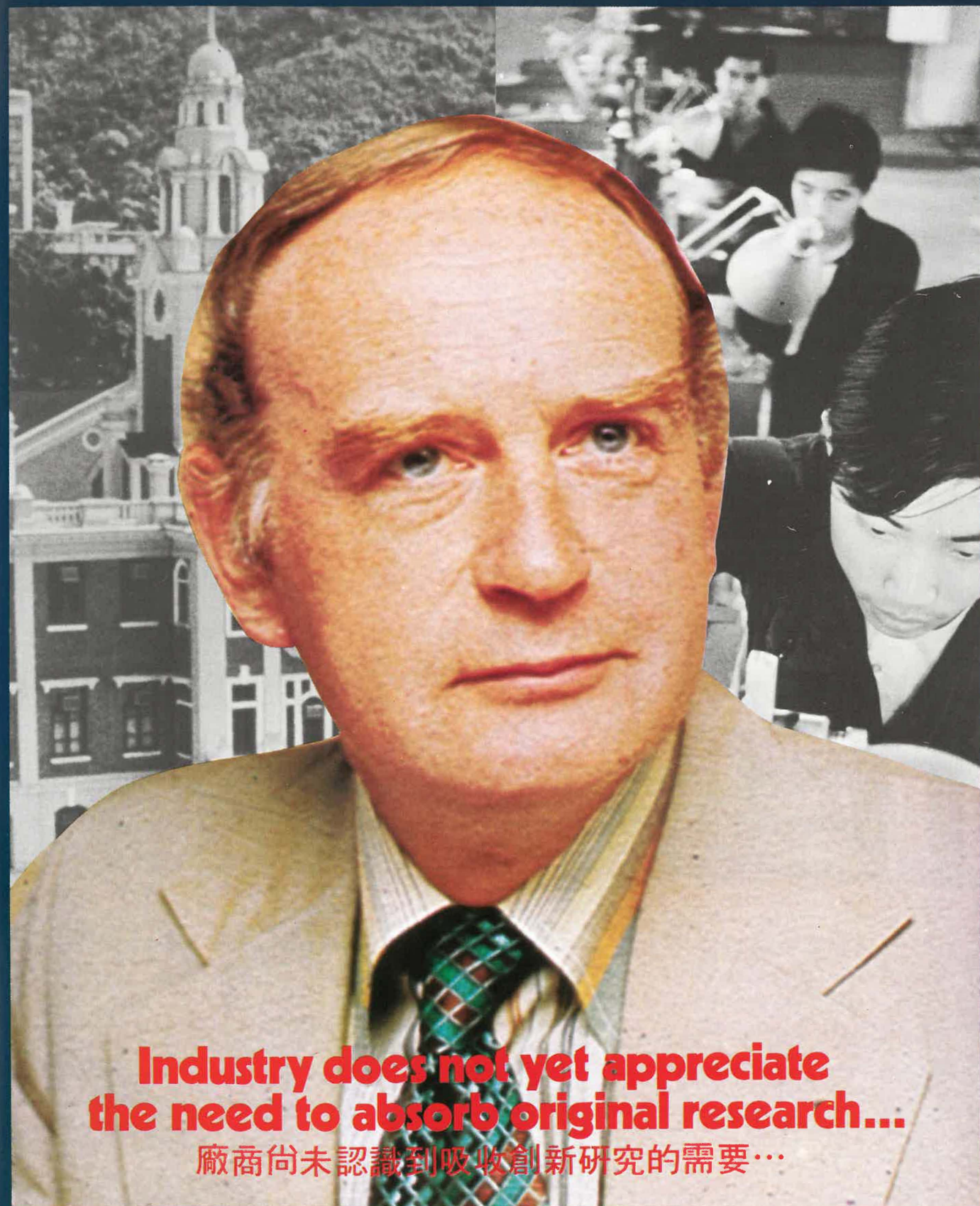


August, 1981
一九八一年八月號

工月商刊 THE Bulletin

A Hong Kong General Chamber of Commerce Magazine 香港總商會月刊



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The Swire Group

Cover :

Dr. Wright sees the direct link between universities and industries in research and development as tenuous in Hong Kong. Story on pages 6 - 11.

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胡博士認為，大學與工業界在研究發展上的直接聯繫是脆弱的。（請參閱第廿九頁）

Published by :

The Hong Kong General Chamber of Commerce
Swire House, 9th floor, Hong Kong
Telephone : 5-237177

Chairman : Hon. D.K. Newbigging, JP
Vice-Chairman : J.L. Marden, CBE, MA, JP

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Production : Li York Ling

Printer : South China Morning Post, Ltd. H.K.

© The Hong Kong General Chamber of Commerce

出版人：香港總商會

電話：五—二三七一七七

主席：紐璧堅·副主席：馬登

執行董事：麥理覺

編輯部：麥理覺 葛立科

黃慕賢 約瑟芬·馬田 李源柔

美術製作：李若稜

承印：南華早報 未經許可 不得翻印

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胡禮智談促進生產力

在海外競爭壓力下如不學習提高自賴的能力，香港工業必將面臨衰退——而且速度可能甚為急劇。目前廠商的經營手法多以獲利快的投資為主，而研究及發展方面的投資則未受重視。後者需要工業界與大學的共同參與。本刊今期特別訪問了香港生產力促進中心胡禮智博士。

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獨立為津巴布韋帶來突破性的發展，它不單只使國家回復和平，而且對本已堅穩及多元化的經濟還有巨大的促進作用。

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"香港改用十進制，千萬不要落伍"

香港在轉制的過程中，雖仍有很多行業及市民未加入行列，但度量衡十進制的工作已有龐大進展。本文探討了本港改用十進制的原因、進展情況及所遇到的若干問題。

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The Chamber in Action

These two pages summarise for members' information recent activities of the Chamber. These are extracts from the Acting Director's monthly reports issued to General and other committee members.

The Electronic Chamber

As the majority of members will be well aware, progress towards computerisation of basic Chamber functions is now well underway. A majority of members have returned their basic information forms : these have been coded for computerisation and will shortly be fed into the equipment.

Any member who has not yet returned his basic information form is urgently requested to do so — immediately please !

Progress is also being made towards computerisation of Certification of Origin records. Under this, basic membership numbers have been issued to all members, and a similar system is in force for non-members. Extra staff have been recruited to assist in the classification and recording of certification details.

The time-table for implementation of the various stages of our computerisation project is :-

Stage I Basic Membership system on-line	Aug. 1981
Stage II Certification of Origin system functioning	Oct. 1981
Stage III Industrial records system on-line	Dec. 1981
Stage IV Trade Enquiries processing underway	Mar. 1982

The benefits of computerisation should therefore become evident to members towards the end of this year.

Members See Progress in Shenzhen SEZ

Over 200 representatives from member companies expressed interest in joining a series of groups arranged by the Chamber, in conjunction with the Guangdong Provincial Administration

of Special Economic Zone, to visit Shenzhen. The first three groups, including 110 members, made their visits on 11th, 16th and 23rd June respectively. A further three groups will visit the development area during July, one of which has been organised for members of the Chamber's staff.

Participants were given a briefing on the policies being followed, the programmes proposed and the results so far achieved. A tour of the area was also carried out, including visits to electronic assembly and offset printing factories.

Industrial Promotion is a Two-Way Process

The Chamber has come to an arrangement with the North of England Development Council (NEDC), which has been particularly active recently in Hong Kong in promoting Northern England as a site for industrial relocation. In future, our two organisations will work more closely together. The Chamber will act as the NEDC's Representative at the Hong Kong end, and the NEDC will in turn assist the Chamber in its promotional activities in the U.K. Although the NEDC is primarily concerned with bringing new industry into its area, it is also active in trade promotion. For further information on the activities at the NEDC, contact Sidney Fung (Tel. 5-237177 ext. 22) at the Chamber.

Rent Controls Again

With the publication of the Report of the Review Committee, and proposals to decontrol part of the domestic accommodation sector, the Chamber has re-formed the Ad Hoc Committee set up to consider this matter in 1979. The new Committee will be known as the Accommodation Committee, and will meet under the chairmanship of Mr. Michael Stevenson. Previous committee members, Mr. A.D.A.G. Mosley, Dr. Steven Chow, Mr. A.E. Gazeley

and Mr. T.W. Knight join the new Committee, along with new member Mr. P.A.L. Vine.

The Committee met for the first time on 23rd June and considered its current attitude towards the accommodation problem in the light of decontrol, and its submissions made to the Review Committee in 1980. The Committee sees its basic function as making specific suggestions to relieve the accommodation shortage. Members having suggestions which may be of help in this work are invited to put their points of view to the Committee Secretary, Harry Garlick (Tel. 5-237177 ext. 41).

Improving Trading Standards

The Chamber is represented on the Trading Standards Advisory Committee (TSAC), which has been set up by the Director of Trade Industry and Customs to advise on the implementation of the Trade Descriptions Ordinance. This Committee met for the first time on 11th June. The Committee considered its future programme of work and decided that Marking Orders were among the subjects that should receive priority. One such item to be considered is Marking Orders in respect of gold and related alloys, and a Sub-Committee has been set up to look into this. TSAC members will be submitting suggestions for further products in respect of which Marking Orders are required at the Committee's next meeting, scheduled for 11th August.

