁王滌世。



◀ Vincent Wong (left) chief executive, Jardine Pacific Ltd, Jardine Transport Services Group, delivers his speech at the breakout session of "Logistics & Distribution" chaired by M R Dinsmore (2nd from left), executive director of the Port of Seattle.

在「物流及分發服務」分組專題中，怡和物流集團總裁及怡和運輸服務集團行政總裁汪煒城發表演說。分組專題主席為西雅圖港務局局長丁士護（左二）

(You can listen to many presentations given at the CBC on the Chamber's Web site, www.chamber.org.hk)

(二千年中國商業會議多位演講嘉賓的演說內容可從總商會網址 www.chamber.org.hk 收聽。)

Issues on China's WTO entry

A Chinese delegation, led by chief negotiator Long Yongtu, arrived in Geneva for the Jan. 10-17 WTO negotiations to discuss multilateral issues with other WTO members. According to Nicholas R Lardy, senior fellow of the Brookings Institution in the United States, a U.S. economist well-acquainted with China affairs, the list of issues on which agreement has not been reached still appears to be fairly long. On the eve of the Working Party negotiations, Mr Lardy provided this personal list of the remaining issues (see box for an update of the Working Party session).

1 Do WTO laws and regulations always trump domestic laws where there is a conflict? China has gone quite a bit of the way to accepting this but there appear to remain some details to sort out.

2 Trading rights.

3 Quantitative Restrictions (QRs). Some details need to be spelled out on the coverage of Annex 3 to the protocol, which lists goods covered by QRs. Some press reports also suggest that the division of import quotas among potential suppliers, for example on cars, is still being debated among members of the working party but at least there is a concrete proposal that has attracted some support.

4 Anti-dumping and countervailing duties.

5 Export subsidies. Press reports have suggested that some members of the working party do not believe that China's notification of export subsidies, Annex 5b of the draft protocol, is complete. The parties are also debating whether China should be able to take advantage, like other developing countries, of certain minim agricultural subsidies.

6 Industrial policy, still under debate for basically the same reason as item 5.

7 Technical barriers to trade. Apparently the members of the working party are not biting on Long's suggestion that foreigners could designate which of the two Chinese existing

agencies would be responsible for inspection, certification of standards set on imports. It looks like they are holding fast to the view that the Chinese side must have one entity that subjects both domestic goods and imports to a single uniform standard.

8 Government procurement. It looks like members of the working party have dropped the demand that China sign on as a condition of entry but they are still trying to extract a commitment that China agree in advance to sign up at a fixed point in the future. Recall that the WTO Government Procurement Agreement is plurilateral and that only 26 countries (out of 140 members) have signed up to date. Thus the demand that China either sign up in advance or agree to sign up by a fixed date in the future as a condition of membership also could be regarded as what Long has called WTO+.

9 Agricultural subsidies, domestic agricultural subsidies are the key issue, i.e. this is in addition to the issue of agricultural export subsidies mentioned under 5 above.

10 Transitional safeguard. China is apparently trying to get some limitations placed on the use of the product specific safeguard that was included in the bilateral with the US.

11 Transitional review mechanism. Working party has been bargaining to get China to accept more frequent regular review of China's progress in meeting its obligations. Based on its trade volume, which is the determining criteria for frequency of review in the WTO agreement, China should be reviewed every 4 years. Working party is asking for every other year schedule. They are also asking China to agree to be reviewed on demand by any member at any time and to agree in advance to supply a great deal of data to facilitate the review. This also is WTO+.

12 Textile safeguard may also still be an issue. At one point press reports suggested that the Chinese side had agreed that the textile safeguard, part of the US-China

bilateral, would be multilateralized to all countries instead of being available only to those countries that had previous textile bilaterals in place (that latter group is the US, EU, Canada, and Norway). However, there was also claim that China has not agreed to this or that if it had it is backing away. Anyway, this of course is already WTO+ since no other member of the WTO will be subject to a textile safeguard which allows the imposition of quotas post December 31, 2004.

THE 15TH SESSION OF THE WORKING PARTY ON CHINA'S WTO ACCESSION

The task of the Working Party on China's WTO accession is to address the total accession package of China in order to conclude the negotiations. Since November 2000, they have taken up eight outstanding multilateral subjects that need to be examined in addressing this total package. On January 17, 2001 at the formal meeting of the 15th session of the Working Party on China's WTO accession, WTO Deputy Director-General Paul-Henri Ravier pointed out that some progress has been made.

1 The Working Party has circulated a multilaterally viable text in the area of "product specific safeguards."

2 Some progress has been made on "non-tariff measures (NTM's)" and "antidumping."

3 Problems still remain but firm acknowledgement has emerged to focus attention on achieving political breakthroughs and texts in a collection of core areas including "agriculture and industrial subsidies," "technical barriers to trade (TBT)," "trading rights," and "services."

The next session of the Working Party will be held in late February or March 2001.

Eva Chow is chief of the Chamber's International Business Division, and can be contacted at: evachow@chamber.org.hk

remain

13 Balance of payments measures, where China was resisting the demand that they swear to forgo any use of quantitative restrictions in the event of a balance of payments crisis QRs are allowed according to the "Understanding on the Balance of Payments Provisions of the GATT 1994." Thus, the demand appears to fall in the category of WTO+.

In short, subject to the above caveats, it appears that the list of remaining issues is still quite long. **B**

C PARTY ON CHINA

中國加入世貿工作小組第十五次會議

By Eva Chow 周紫樺

中國加入世貿工作小組的職責是達成一攬子協議，以結束中國加入世貿談判。自2000年11月以來，工作小組接續處理一攬子協議中八項尚待商議的多邊談判事項。在2001年1月17日中國加入世貿工作小組第十五次正式會議上，世貿組織副總幹事拉維耶指出會議已取得了一些進展。

1 工作小組已傳閱有關「產品特殊保障措施」的多邊協議文本。

2 在「非關稅措施」和「反傾銷」(NTM's)問題取得了一些進展。

3 雖有問題尚待解決，但會議已確定，將集中在核心範圍包括「農業及工業補貼」、「技術性貿易障礙」(TBT)、「貿易權」、與「服務業」方面達致政治性的突破，及完成文本。

工作小組下一輪會議將於2001年2月底或3月初舉行。

周紫樺為國際商務部主管，電郵地址：
evachow@chamber.org.hk

中國入世障礙尚待克服

由 首席談判代表龍永圖率領的中國代表團於1月10日至17日抵達日內瓦與其他世貿成員進行另一輪多邊問題談判。一位熟識中國事務的美國經濟學者—布魯金斯研究所資深研究員拉迪認為，中國尚未與其他世貿成員達成協議的事項還有很多。在中國加入世貿工作小組會議的前夕，拉迪列出他本人認為仍待解決的問題清單（中國加入世貿工作小組的最新進展，請細閱附欄）：

1 當WTO法與本地法律互相抵觸時，WTO法是否永遠凌駕於本地法之上？在這個問題上，中國傾向接受，然而，一些細節仍有待解決。

2 對外貿易權。

3 數量限制(QRs) — 議定書(Protocol)附件三列出了數量限制條款包含的產品，惟當中一些細節還須說明清楚。有些報章報導亦指出，雖然工作小組中的成員仍在討論如何將一些產品（例如汽車）的進口配額分配予供應商，但至少討論已得出一個較為具體的建議，並獲得某程度的支持。

4 反傾銷及反補貼稅。

5 出口補貼 — 有報章報導指出，部份工作小組成員並不相信中國在議定書附件五B中已列出所有的出口補貼。工作小組亦在討論中國是否可以跟其他發展中國家同樣享有某程度的農業補貼。

6 工業政策 — 仍在談判中，原因與上述第五點相同。

7 技術性貿易障礙 — 龍永圖建議，外商可以在兩間現存的中國檢定機構中，指定任何一家負責進口產業檢定及簽發標準證明。但顯然，工作小組成員依然堅持中國必須有一個機構，執行一套可同時應用於本地貨物及進口貨物上的單一標準。

8 政府採購 — 看來工作小組成員已經放棄將中國簽訂政府採購這一要求，列為中國加入世貿的條件之一。但

是，小組成員仍然嘗試令中國預先作出承諾，答應將在特定的時間簽訂該協議。世貿的政府採購協議是一份無須每個成員都簽訂的數邊協議，現時一百四十個世貿成員中，只有二十六個成員簽訂了協議。因此，龍永圖認為，要求中國在加入世貿前簽訂協議、或預先承諾在未來簽訂協議，都稱為「WTO+」（世貿的附加物）。

9 農業補貼 — 對本地農業補貼是一項重要的討論事項，此乃上述第五點提及的農業產品出口補貼之外的補貼。

10 傳統保障 — 中國正嘗試把一些限制加在中美雙邊談判中有關產品特殊保障措施的應用上。

11 過渡期檢討機制 — 工作小組正談判爭取中國同意，在定期檢討實現世貿承諾的進展上，次數更為頻密。一般來說，世貿按成員的貿易量，決定檢討的次數。根據中國的貿易量，該每四年作一次檢討。現時工作小組要求的時間表是每隔一年檢討一次。他們亦要中國同意，將按任何世貿成員的要求，隨時被檢討、以及預先答應，為方便檢討提供大量資料。這亦是「WTO+」。

12 紡織品保障措施可能仍然是爭論點之一。報章曾經報導，中國已經同意，在中美雙邊談判中承諾的紡織品保障措施將同樣適用於所有世貿成員，而非只適用於與中國已簽有雙邊紡織品協議的國家（包括美國、歐盟、加拿大及挪威）。然而，亦有報導說中國並未同意、或指中國有反悔之說。無論如何，這其實已經是「WTO+」，因為沒有其他的世貿成員需在受紡織品保障措施的規定下，容許紡織品配額在2004年12月31日以後實施。

13 國際收支措施 — 世貿要求中國承諾，在國際收支危機時將放棄使用任何數量限制措施，被中國拒絕。實施數量限制乃根據「關於關貿總協定1994國際收支條款的諒解」。因此，這要求亦屬於「WTO+」的範圍。

簡言之，按上述所示，清單中餘下的問題仍不少。 **B**

Interest rate trend the key to economic outlook

By Ian Perkin

Lower local interest rates and diminishing deflation have combined in the early weeks of this year to lower the real (deflation adjusted) cost of borrowing in the SAR and raised the prospect of a positive investment and economic stimulus in coming months.

