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World Bank/IMF creates "showcase" for HKSAR

This month's annual meetings in Hong Kong of the World Bank Group and its sister organisation, the International Monetary Fund (IMF) provide a tremendous opportunity to "showcase" the new Special Administrative Region (SAR), the territory's key role as an international financial centre and its new Convention Centre extension. They are important, too, for the international prestige they bestow on the HKSAR and its new sovereign China, which remains the World Bank's biggest customer.

The World Bank/IMF meetings are held in Washington DC in the US (the home of both organisations) in two out of every three years, with the meeting in every third year being shifted to another major world centre. The previous two meetings outside Washington were held in Madrid (1994) and Bangkok (1991).

As the world's two most influential international financial institutions, the World Bank (the International Bank for Reconstruction and Development) and the IMF have unrivaled pulling power and prestige amongst global financial regulators and the private financial sector. The aim of the World Bank is to improve living standards in developing countries through project investment. Its recent emphasis has been on supporting private sector initiatives. The IMF promotes international monetary co-operation by facilitating trade, promoting exchange rate stability and assisting countries with short term balance of payments problems.

The meetings are expected to bring together over 300 Finance Ministers and Central Bank Governors. Total attendance at the meetings is expected to be about some 14,000, including 4,000 senior Government officials, 1,000 representatives of international and regional organisations, 5,000 bankers and financiers and 2,000 media representatives.

The territory's own "defacto" central bank, the Hong Kong Monetary Authority (HKMA), was given the task of organising the meetings in Hong Kong in collaboration with the Joint Secretariat of the Bank and the IMF. A dedicated team at the HKMA has been working many months to ensure the meetings are a success.

As a prelude to the 1997 annual meetings, the World Bank/IMF group is holding a series of seminars (September 20 to September 23) on key issues in Asian development, with a special focus on China and the HKSAR. The Chamber urges all its members to use the opportunity of the World Bank/IMF meetings to promote Hong Kong as THE business and financial centre in East Asia. It also recommends to members the World Bank/IMF seminars (cost US\$1,250) to ensure the territory's voice is heard.

The timing of the World Bank/IMF annual meetings is extremely fortunate for Hong Kong, coming less than three months after the return of sovereignty to China on July 1. While the handover necessarily concentrated world interest on the sovereign, diplomatic and political aspects of transition, the World Bank/IMF meetings will be quite different. Here the focus will be the economic and business aspects of Hong Kong's (and China's) future.

They give the new HKSAR an unrivaled opportunity to underline its status as an international financial centre; to "showcase" to the international banking and business communities its current stability and prosperity; and to emphasise its prospects as a Special Administrative Region of China under the unique "one country, two systems" formula. ■



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世銀年會見證香港繁榮安定

將於本月下旬在港揭幕的世界銀行／國際貨幣基金組織理事會年會乃展示香港特區現況、其國際金融中心地位及會展新翼的黃金機會，而對於香港和中國（世銀現時最大的客戶）而言，這份榮耀亦可謂非同凡響。

年會每三年便有一次在美國首都華盛頓（兩家組織的總部）以外的國際大城市舉行，之前兩次在美國以外的會議地點分別為馬德里（1994）及曼谷（1991）。

世銀（即國際復興開發銀行）及其姊妹成員國際貨幣基金組織乃全球最具影響力的兩家金融機構，在各國金融監管體系或私營環節眼中，其地位及凝聚力皆毋庸置疑。世銀的宗旨是透過項目投資改善發展中國家的人民生活水平，近年一直以支援私營環節投資為工作重點。國際貨幣基金組織則致力促進國際間的金融合作，除推廣貿易及儘量維持匯率穩定外，亦會向一些受短期性國際收支失衡困擾的國家施以援手。

應屆年會預料會吸引約 14,000 人參加，包括超過 300 位財政部長及中央銀行行長、4,000 位政府高級官員、1,000 位國際及地區性機構代表、5,000 位銀行家及金融界人士，以及 2,000 位傳媒代表。

香港金融管理局獲委任為是次盛會的執行機構，與世銀／國際貨幣基金組織聯合秘書處合作安排各項事宜。為了確保會議順利舉行，金管局早於多月前已特別成立籌劃小組負責此事。

兩家機構將於 9 月 20 至 23 日舉行一系列研討會，作為本年度理事會年會的前奏。研討會以亞洲區的發展為主題，中國及香港特別行政區更是當中的重點。本會促請全體會員借此機會，推廣香港為東亞地區首屈一指的商務及金融中心，而為了確保本地的聲音得以反映，我們更希望會員踴躍參加此項活動（費用為 1,250 美元）。

是次會期距離香港回歸祖國後不足三個月，時間上對本港極為有利。交接安排難免令世人的目光集中在主權、外交及政治的層面，但世銀／國際貨幣基金組織的年會卻可產生截然不同的效果，香港（及中國）的經濟及商業前景勢必成為席上的焦點。

這次盛會賦予香港特別行政區一個難能可貴的機會，一則鞏固其世界金融中心的地位，二則向國際銀行界及商界顯示其繁榮安定的局面，三則重申香港在「一國兩制」的原則下，作為中國的特別行政區所擁有的光明前景。 ■

田北俊

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香港總商會主席



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龐大消費市場後盾 北京是中國最大的消費市場之一，零售消費增長凌厲，各大商場之營業額屢创新高，是商家必爭的據點。

發展商實力雄厚 由香港新世界發展(中國)有限公司精心策劃。新世界集團並同時參與崇文區內多個大型發展項目，為該區的前景提供最大信心保證。

地理位置優越 商場雄踞市中心的商業及交通匯點，崇文門外大街為北京南城的交通樞紐，鄰近長安街與東單等商貿重地，「崇文門」地鐵站及多線公共汽車站近在咫尺，四通八達，地理條件無可比擬。

消費人流鼎盛 商場緊臨崇文門外大街最繁華地段，人潮川流不息，加上北京新世界中心規劃內的兩幢甲級寫字樓、一幢服務式公寓、華美達酒店，及北京新世界中心二期的龐大住宅發展計劃，令商場蘊含無限商機。

大型綜合商場 六層面積廣達750,000平方呎之大型綜合性商場，設計獨特，外型氣派不凡，內部強調空間感，商場頂部的宏偉玻璃天幕，配合四道寬敞的中庭連接各層，首層並設大型展銷場，提供一個趣味盎然的購物環境。

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Currency turmoil to focus World Bank-IMF attention

Hosting of 1997 Annual Meetings brings with it recognition of the Hong Kong SAR's role as a world financial centre, writes Chief Economist, Ian K Perkin

Recent foreign exchange uncertainties in the East Asian region and the IMF-organised defence of the Thai baht are sure to be one focus of attention at the imminent World Bank-IMF 1997 Annual Meetings in Hong Kong.

But the interest in recent monetary events in Asia will not overshadow the wider importance of the meetings to both the new Hong Kong Special Administrative Region (SAR) of China and to the global financial community.

For Hong Kong they mark a further recognition of the SAR's importance as an international financial centre, especially coming less than three months after Hong Kong's return to the sovereignty of China on July 1 this year.

For the global financial community, both public and private, they represent another opportunity to get together to discuss matters of vital importance to the further growth and development of the international economy.

Officially known as the Annual Meetings of the Boards of Governors of the World Bank Group and the International Monetary Fund, the meetings will be held at the Hong Kong Convention and Exhibition Centre from September 23 to 25.

The Meetings are of major importance to the international financial community. They are held annually in Washington D.C. for two consecutive years and every third year overseas. The last two outside Meetings were in Madrid (1994) and Bangkok (1991).

The Meetings will bring together over 300 Finance Ministers and Governors of Central Banks. Total attendance is expected to be about 14,000, including 4,000 senior government officials, 1,000 representatives of international and regional organisations, 5,000 bankers and financiers, and 2,000 media representatives.



Eye on Asia: Michel Camdessus, Managing Director of the IMF, organiser of the recent US\$16 billion financial protection package for Thailand.

國際貨幣基金組織最近為泰國提供 160 億美元金融支援，圖為基金總裁 Michel Camdessus

東亞貨幣風暴 將成世銀年會焦點

主辦全球金融盛事 彰顯香港國際地位

首席經濟學家洗柏堅

世界銀行 / 國際貨幣基金組織 1997 年度理事會年會快將在港揭幕，東亞諸國近期所經歷的匯率風波，以及國際貨幣基金組織牽頭拯救泰銖的行動，勢必成為席上的焦點之一。

亞洲近日的金融風暴確然惹人關注，但卻不會掩蓋會議對新成立的香港特別行政區以至國際金融界的重要意義。

在香港而言，上述盛會將進一步鞏固其

世界金融中心的地位，這對回歸祖國後不足三個月的香港特區意義尤大。

在國際金融界眼中，這是讓政府和非官方代表聚首一堂的好機會，共商左右全球經濟發展的重大事宜。

本年度的會議將於 9 月 23 至 25 日假香港會議展覽中心舉行。這項國際金融界的盛事，每三年便有一次在美國首都華盛頓以外的地方召開，馬德里 (1994)

The staging of such a prestigious event is a unique opportunity to reaffirm Hong Kong's status as an international financial centre well beyond 1997. It also provides a forum for the participants to have useful exchanges on the many development issues facing different economies.

A dedicated planning division was set up within the Hong Kong Monetary Authority - the implementation agency which takes care of all logistical arrangements. It worked in collaboration with the Joint Secretariat of the Bank and the Fund (JS), who handles accreditation and meeting schedules.

Both the World Bank and IMF are among the world's most important financial institutions, and both are in the business of economic and social development.

The World Bank aims to improve living standards in developing countries through strategic investments in human capital, infrastructure and other important development projects. China is currently the biggest World Bank client.

The IMF promotes international monetary co-operation by facilitating the expansion of international trade, assisting member countries to address short term balance of payments problems, and providing more stable exchange rates.

China and its Hong Kong Special Administrative Region are both members of the World Bank and IMF.

Both recently played key roles in the IMF-sponsored support for the Thai currency, the baht, by each pledging US\$1 billion in a total US\$16 billion financing package to support the Thai currency and the Thai economy.

Other participants included the IMF itself, Japan, Australia, Singapore, Malaysia, South Korea and Indonesia.

At a press briefing in July, Mr James Lau, Executive Director (External Department) of the Hong Kong Monetary Authority (HKMA), outlined some of the details of the 1997 annual meetings of the World Bank and the IMF.

"Between September 15 and 25, 1997, some 14,000 participants will be attending the World Bank Group/IMF Annual Meetings to be held in Hong Kong," he said.

He added that the prestigious event

would enhance Hong Kong's profile as a world-class international financial centre.

The Annual Meetings will attract over 300 finance ministers and central bank governors, together with around 4,000 government officials from the 181 member countries of the World Bank Group and IMF.

As annual events, the meetings are effectively a convention of the international financial community to discuss issues facing world economies and the international monetary system.

In addition, it is expected that some 5,000 private sector bankers and senior representatives from relevant interested organisations and about 2,000 local and international media representatives will be attending.

The HKMA was entrusted with the complex task of co-ordinating the local organisation work for the meetings.

The Financial Secretary, Mr Donald Tsang Yam-kuen, chaired a Steering Committee to give policy guidance to the planning world while Mr Lau chaired an organising committee responsible for inter-departmental coordination and overseeing the planning work.

Within HKMA, the Planning Division was responsible for arranging venue facilities, communication system, hotel accommodation, transportation, security, airport reception, registration, social events, cultural programmes, etc.

"For instance, in conjunction with the Transport Department and the Hong Kong Police Force, we are working out traffic and transportation plans during the period of the Annual Meetings," said Mr Lau.

For hotel accommodation for overseas participants, arrangements were made with hotel management a couple of years ago to reserve some 6,000 hotel rooms for the participants.

"Drawing from the experience gained in the planning for the Handover Ceremony, we will keep on evaluating our preparation to ensure the smooth operation of the entire Annual Meetings," Mr Stephen Ng, Head (Planning Division, External Department) of HKMA said at the press briefing.

Turning to the Meetings venue, Mr Lau said: "The Hong Kong Convention and Exhibition Centre (HKCEC) together with

及曼谷 (1991) 分別為對上兩次的海外主辦城市。

應屆年會預料會吸引約 14,000 人參加，包括逾 300 位財政部長及中央銀行行長、4,000 位高級政府官員、1,000 位國際和地區性機構代表、5,000 位銀行家及金融界人士，以及 2,000 位傳媒代表。

如此舉足輕重的盛會在此間揭幕，無疑再一次奠定了香港跨越九七的國際金融中心地位。年會亦為出席者提供機會，就不同經濟體系所面對的發展問題交換意見。

香港金融管理局為是次會議的執行機構。該局的籌劃處專責籌備在本地提供的各項設施，並與世銀/國際貨幣基金組織聯合秘書處緊密合作。後者則負責核實與會者的身份及安排會議程序。

作為全球有數最具影響力的金融機構，世界銀行及國際貨幣基金組織皆以促進經濟及社會發展為宗旨。

透過投資關鍵性的人力資源、基建及其他重要發展項目，世銀希望藉此改善發展中國家人民的生活水平。現時，中國是向該組織貸款最多的國家。

另一方面，國際貨幣基金組織則致力促進國際間的金融合作，除推廣貿易及儘量維持匯率穩定外，亦會向一些受短期性國際收支失衡困擾的會員施以援手。

中國及香港特別行政區同屬世銀/國際貨幣基金組織成員，在最近由後者牽頭挽救泰銖及當地經濟的行動中，內地及本港政府各借出了十億美元。除國際貨幣基金組織外，其他參與行動的國家尚有日本、澳洲、新加坡、馬來西亞、南韓及印尼，總貸款額共 160 億美元。

在七月份舉行的新聞發佈會上，金融管理局外事經研部助理總裁劉怡翔先生簡介了是次年會的部分詳情。

劉氏指出：「9月15至25日期間，來港參與年會的人士預料將達 14,000 位。」他補充說，香港作為世界一流金融中心的地位將因此再獲印證。

除了超過 300 位財長及央行行長外，出席者也會包括兩個組織屬下 181 名成員國的約 4,000 個政府官員。一年一度的盛會，無疑是國際金融界商討全球財經大事的上佳場合。

the new Extension will provide a modern, well-equipped, as well as an efficient business-like working environment for all the delegates."

To complement the meeting room facilities in the HKCEC, over 900 temporary offices will be constructed in the HKCEC for the delegates and for the staff of the World Bank Group and the IMF and state-of-the-art convention facilities and other services will be provided.

These facilities are provided according to the requirements of the World Bank Group and IMF. The Annual Meetings will officially commence on September 23.

Senior Chinese leaders and the Chief Executive of the Hong Kong Special Administrative Region will speak at the Opening Ceremonies.

Other major meetings, such as the Interim Committee meeting and Development Committee meeting, will start in the week before. It will be a very busy period during which many official and other meetings will be held.

In addition, there will be a large number of informative business conferences and seminars during this period. These seminars are organised by the World Bank Group, IMF and private sector institutions to promote understanding and exchange of views on topical economic and financial issues. ■



China role: Mr Pieter Bottelier, Chief of the World Bank's Resident Mission in Beijing spoke to the Chamber's 1996 Business Summit also in December.

世銀駐北京使團團長鮑泰利先生在去年12月的「香港商業高峰會」上致辭。

香港金融管理局肩負協調本地各項會議安排的重責。財政司司長曾蔭權先生特別出任指導委員會主席，在籌劃方面給予指引；劉怡翔先生主持籌備委員會的工作，負責部門與部門之間的協調，總攬整體企劃事宜。

局內的籌劃處則負責安排會議設施、通訊系統、住宿、交通、保安、機場接送、登記、社交及文化活動等等。

劉怡翔表示：「舉例說，我們需要跟運輸署及警方密切聯繫，共同草擬會議期間的交通及接送計劃。」

住宿方面，該局早於數年前已跟各大酒店作好安排，為到訪的海外嘉賓預留約6,000間客房。

在新聞發佈會上，金管局九七國際會議籌劃處處長伍展明先生指出：「從香港交接典禮所獲得的經驗，我們會不時作出檢討，務求整個年會能順利舉行。」

談到會議場地的問題，劉氏表示：「會展中心及新翼的設備先進，可為與會者

提供一個現代化、合乎商業效率的工作環境。」

除會展原有的會議室外，大會將架設逾900個臨時辦公室，供出席者及世銀/國際貨幣基金組織的職員使用，並按兩者的要求提供最先進的會議設施及其他配套服務。

年會將於9月23日正式舉行，並由中國高層領導人及香港特別行政區行政長官在揭幕禮上致辭。

其他如中期委員會及發展委員會等會議將早一星期舉行。此外，期間尚有一系列由世銀/國際貨幣基金組織連同非官方機構籌辦的商務研討會，目的是促進與會者對現時熱門經濟及金融課題的認識，讓彼此交流意見。 ■



Grand site: The Hong Kong Convention and Exhibition Centre will host the 1997 Annual Meetings of the World Bank-IMF group.

1997年世銀/國際貨幣基金組織理事會年會將於宏偉壯觀的會展舉行。

LGT sees Annual Meetings as positive for HKSAR

Liechtenstein bank uses Hong Kong base for regional role

LGT Bank in Liechtenstein, the banking and asset management arm of the Liechtenstein Global Trust, believes the 1997 Annual meetings of the World Bank and IMF in Hong Kong will help project the region's positive image to world capital markets.

Chief Representative, Asia Pacific for the Bank, Dr Henri W. Leimer, says the return of Hong Kong sovereignty to China and the greater integration of the two economies has made the Hong Kong Special Administrative Region an even more important centre for regional business.

With some 14,000 visitors from around the world coming to Hong Kong for the World Bank-IMF annual meetings, he believes there is an unrivaled opportunity to promote the new SAR's role as a regional and global business centre.

"The Bank has a long tradition of participating in these World Bank-IMF meetings," Dr Leimer says.



Dr Henri W. Leimer, Chief Representative, Asia Pacific for LGT Bank in Liechtenstein
列支敦士登銀行亞太區首席代表黎顯利博士

"We have regular LGT Bank in Liechtenstein breakfast meetings from some of our business partners and these have become an integrated part of the World Bank-IMF annual meeting process.

"I think for Hong Kong immediately after the handover to have such a conference held here is important.

"For a lot of people, it serves to bring Hong Kong much closer - people who have heard about Hong Kong but who really do not understand Hong Kong, or people who have never been in Hong Kong, but who talk about Hong Kong.

"Often you hear international opinions about Hong Kong, even among bankers, but the World Bank-IMF meetings bring to Hong Kong some 14,000 people who have the ability to take the Hong Kong message out and I think that is important for Hong Kong.

"I hope that Hong Kong may be able to establish itself as a place for these kind of meetings in the region."

Asked about the impact of the return of sovereignty over Hong Kong to China and its impact on business, Dr Leimer said:

"For the LGT group things have

世銀 / 國際貨幣基金組織年會 對香港意義重大

列支敦士登銀行以香港為拓展亞洲業務的基地

列支敦士登銀行相信，香港主辦1997世界銀行及國際貨幣基金組織年會，有助亞洲在全球資本市場建立積極的形象。銀行為列支敦士登環宇信託集團成員，專責經營銀行及資產管理業務。

銀行亞太區首席代表黎顯利博士表示，回歸後，特區與內地的經濟聯繫加倍密切，香港在亞洲的商業中心地位將更形重要。

年會舉行期間，將有 14,000 名來自世界各地的訪客蒞臨香江，黎氏相信，這是宣傳香港作為亞洲及全球商業中心的黃金機會。

黎說：「多年來，列支敦士登銀行皆積極參與世銀及國際貨幣基金組織會議。

「年會召開前，銀行曾與部份商業夥伴舉行常規早餐會，商討年會的議程。

「香港回歸不久即主辦這類大型國際性會議，意義非常重大。

「不少談論香港的人，只是對香港略知一二，好些甚至從未親往香港一看，對這些人來說，參與是次會議能讓他們增進對香港的認識。

「國際傳媒經常談論香港的情況，甚至銀

行界也來大談香港事務；藉著這次年會，14,000 名與會者均可把這兒的訊息帶到全球，對香港可謂意義重大。

「我希望香港能成為亞洲區內舉辦這類大型國際性會議的首選地點。」

黎氏表示，香港回歸有助促進商業發展。

他說：「香港回歸後，已成為中國的一部分，而集團與中國市場的關係也更趨密切。

「今時今日，談起投資中國，我會說，在香港投資，不就是在中國投資嗎？

「從經濟和投資的角度看，香港是中國的

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For more information, please contact:

Dr Henri W Leimer, Chief Representative

Philip Jehle, Senior Representative

LGT Bank in Liechtenstein AG
Representative Office Hong Kong
11th Floor, Three Exchange Square
8 Connaught Place, Central
Hong Kong
Phone (852) 2523 6180
Fax (852) 2868 0059

Liechtenstein Global Trust is represented in Vaduz, Zurich, Lugano, Frankfurt, Munich, Vienna, London, Dublin, Guernsey, Luxembourg, Amsterdam, Madrid, San Francisco, New York, Toronto, Bermuda, Grand Cayman, Sydney, Brisbane, Melbourne, Tokyo, Singapore and Taipei.



LGT Bank in Liechtenstein

A Member of Liechtenstein Global Trust

changed in that Hong Kong has become a more integrated part of China, so has the group become a more integrated part of whatever the China market is.

"So if someone today mentions to me investing in China I say if you are investing in Hong Kong you are investing in China.

"At the end of the day, from economic and investment point of view Hong Kong is part of China, so I think that as a group we are very comfortable with Hong Kong playing that important role.

"As a group we are very happy with our representative office in Hong Kong. For us, I would say Hong Kong has not lost any of its strategic importance whatever in Asia.

"If you are looking for a place from which you can do regional business and travel easily throughout the region, then I think it has to be Hong Kong."

Dr Leimer says the LGT group in Hong Kong has two relatively separate entities operating locally - the LGT asset management arm (the former GT group) and LGT Bank in Liechtenstein, as the representative office of the Bank.

Both have a long history in the region, the asset management arm being active here for 25 years and the Bank for a decade, although the bank is known for its relatively low public profile.

Despite this, the ability they offer, to bank out of Liechtenstein puts them in a unique position in Hong Kong and the region.

"Liechtenstein is a financial offshore centre in the heart of Europe," Dr Leimer says, "And there aren't too many of them.

"The country has close ties with Switzerland, of course, and offers political and economic stability. It is also very well established in international organisations, such as the United Nations, the WTO and the European Economic Area.

"As of last year, Liechtenstein is also a Triple A rated country and there are only 10 Triple A rated countries in the world.

"On top of that, it also offers a very liberal Liechtenstein Company Act, which regulates companies which can be established there, as well as a liberal taxation regime.

一部分。我們樂見香港擔當這樣的重要角色。

「集團在港開設辦事處，成績令人滿意。個人認為，香港在亞洲的策略性地位從未褪色。

「若要在亞洲找尋一處方便營商、無進出境管制的地點，我首推香港。」

黎氏表示，列支敦士登環宇信託集團在香港設有兩個分支，分別管理資產及銀行業務。

兩者在亞洲區歷史悠久，當中的資產管理部積極參與區內業務達25年；列支敦士登銀行雖不為公眾熟悉，但早於10年前已駐足亞洲。

儘管知名度稍遜，但其離岸銀行服務卻使它在香港及亞洲區享有特殊地位。

黎博士說：「列支敦士登是歐洲的離岸金融中心，能在歐洲大陸上扮演這角色的國家為數不多。

「我國與瑞士關係密切，政治及經濟穩定，而且是聯合國、世貿組織及歐洲經濟區等國際組織的成員。

「去年，我國榮獲3A信貸評級，全球獲此評級的國家僅有10個。

「更重要的是，我們實行寬鬆開明的《公司法》和稅制。

「在這種環境下，個人和商業機構均可實行離岸稅務規劃，不但極具效率，有關資料亦可保密。」



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黎博士表示，香港及亞洲對該國的銀行和資產管理服務需求甚殷，近年更有上升之勢。

他補充說：「集團不斷開拓亞洲市場，不但在香港的業務有所增長，在區內其他國家亦然。」

「說到業務增長的原因，一方面是人們開始認識當地所提供的有利條件，另一方面是區內對離岸金融服務的需求日高。」

黎氏強調，資產管理業務對集團十分重要，且不斷蓬勃發展。

「透過集團旗下的銀行及資產管理部，我們為客戶提供專業的全球資產管理服務；此外，集團在全球各地設有辦事處，可隨時隨地掌握準確的資訊。」

「我們是真正的國際性集團，在香港、倫敦、法蘭克福及紐約等地，均有熟悉當地市場的專才，專責分析當地市場形勢，籌劃全球業務發展的路向。」

「在外聘請專業人士雖使經營成本上升，但確能使集團加深對當地市場的了解，最終仍是有利的。」

「客戶要求的是資料高度保密，投資成績出眾，服務細心妥貼。第一和第三點的關鍵在於與客戶建立緊密互信的個人關係。因此，我們較其他集團更注重與客戶建立持久的關係。」

集團希望挾以上優勢，在香港特區以至整個亞洲大陸拓展業務，開創新路。 ■

"This allows businesses and individuals to use these structures for offshore tax planning at a very high level of efficiency and confidentiality."