Business Roundtable Takes Off

A new service to members, the Business Roundtable, was introduced on Monday, 22nd June, when Mr. G.L. Bill Miller, the American Tax partner of a prominent firm of accountants spoke on the Tax Consequences of U.S. Property Investment. The Roundtable was held in the Chamber's boardroom and 25 members mingled

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The Chamber in Action

informally before sitting down to have a simple lunch and then listen to Mr. Miller's presentation. Some informed discussion followed and members agreed that the session was well worthwhile. A further Business Roundtable is planned for September, after the summer leave season, and the subject will be Property Opportunities Available in Australia.

The War on Crime Continues

41 good citizens were awarded certificates and cash awards at a presentation ceremony held at Lek Yuen Estate in Shatin on Saturday, 27th June. The Chamber's representative was Mr. Tsim Tak Lung, previously Assistant Director of the Chamber and now Personal Assistant to the Chairman at Sun Hung Kai Securities Ltd. The Fight Crime Committee was represented by Mr. Hilton Cheong-leen. RTV also presented four gold whistles to outstanding good citizens. One particularly outstanding case involved a good citizen who, at risk to himself, rescued four young girls from a flat that was on fire. (In case any member asks what this has got to do with fight crime, the case was one of suspected arson!)

A new departure in the field of Good Citizen Award Presentations will occur on 1st August. Candidates will be drawn exclusively from the Junior Police Call and the presentation will take place in the context of a disco.

Invitation to All Out of Town Visitors — Come and See Our Slide Show

The Chamber's audio visual presentation 'The Same City Twice' was introduced to members of the consular corps and local trade associations at two premiere evenings on 9th and 16th June. The show lasts for approximately 15 minutes, and showings can be arranged with a minimum of formality for any out of town visitors calling on member companies. The show gives an impression of contem-

porary Hong Kong covering both business and non-business subjects. In order to arrange a showing, please phone 5-237177 and ask for Harry Garlick, Maureen Wong or Li York Ling.

Yokohama Conference for Economic Development in Asia 1981

Mr. S.H. Sung, a member of the General Committee, has accepted an invitation to represent the Chamber at this Conference which will be held from 13th to 18th July at the Yokohama International Conference Centre. Ms. Cecilia Fung, Assistant Director of Industry, will accompany Mr. Sung as a member of the Hong Kong team. Other participants include businessmen and Chamber of Commerce officials from Singapore, Malaysia, Indonesia, the Philippines, India, Thailand and Sri Lanka.

Labour Matters

Documents currently being considered by members of all Industrial Committees include : Proposed Legislation on Severance Pay; The Immigration (Amendment) Bill 1981; Paid Maternity Leave.

Any member interested in details concerning this legislation should contact Sidney Fung (Tel. 5-237177 ext. 22) at the Chamber.

More Overseas Missions Planned

Recent meetings of Trade Area Committees have agreed the following promotional programme for later this year and 1982 :-

A business group will visit Central and South America in September/October, calling on important trade centres in Mexico, Argentina and Chile.

As usual, the Chamber will take part in the Overseas Import Fair 'Partners for Progress' held in Berlin between 30th September/4th October. Over 34 member companies will join the Chamber group.

A trade mission will visit Korea during November.

Next year's programme will include a business group to Nigeria during January, a buying and selling mission to London, Paris, Barcelona and Stuttgart in March, and a joint Chamber/TDC business group to Nigeria, Kenya and Zimbabwe in May.

Area Committee Appointments

At recent meetings of Trade Area Committees, the following elections were confirmed :-

Mr. J.A.C. Jansen and Mrs. Madeline Wong were re-elected as Chairman and Vice-Chairman respectively of the Africa Committee.

Mr. E.M. McMillan and Mr. V.K. Parekh were elected Chairman and Vice-Chairman of the Central & South America Committee.

Mr. D. Christie and Mr. Simon Lee were re-elected Chairman and Vice-Chairman of the Japan, Taiwan & Korea Committee.

Mr. Philip Lai and Mr. S.Y. Choy were elected Chairman and Vice-Chairman of the North America Area Committee. Mr. J.B.M. Litmaath and Mr. G.E. Woodford were elected Chairman and Vice-Chairman of the West Europe Committee.

Trade Enquiries Galore

During June, 1,120 trade enquiries were passed on to members by the Trade Enquiries Branch.

This Branch continues to be extremely busy, and over the years, the number of enquiries reaching the Chamber continues to increase. The Chamber takes steps to follow up the effectiveness of this service, and statistics show that considerable extra business is created for Hong Kong as a result of this service. As reported above, in order to improve this service, both in precision of contact-making and speed of processing, the Branch will be computerised during 1982.

The Wright Approach

by Josephine Martin

Hong Kong industry will wither — possibly quite rapidly — under the stress of overseas competition if it does not learn to be more self-reliant. At present the approach is to concentrate on a quick dollar rather than invest in basic facilities such as research and development. The latter calls for a two way involvement from both industry and universities. *The Bulletin* talks to Dr. John Wright of the Hong Kong Productivity Centre.

You are at a crossroads. Each road reaches the same destination. The first route is short but is badly maintained. It is full of potholes and your automobile will take a beating en route. But you will get there quickly.

The second involves many detours, and one or two frustrating blind alleys, but it is a smooth, well maintained road. And it is interesting scenically.

Dr. John Wright, Executive Director of the HKPC, would take the second road. And he is somewhat unhappy about most Hong Kong industrialists propensity to select the first.

Why? After all, you make your destination on the first road. But your car is so beat-up at the end of the journey that this is precisely where you remain. On the second road, you arrive a little

late, but you are in top shape to go on to the next destination.

This does not imply Dr. John Wright is unaware of the value of time.

His stress on time is reflected in his statements on the progress of the HKPC and the report of the Advisory Committee on Diversification.

'The HKPC is progressing along the lines of my intentions and expectations, but not at the speed I would have liked'.

'The HKPC recommendations in the ACD report have begun to take effect, but not as quickly as I would like. As a developer, I'm also impatient. Although some things have been undertaken since the submission of the report, I don't think we can lose time in putting them into full effect,' he says.

He also sees time running out for much of Hong Kong's industry. This is because local manufacturers have not invested sufficient funds, imagination or effort in creating original local products, which will give industry a secure long term base.

'In Hong Kong, there are some clever people who think of a quick way of doing something nobody else has thought of, and they make a lot of money by getting on to the market first.'

Much of Hong Kong industry wants a quick return, and it achieves this by simply assembling other people's ideas in design rather than conceptualizing its own.

'Hong Kong imports half-made products, reassembles them, repackages



Tai Po Industrial Estate — paves the way for industrial diversification.



Hong Kong is moving more towards assembly industry.

them, pushes them around and sells them as Hong Kong modified products rather than Hong Kong created products,' remarks Dr. Wright. 'To make a totally Hong Kong product, industry has to go much further back, to the raw materials for instance. But that calls for heavier industry, which Hong Kong is presently not capable of coping with. There would be great difficulty in reaching that stage. This is one of the major concerns of HKPC. Even Singapore has a much better chance with heavier industry than Hong Kong has.'

Dr. Wright has been in Hong Kong for over five years. Throughout that time, he has been Executive Director of the HKPC. Before coming here, he ran the Steel Casting Research and Trade Association in the United Kingdom. It was a typical research association, one of something like 40 such organisations in the UK, but unusual in the sense that it also had interest in the economic and trade aspects of the foundry industry.

Previous to that, he was a professor in Industrial Metallurgy at the University of Aston in Birmingham for twelve years. While in that post, he maintained very close contact with industry in the UK and in the USA through consultancy work.

Earlier still, he was acquiring a training in industry and at the same time studying on a part time basis. He hasn't been far from universities for much of his life. Even as a young man, his ex-

perience in industry went side by side with his degree, and he built up more experience in the early years of his career than most graduates would have.

Dr. Wright was the youngest professor in Metallurgy in England during his academic career. 'But I don't think it really matters,' he says when asked about this. 'In any case, Metallurgy was a 'young' subject. I was a professor at the age of 31; it's unusual but not uncommon.'

After running a research organisation in an industry that was declining, Dr. John Wright found conditions in the UK became frustrating. He found himself taking a more and more defensive instead of expansive position. 'I'm not a defensive type of person. I prefer to be doing new thinking, new things, expanding, building up, not having to cut back and having to compromise in an industry that was plainly having great difficulty in maintaining profitability in the UK at that time. I decided to get out while I was winning.'

He did so by accepting the HKPC post. The Hong Kong Productivity Centre is one of several industry support organisations in Hong Kong. But it is unique in one respect. It is a professionally independent organisation, with skills in advising clients from different industries, including several government departments, on how to go about technology transfer, economic and management planning and even process and product design and development.

Dr. Wright makes it clear that the HKPC differs from most other service organisations in Hong Kong because



Dr. J. C. Wright and Prof. W. A. Reynolds (left) observe a demonstration of an equipment at a machine tools exhibition.

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"You transfer technology when you update people by short refresher courses or seminars."

many of them have member interests as their major priority. However, he adds that 'it is perfectly legitimate for the Hong Kong General Chamber of Commerce, for instance, and several other organisations to represent the views of their members and to aim their services to that.'

According to him, HKPC wishes to develop and implement a much broader and analytical view of what productivity really means for the economy.

'The main role of the HKPC is to tackle aspects of industrial and service sector development in Hong Kong that require collaboration between the private sector and the government sector, and try to foster that collaboration — to build up Hong Kong's economy in general.'

'We are better able to tackle or manage jobs of a medium and long term nature that most companies do not have the time to consider. And we can tackle jobs where government might be the most influential force, but because of its policy is reluctant to take the lead. Often, that lead can be taken through a body such as HKPC.'