Whether the two trends have the desired effect on local levels of economic activity, however, will depend on the latest round of U.S. interest rate cuts begun on Jan. 3 this year (and followed in Hong Kong five days later) being able to stave off a U.S. recession.

There is little doubt that the surprise move by the U.S. central bank, the Federal Reserve, to cut rates, is ostensibly positive for the local economy and for business and the property sector, especially with local deflation also easing.

Lower local nominal interest rates, together with the reduction in deflation, means that not only is the nominal cost of borrowing money coming down, but the "real" (or deflation adjusted) cost of that money is also coming down.

This is all to the good, as far as it goes, but it only remains true if the interest rate situation is viewed totally in isolation to other events.

The problem for Hong Kong is the rate cuts in the U.S. are really a reflection of the sudden deterioration in the pace of economic growth and domestic demand in the U.S. This evident slowdown is not at all good for Hong Kong, Mainland China, or the Asian region.

How the Hong Kong economy now does in the opening six months of this year will depend very much on how the U.S. economy reacts to interest rate cuts and whether domestic demand there will be enough to maintain imports out of the Asian region.

If the U.S. reaction is slow and its economy slips into recession, then it is likely that much of Asia, including Hong Kong and

Mainland China, will feel the chill economic winds out of North America through both their export trade and foreign investment exposure.

For Hong Kong, the key economic factors looking ahead are the recent changes in the global economic outlook, the slow down in the American economy, the cuts in interest rates (both in the U.S. and here) and the fast changing exchange rate situation between the world's major currencies.

All will ultimately have an impact on the local and regional economies, for good or ill, and all will need to have been taken into account in planning the SAR Government's Budget for the 2001-2002 financial year to be delivered to the Legco on March 7.

The U.S. is especially important in the Hong Kong economic equation because of the SAR's direct exchange rate (and, therefore, monetary) link to the U.S. and the importance of U.S.-Hong Kong-Mainland China trade to the overall health of the local economy.

The best outcome for the SAR from the present situation would be a so-called "soft-landing" for the U.S. economy (meaning no recession) and further interest rate cuts to keep the U.S. economy ticking along at a sustainable pace.

Further cuts in interest rates in the U.S., followed by similar rate cuts locally, could be particularly important for the Hong Kong SAR's performance in the 2001-2002 Budget year and beyond.

One of the negatives in the local economy in the years since the Asian economic crisis hit in 1997 has been the real cost of money, with high nominal interest rates made even worse for business and personal investment by continuing local deflation.

For its part, the U.S. Federal Reserve has already indicated that it is prepared to cut rates further to help avoid recession in the



U.S. and Hong Kong, because of the direct currency link with the U.S. dollar, would be expected to follow any further rate cuts.

In its statement announcing its initial 0.5 per cent rate cut to 6 per cent at the beginning of this year the U.S. central bank said that it would be monitoring the need for further cuts.

利率掌握經濟前景的命脈

冼柏堅



年

初數周，在本地減息和通縮率下降的因素下，本港信貸（經通縮調整後）的實質成本降低，為未來數月內帶來積極投資和刺激經濟的展望。

然而，這兩個趨勢能否對本地的經濟活動產生預期的效果，要視乎美國今年1月3日頒布最新一輪減息（五日後香港相繼跟隨）之後，可否安然逃過經濟衰退。

無容置疑，美國央行－美國聯邦儲備局突然宣布減息，明顯有利本地經濟、商業和地產業，尤其加上本地通縮率亦正回落。

本港的名義利率下降，以及通縮回落，不單表示借貸的名義成本下降，還表示信貸（經通縮調整後）的「實質」成本也降低。

就目前的進展，盡是利好消息，但這個看法，是純粹將利率抽離其他事項來看。

對香港來說，問題在於美國減息，實際反映了美國的經濟增長速度和國內需求突然逆轉。這個明顯的放緩現象，對香港、內地或亞洲地區都不是好消息。

很大程度上，香港今年上半年的經濟進展，是視乎美國經濟對減息的反應，以及國內需求能否持續消化亞洲地區的入口貨量。

若美國反應遲緩，美國經濟滑入衰退，亞洲包括香港和內地亦極可能在出口貿易和海外投資兩方面，感受到北美經濟刮起的漫天寒風。

對香港來說，目前的最重要經濟因素包括：全球經濟前景的新近轉變、美國經濟放緩、減息（美國和香港兩地）、以及全球各大主要貨幣匯率驟變的情況。

以上所有因素最終會對本地和亞太區經濟帶來影響，不論影響是好是壞，都是特區政府在籌備3月7日在立法會宣讀的2001

至2002年度財政預算案過程中的考慮因素。

美國經濟對香港經濟尤其重要，因為香港特區的貨幣匯率（順帶金融）與美元直接掛鉤，而且美國、香港、和中國三地的貿易對本地經濟的整體健康也十分重要。

照目前的情況看來，對香港最為理想的，是美國經濟「軟著陸」（不至衰退）和進一步減息，使美國經濟能持續。

美國進一步減息和香港緊隨的相應減息行動，對香港特區2001年至2002年財政年度及後的經濟表現尤其重要。

自1997年亞洲金融危機以來，本地經濟其中一項負面因素，是貨幣實質成本高昂，還有在名義利率高企和本地通縮持續影響下，對商業和私人投資打擊更大。

美國聯儲局指出，已準備進一步降低利率，以避免美國步入經濟衰退。由於港幣和美元維持聯繫匯率，看來香港也會追隨進一步的減息行動。

美國央行今年初宣布減息半厘至6%，並在聲明中表示，會密切監察進一步削減利率的需要。

美國聯儲局稱，今年初次減息，「零售和生產持續疲弱、消費信心滑落、部份金融市場的緊縮現象、以及能源價格高企，削弱住宅和商業用戶購買力，都是本局決定調降利率的主因。」

央行強調，美國通脹持續緩和，而直至現在，尚未有足夠證據顯示先進科技的長遠發展和生產力增長有衰減之勢。

在保持價格穩定和持續經濟增長作為央行的長遠目標背景下，以現時可獲取的資訊而言，央行表示仍然相信，在可見的將來出現經濟疲弱的風險有所增加。 **B**

冼柏堅是本會首席經濟學家

It said the initial rate cut was "taken in light of further weakening of sales and production, and in the context of lower consumer confidence, tight conditions in some segments of financial markets, and high energy prices sapping household and business purchasing power."

The central bank noted that inflation in the U.S. remained subdued and that, to date, there was little evidence to suggest that longer-term advances in technology and associated gains in productivity are abating.

The bank said it continued to believe that, against the background of its long-run goals of

price stability and sustainable economic growth and of the information currently available, the risks are weighted mainly toward conditions that may generate economic weakness in the foreseeable future. **B**

Ian K Perkin is the Chief Economist of the Chamber.

The smorgasbord of business software available on the market gives businesses more choice, but companies still need to examine how its implementation will benefit their operations



Software solution businesses forward

“All good things come in threes,” or so it seems in the world of business software and the Internet, with three-letter abbreviations such as MRP, ERP, CRM, B2C and B2B – and as one witty source commented “R2R” (return to reality) – regularly punctuating IT discussions.

But while the business software industry’s love affair with acronyms grows, it only heightens the confusion for laymen. This may explain why many companies in Hong Kong are putting off implementing new software solutions. Tales of software installation night-

mares also scare a few people off the idea.

According to Raymond Wong, CEO at 8LAYER, “Installing major new software at a company has always been perceived in the past as a big ‘headache’ consuming a lot of management and staff time through the planning, installation, testing and training. But how difficult is it now to install an accounting module for example, or a complete suite of packages for the whole company?”

Basic accounting software, for many SMEs, is the only acknowledgement that business software has any role to play in their company. Others see automating the ac-

counting function as the first necessary step, before embarking on a journey of discovery to see how other types of software can help their business.

The big “headache” of installing software arises when software solutions need heavy customisation to adapt to the customer’s business process, Mr Wong said. However, as more vertical applications are available on the market, the time and effort is substantially to install lower e-business applications.

When considering purchasing business software, companies must have a strategic plan in place, and not just implement what



軟件解決方案助業務 更上層樓

ns driving ard

市面上林林總總的商業軟件，為企業提供更多選擇。然而，如何應用才使業務受惠，企業仍須慎而重之。

好事成「三」，在商業軟件和互聯網世界，三字縮略詞似乎亦是層出不窮，什麼MRP、ERP、CRM、B2C、B2B，甚至「R2R」（回歸現實）這句妙語，也是常用的資訊科技說辭。

雖然商業軟件業務對這些縮略用詞的熱愛程度與日俱增，但對門外漢來說，卻只是加添混亂。這可以解釋，為何不少本地企業推遲採用新的軟件解決方案，還有，少數人聽聞一些安裝軟件的惡夢經歷後，都被嚇怕而打消念頭。

本地軟件銷售商8Layer公司行政總

裁黃錦明說：「過往，公司要安裝主要的新式軟件，是一件十分頭痛的事情。規劃、安裝、測試、培訓往往要耗損大量管理和員工的時間。但如今，安裝一套會計組件、或為全公司安裝全系列軟件配套，難度又多高呢？」

對不少中小企來說，商業軟件在公司所發揮的作用，就僅限於基本會計軟件功能。另外一些企業則認為會計功能自動化是必要的第一步，繼這步後，才會繼續發掘其他類型軟件對業務有何幫助。

黃錦明表示，安裝軟件最頭痛的時候，莫過於要將軟件解決方案大加訂

製，以切合客戶的營商作業流程。不過，由於市面上愈來愈多垂直整合性應用軟件，安裝電子商業應用軟件的時間和功夫已大大減少。

企業考慮購買商業軟件時，必先要準備全盤策略。而不是襲用舊有，又或是因人有我有，也要令自己成為「電子業務萬能」。

黃先生建議：「企業必要問：它們為何要採用商業軟件？軟件可為公司增添哪方面的價值？軟件能減低成本還是增加盈利？軟件最終能否為股東增值？軟件能否加強客戶關係？」

企業亦必須考慮新軟件的性能、軟件

the company down the road has implemented or just go “e-enabled” because “everyone” is doing it.