Dr Leimer says there is good demand for Liechtenstein's services in Hong Kong and the Asian region and this demand has increased in recent years.

"We do regional business and business is increasing not only in Hong Kong but within the region" he says.

"This is partly because people locally have become more aware of Liechtenstein's existence and its advantages and partly because there is an increased demand for offshore structures."

He says the asset management side of the business is also important to the group and continuing to grow.

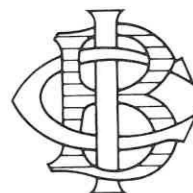
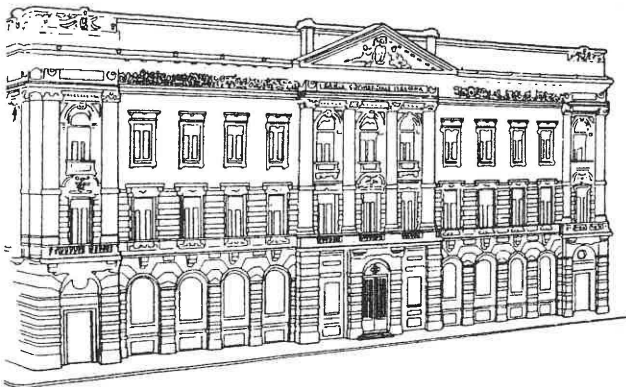
"We are in the unique position to be able, through the combination of LGT Bank in Liechtenstein and LGT Asset Management, to offer global asset management expertise out of Liechtenstein, with full access to information available globally within the asset management group," he says.

"We are truly global in that we have local expertise for local markets - Hong Kong, London and Frankfurt, and New York - for use on a global basis."

"There is a disadvantage in that there is an additional cost factor there, but a huge advantage in that we are much closer to the markets and that should pay-off with local know-how and performance."

"Our clients are looking for confidentiality, performance and service," he says. "Confidentiality and service rely very much on a personal relationship and we therefore put emphasis on long term relationships with our clients, more so than other groups."

With this sort of background the group is looking forward to continuing to expand its business in the Hong Kong Special Administrative Region of China and throughout the Asian region. ■



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BEIJING REPRESENTATIVE OFFICE:

Capital Mansion,
21st Floor, Room 8,
6 Xin Yuan Nan Road
Beijing 100004
Tel. (86-10) 64660088 ext.2108
Fax (86-10) 64664067
Telex 210023 BCIPE CN

SHANGHAI REPRESENTATIVE OFFICE:

Union Building,
12th Floor, Room 8
100 Yan an Road (East)
Shanghai 200002
Tel. (86-21) 63200517
Fax (86-21) 63202350
Telex 337144 BCISH CN

SYDNEY REPRESENTATIVE OFFICE:

Governor Phillip Tower
Level 49
1, Farrer Place
Sydney N.S.W. 2000
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Fax (61-2) 92477161
Telex 23108 AA COMIT SY

SEOUL REPRESENTATIVE OFFICE:

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1-1 Ka Chong-ro, Chongro-ku
KPO Box 1338
110-714 Seoul
Tel. (82-2) 7236412
Fax (82-2) 7236415
Telex 28373 BCI SEUL

TAIPEI REPRESENTATIVE OFFICE:

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Hung Kuo Building
167, Tun Hua North Road
Taipei-Taiwan, R.O.C.
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Fax (886-2) 7127470
Telex 29705 BCI TP

World Bank and the HKSAR

Mr Richard H Frank (then General Manager and Chairman of the World Bank's Private Sector Group) sent this message to Chamber members late last year:

It is a pleasure to greet the membership of the Hong Kong General Chamber of Commerce - the heart of the business community in a city so central to the astonishing growth occurring in the East Asian trade and investment. By any standard, Hong Kong is a crucial part of the regional success story, and it is no secret that this great metropolis and East Asia as a whole is destined to become the largest market in the world by the turn of the century.

What accounts for this success? As many of you know so well, the East Asian "miracle" is not all that miraculous. It is, in fact, the result of sound public policy and behavior, including fiscal discipline, high levels of individual saving, stable exchange rates, business-friendly regulatory climates, quality education, key investments in infrastructure, creation of state-of-the-art financial systems, and keeping the door open to foreign investment.

This formula has shown the world what can happen and how it provides the best chance for alleviating poverty and fostering world prosperity. Your experience is part of a global economic revolution - a revolution changing the way we all do business. International trade and capital flows have displaced transactions between governments and become the real engine of growth. Private capital flows to developing countries are now approaching US\$200 billion and world merchandise exports have nearly doubled over the last two decades.

What is the World Bank Group's contribution to this phenomenal achievement and what is its future role? For more than fifty years, the Bank Group has worked with member governments to help create the essential conditions - a healthy educated workforce, a functioning physical infrastructure, a clear regulatory environment, modern financial systems,

and sound macroeconomic policies - for every country's full participation in the global economy.

Catalytic role

In support of the private sector, the Bank Group as a whole - including the International Bank for Reconstruction & Development (IBRD), the International Development Association (IDA), the International Finance Corporation (IFC), and the Multilateral Investment Guarantee Agency (MIGA) - plays a critical catalytic role in helping create an enabling business environment, providing financial products and services, and bringing together technical and management expertise, global networks, and other information to assist local and foreign investors.

Our range of activities is broad, as we focus resources on opening the markets of tomorrow. Through support for free

世銀與香港

以下是世銀前總經理兼私營環節小組主席弗蘭克先生去年底在港向總商會會員發表的演辭。

今天有機會跟各位見面，本人實感榮幸。總商會會員是香港商界的中堅份子，而香港則處身貿易及投資飛躍發展的東亞中心。香港在區內的驕人成就，毋庸置疑，而到了下一世紀，這個大都會以至整個東亞地區，將成為全球最大的市場。

成功之道何在？眾所周知，東亞的「奇蹟」並非信手拈來。一切成就源於有效的公共政策及優良的國民習慣，這包括健全的財政制度、高水平的個人儲蓄、穩定的匯率、有利營商的環境、優質教育、重點投資基建、與時並進的金融系統，以及對外來投資敞以方便之門。

這條方程式清楚向世人證明，這是消除貧困、促進世界繁榮的最佳方法。您們的經驗，是全球經濟革命 - 一項關乎整個經營模式的改革 - 的一部分。國際貿易及資金進出

取代了政府與政府之間的交易活動，成為推動發展的火車頭。注入發展中國家的私人資金現已接近2,000億美元，而世界商品出口更比廿年前增長了約近一倍。

世界銀行此中作出了什麼貢獻？將來又會扮演怎麼樣的角色？逾五十年來，世銀與其成員國政府通力合作，締造各種先決條件，令各國得以全面融入國際經濟體系。這些先決條件包括：健康及具備良好教育水平的勞動力、運作正常的基本建設、清晰的監管制度、現代化金融系統，以及健全的宏觀經濟政策。

扶助經濟發展

在支援私營環節發展方面，世銀及屬下機構（包括國際復興開發銀行、國際開發協會、國際金融公司及多邊投資保證機構）均發揮著關鍵性的催化作用，協力創造暢通無

阻的營商環境，提供各項財務服務，薈萃技術及管理專材，提供全球網絡聯繫及其他資訊，藉此幫助本土及外來投資者大展拳腳。

我們的活動範圍廣泛，目標是集中資源開拓明日市場。透過支持自由市場宏觀經濟政策及更新制度，世銀協助各國政府消除有礙競爭的阻力、改善監管及法律制度、鼓勵商貿活動和引入外來直接投資。世銀集團每年直接給予私人機構作發展用途的貸款約達50億元，而經由我們安排，透過其他渠道籌措的資金更超過250億元。

國際金融公司是發展中國家私人企業的最重要外來資金源頭，以舉債及發股籌資（及類似工具）形式為私人公司籌集資金，並透過組織銀團貸款，安排商業銀行及機構投資者為各類客戶提供長期資金，每年總額達50億美元。該公司更籌組股票交易所、債券

market macroeconomic policies and other institutional reforms, the Bank helps governments reduce barriers to competition, improve regulatory and legal systems, encourage entrepreneurial activities, and embrace foreign direct investment. About \$5 billion annually is lent by the Bank Group in direct support of private sector development. This leverages \$25 billion more from other sources.

The IFC is the single largest source of external investment in private sector enterprises in developing countries. It offers debt and equity financing for private companies (including a range of quasi-equity finance) and its loan syndications program, amounting to \$5 billion a year, enables commercial banks and institutional investors to provide long-term funds to a wide range of clients. IFC also strengthens domestic capital markets by organizing stock exchanges, bond markets, and venture capital funds, and has served as a major force in privatization of state enterprises around the world.

MIGA is meeting the high demand by investors for political risk insurance by offering long-term coverage against the risks of expropriation, currency inconvertibility, war and civil disturbance. MIGA's investment guarantee portfolio currently totals \$2.3 billion.

Protecting lenders

The IBRD also offers guarantees to catalyze market finance. The partial risk

guarantee supports privately sponsored infrastructure projects by protecting lenders against payment defaults arising from breaches of sovereign contractual obligations. The Bank's partial credit guarantee protects lenders against payment defaults for specified debt service obligations.

In the past, it has sometimes been difficult for potential clients to easily find out what it is the Bank does and who does what within the Group. We have now set up a single point of contact - a Business Partnership Center - which we hope will go a long way toward facilitating contacts within our institutions and providing informative and accurate information about our activities to the business community.

We welcome the opportunity to work with the Hong Kong business community to meet the challenges ahead. On the broadest scale, we must all be partners in ensuring that private sector investment leads to economic growth, which reduces poverty levels the world over. As a clearinghouse for best practices, the Bank Group knows much about the do's and don'ts of economic development, but we do not have all the answers. That is why the need is so great to reach out to the companies and people with hands-on experience and know-how to make things work. Our goal is to build the kind of partnerships with the private sector that make a real difference in solving development problems and share experiences across the world. ■

市場及風險投資基金，以鞏固當地資本市場。在世界各地的國企私有化進程上，該公司亦擔當了重要角色。

投資者往往須承受政治風險。有鑑於此，多邊投資保證機構特推出長期風險保障服務，保障投資者免受因產業遭沒收、貨幣不能兌換、戰爭及暴動而引致的損失。機構現時的投資保證業務責任總額達 23 億美元。

保障債權人

國際復興開發銀行亦有提供保障計劃，方便有需要者在市場集資。其「部分風險保障計劃」保障債權人免受借方違反主權合約責任拖欠還款，從而為私營環節參與的基建工程提供支援。此外，銀行另設「部分信貸擔保計劃」，保障債權人因借方未能履行特定責任而無力還款。

過去，準客戶要了解世銀的服務範圍及內部運作或許會感到困難。有見及此，我們成立了「商業夥伴中心」，一則加強世銀內部各機構的溝通，二則把世銀的活動資料準確地傳達給商界人士。

世銀樂意與香港商界攜手迎接未來的挑戰。從宏觀角度而言，我們必須互相合作，確保私人投資帶動經濟增長，紓緩各地的貧困情況，儘管深明經濟發展的要訣，但我們並非全知全能，故此在在需要具備實質經驗與豐富知識的專材協助，與私營環節建立夥伴關係，以全新角度解決發展難題，跨越國界，交流經驗。 ■



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Seminar attracts big names

Hong Kong Chief Executive, Tung Chee-hwa, Chinese Vice Premier, Zhu Rongji, Malaysian Prime Minister, Mahathir Mohamad, former Federal Reserve Chief, Paul Volcker and controversial fund manager, George Soros, will all be among the big names speaking at World Bank-IMF related seminars this month.

In addition to the formal meetings of the World Bank-IMF group, various groups have organised informative seminars either a few days ahead of, or during, the formal programme of the World Bank-IMF annual meetings.

Prime among these - the one including the above speakers and the one being promoted by the Chamber itself - is the programme of seminars organised by the Joint Secretariat of the World Bank-IMF group from September 20 to 23.

Entitled "Asia and the World: Capital, Competitiveness and Community", the seminars are relatively expensive (US\$1,250), but will bring together a wide range of experts on the region.

Chief Executive, Mr Tung Chee-hwa, will deliver the welcoming address at this important seminar series.

A series of more than 20 sessions will address such issues as infrastructure development in Asia and the need to accelerate private sector participation; investing in Asian energy projects; and the Asian entrepreneurs' view of the global market place.

They will also cover the outlook for the global and regional economies; individual country and regional reports; corruption; and various other investment and trade issues.

There will also be an entire day (Monday, September 22) spent on issues relating to China (and Hong Kong), including economic, credit, environment, infrastructure and human resource developments.

Speakers from Hong Kong, apart from the Chief Executive, include a wide range of business leaders, Government representatives and academics.

Apart from Zhu Rongji, there is also a long list of high level speakers from China, as well as speakers representing business and government from around the region and the globe.

Further details on the seminar programme can be obtained from the Chamber's Chief Economist (phone 2823 1242, fax 2527 9843) or from The World Bank-IMF, 1997 Annual Meetings, Program of Seminars Division in Washington D.C. (fax: 1-202-623-4100).

冠蓋雲集香江盛事

行政長官董建華、中國副總理朱鎔基、大馬總理馬哈蒂爾、聯儲局前局長沃爾克，以至近日備受爭議的金融界人士索羅斯，均會在本月舉行的世界銀行／國際貨幣基金組織研討會上致辭。

除了由大會召開的正式會議外，更會有一系列研討會在世銀／國際貨幣基金組織理事會年會期間或之前數天舉行。

其中最令人重視的是在9月20至23日，由世銀／國際貨幣基金組織聯合秘書處籌劃的一個，上述人士均會在席間致辭，而香港總商會亦忙於為其開展推廣工作。

研討會系列以「亞洲與世界：資金、競爭力及社群」為名，雖然收費不菲（1,250美元），但講者均為區內赫赫有名的專家，屆時，行政長官董建華先生將於開幕禮上致辭。

研討會20多個環節的討論專題包括：亞洲基建發展 - 鼓勵私營環節參與的重要；投資亞洲的能源開發計劃；亞洲企業家對國際市場的看法；全球及區域經濟的前瞻；個別國家及地區的匯報；貪污；以及其他有關投資和貿易的課題。

9月22日（星期一）整天將以中國（包括香港）為專題，預料屆時討論的事項將遍及經濟、信貸、環境、基建及人力資源發展等範疇。

除特首外，出席的本地講者更包括多位商界翹楚、政府官員及學術界人士。

國際嘉賓方面，除上文提及的朱鎔基副總理外，尚有多位來自內地的高層人物，以及區內及其他國家的商界及政府代表。

查詢會議詳情，可聯絡香港總商會首席經濟學家（電話：2823 1242；傳真：2527 9843）或位於美國華盛頓的世界銀行／國際貨幣基金組織1997年理事會年會會議程序組（傳真：1-202-623-4100）。

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The Hong Kong Port: Challenges Ahead

By Raymond Cheng

The port has long remained a crucial asset for Hong Kong, the "Fragrant Harbour". Today, economic activities related to the port account for some 20 percent of Hong Kong's GDP and provide employment to some 20 percent of the working population. For the past five years, Hong Kong has been the world's busiest container port.

In 1996, Hong Kong handled 13.5-million TEU (20 ft equivalent containers, a trade standard for containers), up from just 5 million in 1990, according to the Port Development Board. The 1996 figure included some 8 million connected with China. China's industrial output has relied heavily on Hong Kong's port to export. As much as 90% of China's exports south of Chiangjiang River is estimated to go through Hong Kong.

For decades, Hong Kong has almost had a monopoly for handling goods transportation for China. While the proportion of China's exports handled by Hong Kong has dropped, China's total export volume has escalated. The result is that the absolute volume of China trade handled by Hong Kong has still been on the rise. However, the growth rate is already slower than the 80s and early 90s.

Some recent events have raised concerns that the role of Hong Kong as a major port is under challenge. Four are widely seen as particularly significant:

- Direct shipping between China and Taiwan since April 1997
- Change of sovereignty from British colony to China's Special Administrative Region
- The high cost of using Hong Kong port
- Competition from other ports in the region

How will these major developments affect Hong Kong's port? Will Hong Kong be able to defend its position as the gateway to China and the premier port in



Hong Kong is the world's busiest container port.

香港是世界上最繁忙的貨櫃港

香港港口面對的挑戰

鄭維民

「香港」這名稱的由來，反映了港口在本地發展史上歷久不變的重要地位。今時今日，與港口有關的經濟活動仍佔本地生產總值大約兩成，並為接近五分之一勞動人口提供就業機會。過去五年，香港一直維持全球最繁忙貨櫃港的美譽。

港口發展局表示，香港在1996年共處理了約13,500,000個標準貨櫃，遠較1990年的5,000,000個為多。以96年計算，其中又有8,000,000個貨櫃與內地有關。香港乃大陸工業製成品的重要出口口岸，估計長江流域以南的外銷產品高達九成經本港輸出。

數十年來，香港穩佔內地貨物第一轉口港的地位。雖然經本港處理的內地出口口在比例上有所下跌，但由於中國整體出口增加，

由香港處理的中國貿易實質總值仍然不斷上升，只是增長速度較80和90年代初緩慢。

近來，一些因素促使人們關注香港港口的地位是否已受到挑戰，被認為影響最大的包括：

- 兩岸自1997年4月起實行定點直航
- 香港回歸，特別行政區成立
- 香港港口收費高昂
- 鄰近地區港口的競爭

面對新形勢，香港如何應付？能否保衛本身作為中國門戶和區內首要港口的地位？

the region? What are the key strengths of Hong Kong's port and what is the outlook for the future?

The impact of China-Taiwan direct shipping

Since April 1997, Cross Strait transshipment was allowed between Fuzhou and Xiamen in China's Fujian province, and Taiwan's Kaohsiung port.

Contrary of many people's first impression, the impact of the China-Taiwan direct shipping on Hong Kong is currently limited. It is limited because the proportion of trade taken away or potentially to be taken away is relatively small, and that Hong Kong is well poised to depend its position.

"China-Taiwan direct shipping will be a process which will take a fairly long time to change from no shipping to full direct shipping. In the meantime, Hong Kong's role as a middleman will remain very important", said Mr Terence Sit, Chairman of the Shipping Committee at the Hong Kong General Chamber of Commerce.

"For the short term, there is no major specific change to Hong Kong because of the relatively small volume involved. But for the long term, further shipping routes will involve other ports. Then there will be more than just one big hub, but rather, a number of medium or small sized hubs will emerge and the areas that these hubs serve will change," he added.

According to the Port Development Board, containers that went through from Fuzhou and Xiamen was at about 570,000 TEU in 1996, of which 60 percent went through Hong Kong.

Mr Sit pointed out that the opening of direct transshipment between China and Taiwan is the first step. There may be the second step and third step, the effect of which Hong Kong will have to prepare for. Further steps may include goods to go inside Taiwan, and opening of more ports for direct shipping.

"As a hub, Hong Kong remains strong, but the areas it serve may well change. In the past, we did not have to face this question," Mr Sit said.

A Trade Development Council document published in early 1997 said that direct shipping service would be limited to "transshipment". This means "feeder" ships from Fuzhou and Xiamen would be able to unload cargo at

香港的優勢何在？前景又是怎樣？

兩岸直航的影響

97年4月起，位於福建省的福州、廈門和台灣高雄港開始實行定點直航。然而，到目前為止，兩岸定點直航對本港的影響仍然有限，原因是香港因此失去或可能失去的業務在比例上相對甚小，地位未受動搖。

總商會船務委員會主席薛力求先生表示：「從不通航到全面直航，中間需要一段頗長的發展時間。現時，作為中介人的香港依然擔當吃重的角色。」

「由於牽涉的貨物數量相對較少，短期內應該不會對香港造成重大影響。長遠來說，隨著更多新航線投入服務，涉及的港口增加，好些中小型轉運中心將會崛起，使用這些港口的地區亦會呈現一番新面貌。」

港口發展局的資料顯示，在福州和廈門裝船的標準貨櫃在96年約達570,000個，其中60%再經香港轉口。

薛力求指出，兩岸定點直航只是第一步。新發展可能陸續而來，香港必須為此作好準備。可能的發展包括貨物直接進入台灣，以及開闢更多直航口岸。

他說：「作為區域航運中心，香港的強勢猶在，但其服務地區卻可能出現轉變。過去，我們並不需要面對這個問題！」

香港貿易發展局在本年初出版的一份文件中指出，定點直航將限於「中轉」性質。這是說，來自福州和廈門的「支線船」可在高雄卸貨，貨物在當地轉裝到較大的貨輪，繼續餘下航程。同一道理，海外輸往中國大陸的貨櫃也可在高雄卸下，再轉船往內地。

在1995及96年上旬，這類途經香港的中轉貨物分別達到1,390,000噸及781,000噸，佔香港港口總吞吐量約1%。

如兩岸定點直航服務表現良好，深具成本效益，而進一步開放的口岸又漸次增加，則途經香港的貨櫃可能減少，造成較大的影響。不過，這方面的損失可望因兩岸經濟活動更趨頻繁而造就的商業良機而得到補償。

貿發局的文件同時指出，兩岸縱然通航，很多

公司仍然會選擇在香港洽談業務，以及辦理貿易融資、保險、報關、採購等事宜。香港仍然是大部分商家心中的理想營運總部。

港口發展局秘書兼經濟局副局長袁銘輝先生表示：「從地理看來，兩岸直航只會影響往美洲的航線，卻跟佔本港港口交通25%的歐洲航線無關。因此，估計受影響的貨櫃最多只有270,000個。」

那麼，兩岸直航對船東有何寓意？香港船東會執行理事包榮先生認為影響不太大。

他說，現時獲批准興辦的航線只容許把貨物中轉，把更多台灣港口列為試點的建議不會改變上述限制。由於該會大部分會員均開辦長途海外航線，故所受的影響有限。

從殖民地到特區

香港回歸祖國後不但一切如常，最少還帶給港口業兩個喜訊，一是立法程序可望改善，二是過境的行政手續可望得以簡化。

包榮指出：「我們不用再跟從英國的船務法例，香港的立法機關現在可因應本地情況相應立法。」

回歸帶來的另一轉變，是目前的過境報關手續可望簡化。

總商會船務委員會主席薛力求指出：「回歸後，我們與內地公司接觸所涉及的繁複手續可望簡化，有利香港發揮作為中國南大門的角色。」

「脫離英國統治後，香港的自主程度更高，但在發展港口業務方面，必須儘量與內地融合。長遠來說，大陸的報關手續將會簡化，有利貨物運輸。」



Terence Sit, Chairman of HKGCC Shipping Committee
總商會船務委員會主席薛力求

港口收費高昂

在不少業者眼中，香港以由私人經營、效率奇高的貨櫃碼頭馳名於世，但卻收費昂貴。

以下是港台兩地貨主需要負擔的裝卸費的比較：

貨櫃裝卸費

泛太平洋東行 亞洲-北美東行航務協定

	港元 /TEU	港元 /FEU
香港	1,875	2,500
台灣	976	1,440

亞洲區內 亞洲區討論協定

	港元 /TEU	港元 /FEU
香港	1,380	2,070
台灣	1,224	1,580

TEU - 二十呎標準貨櫃

FEU - 四十呎貨櫃

(資料來源：香港貿易發展局)

除了收費上的差異，港口使用者也會考慮其他因素。

薛力求指出：「貨物成本包括製造及運輸兩部分，即使需千里迢迢從華南付運，又要繳付港口費用，若整體成本仍處於合理水平，那便不成問題！」

港口發展局秘書袁銘輝先生也說，價格以外的重要考慮因素還有很多。

他指出：「收費多寡只是其中一個考慮因素。香港提供的服務達世界一流水平，穩當可靠，其他如運輸等基礎設施，以至金融和保險等服務行業，均有助維繫本港作為中國首要港口的強勢。」

「港口費用其實分為兩個部分。海港本身的收費廉宜，只是使用港口設施和貨櫃碼頭的費用相對地高昂。」

「貨櫃碼頭收費昂貴的原因，又與私營公司須作大量投資有關。收費固然是決定港口競爭力強弱的因素之一，但效率也同樣重要。其他重要的考慮因素包括服務質素和種類，香港可進一步提供的貨物中轉途徑，航線的多寡等。」

Kaohsiung, where they would be loaded onto larger ships for onward journeys.

By the same token, mainland bound cargo originating from overseas could be off-loaded at Kaohsiung and transshipped to the mainland.

In 1995 and the first half of 1996, the combined amount of such onward and outward transshipment through Hong Kong were 1.39 million tons and 781,000 tons respectively, accounting for about 1 percent of total Hong Kong port throughput.

If the new cross strait routes are proved reliable and cost effective, and that more ports are opened for direct Cross Strait shipping in the future, the cargo diversion effect on Hong Kong will be greater.

However, the impact of cargo diversion is expected to be offset by increased business opportunities for Hong Kong as cross strait economic activities further improve.