On the other hand, HKPC may well be the middleman between universities and industries in terms of research and application. Dr. Wright sees the direct link between universities and industries in research and development as tenuous in Hong Kong. This is because industry does not yet appreciate the need to

absorb original research into its own production and products. Also, research in universities tends to be rather out of touch with urgent industrial needs, while industry on the other hand does not encourage research and development in the university. 'What is needed is a very strong middleman, like the HKPC, to fulfill the role of converting research into industry,' he says.

Generally, the role of HKPC in industrial development is not only moving upmarket and into more sophisticated technology but is also embracing a wider scope. It recently doubled its technical information services for industry. It has solid examples of technology transfer by locally developing overseas ideas which can bring Hong Kong closer to the establishment of original local research and development facilities.

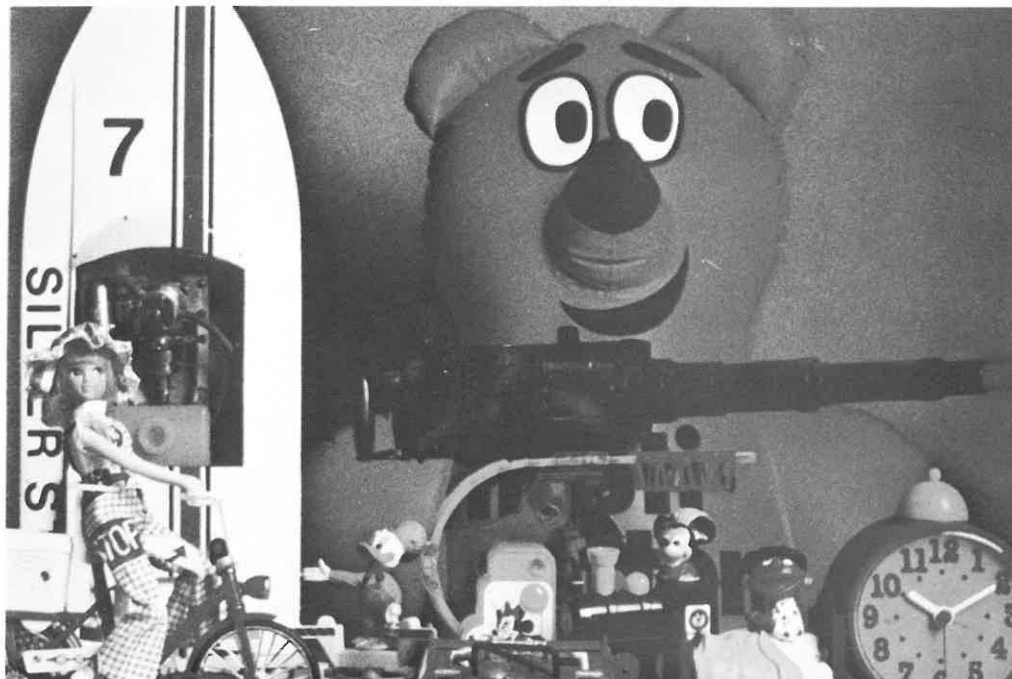
He points out that technology transfer

plays an important role in the development of an economy but often its real meaning is misconstrued. 'Virtually everything that we do in HKPC is technology transfer in one sense or another. You transfer technology when a worker from one production line is moved to another similar one and takes his working style with him. You transfer technology when you do research. You transfer technology when you take in a new graduate who has ideas that could be developed. You transfer technology when you update people by short refresher courses or seminars.' Dr. Wright notes that it is essential for Hong Kong to have a facility for picking up suitable items for development, production and even for localising design. The HKPC is trying its best to find new technological ideas to lay in the hands of people who are willing to work them out. Technology transfer in Hong Kong must be in the critical buying of ideas. The idea must be built up and put into profitable production in the end.'

Original research and development has not been thought of seriously in this territory. Dr. Wright discloses that the way in which most local people look at original research and development prevents it from being a significant factor in pushing industry further. 'We have a poor history of original research and development in most aspects of our industry. It is also rather late to build up an industrial economy based on this.'

'However, original research and development are absolutely essential to train people to think in the right way for successful industrial development in Hong Kong. We must not underesti-

Hong Kong toy industry still has a good share of the world market.



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It is becoming more difficult to remain competitive in traditional lines.

mate the need for original research thinking and practical work in Hong Kong. It need not necessarily be for direct application in industry but more for shaping minds for the future. It will take a long, long time to build up a self-sufficient original research facility to feed our industry. In fact, I doubt if it will ever happen.'

To date, Hong Kong is proven to have a competitive industry since over 90 per cent of industrial products are exported. If Hong Kong were not competitive, buyers would not come back and industry would not survive. Some entrepreneurs underestimate how fast a workforce, including management, can be trained to produce more sophisticated goods employing modern processes.

Dr. Wright points out however that it is becoming more difficult to remain competitive in traditional lines. It is only a question of time before some of the smaller lines cannot compete with those from other developing countries. There are limits to the productivity of assembly work. Hong Kong ought to be building alternatives. This requires special management and more high level skills, and these won't be developed overnight.

He also explains that other Southeast Asian countries are now using techniques that Hong Kong has used in order to emulate Hong Kong's success. They are building up along similar lines to Hong Kong but most of them don't have the disadvantage of rapidly rising wages and rapidly rising space cost. Many are also heavily supported by government funding.

'I think Hong Kong industry can remain competitive if we can replace these lines with more attractive ones from a Hong Kong development point of view,' comments Dr. Wright. 'At the moment, there are signs that the bulk of Hong Kong industry is less competitive than it was,' he adds.

A progressive move in industry to new products and processes require a whole army of well trained people in design and innovation, research development and innovative management, according to Dr. Wright. 'I'm afraid we haven't gone about creating that core of people as efficiently as we might, and

they are not going to create themselves as a coherent force if the rewards do not seem to be much better than going into other aspects of work in Hong Kong such as quick property development, the service sector or moving around the added value created by other people.'

The recent property development boom in Hong Kong has both good and bad effects. It is obviously increasing industrial production costs and profit margins are being squeezed. Wage increases, floor area costs and raw materials hikes are beginning to encroach on profit margins.

The worst feature of property and land development is that it is forcing Hong Kong industry increasingly into the high-rise building environment. This encourages only light assembly industry. Heavier and medium weight industry back-up is very difficult in this environment.

Dr. Wright, however, agrees that 'necessity is the mother of invention, and so local people have a sound instinct to optimise scarce resources including space. Unfortunately, on balance, this still means that we do not have economic space for some highly desirable support industries.'

'The scale of Hong Kong's industry in the future will depend on how fast it can move into new products and diversify into lines where it can survive in the next 10 or 15 years. This is not the way of the last 10 or 15 years,' concludes Dr. Wright. ■



Hong Kong's recent property development is forcing industry increasingly into the high-rise building environment.



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Independence — A Breakthrough for Zimbabwe

Independence has played a vital role for Zimbabwe. It not only brought back peace but also gave a push to an already strong and diversified economy.

For over a decade, Zimbabwe was an economic outcast. It suffered an era of economic sanctions and international isolation which sprouted from the dispute between the then-Rhodesia and Britain.

However, one may wonder how it survived its recent past (not to mention its landlocked position) and shaped one of the largest and most diversified economies in Africa.

Zimbabwe's economy experienced structural changes between 1964 and 1979 as part of its adjustment process to cope with sanctions. With most countries breaking off trade with Zimbabwe (except Portugal and South Africa), it had no choice but to be self-sufficient. It had to stimulate growth in the manufacturing sector to meet the need for import substitutes.

As a result, the range of goods produced in the country widened

over this period, and a proportion of the capital and raw materials which were previously imported are now produced by the domestic sector.

In the agricultural sector, farmers cut back on tobacco production and increased the production of alternative crops such as sugar, soya beans, wheat and cotton.

Since its independence in April 1980, Zimbabwe's pressing concern has been its endeavour to rebuild its economy. At the same time, it is in the process of reviving its shattered international economic relations.

Between 1965 and 1975, Zimbabwe's Gross Domestic Product grew by about 6 per cent annually despite sanctions. This was mainly due to a boom in the manufacturing sector. The succeeding years, however, recorded slumps in economic activity due to the sharp upturn in the price of oil in 1973, and the effects of

the civil war and in part at least, migration were finally felt.