“Companies must ask: Why they are doing it? What value it adds to the organisation? Does it reduce costs or increase profitability? Will it eventually enhance shareholders’ value? And does it enhance customer intimacy?” Mr Wong suggests.

Businesses must also consider the capabilities of the new software and whether it can integrate with their existing IT infrastructure and can staff work with new technology and applications.

“Inappropriate software could damage a company’s reputation, workflow in how they work internally or servicing their customers,” he said.

But the absence of certain software could also inhibit a company’s growth. In today’s environment, where organisations create business Webs or B-Webs, it is strategically critical for back-office and front-office applications to be integrated to create a seamless environment whereby organisations become customer-centric as well as have efficient and effective demand and supply chain management, he said.

While accounting software is often the launch pad for businesses’ exploration into software solutions, such packages often incorporate more than mere accounting functions.

One such local company is Flexsystem, which has been engaged in the development of enterprise software products for over 13 years. Sales of its flagship product, “FlexAccount,” have been growing by approximately 20 per cent a year, according to Flexsystem Vice-president K Y Wong.

ERP (Enterprise Resource Planning) solutions offer much more than accounting functions, such as integrating the sales and management of the front office operations with the back office, such as accounting, manufacturing administration/human resources and supply chain management.

Another three letters, and oft quoted, feature within this solution is CRM (Customer Relationship Management), which is part technology and part management philosophy. CRM has taken on increasing importance to companies actively pursuing e-business relationships with customers resulting in different methods of customer interaction.

According to Calvin So, marketing man-

ager at Data World, “Our CRM solution, by improving response time for support work and more efficient tracking of customer records, ensures better relationships with customers which, in turn, encourages re-purchases.”

Being able to offer flexible and real time reports also helps management make the right decisions and respond quickly to market changes, he added.

Both K Y Wong at Flexsystem and Calvin So at Data World are adamant that such software packages give companies a competitive advantage and the opportunity to grow geographically. This is particularly important for Hong Kong companies with offices in China, because it allows applications and



Mr Wong said installing major new software at a company has always been perceived in the past as a big ‘headache.’

黃錦明說，過往，公司要安裝主要的新式軟件，是一件十分頭痛的事情。

data to be accessed over the Internet by remote offices. Flexsystem, for example, have designed their software to also work in the narrow bandwidth of countries, such as China, to ensure information can still be easily accessed.

In an increasingly mobile world, Mr So believes that “M” – for mobility – will increasingly find its way into acronyms, as software will not only be accessible via PCs but through mobile devices, such as handheld PC’s or phones.

能否併入公司現存的資訊科技基礎設施，員工又是否懂得使用新科技和應用軟件。

他說：「軟件不適合，可導致公司聲譽受損、破壞公司內部工作流程、或客戶服務。」

但公司欠缺某些軟件亦同樣會阻礙公司業務的發展。現今，機構多自設商業網站，或稱商網集團。電子商務運作結合後端和前端應用軟件，對締造完善的業務環境，讓機構提供以客戶為本的服務、並具備高效率的需求及供應鏈管理，起著至關重大作用。

研究軟件解決方案的企業經常以會計軟件作為起步點，提供的軟件解決方案，往往不止具備會計功能。

Flexsystem 為上述的本地機構之一，具有十三年發展企業軟件產品的經驗。Flexsystem 高級副總裁黃家彥說，其產品系列中的皇牌 – FlexAccount 財務管理系統，銷售量每年增加約 20%。

企業資源規劃 (ERP) 解決方案不但具備會計功能，還能結合前端的銷售和管理運作，和後端的會計、生產處理／人力資源和供應鏈管理。

另一個經常被引用的三字縮略詞為 CRM (客戶關係管理)，涉及科技和管理哲學。對積極與客戶建立電子商貿關係的企業來說，CRM 的重要性正不斷提高，與客戶的互動模式更為多樣化。

達訊顧問有限公司市場推廣助理經理蘇凱堅表示，該公司提供的 CRM 解決方案能改善後勤支援的回應時間，提升客戶資料紀錄追索的效率，確保更佳客戶關係，轉而吸引客戶再次惠顧。

他補充說：「軟件提供靈活和即時報導，亦有助管理層以正確、快速的判斷回應市場轉變。」

Flexsystem 黃家彥和達訊顧問有限公司蘇凱堅均肯定，這些軟件配套為公司帶來競爭優勢，亦為公司業務帶來地域性拓展的機會。對那些在中國設有辦事處的香港企業尤其重要，因為軟件配套讓偏遠的辦事處透過互聯網，接駁應用軟件系統和存取數據。以 Flexsystem 為例，其設計的軟件在中國這類窄頻寬的地區也能運作，確保資訊容易獲取。

全球正邁向流動通訊，蘇凱堅認為，以「M」— 流動通訊命名的縮略詞亦將推陳出新，因為軟件不只在個人電腦內供使用，也可透過流動電話裝置獲取，例如手提電腦或電話。



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Companies considering investing in new business software have a check-list of questions to examine to determine if the new package is worth the money and that it will help solve problems instead of creating them

By Alan Lung

Some people think of management, business and software as three separate circles with very little connecting them. But the truth is that each is an important cog in the business machine.

Management, as it is widely promoted in Hong Kong, implies teambuilding, TQM, EQ, AQ, MCP, leadership training and change management. Information technology (IT) also has a world of its own: CRM, ERP, OLAP servers, EIS and DNA. Small- and medium-sized enterprises (SMEs) sometimes confuse IT with technical support, but most are smart enough to know that expensive solutions are not inherently better.

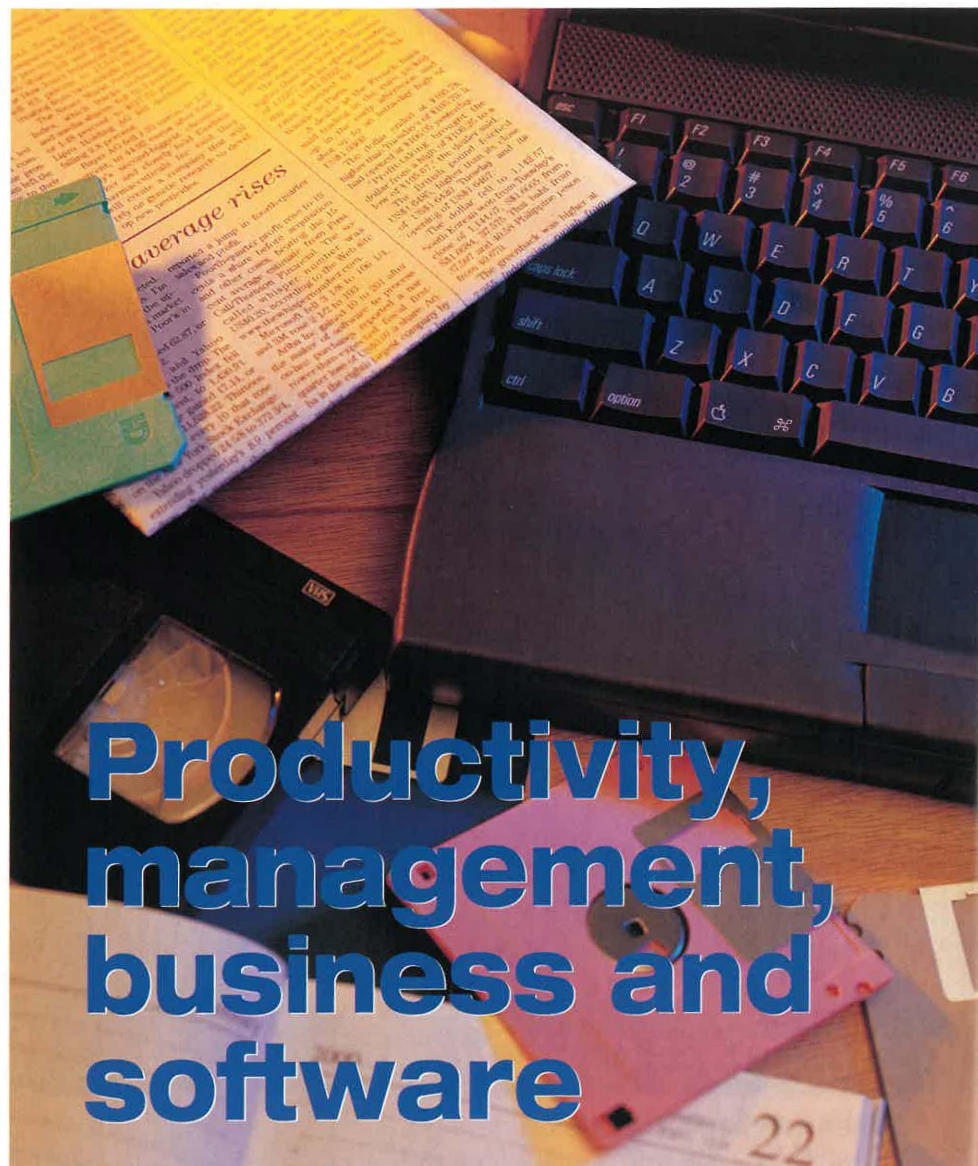
At the end of the day, bosses want to know which of their products or services make or lose money, and how do they stay competitive so that they can make more money in the future.

They may say: "Fine! I will invest in management and software, but will my company work smarter and become more productive? And how much more money will I make because of these investments?"

MANAGEMENT BEFORE TECHNOLOGY

Deciding on what type of information system the company will need to stay competitive is inherently a complex and risky exercise. But most managers, including owners of SMEs know that they cannot do without software.