The TDC document added that even with direct Cross Strait shipping, companies would continue to use Hong Kong for trade financing, insurance, documentation, merchandising, business negotiation, and Hong Kong will continue to be overwhelmingly preferred by the majority of traders as controlling headquarters.

"Because of the geography locations, the opening of China-Taiwan shipping will only affect shipping routes to America, and will hardly affect routes to Europe which account for 25% of the traffic for Hong Kong's port. As a result, the maximum possible volume affected will be 270,000 containers," said Mr Richard Yuen, Secretary of the Port Development Board, who is also the Deputy Secretary for Economic Services.

For the shipowners, Cross Strait shipping has little effect, said Mr Arthur Bowring, Director of the Hong Kong Shipowners Association.

Mr Bowring pointed out that Cross Strait shipping that has been authorized so far has been for transshipment only, and the proposal for more Taiwanese ports to take part in the future will not change this restriction.

Mr Bowring added that the effect of the China-Taiwan shipping link on his members is limited, because most go on long distance overseas routes.

From British Colony to SAR

While it has been business as usual, Hong Kong's return to China has

brought about at least two positive changes to the port and the shipping community, including likely improvements in the legislation process and simplification of cross border administrative procedures.

"We don't have to stick to the British shipping legislation any more, and Hong Kong's legislature can now pass laws which better suit Hong Kong's shipping needs," Mr Bowring said.

The transition has also brought hope of positive changes in the cross border customs procedures.

Mr Terence Sit said: "After the transition, the bureaucratic process that Hong Kong goes through in dealing with mainland China's companies will be simplified. This will benefit Hong Kong as the southern gateway for China."

"While Hong Kong becomes more independent with the departure of British administration, Hong Kong as a port wants to integrate with China as much as possible. In the long term, the mainland's customs procedures will be simplified, which will facilitate the transport of goods," Mr Sit added.

The High Cost of Hong Kong Port

For many port users, key characteristics of the Hong Kong port is that it is privately operated, efficient, but also expensive.

The following figures illustrates the cost difference between Hong Kong and Taiwan for shippers and consignees:

Comparison of terminal handling charges

TransPacific Eastbound ANERA		
	HK\$/TEU	HK\$/FEU
Hong Kong	1875	2500
Taiwan	976	1440
Intra Asia IADA		
	HK\$/TEU	HK\$/FEU
Hong Kong	1380	2070
Taiwan	1224	1580
ANERA- Asia North America Eastbound Agreement		
IADA- Intra- Asia Discussion Agreement		
TEU- Twenty foot Equivalent Units		
FEU- Forty foot Equivalent units		

(Source: Hong Kong Trade Development Council)

競爭對手

不少人擔心，港口收費過高會令香港航運業流失大量生意，加上內地口岸發展迅速，台灣的港口也可能構成威脅，使形勢更覺嚴峻。

擔任怡和船務代理集團總裁的薛力求承認：「港口、運輸和碼頭收費偏高，的確會削弱競爭力。對船公司及貨主而言，成本始終是重要的因素。」

他補充說，區內相繼發展其他港口，加上兩岸直航，為海運商提供了更多選擇。因此，香港必須小心控制成本，維持高效率的運作。

由前哈佛大學商學院教授 **Michael J Enright**、研究顧問 **Edith E Scott** 及怡富董事 **杜大衛** 聯合進行分析本地競爭力的研究已在年初出版報告。這份報告以「香港優勢」為題，結論是：香港港口的競爭力仍然強勁。

香港是中國的貨運中心，重點服務華東及華南地區。其他可提供相同服務的港口 - 如位於本港東北的鹽田港，或上海附近的寧波市，都屬於香港的競爭對手。

最接近香港的鹽田港由香港和記黃埔屬下的國際貨櫃碼頭公司發展，但每年只可處理 400,000 至 500,000 個標準貨櫃。

高雄是其中一個有潛質發展為內地貨物中轉港的地方。至於新加坡，雖經常成為與香港比較的對象，但地理上相距較遠，難以照顧這個市場的需要。

直接和香港競爭的是深圳的蛇口港和鹽田港，兩地既鄰近香港，彼此的貨物來源又大同小異。高雄雖可奪去香港部分業務，但該處的運作效率有限，擴充吞吐量的能力亦受到限制。

港口發展局的袁銘輝表示：「內地雖然不斷興建其他港口，但1996年的數據顯示，由內地主要口岸處理的貨櫃共約 8,000,000 個。單是香港一地，處理跟中國有關的貨櫃已超過此數，或許可以說，香港正是中國最大的港口。」

「內地經濟活動不少集中在華南地區，長江以南和珠江三角洲一帶更是製造業重鎮。中國九成的進出口產品均途經香港。」

香港港口優勢何在？

袁銘輝表示，香港港口發展的特色有二：

- 香港的港口發展與華南地區的經濟互相關扣
- 港口設施由私營環節注資興建。1990 至 1996 年間，香港的貨櫃處理

Despite the difference in charges, there are other factors that port users consider.

"It is the total cost of goods that count, including the manufacturing and transportation costs. Although goods may need to be transported for long distance from South China and pay for port charges, if the total cost is still acceptable, then that is fine," Mr Terence Sit said.

The Port Development Board's Secretary Mr Richard Yuen also pointed out that there are other important considerations besides price.

"Price is just one factor in people's choice of ports. Hong Kong offers a world class service which is reliable. Besides, other infrastructure support including transportation link, and other service industries such as finance, insurance and trading all help to maintain Hong Kong's strong position as China's key port," said Mr Yuen.

"There are two charges. Actually the harbour charges are low, but the charge for port facilities and container terminals are relatively high."

"The charge for container terminals come as a result of heavy private investment. Price is one consideration in deciding a port's competitiveness, but efficiency is also a major concern. Quality and breadth of services offered, the options for further transshipment from Hong Kong, choices of ongoing routes, these are all major considerations," Mr Yuen said.

Competition from Other Ports in the Region

Many people are concerned that Hong Kong's port will lose a lot of business with its expensive charges, especially when faced with the rapid development of ports along the China coast, and possible competition from Taiwan ports.

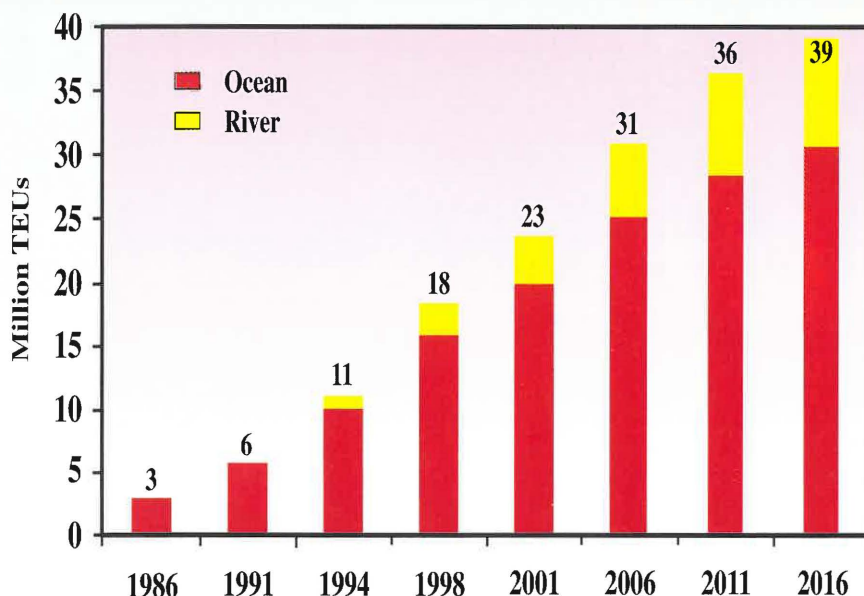
"Operating cost in Hong Kong for port, transportation, and pier is high, which erodes Hong Kong's competitiveness. Cost remains crucial to shipping lines as well as shippers," admitted Mr Sit, who is also Jardine Shipping's Chief Operating Officer.

The development of other ports in the region and direct shipping have provided alternatives for marine transport. Hong Kong needs to control its efficiency and cost very well, he added.

According to "The Hong Kong Advantage", a research project published earlier this year analyzing Hong Kong's

Past and Projected Trend of HK Container Traffic

香港貨櫃交通數字（過去及預計）



Source: Port Development Board (資料來源：港口發展局)

competitiveness conducted by former Harvard Business School professor Michael J Enright, along with consultant Edith E Scott and Jardine Fleming director David Dodwell: Hong Kong's port remains very competitive.

Hong Kong serves as a hub for China, especially eastern and southern China. Relevant competitors are ports that can handle the same business- such as other ports on the China coast like Yantian just north-east of Hong Kong or Ningbo near Shanghai.

The closest alternative, Yantian, is under development but has a capacity of only 400,000 to 500,000 TEU per year, and is developed by Hong Kong's HIT.

Other ports that potentially could act as transshipment centres for China trade include Kaohsiung in Taiwan. Although Singapore is often compared with Hong Kong, it is too far away to address the same market.

Shenzhen ports, like Shekou and Yantian, are direct competitors, they are near Hong Kong and their source of origin of goods are similar to Hong Kong. Taiwan's Kaohsiung could take some business, but it has its own problems with efficiency and limited expansion capacity.

"Although there are other ports being built in China, 1996 figures showed that containers handled by major China ports totaled about 8 million. Hong Kong alone handled over 8 million containers which is connected with China. Hong Kong is perhaps China's largest port," said Mr Richard Yuen of the Port Development Board.

"China's economy is heavy on the country's south, especially the manufacturing industry, south of Chiangjiang and near the Pearl River delta. 90 percent of China's goods is imported or exported through Hong Kong," he said.

Strengths of the Hong Kong Port

Richard Yuen said the strengths of the Hong Kong port was built on two characteristics:

- Hong Kong has been developing its port not independently, but in close regard of economic development in southern China.
- Secondly, Hong Kong's port is built from private rather than public investment.

Hong Kong's capacity doubled in 1996 from 1990. If the port has to be built from government funding, then this would not be easy.

能力增強一倍。如港口由政府注資發展，不容易取得這樣的佳績。

「私人投資的好處是靈活性強。假如由政府斥資，便得與其他公營部門競爭納稅人的金錢。

「這種運作制度十分靈活。只要有利可圖，私營環節無需別人推動，也會自動擴充現有設施，配合市場需要。」

根據《香港優勢》研究報告指出，優越的地理位置、港闊水深、先進的貨櫃碼頭設施，以及連接碼頭的完善運輸網絡，都是促使香港航運業興盛的因素。

精明客戶在衡量使用哪一個港口時，關心的是航線的疏密（從某個港口可到達多少個其他港口），碼頭服務是否快捷妥當？能否準確追蹤貨櫃在運送途中的情況？此外，成本又是否低廉？

至於使用港口的開支，不僅包括貨櫃碼頭直接收取的處理費用，其他如領航費、物料費，以至因延誤及停工所引致的開支也得計算在內。港口能否有效地運作，須視乎在有關設施，管理人員，以至配套軟件和程序的投資情況而定。

香港地理位置優越，港闊水深，這一點不但對現時或新一代的貨櫃船十分重要，也



Efficiency is a key characteristic of Hong Kong's port services.

香港港口設施以效率見稱

"Private investment is more flexible. If the government has to build a port, taxpayer's money has to be fought for in competition with other government departments."

"So our system is flexible, when the business is there, private investment does not need to be pushed to increase capacity to meet the growing demand," Mr Yuen said.

For Hong Kong's sea cargo industry, the key competitive variables and success factors include location, access to deep water, advanced container terminal infrastructure, and transportation to and from the port, according to the "Hong Kong Advantage" report.

Sophisticated customers look for route density (how many other ports can be reached from a given port), efficiency and reliability of service, the ability to track containers at any point in their journey, and low cost.

The cost of using a port consists not only of the direct handling fees of the cargo terminal or transfer operator, but also the cost of pilots, supplies, and most importantly, the cost of delays and downtime.

The efficiency of the port operation itself depends on the investments made in infrastructure, in management skills, and on the software and procedures used to optimize output.

Moreover, Hong Kong's strategic location and exceptional deep water access, critical for the present and future generations of cargo vessels, set it apart from many ports in Asia that do not have

sufficient deep water capacity to handle large, modern container ships.

Land shortage and growing demand led Hong Kong's container terminals recently to improve their throughput by 25 percent in a single year, using innovative cargo management techniques without expanding their footprint.

Hong Kong is also 18 percent more efficient on a per-berth basis than Singapore and twice as efficient as most ports in the US.

Hong Kong's port operators are private entities. The private management by multiple operators in Hong Kong's port is unique among the major ports of the world. At the same time, the Port Development Board develops plans to match port facilities supply with cargo demand.

Hong Kong's container port has internal competition with three major terminal operators and many small midstream operators. But the operators also have cooperative activities, for instance, one operator has arrangement under which another takes any overflow from its terminal.

Hong Kong's status as a free port means that there is no lengthy customs procedure for cargo coming into and out of Hong Kong. Its strong legal system means that overseas firms have confidence that papers and documents issued by Hong Kong's banks and shippers are legitimate.

High cost or not, Hong Kong's port has a series of advantages unlikely to be duplicated in the near future. In addition, there are not many other options, especially as the next generation of container ships will require greater minimum depths, the report said.

The Future in Perspective

The "Hong Kong Advantage" Report also describes the latest government projection for port traffic at 31 million TEUs by 2006 and 36 million TEUs by 2011. In addition, a new river trade terminal for cargo arriving from ports along the Pearl River is expected to be completed by 1999.

A possible key development in the near future will be river transportation, which will be more cost effective and save the high cost of building roads, said Mr Yuen of the Port Development Board.

"Our port policy is based on forecast on the next 10-15 years growth in demand,

是香港較不少缺乏同等條件的亞洲港口優勝之處。

面對土地短缺，但貨運需求不斷增長的情況，香港的貨櫃碼頭成功應用嶄新的貨櫃管理技術解決問題，在一年內提高吞吐量25%。以單一泊位為基礎，香港的效率高出新加坡18%，更是美國大部分港口的兩倍。

香港的貨櫃碼頭分由多家私人企業經營，這是世界主要港口中獨有的現象。港口發展局則負責制訂計劃，確保港口設施配合貨櫃貿易的增長。

香港擁有三家主要貨櫃碼頭經營商，加上無數規模較小的中流作業公司，同業之間的競爭雖然存在，但它們也有互相合作的時候。舉例說，其中一家碼頭經營商便早有安排，當其工作量達到飽和時，由另一家經營商處理餘下的貨櫃。

香港是自由港，因此無需為進出的貨櫃辦理繁複的報關手續。此外，香港擁有健全的法制，海外商行深知，由本地銀行和船公司發出的文件皆屬合法。

暫且撇開成本的問題，本港好些優越條件在短期內難以被其他港口仿效。另外，新一代貨櫃船對水深的要求更高，可提供上述條件的其他鄰近港口不會太多。

前瞻

《香港優勢》報告指出，根據政府對港口交通的最新預測，途經香港的貨櫃在2006年及2011年將分別達到31,000,000個及36,000,000個，而新建的屯門內河碼頭亦會於1999年落成啟用。

港口發展局的袁銘輝表示，河運可能是短期內的重點發展方向，這較興建道路更合乎經濟原則。

他說：「制訂港口政策時，我們會以未來十至十五年的貨運增長預測為基礎，再以此與現時的能力對照，平衡碼頭經營商與使用者的利益。政府的責任是確保碼頭設施滿足用者的需要，但卻不至過剩。」

「正如剛才所說，政府必須平衡港口投資者和用者的利益。以四個泊位的貨櫃碼頭為例，單單一個泊位的造價便高達20億港元。這樣龐大的投資，自然需要明確的前景。我們不能今天讓投資者斥下重資，明天便宣布在附近興建其他碼頭。」

「另一方面，我們也要兼顧港口使用者的利益。他們自然想經營貨櫃碼頭的公司愈



Hong Kong's port is beneficial to both Hong Kong and China.

香港港口的發展對本港及中國皆有利



The harbour has witnessed Hong Kong's economic progress over the century

由昔日的漁港至今朝的繁華，港口見證了香港經濟的演進

and we compare this and seek to match with the capacity of the port. This way we can balance the interest of port facilities operators and users. The government makes sure that there is no excess capacity, but for the user, there will be adequate facilities," he added.

"As for the role of government, we have to balance two things: the interest of port facility investors and users. It takes some HK\$2 billion to build a berth in a 4 berth container terminal. It is a large investment. Investors need certainty, we can't get an investor to invest billions of dollars and then announce that a couple more terminals will be built next to it tomorrow,".

"On the other hand, we also protect the interest of port facilities users. They want more facilities so that they can pay a lower fee.

"Many people are talking about China's low labour cost, large land supply and capital from Hong Kong supporting China's economic development, but this combination also exist elsewhere in Asia

and other places. First, policy is important, but the port is also important too. Raw materials need to be imported and finished goods need to be exported. They forget about the transportation issue.

"This helps to explain why south China's economy is concentrated in the Pearl River Delta and did not extend further inland. A major reason why some other economies are not developing effectively is the lack of a good port.

"The growth of Hong Kong's port has been mutually beneficial to both Hong Kong and China, creating a "Symbiosis". China's need for a reliable and efficient transportation hub guarantees Hong Kong's role. Exporters need to know that their shipment can 'arrive in time for the US Christmas shopping season'," he said.

"History is repeating itself. Over a hundred years ago, a major benefit of Hong Kong to the British was its fine harbour. Now, the fine port on the same fine harbour of Hong Kong is once again offering enormous benefits and opportunities to China," noted Mr Yuen.

多，從而付出的費用愈少。

「內地提供廉價的土地和人力資源，香港資金則燃動了內地的經濟發展。這一點常常為人提及，但同一情況亦可發生於亞洲和其他地區。政策固然重要，港口也是一樣重要，這是原材料和製成品進出口的必經之地。運輸這個問題其實不可忽視。

「這解釋了為何南中國的經濟發展集中在珠江三角洲一帶，較少向內陸擴展。缺乏良港也是一些經濟體系難以有效地發展的主要原因。

「本地港口業蓬勃發展，香港和內地同樣受惠，這是一種相輔相成的關係。內地需要一個可靠、高效率的航運中心，香港正好擔當這個角色。舉例說，出口商必須確保貨物準時運抵美國，配合聖誕節購物旺季。

「歷史不斷重複，百餘年前，英國人為香港這個天然港口所吸引，百餘年後的今日，同一個港口，正為中國締造無限商機。」

CHAMBER FORECAST

Date	Time	Events & Meetings
Sep 8	10.30 am	Textile Delegation from Istanbul
Sep 9 & 11	9.00 am - 5.00 pm	TRAINING: Effective Writing for Office, Clerical & Secretarial Staff
Sep 10 & 12	9.00 am - 5.00 pm	TRAINING: Minute & Report Writing for Personal Assistants & Secretaries
Sep 10	12.30 pm - 2.00 pm	ROUNDTABLE LUNCHEON: World Bank/IMF Annual Meeting: What It Means for Business?
Sep 11	4.00 pm	MEETING: Legal Committee
Sep 15	4.00 pm	MEETING: General Committee
Sep 16	12.30 pm - 2.00 pm	ROUNDTABLE LUNCHEON: Business & Investment Opportunities in Liechtenstein
Sep 16	12.30 pm	MEETING: Europe Committee
Sep 16	5.00 pm	MEETING: SME Committee
Sep 18	12.30 pm - 2.00 pm	ROUNDTABLE LUNCHEON: Independent Protection - Intellectual Property Rights
Sep 19	9.00 am - 1.00 pm	TRAINING: Professional Telephone Skills for Receptionists, Junior Secretaries & Frontline Staff (Cantonese)
Sep 19	4.00 pm	MEETING: China Committee
Sep 23	6.30 pm - 9.00 pm	DINNER GATHERING: 3288 Dinner Club
Sep 24	9.00 am - 5.00 pm	TRAINING: Time Management for the Indispensable Secretary & Personal Assistant (Cantonese)
Sep 24	12.30 pm	MEETING: Americas Committee
Sep 26&27	9.00 am - 5.00 pm	WORKSHOP: Six Thinking Hats®: Workshop on Creative Thinking
Oct 7	10.00 am	MEETING: Economic Policy Committee
Oct 15	9.15 am - 12.30 pm	TRAINING: Use of Internet for Business Executives (Cantonese)
Oct 16	4.00 pm	MEETING: General Committee
Oct 22	9.30 am - 5.30 pm	SEMINAR: Servicing China: Prospects & Challenges
Oct 30	12.30 pm - 2.00 pm	SUBSCRIPTION LUNCHEON: King & Queen of Norway and Foreign Minister Bjorn Godal
Dec 4	9.00 am - 2.00 pm	HONG KONG BUSINESS SUMMIT

DIARY DATE

October 22, 1997 (Wed), 9.30 am - 5.30 pm

Ballroom, Sheraton Hong Kong Hotel

Servicing China: Prospects & Challenges Conference on China's Service Industries

The first ever conference in Hong Kong on the development and prospects of China's service industries, the Conference will feature high-level speakers led by Vice Minister She Jianmin, head of the Tertiary Industries Leading Group of the State Planning Commission. The Financial Secretary, the Hon Donald Tsang, will deliver the opening speech.

(Enquiries: Looby Ho, Tel 2823 1228)

Outbound Missions

Sep 5 - 11	Mission on Franchise Opportunities in Los Angeles, USA
Sep 12	Workshop in Guangzhou on "Opening Up Guangdong Domestic Market"
Sep 18 & 19	Study Mission to Xiamen, Fujian
Oct 2 & 8	Business/Investment Mission to Pakistan
Oct	Study Mission to Pearl River Delta (West)
End Oct / Early Nov	HK Taipei Business Co-operation Committee Joint Meeting in Taipei
Nov 19-21	Pacific Basic Economic Council Steering Committee Meeting in Vancouver, Canada
End Nov	China Committee Delegation to Beijing
Dec	Study Mission to Pearl River Delta (North)



THE CHAMBER IN ACTION

Eden Woon Reports

September

MEMBERSHIP DRIVE

As all of you know, the strength of the Hong Kong General Chamber of Commerce is directly related to its membership. The Chamber is, in our view, the most representative and the most influential business organization in Hong Kong. In order to maintain this stature, the Chamber must continue to expand its membership base. This is why I have put membership recruitment as a high personal work priority.

Ever since I got here in May, I have gone out to recruit Hong Kong companies which form the backbone of our Chamber, international companies which provide the international character of commerce here, and mainland Chinese enterprises which are ever so important for Hong Kong. Thus far, since my arrival, we have increased our 4000-plus membership by over 100 companies.

However, the most critical and persuasive recruiters are our members

themselves. They should appreciate the value offered by the Hong Kong General Chamber of Commerce. And they should want their friends and business associates to share in this positive experience. Members can approach friends in multinational companies, in Hong Kong companies, or in mainland Chinese companies. We need all three types of new members to maintain the international character of the Chamber. Therefore, we are instituting, beginning in September, a member-get-member membership recruitment drive. The first period of this drive ends on 20 December.

Thanks to some generous donations by our member companies, we are able to offer prizes to liven up this drive:

For each new member an individual brings in, he or she gets a modest monetary sum. For every five new

*members brought in, the individual gets one ticket in a prize pool. For the first drawing at the end of December, the prize of a Motorola Star-Tac J Mobile phone is donated by **Hong Kong Telecom**. A second recruitment period goes from January through June next year. A suitable prize will again be available. Then in July 98, a grand prize of two free roundtrip air tickets to Sydney donated by **Cathay Pacific** will also be available.*

Naturally, we hope that you consider the Chamber valuable enough to want to persuade other non-member companies to join. But thanks to our generous corporate sponsors **Hong Kong Telecom** and **Cathay Pacific**, your effort may have a handsome concrete reward at the end. I thank you in advance for your interest in boosting the membership of the Chamber. ■

商會推動會員招募

眾所周知，香港總商會的實力直接取決於屬下會員。在我們心中，總商會是本地最具代表性和影響力的商界組織。要維持這個地位，總商會必須不斷擴闊會員基礎，這也是本人把汲納新會員列為工作重點的原因。

自五月履新以來，本人先後拜訪了多家本地、國際及中國大陸企業，誠邀它們加入。香港公司乃本會的重要支柱，跨國集團則充分體現了香港作為國際商業都會的地位，至於中國大陸企業，長久以來對本港是更為重要。自本人上任以來，已有超過一百家公司加入本會逾四千會員的行列。

不過，在招募的過程中，最重要、最具說服力的還是會員本身。享受作為總商

會會員而專有的權益之餘，您們也會希望與朋友和商業夥伴分享這份收穫和經驗。會員可接觸跨國機構、本地公司或中國大陸企業內的友人。要維持我們作為國際性商會的特質，以上三類新會員都十分重要。因此，我們將於九月開始舉行「會員招募會員大競賽」，而第一階段會直至本年的十二月二十日。

承蒙若干會員機構慷慨捐贈獎品，令這次的會員招募行動錦上添花：

每次成功邀請一名新公司會員加入，推薦人即可獲贈購物禮券。每成功推薦五位新會員，您便可得到一張抽獎票。在十二月底舉行的第一期抽獎，獎品是由**香港電訊**送出的摩托羅拉Star-Tac J手提電話。第二階段競賽由明年一月至六月舉行，我們亦會預備合

適的獎品。到了九八年七月的傑出推薦人大抽獎，獎品將是由**國泰航空公司**送出的雙人來回悉尼機票。

本人自然衷心盼望各位以身為總商會會員為榮，並鼓勵尚未加入的公司參與。再次感謝**香港電訊**及**國泰航空**的慷慨贊助，讓各位在推薦會員的同時，有機會獲得豐富的實際回報。謹此先謝謝大家的鼎力支持。 ■

DIRECTOR'S REPORT

LOCAL AFFAIRS AND ECONOMICS DIVISION

HIGHLIGHTS

With the onset of the Summer holiday season, the month under review was very much an "issues" orientated period for the Division. In the absence of many usual Chamber activities, the Division turned its attention to preparations for important upcoming events.