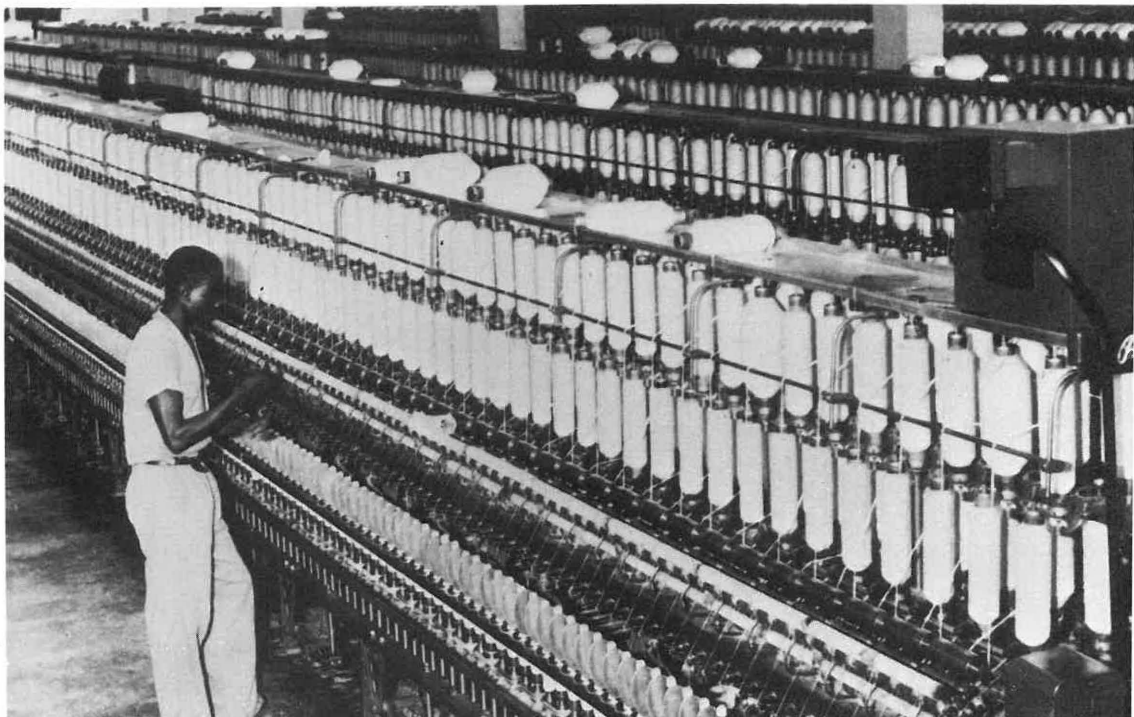
The country's economic downturn lasted until mid-1978. Since then, the economy has reflected progressive signs of recovery.

Last year, growth in real Gross National Product reached 10 per cent and similar real growth is expected in 1981.

Throughout the period of economic trough and initial recovery, Zimbabwe's trade balance remained positive. This was mainly due to stringent import controls.

The country's major exports are food products, tobacco, gold, other minerals and raw materials. Exports of manufactured goods include clothing, footwear, radios, furniture and textiles.

Major import items are machinery and transport equipment, including motor car assembly kits, chassis and components for heavy vehicles, spares and accessories for the motor industry, vehicle



➤
*Zimbabwe's spinning industry
strongly backs up growing
exports of clothing*



A petrol refinery in Zimbabwe

engines and agricultural, mining and electrical machineries.

With the country's return to the international market, new trends are expected to develop in the composition of imports. A larger proportion of import expenditure will be allocated to the replacement of antiquated capital equipment. In addition, an upsurge in the construction industry is expected to increase imports of

products such as glass, timber and specialised electrical and safety equipment.

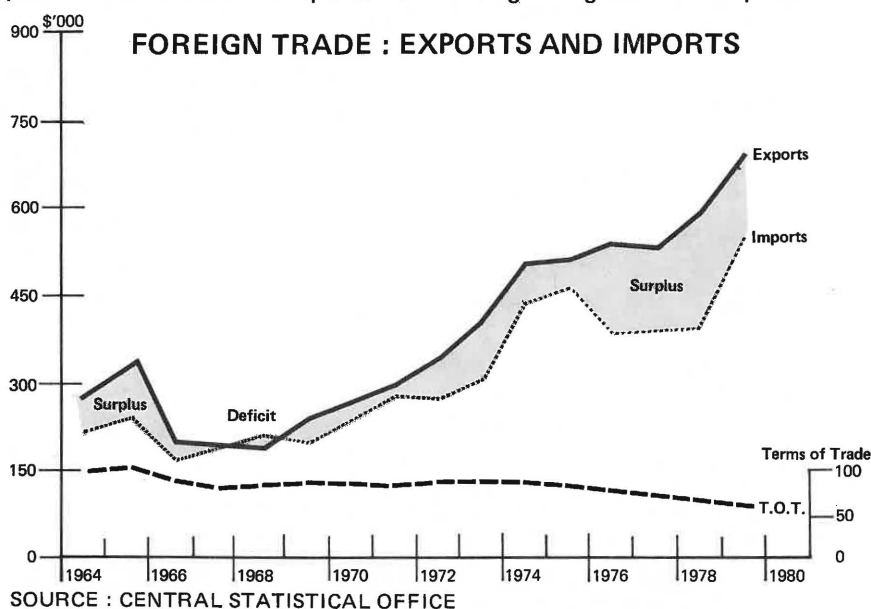
Hong Kong's trade with Zimbabwe re-started in 1978. Domestic exports were registered at a time HK\$5,000 with re-exports at the same level. In 1979, domestic exports were valued at HK\$6,000 and re-exports at HK \$171,000. During those years, Hong Kong did not import from

Zimbabwe.

In 1980, domestic exports rose to almost HK\$2.5 million with re-exports at HK\$3 million. Imports from Zimbabwe were recorded at over HK\$9 million, resulting in a trade deficit of more than HK\$6 million. Taken in the context of Hong Kong's total external trade, these figures are, of course, miniscule although they do support much greater potential.

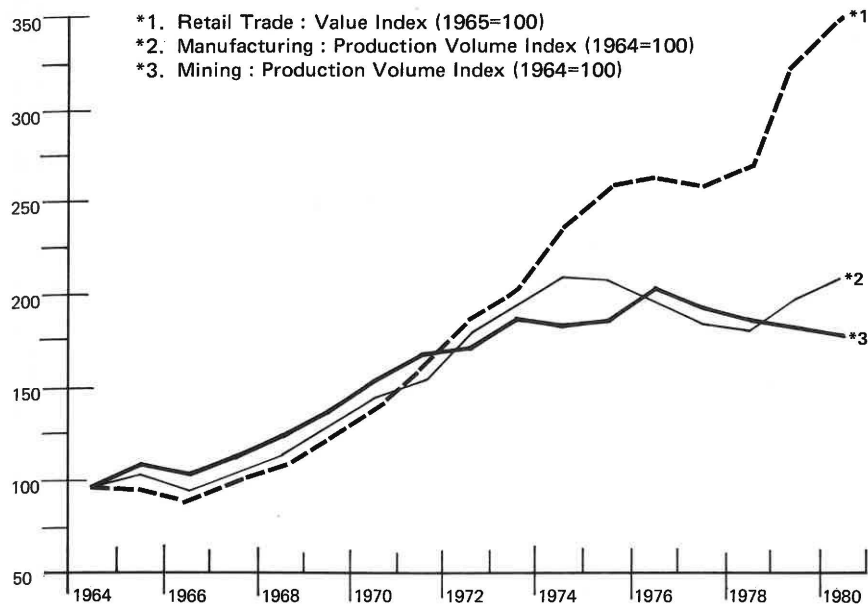
Major exports to Zimbabwe were clothing accessories, textiles, aluminum, electrical apparatus, watches and clocks and telecommunications equipment. Re-exports included baby carriages, toys and games, aircraft and associated equipment and parts, textile and leather machinery and watches and clocks. Imports into Hong Kong from Zimbabwe were mainly cotton and tobacco.

Zimbabwe has great potential for growth. Its land is not fully utilised, and it has large reserves of gold, nickel and cobalt. Strategic minerals produced in Zimbabwe



GENERAL TRENDS WITHIN THE ECONOMY

Manufacturing Production, Mining and Retail Trade



SOURCE : CENTRAL STATISTICAL OFFICE

include chrome ore, used in manufacturing stainless steel, and asbestos, an essential raw material for construction related products. The mining sector contributes about 8 per cent of the country's GDP and employs over 6 per cent of the total labour force. The importance of this sector is underlined by the fact that exports of gold, metal products account for 60 per cent of the country's total exports (with gold accounting for 16 per cent).

Agriculture contributes about 12 per cent to the GDP, represents about one third of exports, and employs over a third of the total labour force.

As a result of the diversification process initiated in 1965, the country is now self-sufficient in most essential foods. Maize, wheat, soya beans, cotton, fruit, vegetables, beef and dairy products are among the large scale produce of the agricultural sector. The return of peace to the countryside and an increase by half in producers prices of agricultural products has encouraged farmers to expand their output.

In January 1980, overall exports went up by 65 per cent in value terms, over January 1979.

Despite encouraging prospects for Zimbabwe's economy, there

are several factors which may prevent rapid development.

The attempt to rejuvenate the production of capital goods, and improve transportation, telecommunication and electrification facilities requires massive expenditure of capital. The present balance of payment position also limits imports of essential equipment, thus delaying growth in these major sectors of the economy. Zimbabwe is also suffering from a considerable exodus of skilled workers again delaying development of industries requiring high technical skills.

To meet the necessary requirements for development, Zimbabwe has appealed to other developed countries for foreign aid.

During the first year of Zimbabwe's independence, the United States offered over US\$50 million as grant aid. It has also approved a US\$33 million loan to purchase US equipment for the expansion of Zimbabwe's coal-fired generators and a US\$6 million loan to purchase diesel electric locomotives for its national railways.