Business people naturally think about investment returns and are well aware that expensive business software implementation could bring more problems than it solves. Not knowing how to incorporate data into their new and powerful information systems, companies commonly spend a year implementing multi-



million ERP solutions and another year and a half trying to fix all the bugs and business process misfits created by their new systems.

But at the end of the day, implementation of a software solution cannot be delayed until the company is able to use it to its fullest. The scope of the initial installation must be determined and installation carried out. CEOs must not leave it to luck and hope that they will be saved by technology. The more the company knows about management input required for these solutions, the quicker the company will grow into these expensive systems.

MERGER OF IT AND MANAGEMENT SKILLS

Too often, implementation of complex e-commerce, CRM (Customer Relationship Management) or ERP (Enterprise Resource

Planning) systems are considered as technical changes that affect only the IT department. But in reality, these implementations touch every department within the company, particularly finance and operations.

A group of PricewaterhouseCoopers consultants argues that an IT strategy must be built in the context of a business strategy. From their experience gained from a career of implementing ERP solution for clients, they concluded that the decision to implement ERP solutions must be driven by business consideration, not merely by the desire to stay ahead of competition technically.

ERP solution software will not solve cumbersome business processes and organisational problems. In fact, ERP software tends to highlight these problems, which means companies must have the tools and concepts

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龍家麟

有

些人認為管理、商業和軟件三者為獨立且關聯甚少的範疇，但事實上，每個範疇均是業務得以維持運作的重要齒輪。

管理—在本港獲得普及推廣的一環，其內容涵蓋團隊建立、全面品質管理(TQM)、情感商數(EQ)、逆境商數(AQ)、微軟專業人員認證(MCP)、領導培訓、變革管理等。至於資訊科技(IT)，卻又自成另一廣泛的領域，包括客戶關係管理(CRM)、企業資源規劃(ERP)、線上分析處理(OLAP)伺服器、主管資訊系統(EIS)以及DNA。有時候，中小型企業(SMEs)將資訊科技與技術支援兩相混淆，不過，大部份中小企都十分精明，深明耗費高昂的解決方案並不必然代表較佳的質素。

說到底，老闆想知道的，都是公司哪類產品或服務可賺錢、哪類蝕錢、公司如何保持競爭力，致使財源繼續滾滾而來。

他們或許這樣說：「行！我可在管理和軟件上稍下本錢，但我的公司會因而更有效率、更具生產力嗎？這些投資又可令我的公司多賺多少呢？」

先重管理 後強科技

企業要決定公司需要哪類信息系統，以維持競爭優勢，其牽涉的決策過程本質上複雜、且具風險。然而，多數企業主管，包括中小企的主僱都知道，沒有軟件的輔助是不行的。

商界人士很自然會想到投資回報，並清楚知道，昂貴的商業軟件實施起來，帶來的問題往往比軟件可解決的問題還要多。若公司未能掌握如何將資料併入新置且高效能的信息系統，便得花一年時間，應用價值達數百萬元計的ERP解決方案，又要用另外半年時間，全力為新系統除蟲，並將業務過程中，使用新系統所導致的錯配修正。

然而，實施軟件解決方案，不可留待企業完全掌握其運作功能時才開始。企業必先設定首次裝置的範圍，並完成裝置過程。主管們不宜全靠運氣，寄望科技可挽

救一切。公司愈了解這些解決方案所需的管理技術，便愈能借助這些價值不菲的軟件系統，令業務達致快速增長。

融合資訊科技和管理技術

在電子商貿的複雜運作中，客戶關係管理(CRM)或企業資源規劃(ERP)經常被視為唯一影響資訊科技部門的技術革新。但事實上，這些運作與公司各個部門均有關連，尤其是財務和營運。

羅兵咸永道會計師事務所一批顧問認為，資訊科技策略須建基於既定的業務策略¹。他們憑專門協助客戶實施ERP解決方案的經驗，歸納所得，認為實施ERP解決方案的決定因素須以業務考慮為宗，而不單為求在技術上佔有競爭優勢。

ERP解決方案軟件並不能解決繁瑣的業務程序和結構性問題，反而令問題突顯。這表示，企業必先具備分析商務問題的工具和概念，方能或同時實施ERP解決方案。

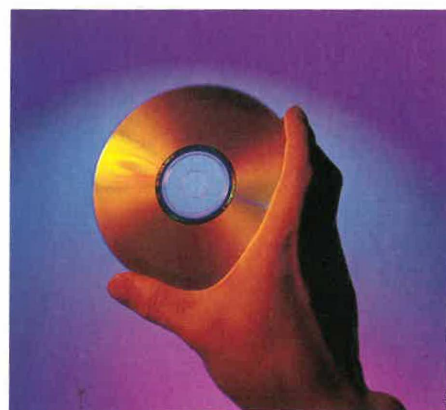
掌握現在 開拓理想將來

本公司作為以活動為本管理(ABM)和商務分析軟件配套的供應商，明白到管理層均抱持業務理念，而應用有關軟件可助他們達致理想目標；並可摒除傳統管理一些陋習—猜疑、坐大權勢、管理層政治。軟件提供清晰、依據事實、經量化分析的決策數據，協助管理層實現他們的業務理念。

不過，企業對結合管理、資訊科技和營商技能的需求意識缺乏，令我們感到詫異。資訊科技曾予人玄妙之感，只有少數專家才懂，但如今要應用最新款的商業軟件，已不像住時般，須用上大量專門的資訊科技知識。結合營商知識，以及懂得如何在商務中應用這些高效能、以業務為本的系統，已愈趨重要。

¹ SAP, *An Executive's Comprehensive Guide*, By Norris, Wright, Hurley, Dunleavy & Gibson

本會人力資源委員會主席兼企業成本/管理科技(香港)有限公司董事及總經理龍家麟



to analyse business problems before or coincidental with implementing an ERP solution.

FROM "HERE" TO "THERE"

As a supplier of ABM (Activity Based Management) and business analytic software suites, we know that managers have visions and software implementations are supposed to help them get where they want to go. Software ought to replace guessing, back padding and politics in management. Clear, factual and quantitative decision-making data ought to help managers realise their vision.

However, we are also amazed by the lack of awareness of the need to integrate management, IT and business skills.

While IT used to be a mystical subject understood by only a few specialists, using and applying the latest breed of business software now requires less specialised IT knowledge. Knowledge of the business and how to apply these powerful transaction-based systems in business have become more important. **B**

¹ SAP, *An Executive's Comprehensive Guide*, by Norris, Wright, Hurley, Dunleavy & Gibson

Alan Lung is chairman of the Chamber's Human Resources Committee, and director & general manager of ABC Technologies Hong Kong.

Are all your customers profitable?

Faced with increased competition and decreased margins, business enterprises turn to CRM, ERP and e-Commerce solutions for answers. In reality, software solutions will not solve organisation dynamics problems. They will only highlight the problems. To stay competitive, enterprises must also know their cost structure, sources of profit and how to translate high-level strategies into action using these powerful transaction-based software systems.

ABC/M IS THE FOUNDATION

Activity Based Costing/ Management (ABC/M) is a fundamental business

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Financial managers could now use predictive, forward-looking budgeting methods that incorporate quantitative business models. ABC/M enables future capacity, costs and profitability forecasting for ever-changing business environment. This method of predictive model-centric

... to there

budgeting methodology is now commonly known as Activity-Based Budgeting (ABB).

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- ☐ IDC Whitepaper: *ABC Technologies: A Business Methodology Foundation for Analytic Applications*
- ☐ IDC Whitepaper: *Balanced Scorecard and the Three Levels of Analytic Applications*
- ☐ ABC Whitepaper: *Activity-Based Budgeting*



Chamber Director Dr Eden Woon (left) and President of the Santo Domingo Chamber of Commerce Jose Manuel Armenteros sign an MOU in September 2000.

本會總裁翁以登博士（左）與聖多明各商會會長阿門特羅斯於2000年9月簽訂合作協議備忘錄。

Chamber strengthening global business network

By Eva Chow

The Chamber has signed Memorandums of Understanding with several organisations (see box) in recent years to further strengthen connections with overseas business associations.

These MOUs formalise a process of co-operation and understanding between the Chamber and business associations around the world which will provide working relations to help members of the organisations do business.

BUSINESS NETWORKING

In the MOUs, the Chamber agrees to maintain close and regular contact with overseas associations. Parties will enhance mutual cooperation, promote activities of both parties and address issues of mutual concern.

With the assistance of these sister organisations, the Chamber has managed to

organise a number of very successful overseas business missions, including missions to the "China International Trade Fair," western China and other areas in the PRC, and Israel, which have resulted in many members entering into some form of business cooperation.

BUSINESS INFORMATION

The MOUs also call for offering mutual assistance to promote the general understanding of markets and investment environments in respective areas.

In addition to regular exchanges of information and publications, both parties have agreed to share economic and business information, in addition to providing relevant information and services whenever requested by either party.

The Chamber will continue to expand its

overseas networks to help members do business around the world.

UTILISE THE CHAMBER'S INFORMATION

Members can utilise the Chamber's Web site (www.chamber.org.hk), *The Bulletin*, or the Chamber's library (22/F, United Center, 95 Queensway) to find international business information. You are also always welcome to contact our area managers or call the Chamber's Business Information hotline at 2121-2211.

Finally, members joining various trade area committees will receive regular business information bulletins pertinent to their committees' areas of interest.