These included drafting the Chamber's pre-Budget submission to Government for the next Budget for the 1998-99 fiscal year to be presented to the Provisional Legislative Council in March next year; preparing a letter to the SAR Chief Executive ahead of his policy address to the Provisional Legco on October 8; and discussions on the HKGCC/Employers' Federation wage recommendation for 1998.

They also included early preparations for the Chamber's 1997 Business Summit, which is to be held on December 4; and preparation of the Chamber's submission in reply to the Government's recently issued Profits Tax Review consultation paper. There were also some discussions on the controversial labour ordinances passed by the pre-handover legislature.

The Chief Economist continued to be active during the month under review delivering a Rotary Club address on the outlook for the local economy, reacting to the first quarter Gross Domestic Product (GDP) report from Government and handling several post-handover media interviews from both local and foreign media.

"Two Systems"

During the month under review, the Division also began publication on the Phonafax service, two new newsletters - "Two Systems" (Hong Kong SAR Edition) and "Two Systems" (Mainland economic issues edition). The former publication replaces the old "Phonafacts" publication and the latter the publication known as "Chinafacts". Both will now be available on a monthly basis through the Phonafax fax retrieval system.

New Staff

During the period under review, Mr Raymond Cheng was appointed Manager, Publications with the Chamber and Editor of the Chamber magazine, The Bulletin. A new Executive Officer Research will also join the Division shortly.

Committee Meetings

Due to the Summer break and the absence of many Chamber members on

商會動態

本地及經濟事務部

重點活動

暑假期間，一般性活動減少，而該部則忙於籌備各個將要舉行的重點項目。

這包括就 1998/99 財政年度預算案草擬建議書，在預算案公布前提呈特區政府參考；於施政報告在 10 月 8 日在臨時立法會發表前，撰寫致行政長官的函件；與香港僱主聯合會討論 1998 年的薪酬增幅建議。

其他工作包括：籌備於 12 月 4 日舉行的 1997 年香港商業高峰會；回應政府近日發表的《利得稅檢討諮詢文件》；商討在回歸前通過，具爭議性的勞工條例。

月內，首席經濟學家應扶輪社邀請，就本地經濟前景致辭；此外，他亦回應了政府公布的首季本地生產總值報告，並接受數家本地及海外傳媒訪問。

《兩制新知》

透過本會的電話傳真服務，該部發表了全新的《兩制新知》經濟通訊，以取代舊有的《電話傳真經濟簡報》及《神州訊息》。通訊每月更新一次，分別以專文探討本港及內地的經濟問題。

職員委任

鄭維民先生於 7 月加盟本會出任出版部經理兼《工商月刊》編輯。新聘的經濟研究主任亦會於短期內履新。

委員會動態

由於不少會員正在渡假，因此，委員會於月內並無舉行會議，各委員會的會議將於數星期後召開。

服務業部

香港服務業聯盟

推廣服務業

7 月 17 日，秘書長陳偉群博士應邀出席服務業推廣策略小組的會議。會議由財政司司長主持。會上，陳博士就《服務港》季刊、籌組三方論壇及資訊基建諮詢委員會的工作提出建議書。

香港服務業獎

大會共接獲 102 份參賽申請，其中 13 份角逐「香港服務業獎：創意」。評審工作現正進行。

政府委員會

陳博士分別於 7 月 18 日、7 月 30 日、8 月 7 日及 8 月 9 日出席服務業支援資助計劃評審委員會、個人資料（私隱）諮詢委員會、電訊管理局資訊基建諮詢委員會，以及用戶及消費者諮詢委員會的會議。

管理顧問小組

服務業支援資助計劃評審委員會已批准聯盟的申請，撥資 150 萬開展一個有關管理顧問的項目。管理顧問小組隨即於 8 月 12 日開會，商討項目的執行細節。

香港特許經營權協會

提呈意見書

7 月 16 日，協會向工商局局長、工業署署長、工商服務業推廣署署長及統計處處長提呈意見書，敦請特區政府推動特許經營業務的發展。

培訓資料及唯讀光碟

唯讀光碟的情節串連圖板設計工作現正進行。

考察團

協會將於 9 月 5 日至 11 日組團前往洛杉磯，考察當地的特許經營發展機會。是次活動獲美國領事館商務署支持。考察團一行 19 人，將由協會主席彭耀佳先生率領。

資料庫

協會正忙於建立本地及海外特許經營商的資料庫。現時，資料庫內已有逾 2,000 名海外特許經營商及約 1,000 名本地具潛質投資者的資料。

Courtesy call: Second Vice-chairman, Mr Tung Chee-chin received Mr Shi Zuneng, Mayor of the Yixing Municipal Government on August 20. Mr Zhi was making a courtesy call to the Chamber to promote a range of investment projects in Yixing, Jiangsu Province.



總商會副主席董建成於 8 月 20 日接待江蘇省宜興市人民政府史祖能市長。

國際事務部

委員會動態

亞洲委員會

7月28日，印度駐港總領事館一等商務秘書薩爾馬先生到訪，獲總裁翁以登博士接待，兩人商討印度考察團的籌組細節。考察團將於1998年2月由田北俊主席率領。

8月5日，昆士蘭省政府亞太投資專員池龜淳介先生及株日研究中心（香港）有限公司董事總經理松下雄一先生到訪，交流昆士蘭與本港之間的商貿機會。二人獲助理總裁馮棟澤接待。

8月4日，新西蘭羅托魯阿商會總裁胡珀博士到訪，並獲馮棟澤接待，期間，雙方研究如何加強兩會在未來的合作。

8月5日，該部特為參加茨城縣友好訪問團的團員安排午餐會，講解有關細節。出訪日期為8月18至23日，首天，團員會先拜訪香港貿易發展局駐東京辦事處，翌日則到縣內各處訪問。

中國委員會

8月1日，翁以登博士接待貿促會廈門分會副會長嚴琪女士。嚴女士到訪，旨在宣傳於1997年9月中舉行的「九七中國投資洽談會」及廈門提供的商貿機會。

8月8日，中國宜興環保科技工業園發展總公司總經理唐寧彪先生到訪，討論如何透過本會向會員介紹工業園的情況。

本會與貿促會廣東分會於9月12日合辦為期一天的「廣東省內銷市場」拓展實務交流會已接受報名。交流會旨在協助會員認識廣東省的內銷政策及運作程序。會員亦可藉是次活動，建立有用的商業聯繫。

歐洲委員會

7月22日，Wilson Jeanselme Partnership Ltd. 的威爾遜博士到訪，商討可否在港舉辦以零售銀行業為主題的研討會，探討本港零售銀行業在運用科技處理客戶關係方面的趨勢。

7月31日，瑞士沃州經濟發展局副總裁阿沃也先生再次訪問本會，商討將於11月初舉行的小型午餐會的有關安排。舉辦小型午餐會的目的是向海外跨國企業宣傳當地的投資機會。

8月5日，瑞士貿易推廣協會亞太地區企劃經理鮑華德先生及瑞士總領事館助理商務專員陳永繼先生到訪，商討「瑞士經濟論壇」的籌備事宜。該論壇是「1997瑞士週」的項目之一，訂於11月舉行。本會是論壇的主辦機構之一，屆時，瑞士的工業界領袖及官員將向本港投資者介紹當地在貿易、投資、銀行、保險、旅遊及教育方面提供的發展機會。

annual holidays there were no Committee meetings during the period under review. Meetings of all Committees within the Division will, however, be held in the next few weeks.

SERVICE INDUSTRIES DIVISION

HONG KONG COALITION OF SERVICE INDUSTRIES

Promotion of Services

On 17 July CSI Secretary General Dr W.K. Chan was invited to attend a meeting of the Services Promotion Strategy Group chaired by the Financial Secretary and to present three CSI submission papers on the Servicing Economy Newsletter, the proposal for a tripartite forum and the working of the Information Infrastructure Advisory Committee.

Hong Kong Awards for Services

A total of 102 applications were received for the Awards Scheme. The HKCSI's Innovation Award received 13 entries. The assessment process for the applications was under way.

Government Committees

Dr Chan attended a meeting of the Services Support Fund Vetting Committee on 18 July.

On 30 July Dr Chan attended a meeting of the Privacy Advisory Committee for Personal Data.

On 7 August Dr Chan attended a meeting of the Information Infrastructure Advisory Committee of OFTA. On 9 August he attended a meeting of another OFTA committee the Users and Consumers Advisory Committee.

Management Consultants Group

The CSI's application for funding of \$1.5 million a project to promote management consultancy was approved by the SSF Vetting Committee. Following this the Management Consultants Group met on 12 August to discuss implementation of the project.

HONG KONG FRANCHISE ASSOCIATION

Paper submitted

On 16 July the HKFA submitted a position paper on promotion of franchising to the Secretary for Trade and Industry, the Director-General of Industry, the Director of the Business and Services Promotion Unit and the Commissioner for Census and Statistics, calling for government support in facilitating the promotion of franchising.

Franchise training materials and CD-ROM

Design of the story board of the CD-ROM is in progress.

Study Mission

Supported by the US & Foreign Commercial Service, the HKFA mission to Los Angeles on franchise opportunities will take place from 5-11 September. HKFA Chairman Mr Y K Pang will be the mission leader. The mission delegation will consist of 19 members.

Database

Work on creating a database of local and overseas franchise operators is in progress. Over 2,000 overseas franchise operators and approximately 1,000 local potential investors have been included.

INTERNATIONAL AFFAIRS DIVISION

TRADE COMMITTEES

Asia

Mr. A.G. Sarma, First Secretary-Commercial of the Consulate General of India visited the Chamber on 28 July to discuss organisational details of a proposed mission to India, to be led by the Chamber Chairman, Mr. James Tien in February of 1998. Mr. Sarma was received by the Director, Dr. Eden Woon.

Mr. Junsuke Ikegame, Asia Pacific Investment Commissioner for Queensland Government and Mr. Yuichi Matsushita, Managing Director of Nikko Research Centre (Hong Kong) Limited called on the Chamber to explore business opportunities between Queensland and Hong Kong on 5 August. He was received by Assistant Director, Mr. Sidney Fung.

Dr. George Hooper, President of Rotorua Chamber of Commerce & Industry, New Zealand called on the Chamber on 4 August and was received by Mr. Sidney Fung. The meeting discussed the ways in which the two Chambers can cooperate more closely in the future.

A luncheon briefing meeting for the delegates participating in the Goodwill Mission to Ibaraki Prefecture, Japan was held on 5 August. The Mission will be held from 18 to 23 August. The group will pay a visit to Hong Kong Trade Development Council, Tokyo Office on 18 August and continue its journey to Ibaraki Prefecture on 19 August.

China

Chamber Director Dr. Eden Woon received Ms. Yan Qi, Vice-Chairman of CCPIT Xiamen on 1 August. The objective of the visit was to promote '97 China Investment Fair to be held in mid September 1997 and to introduce the business opportunities that exist in Xiamen.

Mr. Tang Ning Biao, Vice Director and General Manager of Yixing Industrial Park for Environmental Science & Technology paid a visit to the Chamber on 8 August. The meeting focused on discussion on the ways in which the Chamber will be able to assist Yixing authorities in promoting the Industrial park among Chamber members.

Jointly organised with CCPIT Guangdong Sub-Council, the Chamber commenced recruitment for a one-day Workshop on "Opening Guangdong Domestic Market" to be held on 12 September. The objective of the Workshop was to assist members in understanding the policies and procedures of concluding domestic sales contracts. The Workshop will also prove to be a useful occasion for business networking for Chamber members.

Europe

On 22 July, Dr. Jonathan Wilson from Wilson Jeanselme Partnership Ltd. visited the Chamber to discuss the possibility of organising a one day workshop on retail banking in Hong Kong. The theme of the proposed workshop will be on the trends in the use of technology in the management of customer relations in the Hong Kong retail banking sector.

On 31 July, Mr. Pierre Avoyer, Deputy Director of the Council for Economic Development, State of Vaud - Switzerland, visited the Chamber again to discuss arrangements for a roundtable luncheon scheduled for early November. The lunch meeting aims at promoting the State of Vaud and attracting investment from multinational companies overseas.

Mr. Walter Brogli, Project Manager Asia/Oceania for the Swiss Office for Trade Promotion and Mr. W. K. Chan, Assistant Trade Commissioner of the Consulate General of Switzerland, called on the Chamber on 5 August to review arrangements for the Economic Forum of Switzerland as part of the programme for the Swiss Week 1997 to be held in November. The Chamber will be one of the co-organisers of the Forum at which top industrialists and officials from Switzerland will brief interested members on the possibilities (in trade, investment, banking, insurance, tourism and education) they are offering to investors and businessmen in Hong Kong.

HONG KONG INTERNATIONAL

A group of 12 US Congressional staffers visited Hong Kong and Southern China from 10-16 August. Sponsored by the six trade associations, namely, the Hong Kong General Chamber of Commerce, Chinese Federation of Hong Kong Industries, Chinese Manufacturers' Association of Hong Kong, Hong Kong Exporters' Association and Vision 2047, this orientation programme was the first one organised after the handover. Mr. C.C. Tung, Vice-Chairman of the HKGCC General Committee and Dr. Philip Wong, Vice-Chairman of the CGCC, co-hosted the breakfast meeting to welcome the delegates and encourage them to learn more about Hong Kong and its economic relationship with China so that they are able to have a more informed view on Hong Kong should an issue regarding Hong Kong arise in the US Congress.

On 16 August, Mr David Rimmer, member of the HKGCC General Committee, chaired the debriefing meeting and discussed with delegates on their perception of Hong Kong and Southern China after the visit.

PACIFIC BASIN ECONOMIC COUNCIL

Preparations for establishing the Steering Committee for the 32nd International General Meeting in Hong Kong in May 1999 are well underway. The Committee is set to have its first meeting around mid September. Membership of the Committee will consist of high level executives from many influential companies in the territory.

INDUSTRIAL & CORPORATE AFFAIRS REPORT DIVISION

COMMITTEES

Environment Committee

A meeting with the Secretary for Planning, Environment and Lands was held on 7 August to discuss the Chamber paper on Air Quality in Hong Kong. The Chamber was represented by Mr Barrie Cook, Committee Chairman, and Dr Eden Woon, Chamber Director.

EVENTS

- The following training workshops were held for the SMEs:
 - "Computing and mitigating PRC capital gains tax" on 16 July with 23 participants;
 - Assessing the corporate health of PRC companies from legal documents and avenues for settling business disputes on the Mainland" on 22 July with 22 participants;
 - "Tax audit and field investigation in Hong Kong" on 24 July with 15 participants;
 - "Going public" on 29 July with 24 participants;
 - "Relationship marketing" on 31 July with 23 participants.
- A roundtable was organised on 16 July at which Mr Mike Rowse, Director of the Financial Branch's Business and service Promotion Unit, was invited to speak on the services offered by his department in the context of SMEs in Hong Kong. 24 members attended.
- The Hong Kong Small Business Award was launched on 24 July with the invitation for small businesses in Hong Kong to compete in the programme. The last date for receiving nominations is 5 September.
- 80 members and guests attended the 3288 Dinner Club meeting on 22 July.
- 18 members and guests participated in a golf outing at Guangzhou International Golf Club held on 26-27 July.
- A half-day training course on "Professional Telephone Skills" was held on 19 July. 21 members attend. ■

香港國際委員會

12位美國國會議員助理於8月10日至16日訪問香港及華南地區。是次活動由香港總商會、香港中華總商會、香港工業總會、香港中華廠商聯合會、香港出口商會及展望2047協會贊助。議員助理是香港特別行政區成立後首次到訪。本會副主席董建成先生及香港中華總商會副會長黃宜弘博士一起主持早餐會，除了歡迎議員助理到訪外，更鼓勵他們藉此次活動，了解本港的情況及香港與中國內地的經濟關係，以備日後有關香港的問題一旦在美國國會內提出時，他們會有較深入的了解。

太平洋地區經濟理事會

太平洋地區經濟理事會第32屆國際年會將於1999年5月在港舉行。為是次會議成立指導委員會的準備工作已密鑼緊鼓地進行。委員會可望於9月中召開首次會議，委員多為本地大型機構的要員。

工業及行政事務部

委員會動態

環境委員會

8月7日，該部與規劃環境地政局局長舉行會議，討論本會就香港空氣質素提呈的意見書。代表本會出席的是環境委員會主席高保利先生及總裁翁以登博士。

活動點滴

- 為中小型企業而設的培訓課程：
 - 「如何計算大陸增值稅及節稅安排」- 7月16日舉行，共23位會員參加；
 - 「如何從法律文件評核國內公司之業務風險及以中國法律解決商務債項糾紛」- 7月22日舉行，22位會員參加；
 - 「香港稅務實地審查及稅務調查」- 7月24日舉行，共15位會員參加；
 - 「融資信貸渠道之一：企業上市集資之步驟」- 7月29日舉行，共24位會員參加；
 - 「關係市場學」- 7月31日舉行，共23位會員參加。
- 7月16日，工商服務業推廣署署長盧維思先生出席小型午餐會，介紹該署為本港中小型企業提供的服務，24位會員參加。
- 7月24日，「香港傑出小企業獎」正式接受提名，截止日期是9月5日。
- 7月22日，80位會員及嘉賓參與3288晚飯會的聚會。
- 7月26至27日，18位會員及嘉賓出席假廣州仙村國際高爾夫球會舉行的高球運動日。
- 7月19日，21位會員出席「專業電話應對技巧」培訓課程。 ■



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1998 案頭日記簿

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封面採用精美黑色再做皮、內頁一週型記事、世界各大機場指南、世界各大城市地圖、彩色世界地圖及世界時間表。

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人名 / 公司名

燙金服務

截止日期：

30/9/1997

(確認草稿後4星期

可到本會領取)

訂購表格

傳真：2527 9843

致： 香港金鐘道95號統一中心22樓
香港總商會
王鳳珊小姐 (電話：2823 1253)

本人/本公司欲訂購：

數目

每本售價

總額

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x HK\$35 HK\$ _____

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總額 HK\$ _____

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聯絡人：

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Servicing China - China's Tertiary Industries

The Chamber and its service industries arm the Hong Kong Coalition of Service Industries will be jointly presenting a Conference on the development of service industries in China on 22 October 1997. The Conference is part of a programme of visit by a high-level delegation led by Vice Minister She Jianming, head of the Tertiary Industries Leading Group of the State Planning Commission, as well as Director-General Mr Lan Shiliang, Director of the Office of Tertiary Industry Planning and Policy.

The Office of Tertiary Industry Planning and Policy is the main body responsible for the coordination and formulation of service industry policies in China. **Dr W.K. Chan**, the Chamber's Assistant Director - Service Industries, has the details.

There was a time in mainland China when, according to the maxims of Marxism, Leninism and the thoughts of Mao Tse Tung, service industries are considered unproductive.

No longer. In October 1992, the State Council decided that the development of tertiary industries should be speeded up and the Tertiary Industry Planning and Policy Leading Group was created. The Leading Group is headed by Mr She Jianming, a Vice Minister of the State Planning Commission. Membership of this Group included heads from the major divisions within the State Planning Commission, such as the Department

of Long-term Planning and Industrial Policies, Department of Market, Department of Utilising Foreign Funds, Department of Social Development, Policy Research Office and the Institute of Macro Economy.

A coordinating office was set up under the Leading Group, namely, the Office of Tertiary Industry Planning and Policy (OTI). The Director of the OTI is Mr Lan Shiliang, Head of the Department of Long-term Planning and Industrial Policies of the State Planning Commission.

The main function of the OTI is the national planning and policy formulation of China's tertiary industries, including formulation of laws and regulations. Through the OTI the State Planning Commission usually takes the lead to promote a policy issue in conjunction with the related ministry under the State Council. For example, a study has been conducted on the advertising industry with the State Administration for Industry and Commerce; another on employment service with the Employment Department of the Ministry of Labour; and on community service, labour union and corporate enterprises, and science and technology services with other departments.

The OTI also contributes substantially to the formulation of the five-year-plan, especially on the chapter on tertiary industries. It plays a key part in putting forward policies for the opening of the

tertiary industries to foreign participation together with MOFTEC and the State Economic and Trade Commission. To assist in the management of state assets, it is also involved in the study, formulation and approval of investment policies of the state-owned enterprises. It is a coordinator of the development of tertiary industries at the regional and local level, for example, tertiary industries within the Three Gorges development project. The tertiary industries census within China was organised by the OTI although data collection and analysis was implemented by the State Statistics Bureau.

Prospects of development

In 1993 the State Planning Commission issued a National Tertiary Industry Development Plan setting out the broad strategic direction for the next ten years.

Currently, the five biggest tertiary sectors are:

- Commerce, catering, wholesale and retail 28.0%
- Finance and insurance 17.5%
- Transport and communication 18.0%
- Real Estate 6.0%
- Tourism (Hotel and travel agent) 1.5%

開拓中國第三產業

香港總商會及香港服務業聯盟將於1997年10月22日舉辦以國內第三產業為題的大型會議。屆時，由中國國家計劃委員會副主任兼第三產業協調領導小組負責人**余健明**先生，以及三產辦主任**藍世良**先生率領的高層代表團將來港出席。

第三產業協調領導小組辦公室是負責統籌及制訂國內服務業政策的主要機構。本會服務部助理總裁**陳偉群**博士特以專文解釋有關詳情。

曾幾何時，中國大陸在馬列主義和毛澤東思想的指導下，將第三產業視為「不事生產」的行業。

然而，時間改變一切。1992年10月，國務院決定加速發展第三產業，並成立第三產業協調領導小組，由國家計劃委員會副主任余健明先生負責，成員包括長期規劃司、市場司、外資司、社會司、政策研究司及宏

觀經濟研究院的主管。

領導小組屬下設有辦公室（簡稱「三產辦」），負責協調工作。辦公室主任由國家計委長期規劃司司長藍世良先生兼任。

辦公室的主要功能是籌劃及制訂全國第三產業的發展政策，包括有關的法律法規。國家計委往往牽頭推動與第三產業有關的政策事宜，並透過三產辦與國務院其他部門緊密合作，如與國家工商行政管理局合作研究廣告業發展；與勞動部就業司合作研究勞動就業服務；以及聯同其他單位研究社區服務業、工會社團產業、科技服務業等。

辦公室在制訂五年計劃，特別是與第三產業有關的部分上貢獻良多。除了聯同外經貿部及國家經濟貿易委員會，共同研究及提出對外開放第三產業的政策外，辦公室亦參與研究、制訂及審批國企的投資政策，協助管理國家資產。此外，辦公室更負責協調地

區上第三產業的發展情況（如與三峽發展計劃有關的第三產業）。值得一提的是，內地的第三產業普查雖由國家統計局搜集及分析數據，但組織工作仍由三產辦負責。

發展前景

1993年，國家計委發出《全國第三產業發展實錄文件》，確立了未來十年的大方向：

現時，國內排名首五位的第三產業是：

- 商業、飲食服務、批發及零售 28.0%
- 金融及保險 17.5%
- 運輸及郵電 18.0%
- 房地產 6.0%
- 旅遊（旅館及旅行社） 1.5%

1990年，第三產業佔國民生產總值的29%（不包括建造和水電業，但包括交通運輸業）；1995年，上述比例增加至31%；

In 1990, tertiary industries contributed 29% of the GNP (excluding construction and utilities but including transport). In 1995, the proportion rose to 31%. The target for 2000 is 35% of GNP (excluding 6% for construction and 2% for utilities). The target for 2010 is yet to be decided, but it is hoped another increase of 10% could be achieved.

As regards employment, in 1995 53% were in agriculture, 23% in manufacturing while 24% were in services. The target is to increase the percentage of tertiary sector employment to 28% by 2000. Based on the current situation, it is expected that the result may exceed the target to reach 30%.