During a visit to China of Prime Minister Robert Mugabe in October 1980, the Chinese Government decided to grant Zimbabwe a loan of US\$265 million. In Japan, it was announced by the Foreign Ministry that the country would offer Zimbabwe a total of US\$25 million in grants and loans this year. Other countries includ-



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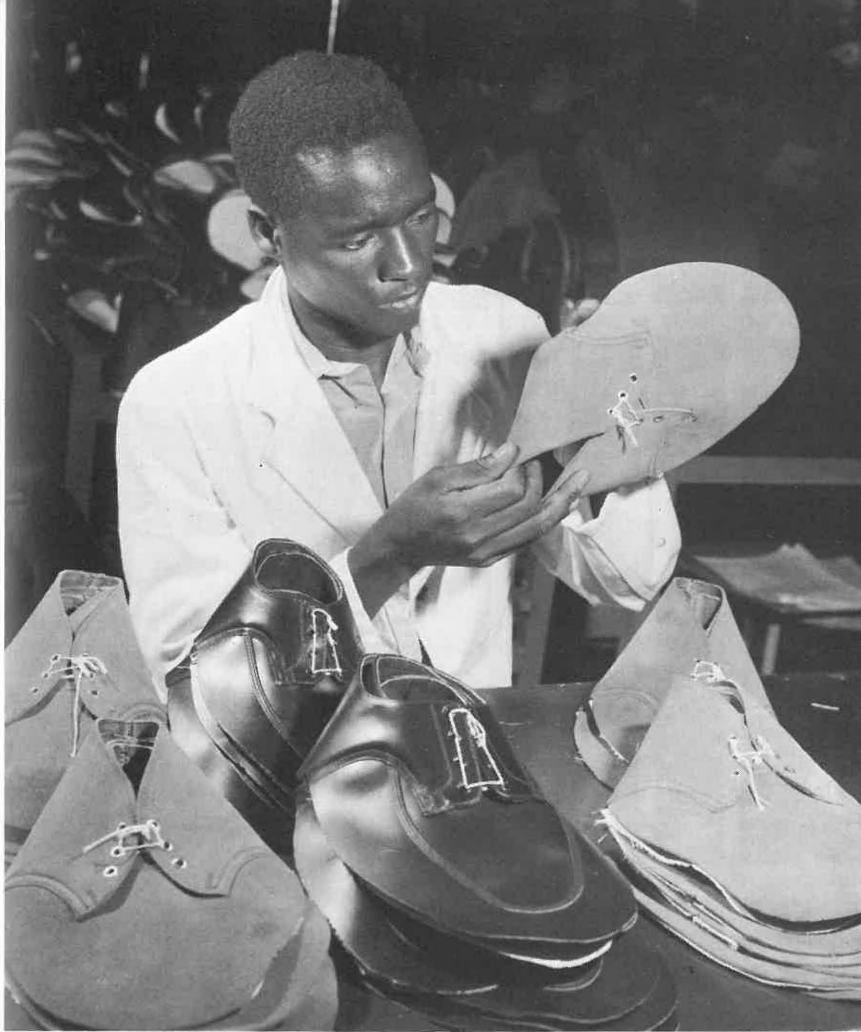
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*The
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ing UK, West Germany and Italy have granted aid to Zimbabwe. Despite the large amount of foreign funds received by the country, Zimbabwe needs still more if satisfactory economic progress is to be made in the next few years.

In addition, the country is also looking for joint ventures. Officials of the Bulawayo Chamber of Commerce who recently visited Hong Kong expressed the desire for joint ventures with local businessmen and increasing two-way trade between Hong Kong and Zimbabwe.

The Chamber is presently studying the possibilities of conducting a trade mission to Zimbabwe. Hong Kong traders may also contact the Bulawayo Chamber of Commerce, P.O. Box 1292, Bulawayo, Zimbabwe. ■

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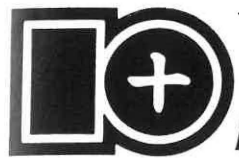
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"Hong Kong is Changing to the Metric Way, Don't be Left Behind"

It is probably true to say that part of Hong Kong is changing to the metric way, with a sizeable chunk of both industry and the general public lagging behind. Nonetheless, substantial progress has been made. This article looks at the reasons for metrication, what has been achieved and some of the problems.

"Overall, Hong Kong is progressing smoothly in its metrication programme. Most of the trade and industrial organisations have been supporting the government in its move to adopt the International Systems of Units in this area."

This is how Mr. Cecil Chan sees Hong Kong changing towards metrication. "However, some manufacturers find selling to non-metric countries a problem," he adds. "Some countries like the United States are not moving fast enough in going metric. There are some importers who still ask for products with Imperial units of measurement."

Mr. Chan is the Executive Director of the Federation of Hong Kong Industries and Chairman of the Manufacturing and Engineering Industries Sector Committee.

To the pedant, the term 'Metrication' is not a right description of Hong Kong's objective. This can be more accurately described as the adoption of the so-called International System of Units, usually abbreviated as SI.

Modern Version

In 1960, the international authority on the metric system (General Conference of Weights and Measures) chose the International System of Units as the official system for measurement. The SI, modern version of the earlier metric system, was chosen because of its simplicity — all relationships between a unit and its multiple and sub-multiples work in powers of ten.

This system is now being used throughout the world in science, technology, industry and commerce. Its universal use avoids confusion in international trade and in scientific work.

The subject of metrication was first raised at the Legislative Council in 1968 when the Government undertook to consider the establishment of a Committee to investigate the impli-

cation of metrication.

Although a change to the metric system was necessary and desirable, it would also lead to some expenditure and to a degree of inconvenience and disruption over the period of transition, according to the Committee.

Consequent to this recommendation, the Metrication Ordinance was enacted in 1976 whereby the Governor may amend legislation by replacing non-metric references with metric.

A year after, all new proposals for building development have been required to be in specific metric units. This has set the seal on metrication within the building industry.

Since the beginning of 1972, the Royal Observatory has been making weather forecasts and reports in metric terms. Nowadays, practically all citizens of Hong Kong are familiar with the temperature range in Celsius.

The Education Department has also introduced metric working in its curricula. At university and polytechnic levels, tuition is almost invariably in metric units.

At the start of 1978, the Governor appointed members to the Metrication Committee. This Committee stands as the focal point of liaison on all matters concerning metrication. It collects, collates and disseminates information relating to the metric usage generally or to developments in other countries. It also advises private organisations on all aspects of metrication and encourages individual sectors in the framing of their programmes and timetable for metrication. It takes charge of metrication publicity and at the same time liaise with Boards and similar bodies in other countries where a change to the metric system has been achieved or is in process.

It is relatively easy for a Government to enact legislation concerning standards, and it can of course ensure these standards are observed in the various departments under its control. But one might query the wisdom of such a policy if the rest of the world

does not follow this lead.

Various objections have in fact been raised concerning both the wisdom and the practicality of adopting a metric system in Hong Kong. On the popular level, Hong Kong has hardly come to terms with the present co-existing standards, the so-called British or Imperial System and the traditional Chinese system. Very obviously, the markets in which the majority of the local people do their shopping still measure in terms of catties. One would not expect a local housewife to order a pound of "Pak Choi" much less a kilogram of "Pak Choi".

Twelve months ago or so, the Hong Kong Government called in an expert consultant from the New Zealand to advise on problems of this very nature. To-date, not a great deal appears to have been done in the way of follow-up.

Looking at the problems in a wider perspective, world practice is very far from being uniform. It is reported that 100 countries already use the metric system whilst another 50 are in the process of conversion. The majority of these 50 are in fact countries within what used to be the British Empire and no doubt are taking their lead from the UK example. Progress in third world countries so far has been rather patchy, with at least four countries remaining uncommitted.

Effects

Although it is claimed that metrication will bring cost savings, consumers in several countries, notably the UK, can point to the inflationary effects of conversion. One may be sure that if there is any doubt regarding the appropriate level of conversion, it will be resolved in favour of the higher rather than the lower cash value.

In addition, some theorists have argued that the advantages of the decimal system are intrinsically no better than those based on another groupings of units. The 12-unit scale,

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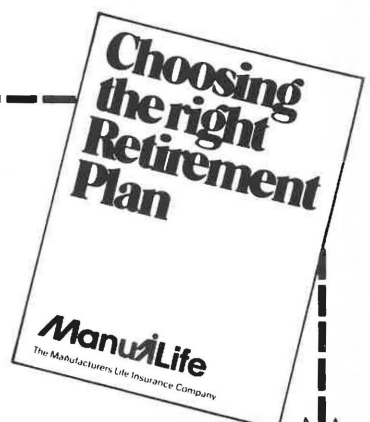
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as used for example in inches and feet or in the former British monetary units can conveniently be sub-divided into smaller units of 6, 4, 3 and 2. Fifty per cent of 10 is however a rather awkward 5, and 25% of 10 is an even more awkward 2.5.

But perhaps more important from the Hong Kong point-of-view is the considerable reluctance within the US, our leading trade partner, to progress meaningfully towards metrication. Although various commitments have been given and some progress has been made, there is still considerable resistance both at the consumer level and in industry towards the adoption of metric standards. Unless or until the US goes metric, it seems reasonable to suppose that a large number of industries must manufacture for two standards, with all that this undoubtedly means in the way of extra cost.

In an attempt to assist the Metrication Committee, the Chamber gathered information from member companies regarding the adoption of metric standards in the US electrical appliances industry. The results were somewhat vague, but it would appear there is considerable resistance within the industry to metrication, although lip service is paid to the concept. At the same time, it is fair to report that several substantial manufacturing concerns in the US that have converted to the SI system claim a substantial saving as a result.

As far as Hong Kong is concerned, Cecil Chan notes that the British Standards (BS) have been amended or re-drafted in metric units, so importers who are following the BS now automatically use the metric system. "In Japan, all orders are in metric. Australia and New Zealand have almost entirely gone metric and they require products to be measured in that system," says Mr. Chan.

FHKI Survey

In 1979, the Federation of Hong Kong Industries conducted a survey on metrication in the manufacturing industry. The Survey shows at that stage about two-thirds of the manufacturing industry used metric units to varying degrees. About one-seventh was fully metric, one-quarter over 75% metric, one-third over 50% metric and one-half of all manufacturing concerns over 25% metric.