Eva Chow is chief of the Chamber's International Business Division

總商會鞏固 國際間的商務聯繫

周紫樺

總

商會近年與多個機構簽訂合作協議備忘錄（參閱右表），進一步加強與海外商界團體的聯繫。

合作協議備忘錄訂明總商會和世界各地商界團體間的合作和了解進程，為協助不同商界組織的會員營辦商務，提供良好基礎。

商貿聯繫

根據合作協議備忘錄，總商會同意與海外機構和團體，保持緊密和定期的聯繫。締約雙方會加強相互合作、推廣雙方的活動、以及探討雙方共同關注的事務。

在姊妹機構的協助下，總商會得以成功舉辦了不少海外商務考察團，包括訪問「中國國際貿易洽談會」、中國西部以及其他省市、和以色列，為不少會員造就商務合作的機會。

商貿資訊

合作協議備忘錄亦要求締約雙方互相

協助，以增進雙方對不同領域的市場和投資環境的整體認識。

雙方除定期交流資訊和刊物外，並同意互相傳達經貿信息，且按對方的要求，提供有關資訊和服務。

總商會將繼續發展海外聯繫網絡，以協助會員在世界各地營商。

借助總商會的資料

會員可借助總商會的網址（www.chamber.org.hk）、《工商月刊》、或總商會的圖書館（金鐘道統一中心廿二樓），查閱所需的國際商貿資訊。歡迎聯絡總商會各部管理層，或致電總商會的商務資訊熱線 2121-2211。

最後，參與個別貿易地區委員會的會員，將定期收取與委員會事務息息相關的最新商貿信息。

B

周紫樺為國際商務部主管



CCPIT Guangdong Branch Deputy Chairman Wu Xiaofeng (left) and Chamber Director Dr. Eden Woon shake hands after signing an MOU to expand joint cooperation.

中國國際貿易促進委員會廣東分會副會長吳曉峰（左）與本會總裁翁以登博士簽訂合作協議備忘錄，進一步加強相互合作。雙方簽署後握手。

MOUs SIGNED BY THE CHAMBER SINCE 1998

總商會自1998年起簽訂的合作協議備忘錄如下：

SEPTEMBER 2000

The Santo Domingo Chamber of Commerce
聖多明各商會

AUGUST 2000

China Council for the Promotion of International Trade, Guangdong Sub-Council
中國國際貿易促進會廣東省分會

JULY 2000

Federation of Israeli Chambers of Commerce
以色列商會聯合會

MAY 2000

Taiwan Association of Small and Medium Enterprises
台灣中小企業協會

OCTOBER 1999

China Council for the Promotion of International Trade, Guangzhou Sub-Council
中國國際貿易促進會廣州市分會

APRIL 1999

Confederation of Indian Industry
印度工業聯盟

SEPTEMBER 1998

China Council for the Promotion of International Trade, Xiamen Sub-Council
中國國際貿易促進會廈門市分會

SEPTEMBER 1998

Fuzhou Municipal People's Government
福州市人民政府

JULY 1998

China Council for the Promotion of International Trade, Sichuan Sub-Council
中國國際貿易促進會四川省分會

Hong Kong Eco-Business Awards 2000 winners

Best and brightest businesses illustrate that sound environmental practices deliver substantial gains

Some of Hong Kong's brightest green companies were honoured for their contribution to protecting the environment at the Hong Kong Eco-Business Awards 2000, held on Jan. 16.

This year's scheme was organised by the Environmental Campaign Committee, in collaboration with the Hong Kong General Chamber of Commerce, the Chinese General Chamber of Commerce, and the Hong Kong Productivity Council.

Speaking at the presentation ceremony, Secretary for Commerce and Industry Chau Tak-hay said that since its launch in 1999, the Hong Kong Eco-Business Awards have provided a platform to showcase private sector efforts in environmental protection.

The awards also provide an effective means to educate the private sector about the importance of environmental management and to promote the principles of green practices among Hong Kong companies, he said.

"Our community is now attaching increasing importance to the conservation of our natural environment. This includes the business sector, which has come to realise that the adoption of sound environmental practices is a rewarding investment rather than an undue burden," Mr Chau said.

"Green management practices contribute towards business efficiency in the form of reduced operating costs, an improved working environment and enhanced customer relations. These green dividends add value to goods and services, and ultimately count towards enhancing the competitiveness of our enterprises."



JW Marriott Hotel Hong Kong General Manager Ed Townfignia (left) is presented with the Grand Green Office Award.

香港萬豪酒店總經理杜立威(左)獲頒「環保辦公室獎」榮譽金獎

Three award categories were up for grabs: the Green Office Award, Green Property Management Award, and Best Environmental Reporting Award, with each category having a Grand Award and three Gold Award winners.

In the Green Office Award category, JW Marriott Hotel Hong Kong took the Grand Award, while Architectural Services Department, CLP Power Hong Kong (Generation Business Group), and Hang Yick Properties Management (Headquarters) each received a Gold Award.

Hang Yick Properties Management (Tak Bo Garden) and Kai Shing Management Services (Palm Springs & Royal Palms) each took the Grand Award in the Green Property Management Award. Beverly Hill (Estate Management), Funing Property Management (Tsui Ning Garden) and Sino Estates Management (Hong Kong Gold Coast Phases I & II) each took Gold Awards.

In the Best Environmental Reporting Award, CLP Power Hong Kong was present-



Hang Yick Management (Tak Bo Garden) Managing Director Suen Kwok-lam is presented with the Green Property Management Grand Award.

恒益物業管理有限公司(得寶花園)董事總經理孫國林獲頒「環保物業管理獎」榮譽金獎

ed with the Grand Award, followed by Carven Circuits and Cathay Pacific Airways which each took a Gold Award.

The assessment criteria for the Green Office Award and the Green Property Management Awards were based on measures undertaken to conserve energy and water, reduce waste, re-use and recycling, and the general improvement of the environment in the workplace.

The Best Environmental Reporting Award was assessed on the structure, content, presentation, production and accuracy of environmental reports.

VIP guests discuss the Hong Kong Eco-Business Awards 2000.

在場貴賓討論 2000 香港環保企業獎



二〇〇〇

香港環保企業獎得獎機構

實行良好環保措施，傑出機構收獲豐碩



◀ Secretary for Commerce and Industry Chau Tak-hay said that since its launch in 1999, the Hong Kong Eco-Business Awards have provided a platform to showcase private sector efforts in environmental protection.

工商局局長周德熙說，香港環保企業獎自1999年首辦以來，提供一個展示工商界環保成果的平台。



Kai Shing Management Services (Palm Springs & Royal Palm) Director Chan Kam-fai is presented with the Green Property Management Grand Award.

啟勝管理服務有限公司（加州花園及加州豪園）董事陳錦輝獲頒「環保物業管理獎」榮譽金獎



CLP Power Hong Kong Managing Director Michael Price receives the Best Environmental Reporting Award.

中華電力有限公司董事總經理白禮善接受「最佳環保報告獎」

2000 香港環保企業獎於1月16日舉行，藉以表揚本港一些傑出的環保企業在環保工作上的貢獻。今年，是項比賽由環境保護運動委員會、聯同香港中華總商會、香港總商會及香港生產力促進局合辦。

工商局局長周德熙蒞臨頒獎典禮，在致辭時說道，香港環保企業獎自1999年首辦以來，提供一個展示工商界環保成果的平台。

他說，環保企業獎亦提供了有效的渠道，藉以教育私營機構認識環境管理的重要性，向本港各行各業推廣環保守則。

周德熙說：「現時社會對保護自然環境更為重視，包括商界，也領會到實行良好的環保措施，是一項回贈的投資，而不是令擔子加添。」

「環保管理措施有助提升業務效率，包括減低營運成本、改善工作環境、促進客戶關係。這些環保促成的效益令產品和服務增值，最終，將增強企業的競爭力。」

三個供企業競逐的獎項組別為：「環保辦公室獎」、「環保物業管理

獎」、「最佳環保報告獎」。各個組別均設有榮譽金獎和三個金獎。

「環保辦公室獎」的榮譽金獎得主為香港萬豪酒店，而金獎得主分別為建築署、中華電力有限公司（發電業務部）和恒益物業管理有限公司（總所）。

「環保物業管理獎」的榮譽金獎得主為恒益物業管理有限公司（得寶花園）和啟勝管理服務有限公司（加州花園及加州豪園）。而比華利山（物業管理）有限公司、富寧物業管理有限公司（翠寧花園）和信和物業管理有限公司（香港黃金海岸第一及二期）分別獲金獎。

「最佳環保報告獎」的榮譽金獎得主為中華電力有限公司，金獎則由國泰航空公司和嘉宏電路有限公司奪得。

至於評審標準，「環保辦公室獎」和「環保物業管理獎」主要按照參賽機構在節約用電和用水、減少廢物、再用、回收利用等方面所作的措施，以及機構工作環境的整體改善。

而「最佳環保報告獎」的評審標準是基於環保報告的結構、內容、表達、製作和準確性。



A record 13.06 million people visited Hong Kong last year, which tops the 1996 peak for arrivals and finally puts to rest the post-handover recession blues, Hong Kong Tourism Association Chairman Selina Chow said at the Chamber's Jan. 11 luncheon.

Though figures are up, Mrs Chow said the growing trend that visitors are staying for few days and are spending less is a cause for concern.

To a certain extent, this is due to the fact that almost a third of visitors are day-trippers, including more than 70 percent of the 2.1 million big-spending Taiwanese visitors.

"Obviously, one of our goals is to convince more transit travelers to stay overnight in Hong Kong," she said.

The HKTA will also be targeting high-yield sectors in all major markets. Promotion of Hong Kong to business travellers, particularly as a meeting, exhibition and incentive destination, will help draw in more business visitors who stay twice as long and spend twice as much as people on holiday, Mrs Chow said.

She also announced that the HKTA will change its name to the Hong Kong Tourism Board on April 1. Complete with a newly designed junk logo, the tourism body will also have more impetus to drive forward tourism goals, and Mrs Chow stressed that the change is not only a cosmetic facelift.

"Instead of a nanny, the industry needs a strategic body that can vigorously market Hong Kong abroad and provide a platform for all members of the tourism industry to market their specific products or services," she said.

The tourism board's main responsibilities will continue to be the promotion and marketing of Hong Kong globally to increase the fiscal contribution of tourism to Hong Kong. It will also continue to support other members of the tourism industry, and help promote the importance of tourism to the Hong Kong community.

"Our current mission is to develop a hospitality culture in Hong Kong. Anyone who visited Australia during the Olympics will know what a difference that can make to the impression visitors can gain of a destination," she said.

Some success did come out of the "Be A Good Host" campaign, but the HKTA is about to embark on a mega campaign that will include tapping the domestic tourism market.