More specific development targets for the tertiary industries have been set out in the ninth five-year-plan. These include the following:

- (1) Industries requiring little investment, with fast return and large number of employment, and closely related to people's living, such as commerce, wholesaling, retailing, finance, insurance, tourism, real estate, catering, warehousing and household services (hairstressing, repairing, family service, etc.)
- (2) New industries with emphasis on technological advancement, for example, information service, technological service, science and technology, computer service, software, accounting, auditing, consulting service, engineering consulting, construction, science and technology consulting, statistical consulting, corporate consulting, economic management consulting, legal consulting, etc.
- (3) Basic tertiary industries which play a leading role in economic development,

including transport, telecommunications, scientific research, education, public utility services, etc.

Private Enterprises

In theory, state-owned-enterprises now contribute 60% of the GNP, collective (which is neither state nor private) enterprises contribute 30%, while private and joint venture enterprises contribute another 10%. Such statistics, however, do not necessarily reflect reality. In practice, many private enterprises may have been classified as state-owned. For example, when a private enterprise experiences difficulty in obtaining loans, it may seek guarantee from a state bank. As a result, it will be classified as state-owned. In some regions up to 20-30% private enterprises may be treated in this manner.

As with the other economic sectors, there is a declining trend in the proportion of state-owned operations in the tertiary industries. In the commercial, catering and retailing trades, for example, the proportion of State-owned operation is dropping to under 40%. The financial sector is mostly state-owned but it is beginning to be open to foreign enterprises through joint ventures. In the transport sector some highways are operated by private companies. Overall, the national policy is to promote the development of tertiary industries, whether State owned, collective or privately owned. The current trend is to move from state-owned to collectively owned. In line with this development, the emphasis of the Administration of Industries and Commerce is also changing from approval-based management to business registration-based,

except for important financial approvals.

Private enterprises in the tertiary industries are especially active in the individual private enterprises sector. Of the distribution of these enterprises some 40% are in the tertiary industries.

Foreign investment

It is state policy to positively utilise foreign investment to develop the tertiary industries. This includes two aspects. First, overseas loans and donations are utilised for infrastructure construction, for example, grants from the World Bank and Asian Development Bank for infrastructure and environmental protection projects. Commercial loans are also used to develop local commerce, such as tourism and catering. Secondly, foreign direct investment in tertiary industries is to be expanded through the existing wholly foreign owned, joint venture and joint cooperative enterprises. In some sectors foreign investment is positively encouraged, such as highways, bridges, and after-sale maintenance services, although other sectors such as finance and wholesale are restricted while some are prohibited, such as telecommunications and broadcasting.

Along with the gradual liberalisation of trading rights and the eventual convertibility of the RMB, tertiary industries are slowly being open to foreign investors. In line with the reform of China's national economic system, the opening to foreign investment will be a major policy pillar in the development of tertiary industries.

As China's tertiary industries begin to open up, opportunities abound for the service industries of Hong Kong. ■

2000年的目標是達致35% (不包括建造業的6%及水電業的2%)。雖然2010年的目標仍未確定,但當局期望可再提高10%。

就業方面,以1995年計算,從事農業、製造業及第三產業的人口比例分別為53%、23%及24%。當局希望到了2000年,第三產業所佔的比例將增至28%。按現時情況預測,屆時甚有可能超越目標到達30%。

當局已在第九個五年計劃中為第三產業擬定了更明確的發展目標,包括:

1. 發展投資小,收效快,提供大量就業機會,與人民生活息息相關的行業,如商業、批發、零售、金融、保險、旅遊、房地產、餐飲、倉務及居民服務業(理髮、修理、家庭服務等);
2. 開發以先進科技為主導的新興行業,如信息、技術服務、科技、計算機服務、軟件、會計、審計、顧問服務、工程諮詢、建造、科技諮詢、統計諮詢、企業諮詢、經濟管理諮詢、法律諮詢等。
3. 拓展對經濟發展有先導性作用的基礎

第三產業,如運輸、郵電、科技研究、教育、公用事業等。

私營企業

理論上,國營企業現佔國民總產值60%,集體企業(不屬於國營或私營企業)佔30%,而私營和合資企業則佔10%。不過,這些數據不一定能反映真相。事實上,不少私營企業均被歸類為國企。舉例說,當私營企業在申請貸款時遇到困難,或許會由國營銀行為其作保,因而被界定為國營企業。在某些地區,遇上這種情況的私營企業可能多達20%至30%。

國企在第三產業所佔的比例日漸下降。舉例說,在商業、飲食及零售業,國企的比重已下跌至不足40%。金融業方面仍以國企居多,但當局已開始容許外資以合資方式進入中國市場。運輸業方面,部分公路已由私營公司開辦。整體來說,無論是國營、集體或私營也好,促進第三產業發展已成為全國政策。現今的趨勢是由國營轉向集體模式。為了配合這種形勢,除了重要的金融項目外,工商行政管理

局的職責已漸由審批管理改為登記管理。

個體私營戶在第三產業中尤其活躍,佔了整體的四成。

外來投資

國家的既定政策是積極運用外資開發第三產業。這包括兩方面:第一,運用海外貸款及捐獻發展基建設施,如利用世界銀行及亞洲開發銀行的資金從事基建及環保計劃,運用商業貸款發展旅遊及飲食業等本地商業活動;第二:透過現存的獨資、合資及合作企業,擴大外商對第三產業的直接投資。儘管當局目前完全禁止(如電訊及廣播)或只是有限度容許外商涉足部分行業(如金融及批發),也有一些項目(如公路、橋樑及售後維修等)是極力希望爭取外商注資的。

隨著外資經營權進一步開放,人民幣快可自由兌兌,國內第三產業已逐步開放予外國投資者。在國家實行經濟體制改革的同時,對外開放將成為發展第三產業的基本政策。

中國開放第三產業市場,將為本港服務業帶來無限商機。 ■

Servicing China: Prospects and Challenges

Conference on China's service industries

中國服務業的發展前景與方向

中國第三產業發展高級研討會

The Hong Kong General Chamber of Commerce and Hong Kong Coalition of Service Industries will jointly present a high-level Conference **"Servicing China"**.

香港總商會與香港服務業聯盟將聯手主辦中國第三產業會議：

Date : 22 October 1997 (Wednesday)

Time : 9:30 a.m. to 5:30 p.m.

Venue: Sheraton Hong Kong Hotel and Towers

日期 : 1997年10月22日(星期三)

時間 : 上午九時半至下午五時半

地點 : 喜來登酒店

Keynote Speaker:

Vice Minister She Jianmin

Vice Minister, State Planning Commission

Head of the Tertiary Industries Leading Group of the State Planning Commission

主講嘉賓：

余建明副主任

國家計劃委員會副主任

計委第三產業發展協調領導小組主任

Other Speakers (invited):

Lan Shiliang

Director, Office of Tertiary Industries

Ning Jizhe

Office of Tertiary Industries, SPC

Lee Sands

Chairman, International Trade Practice, Mayer, Brown & Platt

K C Kwok

Chief Economist, Standard Chartered Bank;

William Huang

Director, Jardine China

Linus Cheung

Chief Executive, Hong Kong Telecom

其他講者 (邀請中) :

藍世良先生

國家計委三產辦主任

計委長期規劃司司長

寧吉喆先生

國家計委三產辦公室

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香港電訊有限公司行政總裁

Topics:

- ☛ Development of China's tertiary industries and opportunities for foreign investment
- ☛ An international business perspective on developing China's service industries
- ☛ Privatisation and liberalisation of China's tertiary industries
- ☛ Prospects and challenges of China's tertiary industries
- ☛ Modernising China's financial services
- ☛ Expanding the distribution industries
- ☛ Information and communication services

專題：

- ☛ 中國第三產業的發展以及外商參與機會
- ☛ 外商在中國經營第三產業的體會
- ☛ 中國第三產業的發展前景與挑戰
- ☛ 民營化與貿易自由化對中國第三產業的影響
- ☛ 中國金融服務現代化
- ☛ 拓展分發服務
- ☛ 信息及通訊服務

For service industries policymakers and practitioners, this is a conference not to be missed. For further information, please contact the Hong Kong Coalition of Service Industries (Tel: 2823 1228 Fax: 2527 9843).

無論是服務業的從業者或政策制定者，此次會議不容錯過。詳細資料可向香港服務業聯盟查詢 (電話：2823 1228 傳真：2527 9843)。



HONG KONG COALITION OF SERVICE INDUSTRIES
香港服務業聯盟

Hong Kong General Chamber of Commerce
香港總商會



A Comparison of Hong Kong and US industries:

Interview with Professor Richard Lester

Professor Lester led both the influential Made in America research in the US industries and the recently published Made by Hong Kong study. In an exclusive interview with The Bulletin's Editor Raymond Cheng, Professor Lester compared key elements of Hong Kong and US industries, as well as offering insights on other important issues.

Q: How would you compare the attitudes of industrial entrepreneurs in Hong Kong and the US?

A: I think entrepreneurs sound and do similar things wherever they are. I don't think the nature of entrepreneurship is fundamentally different in the two places. One point that came out quite strongly from our Hong Kong research had to do with human resources, where we found generally less inclination and willingness to invest in training, career development, and even in the development of financial or other incentives for employees to improve their skills and capabilities. We found less of that in Hong Kong, not only compared with the US but also compared with other societies or states in this region and in the world.

Q: Does that means business owners in Hong Kong are more short-termed?

A: In the past they did not find that investing in human resources a profitable thing to do whereas one finds that in the US. At least some companies in the US have found that the systematic development of human resources for developing skills, capabilities and employee commitment to the enterprise a very important part of their strategies.

Q: What are the main differences between the US and Hong Kong industry's financial structure?

A: Certainly, the financial structures are different. The small family-owned firms are much more important part of the industrial sector here in Hong Kong than in the US, although there are some important contributions from small family-owned firms in the US too. The relative importance of large firms tends to be greater in the US.

Q: What have impressed you most about Hong Kong's industry?

A: I think the most striking things are the extraordinary flexibility of these manufacturers, the speed with which they



Professor Richard Lester 列斯特教授

responded both to opportunities and to problems, and the flexibility with which they operate on a day-to-day basis. These are the things which everybody comments

on and so is not a surprise, but nonetheless, they are very impressive.

Q: How should Hong Kong industries respond to changes in China?

A: First, we have to recognize the close interdependence between the two. Second, we have to recognize that the greatest asset Hong Kong has is the location, the economic entity, the rule of law, the transparency of government processes, the independence of the judiciary, the ability to enforce and monitor business contracts, as well as the ability for information to flow freely. They are the greatest strengths of Hong Kong today. Even from China's point of view, it will be important to sustain those characteristics.

Q: Finally, Can you give some advice to Hong Kong industrialists?

A: If I have to say just one thing, it would be: Don't assume what brought you success in the past will bring it success in the future. ■

港、美工業發展之比較

專訪列斯特教授

繼領導有關美國工業發展的「美國製造」研究後，列斯特教授再接再厲，將研究本港工業所得的結果出版「香港製造」一書。接受本刊編輯鄭維民獨家訪問時，列氏比較了港、美工業的特點，並暢談對其他工商業問題的個人心得。

鄭 — 鄭維民 列 — 列斯特教授

鄭: 你認為港、美兩地的工業企業家在態度上有何分別？

列: 企業家總有一套類似的思維和做事方式，跟地域關係不大，因此，我不認為兩者在實質上有什麼重大分別。從在港研究的經驗看來，人力資源的問題很值得一談。本地僱主一般並不熱心在員工培訓及職業發展方面多作投資，甚至不願提供金錢或其他類型的獎勵，鼓勵員工進修，充實自己。不要說跟美國相比，這在區內或其他國家也是較少見的。

鄭: 這是否意味港商較為短視？

列: 過往，他們並不認識投資人力資源的好處。美國的情況卻不一樣，部分公司早已發現，有系統地發展人力資源，提升員工技能和

個人水平，培養他們對公司的歸屬感，是整體發展策略中重要的一環。

鄭: 兩地工業在財務結構上有何重要分別？

列: 分別肯定是有的！不能說小型家庭式企業對美國工業貢獻不大，但整體來說，美國始終以大公司的分量較重。反觀香港，前者的重要性便明顯得多。

鄭: 香港工業界令你印象最深的是什麼？

列: 是那種叫人讚歎的靈活性！這不但見於日常運作，也可從他們抓緊機會和應變的速度反映出來。提出這些觀點的人早已多不勝數，也算不上是什麼驚喜，但就是叫人印象難忘！

鄭: 香港廠家應怎樣配合內地的轉變？

列: 首先，我們得承認兩地唇齒相依的密切關係。優越的地理位置、自由的經濟體系、法治、透明度高的政府、司法獨立、可有效執行及監管商業契約的機制，以至資訊的自由流通，都是香港最寶貴的資產，也是香港今天較別人優勝的地方。即使在中國眼裡，這些特質也有保留的必要。

鄭: 可以給本港廠家一些意見嗎？

列: 往日的致勝之道不一定適用於未來，這是必須緊記的。 ■

HK's Biotechnology Industry: an entrepreneur's view

Thomas Cheung, Managing Director, Innomed

Since the 70s, the United States has been initiating technological reforms centering on information technology. Developed countries in the West all directed their economic development towards the technology, and had successfully established a number of enterprises monopolizing the world's information technology market.

Having comparative advantages in terms of resources and scientific research, European nations and the US also hold a safe lead against their Asian counterparts in both medical science as well as biotechnology.

Biotechnology is essentially the application and commercialization of research achievements in biological science, and can be applied extensively in fields such as agriculture, medical treatment, environmental protection etc..

Extremely high costs of labour, land, and property are pushing up operating cost. As such, Hong Kong's competitiveness in the international

market is undermined. After the handover, the property market will have to struggle through a low ebb after having experienced a prolonged climax. The only solution for Hong Kong's economic development rests in the construction of a high-end structure in line with technological evolution, in the effort to intensify the role scientific technology in Hong Kong's structure, as well as in the promotion of high value-added technology-based industries.

In the 21st century, biotechnology industry will become another shining star after information technology. It is therefore up to Hong Kong to exploit the advantage brought about by the reunification, and grasp the moment to maintain and reinforce its own competitiveness in the international arena.

Difficulties in developing biotechnology in Hong Kong

The "positive non-intervention" policy adopted by the colonial government has rendered Hong Kong's technological

development in lacking long-term planning, land and financial resources. As Hong Kong is short of infrastructures essential for the development of biotechnology, the foundation for research and progress is weak. Such being the case, developments in biotechnology rely on the efforts of a few industrialists and businessmen. Our development not only lags behind that of our neighbours such as Taiwan and Singapore, but is lack of any long-term planning.

Biotechnology involves not only huge capital injection, but also bigger risk in comparison with other forms of investment. In Hong Kong, enterprises can generally obtain desirable returns for their investments in infrastructure, trade, finance, real estate etc. It is also fairly easy for companies involving in such projects to acquire loans and finance from the market. In the West, the majority of technology companies are able to enlist support from **Venture Capital Funds** at the initial stage of their establishment, and receive back-up in management and other aspects of business operation.

從企業家的角度 看香港生物科技工業的前景

張俊勇 創念醫療集團董事

從70年代起，美國便進行以資訊科技為核心的新技術改革。西方發達國家都以發展及開拓新興科技為經濟發展的主導，並成功地創立出多間能壟斷全球資訊科技的企業。

歐美國家藉著本身的資源及科研的優勢，在醫療科技及生物科技等範疇也遠遠領先亞洲國家。生物科技是生物科學研究成果的應用及產業化，應用範圍遍及農業、醫療及環境保護等各方面，非常廣泛。

現時，香港的勞動力、土地和物業價格都處於一個極高水平，各行業的經營成本也因此上升，香港在國際市場的競爭力受到嚴峻的挑戰。回歸後的香港，房地產價格將進入一個平穩期，繁榮多時的房地產業也將面臨低潮的挑戰。香港經濟發展的唯一出路是朝著產業結構上的高級化和軟化方向發展，努力提高科學技術在產業中的密集程度，開發高增值的高科技產業。邁向21世紀，生物科技工業將繼續資訊科技成為重要的高科技工業，香港應充分利用中國的優勢，把握時機，唯有如此，才能保持和提高香港的國際競爭力。

在香港發展生物科技有什麼困難？

殖民地政府的積極不干預政策使香港科技發展缺乏整體長遠企劃，資金及土地的支持不足。由於香港缺乏發展生物科技所需的基礎建設，因此研究及開發基礎薄弱，現時在這方面只是依賴少數工業家和商家的努力。香港在生物科技方面的發展因而較其他鄰近地區，如台灣及新加坡為慢及欠缺長遠計劃。

另外，涉足生物科技需要大量資金，但風險卻較其他投資為大。一般香港企業都可

It is therefore important that while embarking on the development of biotechnology industry, an environment enabling the existence of these funds must be created so that there will be channels from which promising projects can raise sufficient finance. In this connection, people with vision have recently proposed the setting up of a second board stock market to offer active support to biotechnology industry and the establishment of Venture Capital Funds.

Conditions in favour of the development of biotechnology in Hong Kong

It is only under favourable social and economic conditions that biotechnology industry can prosper. These refer to an efficient capital market which facilitates financing on one hand, and advance information infrastructure which enables convenient exchange of information on the other hand. Other indispensable factors include a mature free market economy and financial system, low tax rate and a simple taxation system, a sound legal system, an accounting system of international standard, and last but not the least, a comprehensive and efficient transportation network. The fact that Hong Kong possesses every quality mentioned above makes the SAR a sound social and economic entity for establishing and nurturing biotechnology industry.

As far as biotechnological development is concerned, high caliber

從基建、貿易、金融及房地產等項目獲得理想回報，而這些項目一般也較容易得到金融機構提供借貸及融資。在歐美國家，大部分科技分公司都是在成立初期便獲得創業投資基金的支持，而基金在公司內部管理及其他方面都會予以協助。故此，在香港發展生物科技工業時，必須同時創造一個能讓此類基金生存的環境，讓成功的項目在市場上集資。近期好些有識之士所提議成立的第二板市場，應能對生物科技工業及創業投資基金起積極支持的作用。

香港有什麼條件發展生物科技？

一個地區需要有良好的社會經濟環境，才能促使生物科技工業成長發展。這是指有效率的資金市場，方便融資，以及先進的資訊設備，利便資訊交流；另外，成熟的自由市場經濟和金融體系，低稅率和簡單稅制，健全的法制，具國際水準的會計制度，以及完備、快捷的交通網絡，亦是一個良好社會經濟環境的必備條件。香港正好符合上述條件，因此乃孕育生物

people in scientific research are essential. In fact, quite a number of Chinese are working in world renowned biotechnological research institutes, and many of them are top scientists in the discipline. Given the excellent working environment Hong Kong now offers, the ways of living as guaranteed by the principle of "One country, Two systems", and the fact that these people in general are eager to contribute their effort in scientific research to their motherland, Hong Kong is fully qualified as an important base for overseas Chinese scholars and professionals in the field of advanced technology.

China Connection

Furthermore, Hong Kong enjoys one more major advantage, its intimate links with mainland China, which is unique in the region. Being geographically adjacent to China, Hong Kong is an extremely convenient starting point from which people can travel to all parts of the country. The good tradition in scientific research in the mainland (including experienced personnel and scientists) can add to Hong Kong's effective management skills and together create the favourable environment for biotechnological development.

With an aim of promoting the development of advanced technology in Hong Kong, the Hong Kong University of Science & Technology was founded in 1992. Within the University, there are

科技工業成長的理想地方。

發展生物科技不可缺少高質素的科研人員和技術專才。事實上，不少華人現正於海外著名的生物科技研究單位工作。他們多屬世界一流水平的科學家。在優良的工作環境和「一國兩制」的生活模式吸引下，加上這些科學家普遍樂意為祖國的科研事業貢獻所長，香港不難成為海外華裔學者及高科技人材集中之地。

中國因素

除了本身的條件外，香港亦擁有一項其他地區所不及的優勢，那便是香港和中國內地的密切聯繫，地理相連，由香港到中國各省市都甚為方便。正因如此，香港大可借助內地深厚的科技根基（如研究人才、科學家等），配合本身行之有效的管理技巧，為發展生物科技創造有利的條件。

在1992年建校的香港科技大學便是為

faculties such as biochemistry, biology, and chemical engineering. The Hong Kong Institute of Biotechnology Ltd. was established more or less the same time. With the establishment of these institutes, Hong Kong can nurture its own research personnel in biotechnology for its own benefit. Also in the same year, a Biotechnology Committee was set up by the Hong Kong government. As an advisory body to the Authorities, the Committee evaluates for the government industrial investments and development projects related to biotechnology. Since 1992, it has been supporting quite a number of projects relating to the discipline. As the HKSAR government has shown active support in the development of high-end scientific and technological industries, the prospect of biotechnological industry will be bright.

It is said that the 21st century is the Asia-Pacific epoch. Being the hub of the Asia-Pacific economy, China is the market into which countries around the world strive to enter. As with other industries in China, biotechnology industry have great potential for growth. As far as China is concerned, Hong Kong has advantages over its competitors. Engaging in the field of biotechnology can not only lead Hong Kong's economy onto the technology highway, but also transform the city into the biotechnological base of the Asia-Pacific region. Hong Kong will eventually be exporting technology to other neighbours, and become the promoter of biotechnological development in the region. ■

了促進香港高科技工業發展而設的專門學府。大學內設有生物化學系、生物系和化學工程系。同時期，香港生物技術研究院亦告成立。這些學系和研究院的設立，使香港擁有一批生物科技的研究人材，為本地發展生物科技作出貢獻。此外，港府亦於1992年成立了一個有關生物技術的工業及科技發展委員會，專責為當局評估與生物技術有關的工業投資和發展計劃。成立以來，委員會已支持了不少與生物技術有關的項目。特區政府對發展高科技工業抱積極支持態度，我們相信在香港發展生物科技工業會有良好的前景。

有說二十一世紀是亞太區的年代，中國是亞太經濟的中心，故此世界各國均極力拓展中國市場。生物科技正如其他工業一樣，在中國有強大的發展潛力。香港因利成便，在開拓內地生物科技工業方面佔有優勢。因此，發展生物科技不但能使本地經濟走向高科技化，更能把香港建設成亞太區在這方面的中心，向區內其他成員輸出技術，推動及促進生物科技在亞太區的發展。 ■

Long running programme wins applause

Judging by the reactions of participants, the tenth and latest sponsored visit by US Congressional staffers to Hong Kong and Southern China was another success story for the long-running familiarisation programme.

As the first visit arranged after the return of Hong Kong sovereignty to China - it took place from August 12 to 16 - it was viewed by all involved as an important opportunity to get the Hong Kong message across in the US.

And by the visit's end, it appeared to have paid off with the 12 delegates generally well pleased with the information they received and the levels of access they had to prominent local community leaders.

One member of the group, Mr Horace Cooper, the legislative Counsel to prominent US Congressional Representative, Dick Armey, took time out during the recent visit to speak to RTHK's Radio Hong Kong on the issues involved.

He said he was impressed with what he had seen during the visit, the interviews conducted with prominent community, business and political leaders, and the developments occurring in Hong Kong and across the border in Shenzhen.

But most of all he said he had been impressed with the level of confidence that existed in Hong Kong, especially when compared with the impressions sometimes received overseas.

Chamber Director, Dr Eden Woon, said the purpose of the visit was to allow the visiting staffers an "on the ground" assessment of the political, economic and social situation in Hong Kong.

"The views of the United States Congress towards Hong Kong and China are critical to the economic well-being of Hong Kong," he said.

"We are very confident that after this visit, the staffers will take back to Congress the view that Hong Kong is vibrant, diverse, and doing just fine after the Handover."



Learning on the job: US Congressional staffers visit the City University of Hong Kong. Delegates were warmly welcomed by University Vice-president, Professor Enoch Young (centre) and students.

訪問城大：美國國會議員助理訪問香港城市大學，獲副校長楊健明教授（中）及學生熱烈歡迎。

第十次美國國會議員助理訪港

美國國會議員助理已是第十次訪問香港及華南地區，從參加者的反應看來，足證計劃又一次成功。

訪問活動於8月12至16日進行，這是美國國會議員助理在香港回歸後首次到訪，參與其事者皆認為這是向美國傳達香港訊息的良機。

到訪期間，12位團員獲熱烈招待，並拜會了本地多位社區領袖，聽取各界的意見。對於是次安排，團員均感滿意。

美國資深國會議員助理迪克·亞美的法律顧問庫珀先生亦有隨團到訪，並抽空接受香港電台訪問。

他表示，此行中的所見所聞，與社區、商界及政界領袖會面的寶貴經驗，以至香港和深圳的最新發展，皆令他留下深刻印象。

但最令他難忘的是，香港人普遍的信心水平遠較海外傳媒所報導的為高。

本會總裁翁以登博士表示，訪問目的是讓議員助理實地評估本港的政治、經濟及社會狀況。

他說：「美國國會對香港和中國的看法，與本港的經濟發展關係重大。」

「我們深信，藉著這次訪問，議員助理回國後將向國會反映香港仍然是充滿活力，兼收並蓄的城市，回歸後的表現同樣出色。」

美國國會議員助理訪問活動由香港總商會、香港中華總商會、香港中華廠商聯合會及香港工業總會聯合主辦，並獲香港出口商會及展貿2047協會支持。

活動旨在加強美國國會與香港及廣東省的聯繫和溝通，讓議員助理親身評估本港及華南地區的經濟及社會現況。

訪問接近尾聲時，團員皆表示此行資料充實，有助他們增進對香港的認識。他們更希望贊助及主辦團體能繼續舉辦這項活動，讓更多議員助理參加。

團員普遍認為訪問計劃能讓他們加深對香港的了解；部分更表示可借此機會與本港有關機構及人士建立友誼和聯繫。他們感到這方面的聯繫必須長久維持。

團員對香港回歸後是否有任何重大轉變（如治港班子及政治氣候）深感興趣。

他們強調，美國國會密切注視香港未來的發展之餘，應儘量避免影響內地與香

The Congressional Staffers' Visit programme is a series of visits organised by the Hong Kong General Chamber of Commerce, the Chinese General Chamber of Commerce, the Chinese Manufacturers' Association, the Federation of Hong Kong Industries with the support of the Hong Kong Exporters' Association and Vision 2047 Foundation.