Since the publication of the report, the Metrication Committee has formed working groups under the Manufacturing and Engineering Industries Sector Committee. Each working group has come out with proposed dates of metrication programme. The plastic industry is one among those who have progressed rapidly in implementing its metrication programme, according to Mr. Chan. "Its programme is divided into three phases. The first phase is the sale of plastic raw materials in metric units. The second phase is the 'soft conversion' whereby all products appearing in the market will have only metric measurement. In the third phase, which will come later, all plastic designs and moulds are measured metrically."

The electrical industry likewise has moved towards metrication. Later this year, television sets, refrigerators and electric fans will be measured using the metric system.

"Hong Kong has succeeded in getting the manufacturers together to study problems and work out plans for this change," says Mr. Chan.

As far as the general public is concerned, the Metrication Committee believes that the programme should be implemented, as far as possible, on a voluntary basis. It aims to arouse people to the need for metrication and to provide guidance on usage.

To carry out its aim, the Committee has prepared a number of booklets to cater for the need of various sectors, and an advertising agency was appointed to advise on the planning and production of publicity materials. Publicity campaigns were launched and seminars on metrication were also conducted.

However, before the Metrication Committee commits itself too deeply to a publicity and education campaign, research into the acceptance of metrication was conducted qualitatively and quantitatively.

In its qualitative survey, respondents appeared not to be over-concerned with the importance of weights and measures. They simply take them in their stride. It was also found out that the system of weights and measures most familiar to them were the Chinese and Imperial systems.

According to the survey, most of respondents, especially the older group, say the switchover to metrication

would cause some inconveniences. They don't see much advantage to it, but know it is foolish to resist the change.

In the quantitative survey, results show that Hong Kong's Chinese population are rather indifferent towards exact weights and measures. Only 49% were prepared to take a positive stand on the issue.

Awareness of the metric system shows distinct patterns. First, awareness was higher among males (75%) than females (64%). Second, the higher the education attainment is, the higher is the awareness. And third, the higher the income is, the higher also is the awareness.

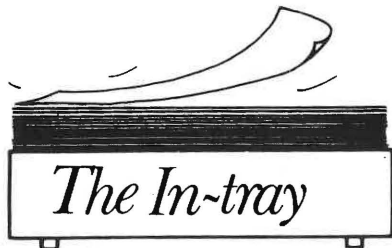
Publicity Campaign

The publicity campaign has been successful in achieving a general awareness among the public that Hong Kong is going metric. However, it has not yet succeeded in implanting widespread knowledge of the details and benefits of the metric system. Few people use the system yet, in any practical sense. This could be because official Chinese translations of the metric units have not been fully explained to the public.

To alleviate any reluctance or resistance to change, future metrication campaigns will stress the reasons for the change to the metric system and the advantages of it.

Whatever the temporary problems, there seems little doubt that the SI is the system of future. Whilst theorists may argue over the merits of alternate systems, it seems clear that the adoption of any worldwide standard no matter what its basis may be, will eventually bring considerable benefits in terms of cost reduction, ease of communication and compatibility of systems.

For further information on metrication, please contact the Metrication Committee Secretariat
Telephone No. 5-214416



The In-tray

Business Roundtable Luncheon

The Chamber last month introduced a new facility for members — the business roundtable luncheon. This takes the form of an informal luncheon gathering during which a specialist on a particular subject discusses with members a topic of interest to companies within the membership and then takes questions and discussion points on the topic.

The idea is to allow members an opportunity to brief themselves on subjects with which they may not be familiar but which are relevant to business in Hong Kong.

The first Business Roundtable Luncheon was held in the Chamber Boardroom on 22 June. 25 members participated. Bill Miller, US Tax Partner of Deloitte, Haskings & Sells, discussed Tax Consequences of US Property Investment. He outlined some of the problems present to foreign investors arising as the result of the US Real Property Tax Act of 1980 and the possibilities of alleviating its impact.

The meeting was conducted in the English language, but the Chamber would be glad to hear from members who can offer to speak at Roundtables in Cantonese.

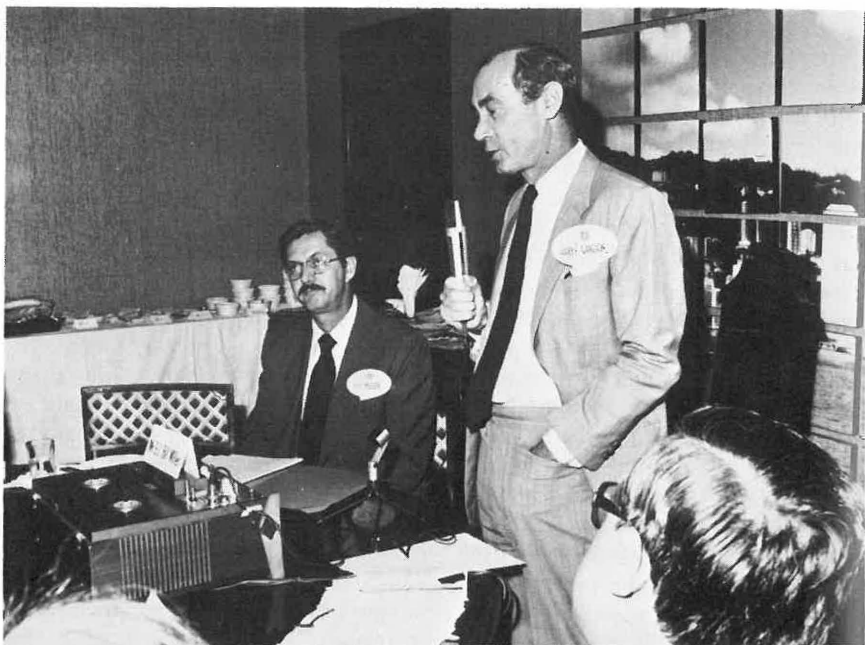
Certificate Course In Marketing Management

The Hong Kong Management Association is organising a four-month Certificate course in Marketing Management from 28 August to 23 December 1981. The course is designed for up-and-coming marketing managers, sales executives who are being groomed for additional responsibilities in the field of marketing as well as those whose daily operations are closely related to marketing.

The course is built on a modular system and classes are held in the evenings. Participants must satisfactorily complete all 4 Basic modules and 6 out of 10 elective modules.

Course fee is HK\$120.00 per module for HKMA Members and HK\$140.00 per module for Non-Members.

Further information can be obtained from : The Hong Kong Management Association, Management House, 2/F.,



Mr. Harry Garlick, Acting Director, introduces Bill Miller, US Tax Partner of Deloitte, Haskings & Sells, who spoke on Tax Consequences of US Property Investment during the Chamber's first Business Roundtable Luncheon held at the Chamber's boardroom on 22 June 1981.



Mr. T. L. Tsim, Personal Assistant to the Chairman of the Sun Hung Kai Securities Ltd. is shown giving certificates to Chamber's Good Citizen Awardees. The function took place at the Lek Yuen Community Hall in Shatin on 27 June 1981. Forty-one (41) awardees were given prizes for helping the police to fight crime.

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Annual Review of European Furniture Industry

The annual review of European export industries is claimed to be the only specialised publication of its kind and contains a wealth of important and useful information for the entire range of the European export-minded furniture industry. It renders a detailed report on the exporting furniture

producers in 28 countries, including installation reports, product indexes and buyers' guide. This new edition is an important source of information for buying and selling.

All data are published in English, French and German.

Those who are interested in having a copy of this review may contact Mr. Max Widerra, Managing Director, Unternehmensgruppe ABC - Verlagshaus, P.O. Box 4034, Berliner Allee 8, D-6100 Darmstadt, Telex No. 04 19 257 Cable: jahresschau.

Chamber Group Visit to Shenzhen



A. The first of the six Chamber group visits to the Shenzhen Economic Development Zone on 11 June 1981.

B. Luncheon at the Shenzhen Reservoir Restaurant. Director Jimmy McGregor (centre) gives a courtesy speech. Also in picture is Mr. Peng Peng (left), Director of the Shenzhen City External & Technology Liaison Office.

C. The group is briefed on the operation of the Goodyear Printing Co. Ltd.

D. Mr. John Chandler (second from right), Chairman of the Chamber's China Committee, and other members of the group tour the art department of the Goodyear Printing Co. Ltd.