By working closely with district councils, Mrs Chow said the HKTA aims to open up the treasure trove of scenic spots, historic sites and unusual aspects throughout the territory.



Mrs Chow: "Our current mission is to develop a hospitality culture in Hong Kong."

周太說：「我們現時的任務是推廣香港的好客文化。」

HKTA chairman maps future course

With visitor arrivals up, and a new look and vision for the HKTA, the worst is over for Hong Kong's tourism industry

香港旅遊協會主席周梁淑怡於1月11日本會午餐會上說，去年訪港旅客人數錄得1,306萬，超過1996年的訪港旅客人數高峰，終能將回歸後香港經濟低迷籠罩下的愁雲慘霧一掃而空。

不過，周太提到，人數儘管是上升了，旅客只作短暫停留，以及減少消費的情況，已成了不斷上升的趨勢，值得關注。

在某程度而言，這是由於接近三分之一的旅客是參與一日遊的旅客，當中消費力強勁的台灣旅客佔多於70%，達210萬。

她說：「顯然，我們的目標之一是吸引更多過境旅客在港多作停留。」

周太說，香港旅遊協會亦會集中發展各主要範疇的高回報服務，向商務旅客推廣香港是舉辦會議、展覽會和促進商務的理想地點，這

將有助吸引更多商務旅客。他們的逗留時間和消費力比渡假旅客高出一倍。

周太亦宣布，香港旅遊協會將於4月1日易名為香港旅遊發展局。新名稱還會配以全新設計、充滿動感的標誌，務使協會更大力推動旅遊業達致所定目標。周太並強調，這項革新不只是為了美化外觀。

她說：「旅遊業需要的不是扮演保姆角色的組織，而是一個策略性組織，可積極向海外推廣香港，為旅遊業所有會員提供一個平台，以推銷他們個別的產品和服務。」

香港旅遊發展局的主要職責是繼續香港在全球的宣傳和推廣工作，以增加香港在旅遊業方面的收益。同時，該局將繼續支援業內會員，向香港市民推廣旅遊業的重要性。

她說：「我們現時的任務是推廣香港的好客文化。凡在奧運會舉行期間到過澳洲的朋友，也會知道影響旅客對到訪地印象的關鍵在哪兒。」

「香港好客之道」活動已略見成效，不過，香港旅遊協會快將全力展開另一項大型推廣活動，當中包括開發內地的旅遊業市場。

周太說，藉著與區議會的緊密合作，香港旅遊協會正致力發掘本地自然景觀、歷史遺址、奇風異貌等珍貴寶藏。

香港旅遊協會主席
擬定未來發展路向

來港旅客人數，與加上香港旅遊協會的新形象和願景，說明香港旅遊業時艱已過

For a relatively new industry, the Internet sector has experienced more than its share of ups and downs. The bad news right now is that prevailing market sentiment towards the trade is not about to improve anytime soon. However, some comfort can be derived from the fact that the revolution that has taken Hong Kong by storm some 18 months ago is no passing fad and has become an integral part of mainstream society.

According to Peter Hamilton, chief operating officer at Chinadotcom, technology companies in Hong Kong had a hard time raising funds before the boom in mid-1999. When he initially set up his company five years ago, information technology ventures did not feature highly on investors' agenda. Avenues for raising funds were limited and venture capital was almost unheard of back then.

Around mid-1999, interest in technology and the Internet underwent a dramatic paradigm shift. Businesses that were considered to be in the TMT (technology, multimedia and telecommunications) mould became the darlings of the investment community. The industry developed at breakneck speed with dotcom start-ups sprouting up in record numbers.

The tide began to turn eight months later as the sustainability of some businesses was called into question. Increasingly, investment decisions were based on fundamental issues such as revenue and profit rather than on how quickly a firm was growing.

It was around this time that the Growth Enterprise Market (GEM), designed to cater for high-growth, high-tech fledgling businesses without the track record for main board listing, was launched on November 25, 1999.

Since then, the GEM Index has fallen by more than 70 per cent from a peak of 1,021.74 on March 22, 2000. Investors' love affair with the Internet appeared to have ended as quickly as it has started.

But Mr Hamilton said he feels that the current disenchantment with high-tech companies is being overdone, likening it to throwing out the baby with the bathwater.

The shakeout that the industry is now undergoing has seen erstwhile investment bankers, lawyers and other professionals returning to their former vocation leaving behind a hardcore group of "indigenous" tech-heads.

He was optimistic that the rationalisation process will result in a leaner and healthier industry as the better-managed and profitable dotcoms in the B2B and B2C fields position themselves for another bull-run which is likely to be more sustainable than previously. **B**



Mr Hamilton said he feels that the current disenchantment with high-tech companies is being overdone. 韓孟晉認為，人們目前對科技企業存在過度的幻滅心態。

Consolidation of the Internet industry

Dotcom shake-out to produce healthier and leaner businesses

精簡
互聯網企業重新整合，業務更趨健康、

整固互聯網業務

作

為一門相對新興的行業，互聯網業務可謂歷盡高低起伏。現時的不利消息是，當前的市場氣氛在短期內也不會有好轉之勢。不過，值得安慰的是，這場革命浪潮於十八個月前直捲香港，熱潮掀起後並沒有減退，反而融為社會主流。

的市場氣氛在短期內也不會有好轉之勢。不過，值得安慰的是，這場革命浪潮於十八個月前直捲香港，熱潮掀起後並沒有減退，反而融為社會主流。

Chinadotcom 執行總裁韓孟晉表示，在 1999 年中互聯網業務蓬勃期前，香港的科技網公司要集資是極為艱難的。五年前他成立自己的公司，那時，互聯網業務尚不是投資者的首選，集資的途徑有限，創業資本還是鮮有聽聞。

及至 1999 年中，人們對科技和互聯網的興趣大不如前。TMT 業務（整合科技、媒體及電訊）成為投資市場的新寵兒。互聯網新進公司相繼冒起，其數目創下歷史新高，互聯網業務亦以危險高速進發。

八個月後，有些互聯網業務在經營上出現問題，形勢也就此改變。投資決定愈來愈不著重公司發展有多快，而是取決於最基本的考慮要素，就是收入和利潤。

大概在這個時候，創業板面世。市場於 1999 年 11 月 25 日推出，供高增長的新進科技企業上市，企業無須符合主板所規定的業務紀錄要求。

創業板指數於 2000 年 3 月 22 日達到 1,021.74 的高位，自此，指數下跌多於 70%。投資者和互聯網的「戀愛故事」閃電開始，也迅速告終。

不過，韓孟晉認為，人們目前對科技企業存在過度的幻滅心態，不論精華、還是糟粕，皆一筆抹殺。

互聯網業務在重新整合下，初嘗互聯網投資生意的銀行家、律師和其他專業人士都重回老本行，剩下那些原是「搞」科技出身的中堅份子。

不過，他樂觀認為，合理化的重整過程完成後，互聯網業務將更精簡、更健康。從事商業對商業（B2B）以及商業對客戶（B2C）業務的互聯網企業在較佳管理和有利可圖的條件下，將再次蓬勃發展，而這次，相信會較持久。 **B**



Perfect weather greeted participants of the International Business Golf Tournament 2000 on Dec. 6. Playing for the Chamber in Team-7 was Philip Ma (right).

12月6日天氣適美，讓參賽者在宜人天氣中參與2000年國際商貿高爾夫球賽。在第7組中，馬景寶（右）代表香港總商會出賽。

二千年國際商貿高爾夫球賽

2000年國際商貿高爾夫球賽在2000年12月6日於香港高爾夫球會舉行，共九個商界機構競逐盃賽獎項。

新加坡商會（香港）勇奪「商會盃」冠軍殊榮，而亞軍及季軍，分別由香港工業總會、以及香港中華總商會奪得，香港總商會獲第四名。

至於「個人盃」賽事，代表香港總商會的鄭明訓揮出63桿（總成績），或以低於標準桿7桿的成績，屈居季軍，亞軍和冠軍得主分別為香港工業總會譚廣生，以及香港中華廠商聯合會孫向榮。

香港總商會常務副主席鄭維志獲「最誠實球員」獎。

International Business Golf Tournament 2000

The International Business Golf Tournament 2000 teed-off at the Hong Kong Golf Club on Dec. 6, 2000, with nine business organisations competing for the championship.

The Singapore Chamber of Commerce (HK) took the Business Association Cup Championship, followed by the Federation of Hong Kong Industries, and the Chinese General Chamber of Commerce, as 1st and 2nd Runners Up respectively. The Hong Kong General Chamber of Commerce finished 4th in the Association Cup competition.

In the Individual Cup, the Chamber's Paul Cheng putted home for 63 (net score), or 7 under par, to take the 2nd Runner Up

prize, behind 1st Runner Up Tam Kwong-sang of the Federation of Hong Kong Industries, and Individual Cup Champion Vincent Suen of the Chinese Manufacturers' Association of Hong Kong.

The Chamber's Deputy Chairman Christopher Cheng won the "Most Honest Player" prize.



▲ Chamber Deputy Chairman and Wing Tai Corporation Ltd Managing Director Christopher Cheng (left) presents China Key Consultants Ltd Partner Paul Cheng with the 2nd Runner Up Individual Cup.

本會常務副主席兼永泰出口商有限公司董事總經理鄭維志（左）將「個人盃」季軍獎項頒予得主中鍵顧問有限公司鄭明訓。

◀ Chamber Director Dr Eden Woon (right) and Great China Trading Company Ltd Managing Director Lowell Chang (2nd from right) play for the Chamber in Team-12.

本會總裁翁以登博士（右）和大華化工貿易有限公司董事總經理張爾惠（右二）在第12組中代表香港總商會出賽。

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| Courses | Date | Duration |
|--|-----------|----------|
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| 2. Basic Marketing for the Sales People (I) | Apr 10-12 | 3 days |
| 3. Basic Marketing for the Sales People (II) | May 16-17 | 2 days |
| 4. Integrated Marketing Communications Strategy | Apr 24-26 | 3 days |
| 5. Understanding consumer psychology to formulate winning marketing strategies | May 9-11 | 2.5 days |
| 6. International marketing strategies | May 30-31 | 2 days |
| 7. Managing Customer Services for Excellence | Jun 11-12 | 1.5 days |
| 8. Marketing for services and non-profit organisations | Jun27-28 | 2 days |

For registration, detailed course outline and course fee, please visit our website at www.lloyd-wilkins.org. Any queries, just feel free to ring us at 28114338.