Its main aim is to promote closer links and understanding between the US Congress and Hong Kong/Guangdong and to enable US Congressional Staffers to assess for themselves current economic and social developments in Hong Kong and Southern China.

At the end of their visit the delegates said that the orientation programme was very informative and useful in that it allowed them to assess on the ground the current political and economic developments in Hong Kong/Southern China.

They hoped that the Hong Kong sponsors and organisers could continue the programme so that more staffers from the US Congress would have the opportunity to participate in it.

In general, the delegates perceived the programme as a good opportunity for them to learn more about Hong Kong. Some also said that the programme allowed them to establish friendship and personal contacts with relevant authorities and people in Hong Kong, and it was essential to maintain the relationship in the future.

Delegates were interested in the major changes, if any (such as changes in leadership and political climate), after Hong Kong's handover to the Chinese sovereignty.

They thought that the US Congress ought to keep a close eye on Hong Kong's

future developments, but they would minimise their influence on the Sino-Hong Kong relation as which might in turn be detrimental to the situation.

They were also generally surprised that the majority of the meeting hosts kept on saying that everything was great in Hong Kong and it seemed to some of them that these people might be too optimistic about Hong Kong's future.

The staffers were generally in favour of renewing MFN status for China, although there were different views on the possibility of granting permanent MFN for China.

Importantly, many of the visiting staffers work in trade-related committees and are particularly responsible for foreign/international trades, foreign affairs, MFN trading status, and commerce issues.

Visiting staffers included: Mr John Frederic Steele, Legislative Assistant (Rep David McIntosh's office), Mr Michael Drobac, Legislative Assistant (Senator Gordon Smith's office), Mr Charles Bancroft JR Cushman, Legislative Assistant (Rep David Price's office), Ms Lynn Hargroder Hershey, Chief of Staff (Rep Chris John's office), Mr Booth Jameson, Legislative Director (Rep Michael Castle's office), Mr Dave Schroeder, Legislative Director (Rep Brian Bilbray's office), Ms Marie Wheat, Legislative Director (Rep Steve Largent's office), Ms Julie Hershey, Legislative Assistant (Rep Joseph Pitts' office), Mr Dave Olander, Legislative Assistant (Rep Wally Herger's office), Mr Horace Cooper, Legislative Counsel (Rep Dick Armey's office), Mr Megan Ivory, Legislative Assistant (Rep Jim Ramstad's office), Mr Jason Matthews, Legislative Assistant (Senator Mary Landrieu's office).

港特區的關係，因為這樣做只會弄巧反拙。

訪問期間，對於絕大部分接待單位均一致盛讚香港的美好前景，部分議員助理認為他們可能過於樂觀。

雖然議員助理對中國能否獲得永久最惠國待遇意見不一，但普遍仍支持美國延續中國的最惠國待遇。

值得注意的是，不少到訪的議員助理均在與貿易有關的委員會工作，專責處理海外/國際貿易、外交、最惠國待遇及商業等課題。



American connection: Mr Robert Dorfman, Chairman of the Chamber's Americas Committee, and representative for the Vision 2047 Foundation hosted a lunch meeting at the Hong Kong Club on 12 August.

美洲事務：本會美洲委員會主席杜勵明先生及展望2047協會代表於8月12日假香港會所設午餐會招待議員助理。



Press approach: Mr Liu Kin Ming, Vice-chairman of the Hong Kong Journalists Association, briefed the delegates on Hong Kong media.

傳媒訪問：香港記者協會副主席廖建明先生向議員助理介紹本港傳媒的概況。



Welcome: Mr C C Tung, Vice-chairman of the HKGCC General Committee (left) and Dr Philip Wong, Vice-chairman of the CGCC co-hosted the welcome breakfast meeting on August 11.

歡迎活動：8月11日，香港總商會副主席董建成先生（左）及香港中華總商會副會長黃宜弘博士主持早餐會，歡迎議員助理到訪。



... and farewell: Mr David Rimmer, General Committee member (centre), Mr Henry Tang, Chairman of the Federation of Hong Kong Industries (second right) and Mr Ho Sai-chu hosted a farewell breakfast for the staffers.

歡送儀式：本會理事萬大偉先生（中）、香港工業總會主席唐英年先生（右二）及何世柱先生主持歡送早餐會。

After a tough business week its ... Summer Fun

Chamber staff pride themselves on teamwork and good service during the business week as they strive to provide Chamber members and clients with all the products the Chamber offers.

But it was another side to staff activities - the ability to relax and have fun together during leisure hours - that was most in evidence at the annual Staff Summer Outing.

Sunshine may have been in short supply during Hong Kong's wettest summer on record this year, but there was plenty of sunshine and bright smiles at this year's special event.

Held at the Gold Coast Yacht and Country Club at Tuen Mun on Saturday, July 26, the Summer Outing was attended by 132 staff members and their families.

Kids of all ages were everywhere in evidence as they tried to out do each other in sports and games, special activities in the Children's Playroom and a special photo competition.

Highlight of the day, however, was the first-ever quarterly staff combined birthday party, with 21 birthday boys and girls able to celebrate their special days with colleagues and family.

The special prize birthday gift - dinner

for two at the Gold Coast Yacht and Country Club - was drawn on the day and won by Bonnie Kong Po-yee from the Certification Office at Mongkok.

After being picked up by coach in Tsim Sha Tsui, staff members and their families arrived at the Country Club ready to engage in a strenuous round of activities, as well as good food and drink.

Special group activities included private rooms for mahjong and karaoke, a wide range of sports (swimming, exercise in the gymnasium, tennis and squash), a flea market and leisurely seaside walks.

For relaxation there was the Country Club's spa and library, a roof patio with sea and sunset views and a band performance in the Club's lobby.

Other special programs for Chamber staff and their families included drawing and games for the kids in the Children's Playroom and a Photographic competition with three prizes to be awarded at the annual Staff Party.

As the sun was going down, the Summer Outing came to a close with a barbecue buffet at the Pearl Ocean Restaurant and the special Staff birthday party celebration. ■



Director's duty: Chamber Director, Dr Eden Woon, speaks to Chamber staff and their families...

本會總裁翁以登博士向職員及家屬致辭



...and relaxes with staff
與眾同樂

偷得浮生半日閒

本會職員無時無刻均盡心盡力，同心為會員和客戶提供優質服務，大家莫不以竭誠服務會員為榮。

不過，工餘時各人也懂得忙裡偷閒，聚首一堂，盡情鬆弛身心。這在一年一度的員工夏季旅行中可見一斑。

這個夏季是香港有史以來雨量最多的一個，陽光普照的日子難得一見，但旅行當天卻是萬里晴空，天色晴朗。

旅行日期是7月26日（星期六），地點是位於屯門的黃金海岸遊艇會，出席的員工及家屬多達132位。

會所中遍佈孩子的足跡，他們不分年齡，全情投入各類運動和遊戲競賽，兒童遊戲室固然是他們的天下，攝影比賽也少不了他們的份兒！

全日的高潮，是人力資源部首度舉辦、每季一次的職員生日聯歡會。21位在季內生日的員工與同事和家人聚首同歡，場面溫馨。

此外，為增添氣氛，大會更在所有慶祝生辰的同事中抽出一位，贈予黃金海岸遊艇會雙人晚餐禮券。結果，由旺角簽證辦事處的鄭寶儀成為幸運兒。

當日，眾人在尖沙咀登上特別安排的旅遊專車前往目的地，展開多姿多采的活動。

這包括享用私人麻雀房、卡拉OK設

備、各式運動設施（泳池、健身室、網球場及壁球場）。此外，各人更可隨自己的喜好瀏覽跳虱市場或漫步海傍。

希望稍作休息，鬆弛神經的話，可享用會所的按摩池和圖書館，或到平台花園欣賞海岸和落日美景。此外，會所大堂更有現場樂隊演奏。

其他為職員和家屬而設的特備節目，包括在兒童遊戲室進行的繪畫、遊戲活動，以及攝影比賽。攝影比賽的三個獎項將於週年職員聚餐會上頒發。

日影西斜，各人於會所內的金霞殿享用自助燒烤晚餐，而職員生日聯歡會亦正式開始，半天活動最後在一片歡樂聲中結束。■



Happy Birthday: The first quarterly staff birthday celebration.

生辰快樂！在職員生日聯歡會上，「壽星仔」和「壽星女」喜上眉梢



Sing-a-long: Karaoke was a popular pastime.
卡拉OK唱不停



Playtime: Little kids had fun in the playroom...
小孩在遊樂室內歡度快樂時光



... and some bigger kids as well. 童心未泯！

Tips for marketing to Asia Consumers

For many multinational marketing companies, Asia offers a very attractive market but it is not one which is easily understood.

To help members better understand this important issue, the Chamber's Asia Committee organised a roundtable dinner featuring a presentation on "The development of Asian Consumer Markets".

Presented by Mr Peter Gale from international market research firm AG Nielsen SRG, the event was held in the Harcourt Suite at the Hong Kong Club on 15 July.

Mr Gale, a director of AG Nielsen Hong Kong, has extensive experience in consumer marketing in Asia and in the UK, having previously worked for a major supermarket chain in England. He has worked in Hong Kong for the past 3 years.

Chamber members from the retail, finance, banking, accounting, real estate, trading and numerous other sectors attended the dinner, including representatives from Marks & Spencer, Ernst and Young, Brooke Hillier Parker, Hang Seng Bank, Christie's, On Kun Hong among others.

While Mr Gale shared much of his expertise in the area of food and beverage with the audience, he also gave a useful analysis of the general retailing scene across Asia.



Peter Gale

Mr Gale said that Asia offers the largest consumer markets in the world, and opportunities come with economic growth which is higher than not only the industrialised countries, but also developing countries on all other continents as well.

Mr Gale looked at the structural changes in Asia which affect retail developments. He pointed out that while growth is a common feature for many Asian countries and regions, they are far from homogenous.

For example, while Hong Kong has a much higher percentage of TV ownership

than Taiwan, but the latter has a far higher car ownership.

Supermarkets' popularity give Hong Kong's self service trade a commanding 83% of share of food categories, Taiwan's self service trade only has 46% of the market.

Moreover, the market structure of Hong Kong's supermarkets is highly concentrated, with the top five chains holding some 75% of the market share for food accounted for grocery trade, the market is more fragmented in Taiwan, with the top five accounting for only 41% of the market.

Mr Gale added that the criteria for consumers' choice of supermarkets had changed from the 1980s. While price remained a key consideration, cleanliness and efficiency of check-out have become major concerns for consumers, while the priority consumers gave to a wide variety of products dropped, Mr Gale said.

Mr Gale also described several key retail developments in Asia, including:

- the continued relaxation of retail investment restrictions in Korea, Philippines and China
- growth of multi/international retailers
- focus on growth through new store opening
- supply chain developments.
- Growth of New Store Formats ■

進軍亞洲消費市場之道

對不少從事市務推廣的跨國企業來說，亞洲的確魅力非凡，但要充分掌握這個市場的動向，卻甚為艱難。

為了讓會員深入了解這方面的問題，本會亞洲委員會特於7月15日假香港會所舉辦了一個以「亞洲消費市場發展面面觀」為題的晚宴，邀請國際市場研究公司AG Nielsen SRG的Peter Gale先生擔任嘉賓講者。

Peter Gale先生為AG Nielsen SRG董事，曾在英國一家著名的連鎖式超級市場擔任要職，近三年則在港工作，對英倫以至亞洲的消費品市場認識深厚。

晚宴吸引了零售、金融、銀行、會計、地產及貿易等各行各業的人士參加，當中包括馬莎百貨、安永會計師事務所、保柏測量師行、生銀行、佳士得及安勤行的代表。

席上，講者與眾分享他在食品推廣方面的心得，並深入剖析亞洲零售業市場的情況。

他認為，亞洲是全球最大的消費市場，而區內的國民生產總值增幅不僅較先進工業國為高，更遠勝不少發展中國家。

此外，主講嘉賓亦在會上探討亞洲的經濟結構轉型如何影響零售業的發展，並指出區內各國的經濟雖共同增長，但各自的情況卻有所不同。

舉例說，香港的電視機擁有率較台灣為高，但後者的汽車擁有率卻超越港人。

由於超級市場在香港極為普遍，因此，在本港的食品零售市場上，以自助方式銷售食品的比例高達83%，台灣則僅為46%。

本地的超級市場業務主要集中於數家集團，雜貨零售業的統計數據顯示，排名首五

位的連鎖式超級市場在食品銷售方面的市場佔有率為75%；反過來說，台灣超市的形勢較為平均，首五位超市的市場佔有率僅為41%。

消費者選擇超級市場的準則跟80年代亦有所不同。除了貨品價格外，購物環境和結算效率已成為新一代消費者的主要考慮因素，反而貨品種類齊備與否已屬次要。

會上，Peter Gale分析了亞洲零售業的發展趨勢，重點包括：

在韓國、菲律賓及中國投資零售業的限制正不斷放寬；

- 跨國零售業集團興起；
- 集團藉開設分店擴充業務；
- 連鎖店崛起；
- 嶄新的店鋪經營概念。 ■

Customer Driven: Directions for Information Technology

By Raymond Cheng

It came a long way. From the huge early computers which could only be imagined by science fictions, from the day when the Bell laboratory invented the telephone, computer and Information Technology (IT) have now become now part of everybody's lives.

The development of computer and IT has been a story of convergence and satisfying market needs. Word processing and spreadsheets become part of Windows, computers work with the telephone, television and other functions to become multimedia.

Success in the IT industry often come from matching customer needs with technology, according to Mr Jimmy Wong, General Manager of Microsoft Hong Kong.

"We always ask the question: can you supply what the customers want? We are customer driven. We find out the direction as to the need of the market, then we develop the technology," said Mr Wong.

"There are always new products in the market, and competitors always get better with new products. This is the short term market situation. But the most important point is long term commitment, and users will gradually see the advantages.

A key factor behind Microsoft's success is that it adjusts strategy according to market needs, said Mr Wong.

Development in software need to match the development of hardware, because powerful software needs large hardware capacity, Mr Wong stressed.

"Microsoft Windows is able to integrate different software so that everyone can easily use them. In the early 1990s, the success of Windows was a milestone, but that was when hardware processor had a memory improved so that our software could run quickly," he added. Microsoft Windows is now found in over 80 percent of personal computers worldwide.

IT's application is indeed wide-ranging, it can also help companies to



General Manager of Microsoft Hong Kong, Mr Jimmy Wong
微軟香港總經理黃鉅輝

資訊科技發展路向

鄭維民

由 科幻小說家筆下的大型電腦到貝爾發明電話，再進展至今天與你我息息相關的電腦資訊系統，電腦與資訊科技的演變可說是經歷了漫漫長路。

資訊科技是多種技術薈萃的成果，也是市場需求下應運而生的產物。電腦科技與資訊邁向一體化的例子，比比皆是，如「視窗」軟件兼具文字處理及數據表功能；電腦跟電話、電視和其他功能互相配合，催生了多媒體電腦技術。

微軟香港總經理黃鉅輝先生表示，要在資訊科技業踏上成功之路，必須以科技配合客戶的需要。

他說：「我們經常反復自問：你可否滿足顧客的需要？我們須以客戶的需求為主導，探清市場路向，然後開發相應的科技。」

「資訊科技市場瞬息萬變，誰在市場上推出新產品，誰便佔優；但單憑新產品，只能在市場上取得短暫的優勢，最重要的是長期配合客戶所需，贏取他們的信心。」

黃氏指出，促使微軟成功的其中一個重要因素是適當調控策略，配合市場所需。

他又強調，軟、硬件的發展必須互相配合，原因是功能卓越的軟件需要容載量強大的硬件配合，才能發揮預期的功能。

save costs and increase efficiency more directly.

"The computer is doing a lot of things in the background, the face of computer that most people see is only a small part of it," said Mr Raymond Ho, Business Analyst of IT Consulting firm Datapro Information Services.

"Let me give you an example. Hong Kong's Trade Link is a service made possible by IT to improve efficiency for trading firms. For processing documents, the traditional way was that different companies and government departments has to process a form, a physical piece of paper.

"Imagine the time save if the piece of paper that used to travel across town several times can be replaced by sending it electronically via the computer. In a competitive market, timing is very important," Mr Ho said.

Another useful application of IT is "data-mining". For a bank, if you want to market a credit card, you have a target market. A bank actually has a wealth of data from its own customers already:

他補充說：「『微軟視窗』能融合不同軟件，方便用戶使用。90年代初，『視窗』軟件的發明可說是電腦科技的重要里程碑。不過，若非硬件處理器的記憶量增大，『視窗』軟件也不可能以高速運作。」現時，全球超過八成私人電腦均使用『微軟視窗』軟件。

資訊科技的應用範圍廣泛，除了協助公司降低生產成本外，也能直接提高工作效率。

資訊科技顧問 Datapro Information Services 的商業分析員何禮文先生表示：「電腦在幕後的貢獻著實不少，人們所看到的只是鳳毛麟角。

「舉例說，香港的『貿易通』便是透過資訊科技提高貿易公司報關效率的一項服務。以往，商戶辦理簽證時，必須填報不同政府部門及機構的表格；現在，透過『貿易通』，便可免除報關時舟車勞頓之苦。

「試想想，透過電腦輸送資料，替代反復傳送報關表格，可省去多少時間？在競爭激烈的市場上，我們須分秒必爭。」

此外，資訊科技亦在搜索資料方面大派用場。舉例說，銀行推廣信用卡時，一般會

income, spending habits, account balance and so on.

"It is possible to 'mine' the relevant data from a bank's database to target certain customers. In the past when computer was not so powerful, you need people to do it manually", Mr Ho said.

As for the future of IT, Mr Wong of Microsoft mentioned three areas which will be major trends:

- Internet developments on which to build technology for communication
- Computer's further integrate with telecommunication
- Information Technology for home use in addition to commercial use

"In the past, you can browse and retrieve information from Internet. We are now introducing an Internet browser, which is a 'push technology', in which we reverse the process. We will deliver the information to you. Any particular individual only wants and needs certain categories of information,

先設定目標市場，並在現存的客戶檔案內，搜尋在收入、消費模式及帳戶結餘等各方面均符合推廣目標的客戶。

「應用電腦的自動檢索功能，銀行便可從數據庫內搜尋目標客戶的資料。以往，電腦還未像今天這麼發達，有關工作必須以人手執行。」

微軟總經理黃鉅輝先生認為，資訊科技將朝著三大趨勢發展：

- 互聯網將發展為日漸普及的通訊工具
- 電腦與電訊科技進一步融合
- 應用於商業外，資訊科技產品將更深入家居

黃氏表示：「過去，用戶只能在互聯網上瀏覽和檢索資料；現在，透過我們的互聯網瀏覽器，客戶只需一按按鈕，我們便可因應其個人要求每天傳送所需訊息。」

Datapro 的何禮文先生表示，「電腦電訊組合」的發展乃大勢所趨，任何電子數碼科技皆可聯成一體。他說：「現時，這種情況已經出現，舉例說，在互聯網頁上檢索資料後，用戶只需在網頁適當的位置輕按一

we can deliver to him every day," Mr Wong said.

Mr Ho of Datapro said the trend is that anything 'digital' can be integrated. CTI, or Computer Telecom Integration, will be a major direction. "Already some integration has occurred. For instance, you can browse a web page, and you can just click on the web page to dial to the sales representative of the web page company" he said.

In the US, electricity companies have wires that can carry telephone signal, it is possible to make a telephone call from a electricity outlet. In the past, competitors of telephone companies are just telephone companies, but in the future, electricity companies may also become competitors, Mr Ho said.

"As the technology improve, the process of putting more things into a microchip becomes cheaper. In the past, you need sounds cards and various accessories for computers, but now, one single microchip can perform all the functions for you.

The trick is to use the computer more creatively, noted Mr Ho. ■

下，便可接通網頁公司的營業代表。」

何氏指出，在美國，電力公司配備了可傳遞電話訊號的電線，用戶可經電源引出線致電出外。因此，電話公司不但要面對同業的競爭，更要為電力公司加入戰團而作好準備。

何氏認為：「科技發達，微型晶片的容量不斷增加，製作成本亦較前廉宜。以往，人們需為電腦配置音響卡或其他配套零件，但時至今日，一片薄薄的微型晶片即可解決所有問題。

何氏認為：「關鍵只在於如何更具創意地使用電腦。」 ■

HKSAR supports IT development

The HKSAR Government is seeking to provide an appropriate environment to encourage greater investment in the information technology (IT) infrastructure, according to the acting Secretary for Economic Services, Ms Maria Kwan.

Answering a question from Dr Yeung Chun Kam, in the Provisional Legislative Council (PLC), Ms Kwan estimated \$18.9 billion would be involved in telecommunications infrastructure between now and the year 2000.

She also outlined the work being done by Government departments in attempting to encourage the information technology sector in the Special Administrative Region (SAR).

In his question, Mr Yeung noted that in the Chief Executive's speech to the ceremony to celebrate the establishment of the Hong Kong Special Administrative

Region he had mentioned the world was entering an information era.

Mr C H Tung added that positive measures must be adopted to encourage investment in the information industry and related infrastructure, as well as nurture expertise in this area.

Mr Yeung asked the Government to give: (a) the details and scope of "investment in the information industry and related infrastructure" mentioned by the Chief Executive; and (b) the specific measures which the Government will adopt to encourage investment in the information industry and related infrastructure?

In her reply, Ms Kwan said the Information Industry can broadly be taken to include content provision, information conveyance, information utilisation, and support for these services.

Investments in the information

infrastructure could cover the following areas: (a) the physical infrastructure, such as the telecommunications networks; (b) the applications and services that use the physical infrastructure for information conveyance, such as video-on-demand, home-banking, home-shopping, tele-medicine etc.; and (c) the supporting services which facilitate further development of the information industry, such as equipping the workforce with the necessary skills to support and service the information infrastructure.

"The Government seeks to provide an appropriate environment to encourage investments in the information infrastructure," she said.

"Investments in the Hong Kong telecommunications infrastructure, the vital support for the information infrastructure, is estimated to total some \$18.9 billion for 1997-2000."

特區政府支持發展資訊科技

署理經濟局局長關錫寧女士表示，為了鼓勵投資者在資訊科技基建方面作出更大的投資，香港特別行政區政府正致力締造更合適的投資環境。

關氏回應臨時立法會議員楊釗博士的提問時指出，現時至2000年間，估計在電訊基建方面的投資將達189億元。會上，她也簡介了政府部門在促進資訊科技發展方面的努力。

楊博士在提問時強調，行政長官董建華先生在特區成立慶典上曾經表示，世界已進入資訊新紀元。因此，特區政府必須採取積極措施，鼓勵投資者發展資訊工業及配套基建項目，並培養這方面的專業人才。

楊氏要求港府提供以下兩項資料：(一) 行政長官曾表示，須「鼓勵投資者發展資訊工業及配套基建項目」，其中涉及的範圍和詳情是指什麼？(二) 為了

達致上述目標，政府將採取什麼具體措施？

關氏作答時指出，具體來說，資訊工業包括提供資訊內容、資料傳送、資訊運用，以及就以上服務提供支援。

有關資訊基建的投資項目，可概括分為以下各類：(一) 實質基建設施，如電訊網絡；(二) 實質基建設施的應用及服務，如資料傳送服務，互動影院、家居銀行、家居購物、電視醫療等；以及(三) 促進資訊工業發展的支援服務，如員工培訓等。

關氏表示：「特區政府正致力締造更合適的環境，鼓勵投資者發展資訊基建。」

「電訊設備是資訊基建中的重要一環，1997至2000年間，本港在這方面的總投資額將達189億元。」

關氏表示，工業署及特區政府七個駐海外的經濟貿易辦事處正積極鼓勵海外投資者投資發展本地的資訊科技及電訊業。

此外，工業署亦透過多種途徑，培訓資訊科技的專才。

1994年，港府設立工業支援資助計劃，數年間，已分別撥款7,100萬元及9,600萬元資助26個資訊科技項目及4個電訊項目。

港府亦成立了應用研究局，為私營環節投資的科技發展計劃提供貸款。至今，獲協助的資訊／電訊項目已有九個。

此外，香港生產力促進局亦積極為製造業及服務業從業員提供培訓及顧問服務，推動本港工業界使用資訊科技。

Ms Kwan said the Industry Department and seven of the Government overseas Economic and Trade Offices are actively engaged in encouraging foreign investors to invest in the information technology (IT) and telecommunications sectors in Hong Kong.