E. Members of the group visit the packaging department of the Goodyear Printing Co. Ltd.



B



C



D



E

Trade in Progress

Hong Kong Overall Merchandise Trade (HK\$M)

	Jan.-Apr. 1981	Jan.-Apr. 1980	% Change
Imports	42,468	33,726	+26
Domestic Exports	21,904	19,092	+15
Re-Exports	12,850	8,337	+54
Total Exports	34,754	27,429	+27
Total Trade	77,222	61,155	+26
Balance of Trade	-7,714	-6,297	+23

Imports : Major Suppliers (HK\$M)

	Jan.-Apr. 1981	Jan.-Apr. 1980
Japan	10,232	7,481
China	8,320	6,086
USA	4,537	3,975
Taiwan	3,408	2,369
Singapore	3,007	2,265
UK	1,878	1,652
South Korea	1,795	1,113
Fed. Rep. of Germany	1,075	995
Switzerland	970	883
France	578	487

Imports : Major Groups (HK\$M)

	Jan.-Apr. 1981	Jan.-Apr. 1980
Raw materials	17,641	14,958
Consumer goods	11,378	8,186
Capital goods	5,880	4,636
Foodstuffs	4,365	3,600
Fuels	3,203	2,346

Domestic Exports : Major Markets (HK\$M)

	Jan.-Apr. 1981	Jan.-Apr. 1980
USA	7,390	6,151
UK	2,102	1,945
Fed. Rep. of Germany	2,061	2,155
Japan	776	680
China	731	429
Australia	695	588
Canada	585	469
Singapore	513	520
Netherlands	479	481
France	442	379

Domestic Exports : Major Products (HK\$M)

	Jan.-Apr. 1981	Jan.-Apr. 1980
Clothing	7,568	6,349
Watches	1,682	1,256
Toys, dolls and games	1,574	1,552
Textiles	1,520	1,443
Radios	1,180	1,186
Electronic components for computer	705	352
Electric fans	351	143
Handbags	294	292
Footwear	241	197
Hairdryers, curlers and curling tong heaters	222	195

Re-exports : Major Markets (HK\$M)

	Jan.-Apr. 1981	Jan.-Apr. 1980
China	2,592	952
USA	1,420	788
Indonesia	1,271	735
Singapore	986	670
Japan	858	697
Taiwan	771	712
Macau	424	277
UK	418	320
South Korea	406	299
Philippines	376	296

Re-exports : Major Products (HK\$M)

	Jan.-Apr. 1981	Jan.-Apr. 1980
Textiles	2,153	1,011
Crude materials, inedible except fuels	1,294	783
Chemicals and related products	1,087	916
Photographic apparatus, equipment and supplies and optical goods, watches and clocks	1,036	761
Electrical machinery, apparatus and appliances and electrical parts	868	496
Non-metallic mineral manufactures	832	801
Articles of apparel and clothing accessories	613	387
Food	601	417

Values and volume - monthly progress (all values in HK\$M)

	Imports		Domestic Exports		Re-exports		Total Trade
	Value	Quantum Index (1973:100)	Value	Quantum Index (1973:100)	Value	Quantum Index (1973:100)	
1978	60,056	152	40,711	150	13,197	145	116,964
1979	85,837	176	55,912	175	20,022	184	161,771
1980	111,651	209	68,171	195	30,072	253	209,894
Monthly Average							
1980	9,304		5,681		2,506		17,491
Jan. 1981	10,685	231	6,346	211	3,328	320	20,359
Feb.	9,091	192	3,938	130	2,878	275	15,907
Mar.	11,326	238	5,784	191	3,326	318	20,436
Apr.	11,398		5,844		3,328		20,570

Area Comparison (HK\$M)

	Imports Jan.-Apr. 1981	Domestic Exports Jan.-Apr. 1981	Re-exports Jan.-Apr. 1981
South and East Asia (excluding China)	20,922	2,630	5,890
China	8,320	731	2,592
Europe	6,288	6,890	1,148
(EEC)	(4,943)	(5,726)	(926)
North America	4,866	7,975	1,492
Australia	556	695	185
Africa	416	1,112	600
Middle East	493	871	590
South America	126	408	104
Rest of world	481	592	249

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電腦化計劃

會員大概知道，本會現正積極推行基本服務電腦化的計劃。大部份會員已交回基本資料表格，本會現將有關的資料譯成電碼，準備稍後輸入電腦。凡未交回基本資料表格的會員，請盡早交回。

此外，產地來源証紀錄之電腦化工作亦在進行。本會已為會員及非會員商號分配編號，並已增聘人手協助分類及紀錄簽證資料的工作。

以下是本會推行電腦化計劃之程序：

- 第一期
基本會員資料系統聯綫
一九八一年八月
 - 第二期
簽證系統操作
一九八一年十月
 - 第三期
工業紀錄系統聯綫
一九八一年十二月
 - 第四期
貿易諮詢處理電腦化
一九八二年三月
- 由今年底開始，會員將可享用電腦化的快捷服務。

租金管制問題

鑒於檢討委員會報告書之發表及放寬部份租金管制之建議，本會已將一九七九年成立之租務特別委員會改組。新委員會由史允信擔任主席，舊委員包括牟詩禮、周志文博士、基士利及黎特華將繼續出任新委會委員。新加入的成員有范培德先生。

新委員會於六月廿三日首次召開會議，就放寬管制及八〇年向檢討委員會提交之意見書，探討對本港住屋問題的看法。該委員會認為，其基本任務是就緩和住屋短缺的問題，提供具體建議。會員如有任何意見，請向

該委員會秘書葛立科提出。（電話：5—237177內綫41）

會員參觀深圳特區發展

共有二百多位會員公司代表報名參加由本會與廣東省經濟特區管理委員會合辦的一系列深圳參觀團。首三團共一百一十人已分別於六月十一日、十六日及廿三日起行。另外三團將於七月間出發，其中一團是為本會職員舉辦。

團員除獲悉有關經濟特區的政策、計劃及發展現況外，還遊覽了整個地區，包括前往參觀電子廠及柯式印刷廠。

雙邊促進活動

本會與北英格蘭發展局達成一項協議，今後本會將擔任該局之香港代表，另方面，該局將協助本會在英國之促進活動。北英格蘭發展局的工作雖以引進新工業為主，但它對推行貿易促進活動亦甚為積極。查詢有關北英格蘭發展局的工作詳情，請與本會馮棟澤聯絡。（電話：5—237177內綫22）。

業務圓桌午餐會

業務圓桌午餐會是本會為會員提供的一項新服務。首次圓桌午餐會於六月廿二日星期一，在本會會議室舉行，共有廿五位會員參加。講者美納先生談論了美國地產投資所涉及的稅務問題。下個業務圓桌午餐會將於九月舉行，講題暫定為「澳洲之地產發展機會」。

好市民獎頒獎大會

最近一次好市民獎頒獎大會於六月廿七日星期六假沙田瀝源社區會堂舉行。本會前任貿易部助理董事詹德隆（現任新鴻基証券有限公司主席助理），代表本會頒發獎金及獎狀予四十一位好市民。減罪委員會由張有興

代表出席。麗的電視頒發金笛獎予四位傑出的好市民。下次頒獎大會將以的士高舞會新形式舉行，日期定為八月一日。

勞工事項

本會各工業委員會日前考慮的事項包括：—

- 制訂遣散費法例
- 移民（修訂）法案一九八一
- 有薪分晚假期

會員如欲查詢有關上述法例的資料，請與本會馮棟澤聯絡。

貿易促進大計

本會貿易分區委員會最近開會，決定在八一／八二年度組織以下海外貿易促進團：—

——九月／十月間組中南美洲貿易團訪問墨西哥、阿根廷及智利等重要貿易中心。

——如同以往，本會將組織代表團參加九月卅日至十月四日舉行的「攜手邁進」柏林商展。今年共有三十多間會員公司前往參展。

——十一月組貿易團訪問韓國。

八二年的促進大計包括：訪尼日利亞貿易團（一月）；歐洲採購／推銷團訪問倫敦、巴黎、巴塞隆納及司徒加（三月）；總商會／貿易發展局貿易團訪問尼日利亞、肯雅及津巴布韋（五月）。

提高貿易標準

一個負責向工商署長提供有關實施商品說明條例意見的貿易標準諮詢委員會現已成立，本會委有代表出席。該委員會於六月十一日召開第一次會議，商討未來工作計劃，認為標註令是應優先考慮的問題。貿易標準諮詢委員會已委出一個小組委員會，對黃金及合金產品標註令問題提供建議。下次會議定於八月十一日舉行，屆時諮詢委員將提出需考慮標註令問題的其他商品種類。

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胡禮智談促進生產力

在海外競爭壓力下如不學習提高自賴的能力，香港工業必將面臨衰退——而且速度可能甚為急劇。目前廠商的經營手法多以獲利快的投資為主，而研究及發展方面的投資則未受重視。後者需要工業界與大學的共同參與。本刊今期特別訪問了香港生產力促進中心胡禮智博士。

你徘徊於十字路上，每條路都可以到達相同的目的地。第一條是捷徑，但路面破壞不修，行起來凹凸不平；你若選擇此路則可迅速到達目的地。第二條雖有很多彎路和一兩個死胡同，但它却是一條平滑、維修完善的道路，而且沿途景色怡人。

香港生產力促進中心執行幹事胡禮智博士會選擇走第二條路。他對本港廠商大多數傾向選擇第一條路，頗感不悅。

為什麼？雖然你可從第一條路先到達目的地，但你的汽車行至終途時已損壞不堪，無法再前進。你從第二條路走雖或會較遲到達，但你抵達之時仍保持良好狀況，可以續向下一個目的地進發。

但這並不表示胡博士不重視時間的價值。事實上，他就香港生產力促進中心進展所發表的報告，及經濟多元化諮詢委員會報告書中的建議皆足

以反映他對時間的重視。

他稱：「雖然香港生產力促進中心目前正按照着我的意旨及期望前進，但其進度則未乎我的理想。」

「經濟多元化諮詢委員會報告書中有關擴展香港生產力促進中心的建議雖已着手進行，但其進展却未如我心想的一般迅速。作為一個開發者，我是沒有耐性的。雖則自報告書呈交後，有些計劃已開始執行，但我認為把所提建議全面付諸實行是刻不容緩的。」

他亦體會到，本港有不少工業已日漸追不上先進水平。這是因為廠商並沒有投入足夠的資金、構思和努力去創製出可為本港工業樹立長期基礎的新穎產品。

他稱：「有些精明的港商因為能夠以迅速手法創造新產品，首先推出市場銷售，就賺得了豐厚的利潤。」

香港廠商大都想迅速獲利歸本，

為了達到這個目的，他們只顧集合他人的產品設計，而不嘗試構思發展自己的新產品。

胡博士稱：「香港輸入半製成品，經重新裝配及包裝後，以香港改造產品的形式把製成品推出市場銷售，但這並不是本港創製的產品。」他續稱：「廠商如要製造出一種完全屬於香港的产品，則必須從更基本的步驟入手，比如說從原料開始。這方面需依賴重工業的發展，而目前本港重工業正亟需提高生產技術，這是香港生產力促進中心關注的一個主要方面。即使是新加坡，其重工業的發展潛力也超越過香港。」