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Executive Committee

Mr Stanley KO

Financial Services

Mr David RUAN

Information Services

Mr Tony AU

Professional Services

Mr Ian ROBINSON

Real Estate Services

Mr Nicholas BROOKE

Tourism

Mr James LU

Chamber launches e-workshops



The Chamber on Jan. 9 launched the first in a series of e-workshops tailor-made to help business people take advantage of e-commerce applications. Elizabeth Quat of CCT Multimedia Holdings was the key speaker of the event and she spoke on "How to get started with e-commerce - an overview."

CHINA

Xiamen Vice Mayor Cheng Conghui led a delegation to visit the Chamber on Dec. 18 to promote The 5th China Xiamen Machinery & Electronics Exhibition, which will be held on April 12-15, 2001.

Vice Minister of MOFTEC and Chief WTO Negotiator Long Yongtu attended a private breakfast meeting with the Chamber's General Committee members on Dec. 20. Mr Long updated members on the progress of China's WTO negotiations and exchanged views with participants on global economic development.

Deputy Commissioner of the State Administration of Taxation Cheng Faguang visited the Chamber on Jan. 11, where he was met by Chamber Chairman C C Tung and Chamber Director Dr Eden Woon. At the meeting, the delegates discussed revisions to taxation laws and regulations after China's entry into WTO.

The Second Globalization Forum, co-organized by the Chamber, was held in Sanya, PRC from Jan. 12-14. Over 300 attendees from all over the world attended the Conference to discuss the development of economic globalization. Chamber Director Dr Woon was one of the speakers at the plenary session and spoke on "China's Economic Development and the WTO".

Chamber 總商會

EUROPE

A 15-member Hungarian business delegation visited the Chamber on Jan. 8 where they were met by David Rimmer, chairman of the Chamber's Europe Committee. Over 40 Chamber members met with the mission delegates who were sourcing Hong Kong products, services and exploring joint-venture opportunities.

Croatian Minister of Economy Goranko Fizulic led an eight-member delegation to visit the Chamber on Jan. 16, where they were received by Chamber Director Dr Eden Woon. At the meeting, members were briefed on the investment incentives and macroeconomic environment of Croatia.

PBEC

A private PBEC luncheon meeting with Secretary for Commerce and Industry Chau Tak Hay was held on Jan. 15. Mr Chau briefed members on the important outcome of the APEC Ministerial Meeting held last November in Brunei and exchanged views on current economic issues affecting the region.

e 工作坊 首度展開

本會於1月9日舉辦首個e工作坊，為隨後一系列的e工作坊打響頭炮。e工作坊專為商界人士而設，目的是協助他們充分掌握電子商貿的優勢，工作坊邀請 CCT Multimedia Holdings 葛珮帆為主講嘉賓，就「一切從電子商貿開始－概略」發表演說。



in Action 活動

中國

廈門市副市長陳聰輝於12月18日率領代表團訪問本會，推廣於2001年4月12-15日舉行的「第五屆廈門對台出口商品交易會暨海峽兩岸（機械電子）商品交易會」。

外經貿部副部長兼世貿首席談判代表龍永圖於12月20日出席本會的私人早餐會議，龍永圖向會員報道中國世貿談判的最新進展，並與出席者就全球經濟發展交流意見。

國家稅務總局副局長程法光於1月11日訪問本會，與本會主席董建成和總裁翁以登博士會晤，討論中國加入世貿後在稅務法規上的有關修改。

由本會合辦的「第二屆全球化論壇」於1月12至14日在中國三亞舉行，來自全球各地逾300位與會者共同討論經濟全球化的發展。本會總裁翁以登博士在論壇中擔任專題演講嘉賓之一，就「中國經濟發展與WTO」一題發表演說。

歐洲

匈牙利商務代表團，一行十五人，於1

月8日訪問本會，由歐洲委員會主席萬大衛接待。代表考察團並與本會逾40位會員會面，物色香港貨品和服務，探索合資合作的商機。

克羅地亞經濟部長菲祖利率領八人代表團於1月16日訪問本會，由本會總裁翁以登博士接待。代表團在會上向會員簡介克羅地亞政府提供的投資優惠和該地整體經濟狀況。



太平洋地區經濟理事會

太平洋地區經濟理事會與工商局局長周德熙於1月15日召開私人午餐會議。周先生向會員簡述於去年11月在汶萊召開的亞太經合組織部長會議的重要成果，並就目前影響區內的經濟問題和與會者交換意見。 **B**

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

亞洲及非洲委員會

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

梁兆基

環境委員會

彭占士

歐洲委員會

萬大衛

香港特許經營權協會

錢樹楷

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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

李澤鉅

船務/運輸委員會

羅理興

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楊國琦

稅務委員會

丁嘉善

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

羅實信

地產服務委員會

蒲祿祺

旅遊委員會

呂尚懷

Business news in brief

商業新聞簡報

OFFICE RENTAL COSTS EXPECTED TO RISE IN 2001

Office markets in Hong Kong recovered strongly in 2000 with prime effective rents rebounding 110 per cent from a year ago, averaging HK\$57.51 psf/month in December 2000, according to real estate firm Cushman & Wakefield.

Greg Harris, managing director of Cushman & Wakefield Hong Kong, said that a tight market for prime office space combined with limited new supply will continue to put upward pressure on rents. "Taking into account a variety of factors that are likely to affect the leasing market, Cushman & Wakefield forecasts a 20-25 per cent increase in rents in 2001," he said. A full copy of this report is available at www.cushwakeasia.com

MAINLAND ECONOMY TO MAINTAIN STEADY GROWTH

China's economy is expected to grow 7 to 8 per cent this year, continuing the growth momentum, a senior economist said recently. Speaking at a seminar on forecasting the economy, Qiu Xiaohua, deputy director of the National Bureau of Statistics, said the national economy is to maintain relatively stable growth this year.

Analysing factors behind the growth, Mr Qiu said that the Central Government is expected to continue its pro-active fiscal policy and stable monetary policy, and exercise macro-economic control over the economy through flexible use of economic levers.

MORE THAN HALF A MILLION COMPANIES REGISTERED IN HONG KONG

Figures released by the Companies Registry on Jan. 18 show the total number of companies registered under the Companies Ordinance stands at 511,503, some 20,615 more than that at the end of 1999. The number of new companies registered during the year was 43,359, 21.9 per cent more than



35,560 in 1999. The total number of overseas companies registered stood at 6,093 at the end of the year, 464 more than 1999. The number of new overseas companies establishing a place of business in Hong Kong in 2000 reached 814, an increase of 23.7 per cent compared with 1999.

CARD SERVICES BUSINESS PRACTICES RELEASED

The Hong Kong Monetary Authority (HKMA) released on Jan. 15 a finalised set of recommendations aimed at improving business practices in relation to card services. The recommendations were formulated by the Informal Working Group (IWG) on review of the Code of Banking Practice convened by the HKMA and comprising representatives of the Hong Kong Association of Banks and the DTC Association.

The IWG believes that these recommended practices will help make the terms and conditions for card services fairer, more transparent and more consumer-friendly. The recommendations on credit card practices is available on the HKMA's Web site <http://www.hkma.gov.hk>

寫字樓租金預計於2001年上升

高緯物業顧問行指出，香港的寫字樓物業市場於2000年復蘇強勁，甲級商廈有效租金較前年上升110%，2000年12月的商廈平均月租為每平方呎57.51港元。

香港高緯物業董事總經理夏禮善表示，甲級商廈樓面的需求殷切，但新供應量有限，持續對租金構成上升的壓力。他說：「有鑑於各項可能影響租務市場的考慮因素，高緯物業預測，2001年租金將上升20%至25%。」報告全文可於www.cushwakeasia.com查閱。

中國經濟保持穩定增長

一名高級經濟學家最近指出，今年全年中國經濟增長預計可達7%至8%，保持著持續增長的良好勢頭。國家統計局副局長邱曉華在研討會中就經濟發展趨勢作演講。他表示，國民經濟今年將保持相當穩定的增長。

邱曉華分析經濟增長，是由於中央政府將繼續實施積極的財政政策和穩健的貨幣政策，並靈活運用各項經濟措施，落實宏觀調控。

在香港註冊的公司總數已逾五十萬

公司註冊處於1月18日發表的統計數字顯示，根據《公司條例》註冊的公司總數達511,503間，較1999年年底增加20,615間。而在2000年內註冊的新公司則有43,359間，較前年35,560間增加21.9%。截至2000年底，註冊的海外公司達6,093間，較1999年增加464間；而在2000年內於香港設立營業地點的海外新公司則有814間，較1999年增加23.7%。

金管局公布卡服務的經營手法

香港金融管理局（金管局）於1月15日發出一套旨在改善卡服務經營手法的落實建議。這套建議經營手法是由金管局召集、為檢討《銀行營運守則》而成立的非正式工作小組制定，該小組成員包括香港銀行公會與存款公司公會的代表。

非正式工作小組相信，這些建議經營手法將有助使卡服務的章則及條款更符合公平與高透明的原則，以及更能顧及消費者的需要。有關信用卡服務經營手法的落實建議全文可於金管局網頁（網址：<http://www.hkma.gov.hk>）查閱。