The Industry Department is also nurturing expertise in IT in many ways.

With the establishment of the Industrial Support Fund in 1994, it has supported 26 projects in the IT sector and four projects on telecommunications at a cost of \$71 million and \$96 million respectively.

The Applied Research Council, established by Government to provide loans to private sector technology ventures, has so far supported nine ventures in the IT/telecommunications field.

The Hong Kong Productivity Council has also been active in promoting the application of IT in Hong Kong industries through the provision of training and consultancy services to clients in the manufacturing and services sector.

As part of the overall package to encourage investment in industry, Government has also established three industrial estates which offer land at development cost for industries, including IT, which meet the criteria for allocation.

The IT industry also benefits from office accommodation and other services provided by the Hong Kong Industrial Technology Centre.

The Government is actively planning for a science park.

The Office of the Telecommunications Authority has established an Information Infrastructure Advisory Committee (IIAC) in March 1997 to map out a blue print of a physical infrastructure and regulatory environment in which investors may compete fairly and earn a reasonable return on investment.

Three task forces and nine working groups have been set up under the IIAC to tackle individual issues on a more detailed and technical level. By March 1998, the IIAC will produce a report setting out its recommendations.

The Chief Executive has also announced that the Government proposes to set up an Information Infrastructure Coordination Office (IICO).

This initiative illustrates the importance which the Government attaches to promoting the development of information infrastructure in Hong Kong.

Details concerning the IICO including its responsibilities and its logistics are still being finalised. The Government is intending to make further announcements in the near future on this.

港府鼓勵投資的其中一項政策，是設立三個工業邨，以成本價批地予合資格的工業（包括資訊科技業）設廠。

此外，香港工業科技中心亦提供辦事處以及其他服務，促進資訊科技業的發展。

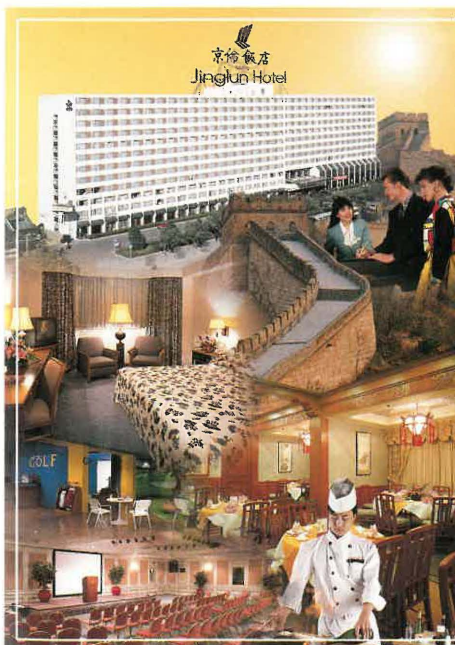
現時，港府正積極籌建科學園。

電訊管理局於1997年3月成立資訊基建諮詢委員會，為資訊基建政策及有關規管措施制訂藍圖，讓投資者在公平的環境下競爭，賺取合理的投資回報。

委員會轄下設有3個專責小組及9個工作小組，負責處理個別項目的細節及技術問題。該會將於1998年3月前提交研究報告，詳列各小組的建議。

行政長官亦宣布，特區政府將籌組資訊基建統籌署，統籌資訊基建事宜，反映出當局對本地資訊基建的發展極為重視。

至於該署的職權範圍及運作方針，現時仍未定案。短期內，特區政府將進一步公布這方面的詳情。



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Development trends for home and business computers

Michael Mak, Managing Director, Acer Computer (Far East)

The future development of computer will cater for two markets: business computer and family computer.

In the business field, computer has become an integral component of office equipment in enterprises of all sizes. With every breakthrough in technological development, the application of computer is being broadened and diversified. In future, rapid developments in business computer application in forms of E-Commerce, video conferencing, downsizing as well as client server architecture can be expected.

As far as E-Commerce is concerned, it includes internet shopping which is at the early stage of development, internet ordering, internet trading as well as internet banking services which is at the

moment being vigorously exploited. However, such developments are being bottlenecked by problems such as the confidentiality of pass codes and personal data. In view of the current pace in technological development, a comprehensive E-Commerce system is just round the corner. The emergence of video conferencing is good news to international enterprises and companies actively engaged in overseas trade, through which expenses incurred in overseas business trips can be reduced. Unfortunately, the system has not yet been widely accepted and adopted due to the cost factor on one hand, and band width within the communication network causing defects in image display and sound quality on the other. However, with the ever advancing technology, CPU speed and functions will

experience continuous improvement, as will multi-media hardware and software. Moreover, network subscription fee is expected to reduce, hence activating the role of video conferencing in business application.

With the popularization of business computers and the ever powerful functions of client servers, staff within a company can, whenever necessary, gain access to a network of software, programmes or data formed by the linking up of a group of personal computers to a server installed with various hardware and software. This serves the purpose of sharing company resources on one hand, and improves the flexibility of system upgrading and network processing on the other. Through such a network, productivity and efficiency can



Multimedia and design: important elements for computers of the future.

電腦的發展將著重多媒體及設計

be enhanced with a fairly low cost, affordable to enterprises of all sizes.

With respect to family computer, its application is no longer confined to word processing, producing spreadsheets, or playing games anymore. With the production of "multi-media family computers", computers come to serve a variety of purposes including the provision of facsimile service, telephone service, movie entertainment, internet browsing, and even audio-visual facilities. (Whether work or entertainment, every family member can stay indoors, saving the trouble of travelling.) Family computer will become part of people's life, just like household electrical appliances. To qualify itself as a kind of household electrical appliances, a family computer must also possess plug-and-play capability, be easy to install and operate. Once basic requirements are met, a family computer must then has its feature enhanced, its CD drive being speedy up, its surround sound acoustic effect refined, its computer screen resolution degree alleviated, and with built-in 3D image accelerated display. Among all other developments, the future development of family computer must be a mainstream one that is closely linked with that of audio-visual systems. The appearance of the computer should not be neglected as well. There should be more options and colour from which every household can pick out one which perfectly matches and merges into their home design.

Overall speaking, whether it is for business or family purposes, computer development will without doubt be more customer-oriented with increasing simplicity and ease in operation. When combined with state-of-the-art developments in telecommunication and multi-media technologies, computer application in the fields of entertainment, information and education will definitely be enhanced, and the potential of multi media will be fully realized. ■

商用及家用電腦的發展方向

麥銘昌 宏碁電腦董事總經理

電腦的未來發展趨勢大致可分為商用和家用兩方面。

在商業應用方面，電腦發展至今已成為大小企業不可或缺的辦公室設備。科技不斷的突破，亦擴闊了商業電腦的應用範圍，使其更趨多元化。在未來，預期商業電腦應用領域：包括電子商業 (E-Commerce)；影像會議 (Video Conferencing)；Down Sizing 以及個人伺服器工程 (Client Server Architecture) 將有急劇的發展。

所謂電子商業包括了現時已是在開始階段的網上購物、網上訂貨、網上貿易及積極發展中的網上銀行 (Internet Banking) 服務，目前的瓶頸是解決密碼及個人資料保密等問題，以現在科技發展的情況來看，完善的電子商業活動是指日可待的。在市場上推出已有一段日子的影像會議確實為跨國企業或外貿頻密的公司帶來降低出差成本的喜訊。可惜由於價格和通訊網絡頻寬的影響，使映像和音質等問題未臻完美，致使始終還未能廣泛被接受和使用，但隨著日新月異的科技發展，CPU 的速度和功能日益增強和改善；多媒體軟硬件不斷更新；而寬頻的網絡收費亦預期會降低，故展望影像會議將會在商業應用活動中扮演重要角色。

由於商業電腦的普遍，以及客戶伺服器的功能日益強勁，只要把一小組個人電腦連結，並接駁到裝上了不同的軟硬件的伺服器

上，每個職員在需要時接連網絡，從中提取所需軟件、程式或資料等，除能達到資源共享的原則外，無論在系統升級和網絡處理上均較為簡易和靈活，同時亦能以廉宜的價錢來提高生產力和增加效益，無論是大中小型公司均會樂於採用。

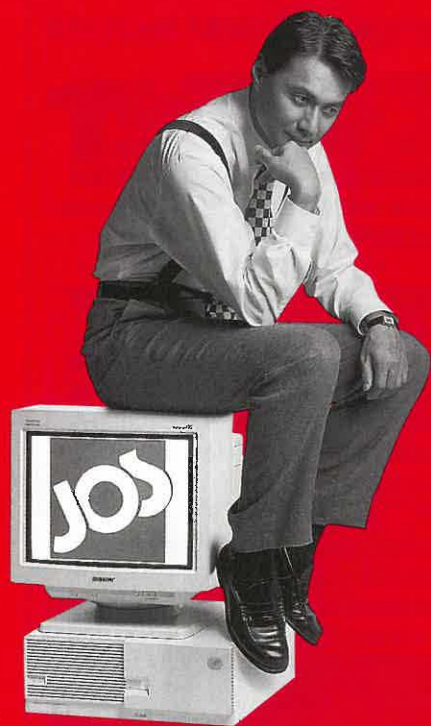
再說家用電腦。現時家用電腦不再局限於文書處理、試算表功能，或作遊戲之用。"多媒體家庭電腦"的推出，不單有傳真服務、打電話、以至看電影、上網、遊戲、甚至音響設施也一應俱全，足不出戶也可以得到工作或是消閒享受，全家受惠，家用電腦因此成為人們生活的一部份，等同於家庭電器。此外，要能夠符合家庭電器的標準，即插即用 (Plug and play)，簡單的裝置和操作當然是其中一項要點。達到了基本功能後，便要追求更高水準的質素：光碟機速度加快；更優越的環迴立體聲音效；解像度更高的電腦熒幕；3D 立體加速顯示卡等。家用電腦的發展，必將與電視和、音響組合等家電緊緊扣合，成為主流。對於電腦組合的外觀，也不可掉以輕心，無論是造型或是顏色，也需要有更多選擇，配襯不同的家居設計，才能真正融入每個家庭中。

總括而言，無論是商用還是家用電腦的發展，均會是客戶主導為依歸，操作亦會愈益簡易；加上結合電訊科技，多媒體等尖端功能，應用在娛樂、資訊和教育方面亦將更普遍，把電腦應用多元化的發展方向盡量發揮。 ■

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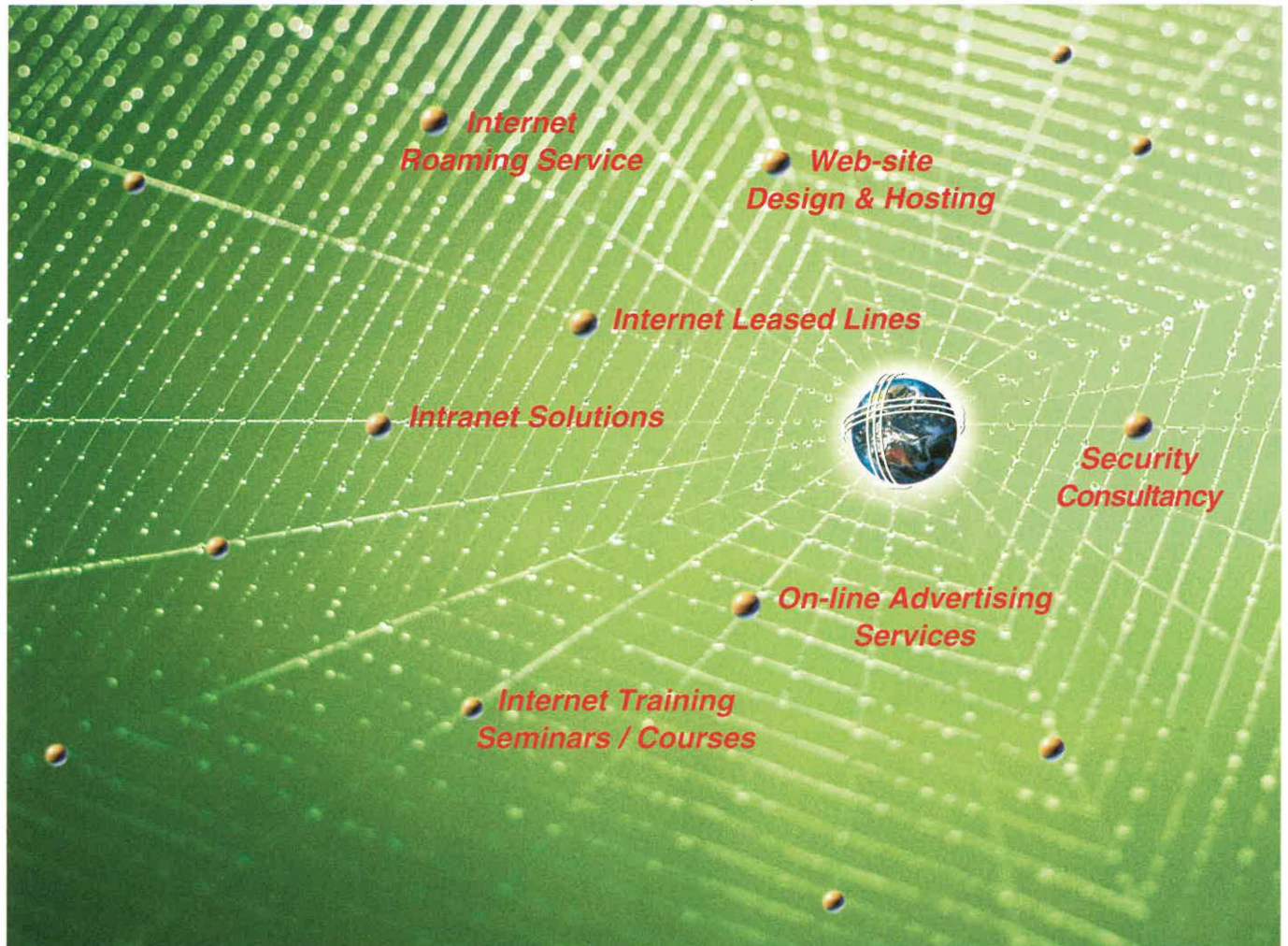
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怡和科技集團在資訊科技業居於領導地位，每年營業額超過 5 億美元，僱員總數多逾 2,000 人，並在香港、中國、馬來西亞、新加坡及菲律賓設有辦事處。

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HONGKONG TELECOM IMS YOUR ONE-STOP INTERNET BUSINESS SOLUTION!

HK's Interactive TV A World First

Dr William Lo, Managing Director, Hongkong Telecom IMS

It is almost a consensus that the world has entered a new information era. The advancement of technology, the increasing penetration rate of computers, and the general awareness of social and personal needs come together to form a force pushing the whole world into this digital information age. What is even more alarming is the possibility of being left out or left behind in the fast improving world. Hong Kong too has to face this significant challenge.

Hong Kong has long been accredited for its dedicated and diligent workforce. Thousands of Hong Kong small to medium size businesses in the sixties and seventies managed to continue their operations by their quick response to the global demand and relatively cheap labor cost. But these factors have gradually lost their importance in the evolving market place. In order to keep flourishing in this new world order, Hong Kong has to be

proactive in responding to the universal needs. The development of digital information technology is one key factor, if not the most important one, to keep Hong Kong and its businesses ahead of the other countries, particularly those in the Southeast Asian region.

Hongkong Telecom (HKT) has a long history of being a dedicated corporate citizen to serve and invest in Hong Kong. Back in 1993, Hongkong Telecom has completed a very important project to completely transform the telephone network into a digital one, enabling Hong Kong to become the first city in the world to enjoy a fully digitalised network. Since then, HKT has also been working on the development of a broadband network through which Hong Kong people will be provided with more speedy and advanced value-added services. Further more, Hongkong Telecom IMS (IMS) - the



interactive multimedia subsidiary of HKT - has also invested over \$1 billion in the past three years to develop a top of the class digital interactive TV (iTV) technology, riding the "information superhighway" broadband network operated by HKT. When the service is launched in Oct/Nov, Hong Kong will be the first in the world to have this state-of-the-art technology.

香港互動電視全球首創

香港電訊 IMS 董事總經理盧永仁博士

世界邁向資訊新紀元，這已是不爭的事實。科技不斷發展，電腦的使用率與日俱增，加上社會及個人對電子科技的需求普遍提高，在以上種種因素推動下，全球已進入數碼資訊的新年代。在這瞬息萬變的年代，稍為放慢腳步，也會落後於人，因此，面對這嚴峻的考驗，必須提高警覺，個人如此，香港社會也不例外。

港人勤奮上進的工作態度，早已為人稱道。六、七十年代，數以千計的中小型企業得以繼續經營，全賴兩大因素之助：一、迅速回應國際市場的需要；二、工資低廉。然而，隨著市場不斷發展，這些因素的重要性已逐漸減弱。要在世界新秩序中繼續繁榮，香港必須高瞻遠矚，準確預測全球市場的走勢，與時並進，力圖創新。開拓數碼資訊科技對維持香港的商業地位十分重要，有助本港在東南亞諸國中脫穎而出，在芸芸科技發展項目中，堪稱是最重要的一環。

香港電訊歷史悠久，致力在港投資，為香港社會服務。早於1993年，本公司已全面改用數碼電話網絡，令香港成為全球首個採用此類網絡的城市。自此，香港電訊致力發

展寬波段網絡，為港人提供更快捷、更先進的增值服務。過去三年，香港電訊IMS（香港電訊屬下經營互動式多媒體業務的公司）注資逾10億港元，透過香港電訊的寬波段網絡，發展尖端的數碼互動電視科技，引領本港在資訊高速公路上奔馳。這項服務將於10至11月間推出，屆時，香港將成為全球首個擁有此項先進科技的城市。

服務推出初期，將為客戶提供「互動影院」、「互動音樂區」及「家居購物」等多項選擇。客戶可不受時空限制，隨時隨地欣賞喜愛的節目。首數月可供選擇的影片將超過100部，部分更是專為互動電視客戶獨家精選的名片！此外，「互動電視」服務的「互動音樂區」更為客戶提供一個包羅萬有的家居私人音樂圖書館，用戶可從數以百計的音樂節目及卡拉OK影帶中，選擇愜意的30首歌曲，一口氣在家中盡情欣賞。透過「家居購物」服務，客戶可安坐家中，「漫步」電視上的「購物商場」，選購所需貨品。在第一階段，可供購物的地點有超級市場、CSL服務站、兒童圖書館、鐳射唱片店及百貨公司。顧客足不出戶，便可選購所需

貨品，兼享送貨服務，免卻舟車勞頓之苦。

IMS亦計劃於明年初推出網絡遊戲及家居銀行服務。屆時，客戶便可透過網絡，與海外親朋在電視遊戲上較量一番；而透過家居銀行服務，客戶不但可處理各類銀行帳目，甚至可利用聰明卡在家中提存款項，省時快捷。

雖然互動電視科技是一門先進而複雜的技術，但安裝容易，客戶只需以「數碼聰明盒」接駁電話線與電視機，再使用特別設計的遙控器，便可選擇各式各樣的節目，猶如按扭選台般輕而易舉。互動電視在多方面跟收費或免費電視截然不同，其中，最明顯的分別是，互動電視節目沒有固定的播放時間，客戶收看時更可隨意選擇前後搜畫及定格等多項互動功能，完全不受時空限制，隨興之所至，選擇喜愛的電影或節目，正如公司的宣傳口號所言：「隨時隨意，互動電視」。

有了這項全球首創的嶄新科技，香港在資訊科技、金融及娛樂三方面，將可傲視同群，走在時代尖端。展望未來，香港人的生活必更悠閒舒適，更進一步邁向資訊、教育與娛樂並重的境界。

INFORMATION TECHNOLOGY

At the early stage of the service, iTV will provide a package of interactive services including Video-On-Demand (VOD), Music-On-Demand (MOD) & Home Shopping. With no time schedule set, customers can watch whatever they want whenever they want. During the first few months, more than 100 movies will be available, some of these titles are exclusive for iTV subscribers! iTV also provides subscribers with almost a personal Music TV library at home. They can choose among hundreds of MTVs and karaokes (Music-On-Demand), and line up to 30 choices to enjoy their favourite songs/MTV without interruption. With Home Shopping service available, customers can sit relaxed at home while browsing through the mall for anything they need. For the first stage, a supermarket, a CSL shop, a children bookshop, a CD shop and a department store will be included. Customers can simply select the items and the merchandise will be delivered, saving the trouble of traveling and taking loads of goods.

IMS also plans to introduce Network Games and Home Banking services early next year. Customers can then enjoy the fun of playing TV games together with friends across Hong Kong. They can also save their precious time by settling almost all the banking transactions through the use of Home Banking. Even withdrawals and deposits can be done by the use of smart cards.

Although the technology is advanced and complex, it is actually simple and easy for customers to install. All they need is just a set-top box (Digital Smart Box) to connect the telephone line to a television set. By using the specially designed remote control, they can choose among a wide spectrum of programs, just like switching channels. Our iTV service is different to pay or free TV in many ways, the most important of which is that iTV will not have a fixed time schedule for all programs, together with interactive functionalities like fast-forward, rewind, and pause. So customers at home can select any movie/program provided at any point of time, being completely free from time constraints. Our slogan "Whenever you want, whatever you want" depicts exactly our service philosophy.

By this world-first innovative technology, Hong Kong will be placed ahead of the world as the global pioneer in the sectors of information technology, finance and entertainment. And the lifestyle of Hong Kong people will definitely be further enhanced in a much more relaxing, entertaining, educating and rewarding manner. ■

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IT and the MTR

To plan and support the transportation for 2.4 million people is not an easy job, but the MTR does this while running their trains on time every day. The complexity of the task demand that computers and Information Technology are heavily utilised.

There are two streams of computer usage in the MTR Corporation, the Control system and Information Service Information Technology system (IS/IT), according to the Corporation's Corporate Management Services Manager Mr **Kenny Lau**, who is responsible for the IS/IT functions.

Control system involves much of the engineering usage of computing, such as the operation and engineering departments, signalling, station information display, electricity and mechanical works, and the automatic train control.

On the other hand, IS/IT involve management services, including general purpose management information, planning, the maintenance department's automated operation system, front line, and even the customer service hot line voice recognition answering system.

"We have a programme to capture customer's statistics. For example, we want

to find out from which station and from which entrance are the bulk of the passenger traffic flow, how many passengers are travelling along the Nathan road corridor during peak hour. We need to plan ahead to see if there are too many passengers for any existing routes, and where shall we add extra exit for a particular station?" he said.

Information Technology is also important to the revenue system. For instance, the Octopus smartcard has a built in microchip that allows "contactless" fare deduction. The card serves as a multi-journey stored value ticket for several forms of public transports including the MTR, the KCRC East Rail, KCRC Light Rail, Kowloon Motor bus, Citibus and Hong Kong and Yaimati Ferry.

Mr Lau stressed that ultimately, Information Technology serves to help the Corporation fulfil one of its three core competencies: railway operation which is safe, fast and reliable; continuation in building railway extension; and property development to capture passenger flow.

"We apply Information Technology to different departments, which are our customers," said Mr Lau.

Mr Lau pointed out that the MTR



IT is important for the MTR
資訊科技為地鐵重要一環

Corporation will not go and buy a technology simply because it is new and looks clever, but will only consider it when there is a particular need to be served. "If there is such a need, then we would look at which Information Technology is most suitable for our purpose, but we will not have IT driving the business."

"For example, if there is a specific system requirement, and there is satisfactory evidence that we need a particular technology, then we would consider it," he said.