Welcome new members

加入商會 盡享權益

A-1 Jewelry Manufactory Ltd

致佳首飾有限公司

Mr Cliff Chee-leung Lo 盧志良先生

Managing Director
Manufacturing

Allen & Overy 安理國際律師事務所

Mr Chris Roberts 羅克思先生

Managing Partner, North Asia
Services

AOL Asia Ltd

Mr Gregory Consiglio

Managing Director
Services

Bride & Groom Ltd

冠達珠寶有限公司

Mr Dennis Kwok-sing Lam 林國聲先生

Director
Manufacturing, Trading

Bull Information Systems (HK) Ltd

布爾電腦(香港)有限公司

Mr Luc Saint-Jeannot

President, Greater China
Manufacturing, Services

CB Richard Ellis Ltd

世邦魏理仕有限公司

Mr Kenneth Ng

Deputy Managing Director
Services

Champagne Jewelry Manufacturer Ltd

環燐珠寶製造有限公司

Mr Hing Chan 陳鑫先生

Director
Manufacturing, Trading

Communication Group Ltd, The

Mr Anthony Behan

Managing Director
Services

Crest Ltd 金泰國際有限公司

Mr Rajesh Jagdish Sakhrani

Director
Trading

Data Resources (HK) Ltd

數碼資源(香港)有限公司

Mr Sampson Lee 李翊璋先生

Executive Director
Services

EPPA Environmental Protection Promotion Association Ltd

愛朋環保促進協會有限公司

Mr Dominic Teh-chuan Yin 尹德川先生

President
Services

Garden Gallery Ltd 園藝廊有限公司

Mr Hoo-cheung Lo 羅浩翔先生

Director
Trading

Global e-Business Services Ltd

智網電子商貿服務有限公司

Mr Peter Yan 任景信先生

CEO
Services

Global Tact Ltd 佳利行有限公司

Mr Henry Wong 黃百偉先生

Chairman
Manufacturing, Trading

Gresham International Ltd

Mr Roger Mitchell

Chairman
Manufacturing

Icon Medialab Ltd

Mr Richard Ihuel

Managing Director
Services

iConcept.net Ltd 概念國際有限公司

Mr Ben Cheng 鄭成熙先生

CO-CEO
Services

iD Innovation Ltd 得意科技有限公司

Mr Sean Shek 石曉虹先生

Chief Executive Officer
Distribution, Manufacturing, Trading, Services

Informasia Holdings Ltd **T/A House18.com**

十八居

Mr Yen-how Tai 戴源浩先生

CEO
Services

LegalStudio.com Ltd 法律工作室

Mr Milton Kiang 姜源東先生

President
Services

Linux Center (HK) Ltd

Mr Alan Knowles

Chief Technical Officer
Services

Mira Style Jewellery Co Ltd

卓爾珠寶有限公司

Mr Kwok-hung Cheung 張國雄先生

General Manager
Trading

Pacific Cheer Trading Ltd

達智貿易有限公司

Mr Philip Wing-kam Yu 余穎錦先生

Director
Investment Company, Trading

PRG Watch Manufactory Ltd

栢詩錶業製品有限公司

Ms Loretta Sharma 李小平小姐

Director
Manufacturing

Rexcapital (Hong Kong) Ltd

御泰融資(香港)有限公司

Mr Victor How-chung Chan 陳孝聰先生

President
Services

Star East Production Ltd

東魅製作有限公司

Mr Felix Chi-hak To 杜之克先生

General Manager
Services

Trump Gold Korn Jewelry Co Ltd

凌峰寶飾有限公司

Mr Kwok-tai Lau 劉國泰先生

Chairman
Manufacturing

Walton Development (Asia) Ltd

Mr Samuel Chan

Managing Director Asia
Investment Company

CONTACT US

For information on membership, call Sharon Chung on 2823 1203, or email membership@chamber.org.hk

如有查詢，請聯絡會員部鍾小姐 (電話: 2823 1203 / 電郵: membership@chamber.org.hk)

CHAMBER

FORECAST

UPCOMING EVENTS

- 20 February**
Seminar: "Professional Telephone Skills" (*Cantonese*)
培訓課程: "專業電話應對技巧"
- 20 February**
2nd e-Workshop: "How to Select Your Web Production Company?" (*Cantonese*)
- 22 February**
Luncheon with the Hon. C H Tung, Chief Executive of the HKSAR (*English*)
- 23 February**
Free Seminar: "Seize the Day: Invest in Italy" (*English*)
- 23 February**
Cocktail - SME Night (*English*)
- 27 February**
Business Coalition on Education joint luncheon with Fanny Law, Secretary for Education & Manpower (*English*)
- 27 February**
New Members' Briefing (*Cantonese*)
- February**
PBEC breakfast meeting (*by invitation only*)
- 2 March**
e-Committee Meeting Lunch
"Opportunities Arising from New PRC Telecommunications Regulations"

- 5 March**
Roundtable luncheon with the Consul General of Myanmar (*English*)
- 6 March**
Roundtable luncheon: "Changes to the Copyright Law" (*English*)
- March**
Luncheon with Sir James Hodge, Consul General of the United Kingdom (*English*)
- 12 March**
Joint Chamber Luncheon with the Hon Donald Tsang, Financial Secretary of the HKSAR (*English*)
- March**
Training: "How to be a Professional Assistant" (*Cantonese*)
培訓課程: "能幹助理須知"
- 14 March**
Training: "How to Conduct a Selection Interview" (*Cantonese*)
培訓課程: "如何甄選合適員工"
- 15 March**
Training: "How to Conduct a Selection Interview" (*Cantonese*)
培訓課程: "如何甄選合適員工"
- 17 March**
Heart Health at Work - Health Check and Educational Talk (*organised by the Hospital Authority*)

MARK YOUR DIARY

12 March

Joint Chamber Luncheon with the Hon Donald Tsang, Financial Secretary of the HKSAR

24 April

Annual General Meeting



20 April

140th Anniversary Ball



OUTBOUND MISSION

12-16 March

Mission to Myanmar

21-23 March

Mission to Macau, Zhuhai and Zhongshan

COMMITTEE MEETINGS

5 March

Asia/Africa Committee Meeting

8 March

Europe Committee Meeting

29 March

General Committee Meeting

Regular committee meetings open to respective committee members only, unless otherwise specified

140TH ANNIVERSARY Distinguished Speakers Series

22 February

Luncheon with the Hon. C H Tung, Chief Executive of the HKSAR

23 April

Luncheon with Mr Chen Yuan, Governor, China Development Bank

11 May

Luncheon with Mr Steve Ballmer, President of Microsoft

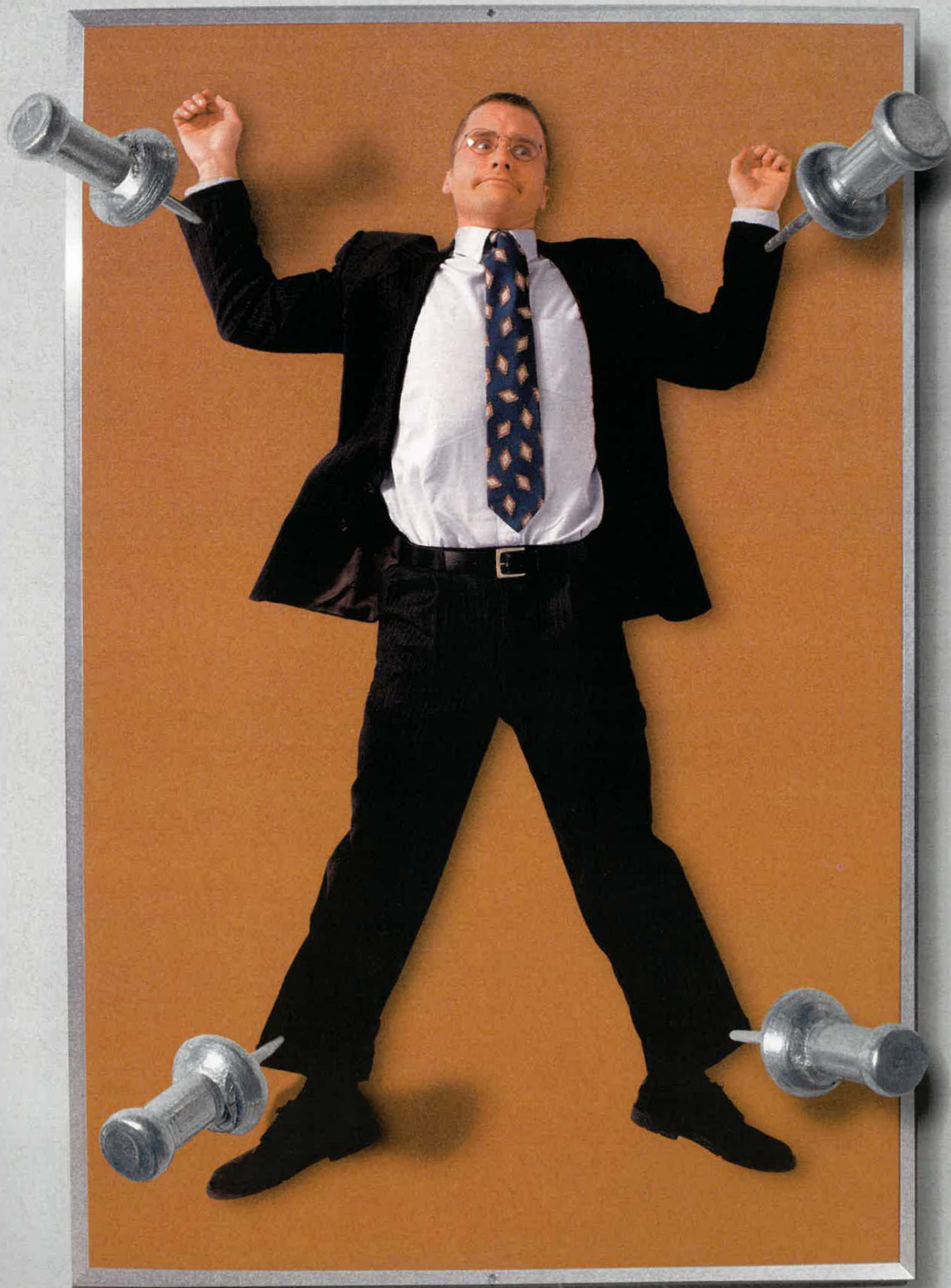
31 May

Luncheon with Dr Morris Chang, Chairman of Taiwan Semiconductor

24 September

Luncheon with John Bond, Chairman of HSBC Holdings

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