"We are running the MTR Corporation on prudent commercial principles. We always place priority on the need of our business mission," Mr Lau said. ■

地鐵與資訊科技

籌劃並提供二百四十萬人所需的交通運輸服務，自非等閒。地鐵公司每天均以快捷的列車服務，運載數以百萬計的乘客穿梭往來港九各地，當中大量應用了先進的電腦與資訊科技，才可分秒不差，準確無誤。

地鐵資訊管理服務經理**劉健麟**先生表示，公司現時採用的主要是列車電腦及資訊科技兩大系統。

列車電腦系統主要涉及機械系統的運作，如各個有關營運及機械工程的部門、訊號系統、車站訊息顯示、電力及電機工程，以至列車的自動控制系統等等。

資訊科技系統則負責公司的管理，包括內部的一般管理資訊、企劃、維修部的自動操作系統、前線工作、客戶服務熱線回答系統等。

劉說：「公司設有統計程式系統，分析乘客的數據資料。例如，哪個車站和車站出

口的人流最多？多少乘客在繁忙時間內使用彌敦道沿線車站？凡此種種，必須搜集資料，加以分析，好讓公司未雨綢繆，看看哪些路線的乘客已達飽和？又或在哪些車站增設出口？」

此外，資訊科技亦有助地鐵公司有效地管理車票收支系統，新推出的「八達通」卡便是例子之一。「八達通」卡備有內置式高科技晶片，每次使用車票時，車資均會直接自動扣除，不經人手，省卻市民帶備輔幣之苦。「八達通」就如一張多程儲值車票，一卡在手，便可乘搭多種交通工具，包括地鐵、九廣東鐵、九廣輕鐵全線（包括接駁巴士）、九巴及城巴大部份過海隧道巴士，以及香港油麻地小輪離島及新市鎮航線。

劉氏強調，資訊科技能協助地鐵公司達致以下三大目標：

- 為乘客提供安全、快捷及可靠的列車服務
- 不斷擴建鐵路系統，配合乘客所需
- 改善車站設施，疏導乘客

他說：「我們的職責是為公司內各部門，也就是我們的『客戶』，提供資訊科技服務。」

劉氏又表示，地鐵公司決不會單看表面，便貿然購買一些高科技產品，事前必須經過仔細研究。「如真的有此需要，我們會先考慮哪類型的資訊科技產品最能配合公司的需要，才作決定，決不會盲目跟隨潮流。

「若證明系統對某種科技有所需求，我們才會考慮購買。

「地鐵一向恪守謹慎的商業原則，以貫徹業務宗旨為首要工作。」 ■

Electronic Commerce

Steve McKay, Director of Andersen Consulting's electronic commerce practice in Greater China and ASEAN.

There are few topics that receive as much press and hype these days as the Internet. And where the Internet is mentioned, of course Electronic Commerce (or eCommerce) is sure to follow. eCommerce is enabled by emerging developments in technology, but it is more importantly a topic that should be of careful consideration by the top executives of your organisation, including the CEO, strategic planning directors, marketing channel directors, and of course the CIO.

The key assertions we put forth in this article are:

1. Convergence (of communications, computing, content/knowledge) is what has led to the explosion of Internet usage and electronic commerce;
2. From a business perspective, the impact of convergence will eventually leave few dimensions of your business untouched; it should

be an integral part of your business strategy, not a sideline activity;

3. From an IT perspective, success will be determined by your ability to shift from the back room to center stage to ensure complete alignment with fundamental business objectives;
4. The only mortal sin is to sit still and not act. The suggested response is a two-pronged approach consisting of an opportunity assessment and strategy, and iterative technology prototypes based on a partnership between IT and the core business functions.

Then determine what your competitive response will be, and when you will make your move.

Context: eCommerce and Convergence

Broadly speaking, eCommerce is the conduct of business involving an exchange

of value over an electronic medium. Given this broad definition, it becomes clear that many companies have participated in electronic commerce for decades. For example, the majority of transactions in financial markets have long occurred via electronic media. The major differentiator of today's revolution in eCommerce, however, is the ability to conduct business over open, ubiquitous networks from a wide variety of access points and devices. Conducting business over the Internet is one example. Public kiosks, interactive television, emerging cellular communications services, and call centre integration with phone shopping/banking are others.

At the heart of the explosive growth in eCommerce activities is the notion of Convergence: the simultaneous coming together of inexpensive and increasingly powerful forms of **computing** and **communications**, along with engaging forms of **content / knowledge** such applications and services on the world wide web (WWW).

電子商業面面觀

Steve McKay, Andersen Consulting

近期，最為傳媒廣泛談論及報導的，莫過於國際電腦網絡的新知軼趣。談起國際電腦網絡，當然不得不提電子商業。電子商業之所以崛起，全拜日新月異的科技所賜，但更重要的是，在科技的背後，確有值得深究的問題，需要公司內的行政總裁、決策者、市務監督，以及資訊總監等高層管理人員關注。

以下為本篇談及的重點：

1. 一體化發展：國際電腦網絡及電子商業的誕生，是通訊、電腦科技及知識三者邁向一體化發展的成果；

2. 商業角度：此等成果將滲透至公司內部每一環節，成為業務企劃中不可或缺的重要一環；
3. 資訊科技的角度：能否成功運用電子商業，關鍵在於營商者能否從幕後晉身幕前，確保資訊科技完全配合公司的基本經營方針；

4. 回應方法：對資訊科技的發展，視而不見，聽而不聞，坐著不動，不予回應，是最罪無可恕的。回應方法有二：一、評估應用資訊科技的機會及制訂有關策略；二、尋求配合核心業

務的科技模式，並反復試驗。

一切部署妥當後，便可決定回應的策略及付諸行動的時間。

電子商業是通訊、電腦科技及知識邁向一體化的結晶

從廣義的角度來說，電子商業是指透過電子媒介進行價值交換的商業活動。若以此廣義為基準，近數十年參與電子商業活動的公司顯然為數不少。舉例說，在金融市場內，大部分交易已透過電子媒介進行。然而，在今天這場電子商業革命裡，用戶可透

Whereas the Internet was born out of the joining together of powerful and standards-based communications and computing technologies, it was the content/knowledge component of the world wide web that led to the explosive growth in Internet usage and electronic commerce opportunities over that medium.

Business Strategy Perspective

Organisations that are most successful in their adoption of modern eCommerce are those that have made eCommerce an integral part of their fundamental strategic planning activities and a feature it prominently in their marketing channel strategy.

We encourage business leaders to consider the following questions and means by which your business may be transformed by convergence and eCommerce:

- **Products and Services:** What new products and services can your business now offer as a result of electronic commerce?
- **New Markets:** What new markets will be available to you, and how may your existing markets change?

過多樣化的接達點及裝置，在廣闊的網絡上進行商業活動，無遠弗屆。在國際電腦網絡上進行營商活動便是其中一例。其他如公共電話間、互動電視、新興的單元式通訊服務、以及提供電話購物及電話銀行等多項服務的綜合電話服務中心，也是利用資訊科技的項目。

電子商業活動得以蓬勃發展，全繫於一個概念的誕生：通訊、電腦科技及知識邁向一體化發展。電腦及通訊設備價格日廉，功能日益強大，加上國際電腦網絡上的新知識及新資訊不斷湧現，電子商業因而乘時崛起。

國際電腦網絡之所以誕生，全賴功能完善及標準劃一的通訊及電腦科技互相結合；與此同時，互聯網能提供快捷新穎的資訊，不僅使其成為時下必備的資訊工具，更滋潤了電子商業的發展。

業務企劃

成功以電子商業方式經營的機構，每每早在規劃基本的經營策略時，已把其列為不可或缺的一部份，並在制訂市務及宣傳策略

- **Relationships:** How can you actually leverage technology to improve your relationships with your customers?
- **Markets of 1:** How can you target customers on an individual basis?
- **New Channels:** Which new channels are opened up to your business?
- **New Competitors:** What new competitors may be looming that perhaps you didn't need to consider before?
- **New Business Processes:** How may your existing business processes be improved?

These questions will almost certainly result in surprising answers, and careful attention to these considerations should give you an excellent starting point for incorporating eCommerce into your core business strategies.

Information Technology Perspective

Taking a macro-view of the technology perspective on eCommerce – which we earlier labeled as the notion of convergence – we may deduce that this

時，視之為重點環節。

公司內的管理高層不妨考慮以下各項，並藉著通訊、電腦科技及知識一體化及電子商業之便，改變公司的面貌。

- **產品及服務：**現時，公司透過電子商業能提供甚麼新產品及服務？
- **新市場：**哪些新市場可供開發？現有的市場會有甚麼改變？
- **關係：**如何利用科技改善與客戶的關係？
- **個別服務：**如何照顧個別客戶的需要？
- **新渠道：**哪些是公司業務發展的新渠道？
- **新對手：**哪些是新崛起而過往不用提防的競爭對手？
- **新業務運作程序：**現行的業務運作程序應如何改善？

is a new wave of computing similar to the way that client/server was a new wave of computing in the late 80s and early 90s:

However, when one considers the magnitude of the fundamental changes in business as enabled by client/server computing and convergence there is simply no comparison. Examine the seven considerations listed in the previous section (e.g., products and services, markets, relationships, etc.). Of these, the only one that was really relevant with client/server computing was the last one: new business processes. Indeed, those companies that aligned their deployment of client/server computing with top-down business process redesign activities tended to see the greatest return on their investment. However, unlike the situation with convergence, they very rarely were worried about how client/server computing would fundamentally change the products they offered, the markets they competed in, their marketing channels, or new entrants that threatened their sacred marketshare.

We assert that your chances of deriving major business value from eCommerce are limited unless you align your IT activities closely with your business strategy – and therefore do not

回答以上問題後，可能會為您帶來意想不到的收穫。仔細思量以上各點，必有助您把電子商業納入公司的核心業務策略。

資訊科技

從宏觀的角度看來，會發現電子商業科技（上文稱此種科技為通訊、電腦及知識一體化的結晶）是電腦科技的新潮流，情況猶如個人伺服器是 80 年代末及 90 年代初電腦科技的新潮流一樣。

然而，個人伺服器的發明對業務所帶來的基本改變，跟資訊科技一體化崛起所引進的轉變，情況極為不同。且看上列七項（例如，產品及服務、市場、關係等各項），當中與個人伺服器這類電腦科技真正拉上關係的，只有最後一項——新業務運作程序。事實上，為了配合個人伺服器的廣泛應用，好些公司往往會把業務運作程序，由上而下重新設計，所希望的，當然是獲取可觀的投資回報。然而，跟資訊科技一體化所帶來的影響截然不同，此等公司絕少擔憂個人伺服器會使它們的產品、市場或促銷渠道產生任何變化，更不會懼怕引入先進的電腦儀器後，會面對另一批

treat IT as a peripheral back room function. In fact, this is our assertion for any investment in IT. The IT group must work hand-in-hand with the business executives on center stage to share perspectives on opportunities and plan for pragmatic solutions to harness those opportunities. In parallel, they should spend time prototyping various concepts and technologies based on early and ongoing indications from the strategy and marketing executives.

An Electronic Commerce Action Plan for Your Organization

Admittedly, business executives are increasingly tuned into both the opportunities and the threats that eCommerce presents to them. As such, they are increasingly asking their internal resources and consultants to identify ways in which they should be adapting (and even transforming) their core business in response.

We recommend a two-pronged approach that has proven successful at several of our clients. In parallel, we suggest you:

1. Embark on an eCommerce Opportunity Assessment / Strategy Project – set up a team that

新崛起的競爭對手，繼而威脅本身「神聖」的市場地位。

須強調的是，除非您把資訊科技與業務策略掛勾，否則，若希望從電子商業中獲取任何重大的商業回報，機會可謂微乎其微，因此，千萬別把資訊科技當作周邊功能看待。事實上，投資任何資訊科技項目時，也應謹記這一點。公司內的資訊科技小組必須晉身幕前，與主理業務的行政人員攜手合作，就業務的發展機會交換意見，並互相參詳，把握時機，共同制定實際可行的解決方案。與此同時，資訊科技小組亦應根據企劃及市務人員的指示，構思不同的發展概念及擬制多項資訊科技配套措施。

「度身訂造」的電子商業計劃

誠然，行政人員一則享受電子商業所帶來的機會，一則卻要面對它的威脅；為此，他們日漸倚重內部的支援和顧問的意見，以期找到一套合適的方法，把核心業務加以配合，甚至進行改革。

現建議一套「雙管齊下」之法，以供參

includes at least one of your business development strategists, marketing channel strategists, IT executives, and other industry and eCommerce technology specialists to determine how your company could employ eCommerce for generating business value. Once the opportunities are identified at a high level, prepare a cohesive strategy (including business cases) that addresses each of the key considerations listed earlier.

2. **Experiment and learn** – Get your business executives and IT group busy working together to identify applications and technologies that may be deployed to support the opportunities identified in Step 1 above. Continue to iterate with the group working on Step 1 as you begin to prototype and pilot applications and integrate the underlying technologies. Use these prototyping and pilot projects as an opportunity to learn and iterate to the point where you are ready to create sophisticated service offerings when the time is right.

By following this two-pronged approach, you will be able to make

考（此套策略已為若干客戶機構採用，證明奏效）：

1. **評估機會，制訂策略**：成立工作小組，研究公司應如何運用電子商業賺取利益。小組成員須包括業務發展策劃專家、市務宣傳專才、資訊科技行政人員，以及其他工業和電子商業科技的專業人士（最少各一位）。公司管理層確定目標後，應參照上文所列的七項考慮因素，以制定一套貫徹的政策（連同業務個案）。
2. **實驗與學習**：由行政人員及資訊小組合作擬定一套方案，並找出合適的科技配套設備，以落實步驟一所提及的發展目標。進行模擬測試及程式試驗初期，須與執行步驟一的小組聯絡，反復求證。藉此等模擬測試及試驗計劃，可不斷學習及反復驗證，待完全證明新科技能為公司提供優質服務後，才全面推行。

透過這套「雙管齊下」的策略，公司既可從多方面獲益，又可確保不會落後於

progress on multiple fronts and ensure that your organisation is not being left behind. You will avoid the pitfall of many companies, which is to treat eCommerce as a technology phenomenon and therefore spend money on it indiscriminately without aligning it with over-arching business objectives. You will also avoid a situation of "analysis paralysis", in which the IT group waits in the shadows while the business executives pore over their competitive response. ■

Steve can be reached at stephen.d.mckay@ac.com.

人。此外，利用此法，亦可避免公司墮進「科技陷阱」：不少公司視電子商業為科技趨勢，因而不加思索地在這方面大灑金錢，卻又未能配合公司的商業目標，結果自招損失。再者，此法可使您避免出現「分析癱瘓」的情況：在行政人員埋首研究競爭對策之時，資訊小組卻被冷落一旁，導致公司內的科技支援無法配合行政人員所訂定的商業目標。 ■

Steve McKay 的電子郵址為 stephen.d.mckay@ac.com.

Internet Newspapers in HK

By Sochi So, Managing Director, Hong Kong Net Investor

Nowadays, the computer has become a very important device for communication. Transmitting information through the Internet has become very popular. More and more newspapers and magazines are joining the Internet and going on-line.

Media companies that have become on-line benefit both the company and society. The resources needed for producing the newspapers and magazines for the company will be less. However, to use computer as a medium requires first updating the technology, leading to additional cost. On the other hand, Internet publishing benefits the society with less waste paper rubbish produced.

There is a wide range of different media on-line today. The choice of newspapers and magazines on-line is almost the same as what you can buy at the newspaper stand and book shop. Sometimes you will be surprised by what you can read on-line. You can find a variety of different topics at the following: <http://www.yahoo.com/news/magazines/>



Mr Sochi So is the Publisher of Hong Kong Net Daily.

蘇子璋先生為香港網報出版人

Although the editorial information for Internet publishing and traditional publishing are very similar, there are some differences:

- Internet publishing highlight the important topics
- Internet publishing also focus on several special topics

- Traditional publishing cover a more generic variety of topics

As a matter of culture and habit, the Chinese would interact with traditional publishing more than Internet publishing, no matter how similar they become. Going to a dim sum restaurant, 'Yum-cha', with a set of newspaper around and reading the news while traveling is the way of Chinese lifestyle. In contrast, readers need to have access to a computer to read Internet publishing.

From the internet newspaper producer's point of view, publishing on-line may mean less advertisement, specialized and targeted readership, but also less resources in terms of both human and material, and higher technology to be used

From the Internet publishing writer's point of view, he or she needs to take certain adaptations, such as new ideas for multi media presentation to attract readers, not just in black and white.

From the reader's point of view, there are pros and cons for traditional and internet publishing:

淺談網上報張

香港網上金融服務有限公司董事總經理蘇子璋

今時今日，電腦已成為不可或缺的通訊工具，透過互聯網傳遞信息非常普及，加入「上網」行列的報章雜誌更是與日俱增。

傳媒上網，公司本身和社會同樣受惠。對傳媒來說，在網上出版報章雜誌所耗用的資源較少。上網前，傳媒當然必須首先更新資訊設備，無疑又牽涉了額外的成本。從社會的角度看，傳媒上網可減少使用紙張，符合環保原則。

現時，已經上網的傳媒為數不少。可供檢索的網上報章和雜誌林林總總，範圍之廣，幾可媲美報攤和書店所提供的選擇，其內容之豐富，有時甚至叫人喜出望外！舉例說，進入 <http://www.yahoo.com/news/magazines/> 網址，讀者便可索閱各種不同題材的文章。

無論是在網上出版或以油墨印刷，報章雜誌的選材一般大同小異，但也有一些分別：

- 網上報刊一般會突出重要的題目
- 網上報刊集中報導若干專題
- 傳統印刷報刊涵蓋的題材類型較廣

不過，無論兩者如何相近，基於文化和生活習慣的影響，中國人還是喜歡閱讀傳統的印刷報刊。對人們來說，坐車和「飲茶」時間報已是生活的一部分。至於網上閱報，讀者自然須安坐電腦之前。

在網上報刊出版商眼中，這種新的出版形式可能導致廣告減少，而讀者也會集中在某一特定層面，儘管必須使用更先進的科技，但耗用的人力物力卻相應減少。

對「網上記者」來說，他亦有必要適應新的環境。舉例說，要吸引讀者，便得學習新穎的多媒體表達技巧，替代沿用的黑白標準。

在讀者眼中，兩種出版形式可謂各有長短：

- | | |
|-----------|--|
| <u>傳統</u> | <ul style="list-style-type: none"> - 方便 - 隨身攜帶 - 循環再用 - 油墨弄髒手指 - 佔用貯存空間 - 廉宜快捷 |
| <u>網上</u> | <ul style="list-style-type: none"> - 按用戶的獨特需要提供資訊 - 清潔 - 高科技 - 儲存容易 - 不會製造廢紙 - 部分網報可供免費檢索，亦有些需收取費用 - 可檢索以往的資料，如 http://www.mingpao.com/newspaper/archives/ |

對僑居海外的人來說，網上報刊為他們

Traditional

- Convenience
- Portable
- Recyclable
- Dirty fingers after reading it
- Space problem for storage
- Cheaper and quick

Internet

- Information can be customized to individuals
- Clean
- High Technology
- Easy to store
- No extra rubbish
- Some media are free of charge others charge for subscriptions
- Can retrieve historical information e.g. <http://www.mingpao.com/newspaper/archives>

For people living overseas, Internet is a easy, cheap and convenience way of keeping in touch of the happening in their home country.

For an Internet newspaper to attract reader, there can be many features involving:

- Audio - sound effect
- On-line book ordering <http://www.hkstandard.com/online/deal/requry.htm>
- Ideas/plans/schedule for readers <http://www.b66.com/wedding/default.htm>
- Real Time News - fast and accurate

<http://www.singtao.com.com/stock/stock/html>

- Special Features - free goodies from reading Internet publishing <http://www.applydaily.com.hk/>
- Animation - movement makes the publishing more effective <http://www.superchamp.com>
- For finance: technical analysis, commentary and software <http://www.hknetdaily.com>

Some of the on-line newspaper in Hong Kong include:

- Sing Tao Electronic Daily <http://www.singtao.com/>
- Apple Daily <http://www.appledaily.com.hk/>
- Chi-Am Daily News <http://www.chiam.com/>
- Tai Kung Pao <http://www.taikungpao.com/>
- Mingpao <http://www.mingpao.com/newspaper>
- Hong Kong Standard Tigernet <http://www.hkstandard.com/>
- South China Morning Post <http://www.scmp.com/>
- Hong Kong Commercial Daily <http://www.hkcd.hk/>
- Hong Kong Net Daily <http://www.hknetdaily.com>

What you get from tradition publishing you will get the same on Internet publish.

The following topics are typical of Hong Kong's internet newspapers(on-line):

- Headlines
- News
- Entertainment
- Financial
- Sports
- Living
- Special Features
- Technology
- Weather
- Horoscope
- Classified Post
- TV Guide
- Interest

The trend for the young generation is on-line. Playing and browsing through Internet have become part of young people's hobby. Reading news on-line has become a relaxation activity for people at home.

In the future, publishing media on-line will be more than transmitting information and news across to the public. Using new technology and new ideas, reading media on-line allows the reader to know quickly what is going on in this world. On-line media also provide customer service, like advertising on-line. It is a new form of service that does not even need direct connection with the consumer: it is one-to-one marketing. Other possibilities will certainly emerge as this new medium continues to be developed everyday. ■

提供了一個既廉宜、又方便的途徑，緊貼家鄉的最新狀況。

以下是網上報章吸引讀者的一些特點 / 服務：

- 音響效果
- 網上訂書 <http://www.hkstandard.com/online/deal/requry.htm>
- 為讀者提供意念 / 計劃 / 清單 <http://www.b66.com/wedding/default.htm>
- 及時新聞 - 快捷準確 <http://www.singtao.com.com/stock/stock/html>
- 專題報導 - 網上報刊免費贈閱的佳作

<http://www.applydaily.com.hk/>
生動活潑 - 電腦屏幕上的動畫有助溝通

<http://www.superchamp.com>
金融財經：專業分析、評論及軟件

<http://www.hknetdaily.com>

以下是部分已經上網的本地報章：

- 星島日報 <http://www.singtao.com/>
- 蘋果日報 <http://www.appledaily.com.hk/>

- 天天日報 <http://www.chiam.com/>
- 大公報 <http://www.taikungpao.com/>
- 明報 <http://www.mingpao.com/newspaper>
- 英文虎報 <http://www.hkstandard.com/>
- 南華早報 <http://www.scmp.com/>
- 香港商報 <http://www.hkcd.hk/>
- 香港網報 <http://www.hknetdaily.com>

傳統報章與網報的內容大同小異，本港出版的網報一般包括以下部分：

- 頭條
- 娛樂
- 財經
- 體育
- 新聞
- 特稿
- 生活
- 天氣
- 科技
- 分類廣告

- 星座
- 專題副刊
- 電視節目指南

上網的青年人不斷增加，在互聯網上玩樂和瀏覽資料已成為他們生活的一部分。不少人也視在家中閱讀網報為消閒的好方法。

展望未來，網上出版事業將超越向公眾傳遞資訊的範疇。新科技和意念不斷湧現，讀者可透過網報更快捷地掌握世界動向。此外，傳媒上網後，可同時提供網上廣告等顧客服務。這種嶄新的服務形式甚至無需與消費者直接接觸。媒體的發展日新月異，肯定會有更多新服務陸續登場。 ■





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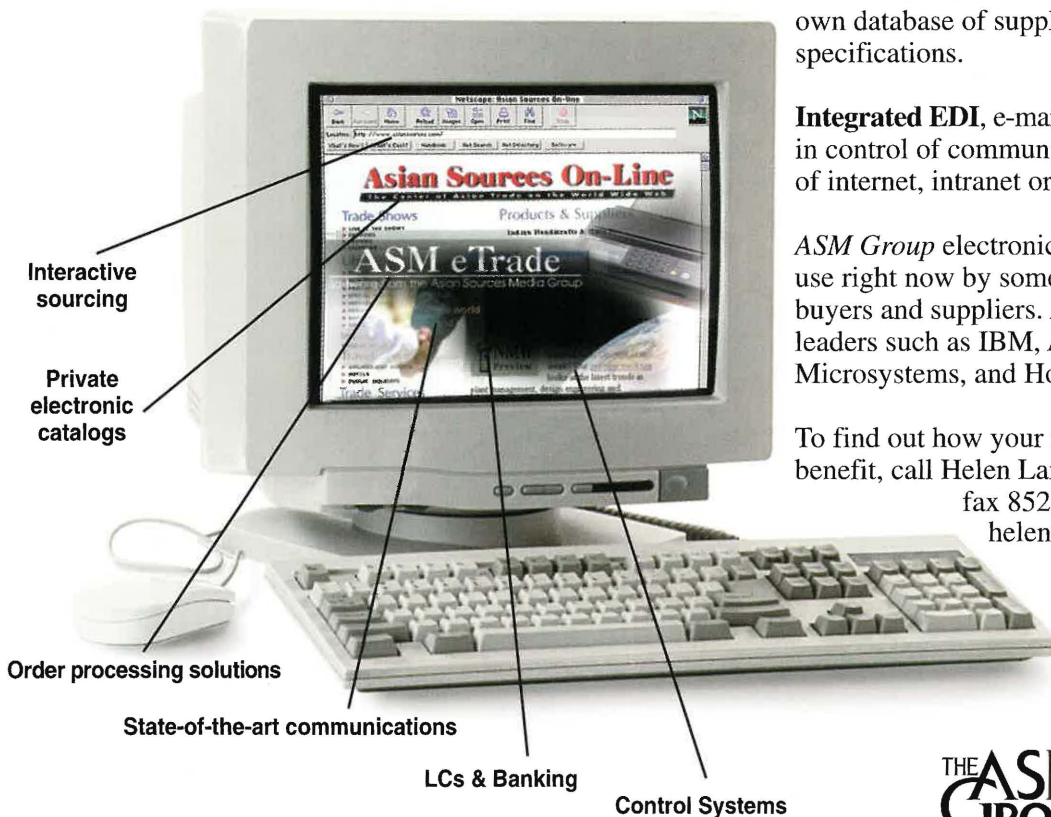
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