胡博士來港已有五年多，在此期間，他一直出任香港生產力促進中心的執行幹事。來港之前，他原為英國鋼鑄造研究及貿易協會幹事。該協會是個英國典型的研究組織，為工模鑄造工業進行各項收費研究計劃、顧問



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工作及科技研究服務，唯一與別不同的是它對鑄造業的經濟及貿易事務亦有研究。

在此之前，他曾担任伯明罕 AS-TON 大學工業冶金學的教授。任職期間，他藉着顧問工作，與英美的冶金業人士保持了非常密切的聯繫。

早年間，他曾一面接受實際工業訓練，另一方面攻讀部份時間課程。他多年來甚少遠離過大學的環境，而且實際經驗一直與他的學歷並進。因此，他比一般畢業生有更豐富的工作經驗。

當年，胡博士是英國最年輕的冶金學教授。談及此事時，他表示：「我認為這是沒有關係的。不論怎樣，冶金是一門“新”的學問。我三十一歲出任教授雖屬少有，但卻非不平凡。」

在研究機構幹了一段時日之後，胡博士發覺到英國這個行業的處境每況愈下；他同時感到自己越來越處於守勢。他稱：「我並非採取守勢的人。我寧願從事新思想、新事物、擴張和建樹方面的工作，而不欲退縮及向當時在英國經營極之困難的工業妥協。我決定在我仍有所成就的時候離開。」

因此，他接受了香港生產力促進

中心的聘任。

香港生產力促進中心雖是本港數個工業支援機構之一，但它卻有其獨特的一面。它是個獨立的專業服務機構，負責為各行業的客戶（包括若干政府部門）提供科技協助，其中包括技術轉移，經濟與管理策劃、處理產品設計及發展等。

胡博士明確表示，香港生產力促進中心與本港其他一般服務機構的性

質不同，因為大多數的機構都是以會員利益至上。然而，他又補充說：「但如香港總商會及其他同類性質的會員機構，以代表會員意見及為會員服務為宗旨，則是完全正當的。」

據他指出，香港生產力促進中心有意為生產力對經濟的意義提供及確立一個廣泛及分析的概念。

「香港生產力促進中心的主要作用，是處理需要官商協作方面的本港工業及服務行業發展，並盡力去建立這個協作關係，加強本港的整體經濟。」

「我們可以處理或管理一些大多數公司沒有時間考慮的中期或長期性工作。我們還可以處理一些政府或是最具影響力機構的工作，但基於政策關係却不願領導推行。一般而言，這些工作可由如香港生產力促進中心的機構去貫徹執行。」

另方面，就技術研究及應用而言，香港生產力促進中心亦大可担任大學與工業界之間的中間人。胡博士認為，大學與工業界在研究發展上的直接聯繫是脆弱的，這是因為工業界尚未認識到產品吸收創新研究的需要。此外，大學的研究亦似與工業的迫切需求頗為脫節；而另方面，工業界並不鼓勵大學的研究發展工作。他稱：「目前需要一個強大的中間人（如香港生產力促進中心）去担任把研究轉化為工業的角色。」

一般而言，香港生產力促進中心在工業發展所擔任的角色不單只是提高產品技術質素，它所涉及的範圍正日漸擴大。最近，它為工業所提供的技術資料服務已加強了一倍，並有發



胡禮智博士與雷諾士教授（左）在機床展覽會上參觀儀器示範。

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“簡短進修課程或研討會上的講授，亦屬於技術轉移的一類。”

揮外國意念的具體技術轉移例証可促進本港的創新研究發展。

他指出，技術轉移在經濟發展中起有非常重要的作用，但它的真實意義却常被人誤解。他稱：「在某種意義上來說，香港生產力促進中心的各項活動都可以算得是技術轉移。當一個工人由某生產線調到另一個生產線工作時，他必會把他的操作方式帶到新的部門，這就是技術轉移。同樣，研究工作亦涉及到技術轉移。當你聘用有創意但無經驗的畢業生時，你亦在轉移技術。簡短進修課程或研討會上的講授，亦屬於技術轉移的一類。」

胡博士認識到香港必需引進適當的高級技術去促進工業發展、生產及設計本地化。香港生產力促進中心現正盡力謀求新技術概念，讓有志從事工業研究工作的人士去試驗實行。他稱：「在技術轉移方面，香港必須謀求嚴格的技术意念，把意念逐步建立起來，最終應用於實際工業生產。」

本港從未對創新研究與發展的計劃加以認真考慮。胡博士透露，港人對創新研究與發展的一般看法，使它不能成為推進工業的重要因素。他稱：「本港工業大部份都缺乏有系統的創新研究及發展史，而且遲遲未有以此作為工業經濟的基礎。」

「然而，在訓練人才為本港工業謀成功發展方面，創新研究發展是絕對必要的。我們決不可低估創意研究與實際工作的需要。這不一定是為了工業的直接應用，而更重要的是為了啟發心思，發展未來工業。要為工業樹立一個完備的創新研究設施，將需要一段長時間去籌劃，但我懷疑這樣的設施會否成為事實。」

今日，由於百分之九十以上的工業產品都去銷海外，香港工業已被証實有良好的競爭力。倘香港貨沒有競爭能力，買家就不會再來訂單，而工業亦無法生存下去。若干企業家低估了勞動力（包括管理階層）通過訓練應用先進方法迅速製成高級精密產品的能力。

但胡博士指出，要保持傳統行業的競爭優勢已越來越困難。相信若干較小規模的行業失去與其他發展中國家競爭的能力，只是遲早的問題。

裝備工作的生產力是有限度的。香港應謀求其他可供選擇的辦法。這方面需要特別的管理和更高水平的技術，然而這些都不是一下子可以產生出來的。

他又解釋，其他東南亞國家現正使用香港的技巧，學習我們的成就。它們仿效香港的做法，但另一方面，它們一般並沒有工資及地價高漲的不利

要保持傳統行業的競爭優勢已越來越困難。



條件，而且其中不少國家還得到政府的龐大資助。

他稱：「從香港的發展觀點看，倘我們能以更具吸引力的行業去取替這些傳統的行業，我相信香港工業仍可保持競爭的優勢。」他續稱：「目前有跡象顯示，本港大部份工業的競爭力都有削弱的趨勢。」

他表示，工業向新產品及新製作過程邁進，必需要有大量受過精良設計、先進技術、研究發展及創新管理法訓練的人才。他稱：「我恐怕我們還未盡最大的努力去創造這些核心人才，況且，倘所得到的報酬不比投入本港其他行業（如地產、服務業）或周旋於他人的發展成就一般優厚，相信他們亦不會把自己有系統地組織起來。」

近年本港地產業的蓬勃發展，對經濟有利有弊。它顯然促使了工業生產成本增加，利潤減縮。工資、樓宇及原料價格高漲，現正開始侵蝕利潤。

地產發展的最大弊端，是它把工業迫進了高層大廈之內。這樣的環境只鼓勵了輕工裝配行業的發展，而中重型工業所需的支援設備則甚難設置。

然而，胡博士同意“需要是發明之母”的說法。香港人可以憑着明智的判斷本能，去盡用不足的資源。（包括土地）。但總的來說，香港仍缺乏可供發展若干亟需支援工業的經濟用地。

胡博士總結表示：「香港工業規模的前景如何，將視乎其新產品及多元化發展的進度而定。其發展模式與過去十至十五年的必定不同。」 ■

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獨立—— 為津巴布韋帶來突破性的發展

獨立為津巴布韋帶來突破性的發展，它不單只使國家回復和平，而且對本已堅穩及多元化的經濟還有巨大的促進作用。

十多年來，津巴布韋一直是受經濟排斥的國家。前羅德西亞與英國之間的糾紛，使它遭受到經濟制裁和國際孤立。

然而使人驚詫的，是它竟能渡過這段黑暗的日子，並能把該國經濟發展成為非洲最具規模及最多元化的一個。

一九六四至七九年間，津巴布韋的經濟經歷了結構上的改變；此乃作為應付外國制裁而進行調整的其中一個部份。在多數國家（葡萄牙及南非除外）與津巴布韋斷絕貿易關係的情況下，它除謀求自給自足之外，別無選擇。它必須刺激製造工業的發展，以應付入口代用品的需求。

結果，在此期間該國的產品種類大為增加。以前需依賴進口的資本財貨及原料，現已有部份可在國內生產。

農業方面，農民削減煙草生產，

增加蔗糖、黃豆、小麥及棉花等可選擇的農作物生產。

自一九八〇年四月獨立以來，津巴布韋最迫切關注的，就是致力重建國家的經濟。與此同時，它亦正在試圖恢復與國際間的經濟關係。

一九六五至七五年間，儘管受到經濟制裁，津巴布韋國民生產總值的年度增長一般仍達百分之六。帶動增長的主要因素是製造業蓬勃發展。其後，由於七三年油價暴漲、內戰及移民影響，經濟活動終陷入不景時期。

該國經濟放緩一直持續至七八年中期，但自此以後即漸有復甦跡象。

去年，國民生產總值實質增長達百分之十。展望一九八一年的實質增長會有同樣的成績。

在整個經濟低潮及初步復甦的期間，津巴布韋的貿易平衡一直保持順差，這主要是因為該國實行嚴厲的入

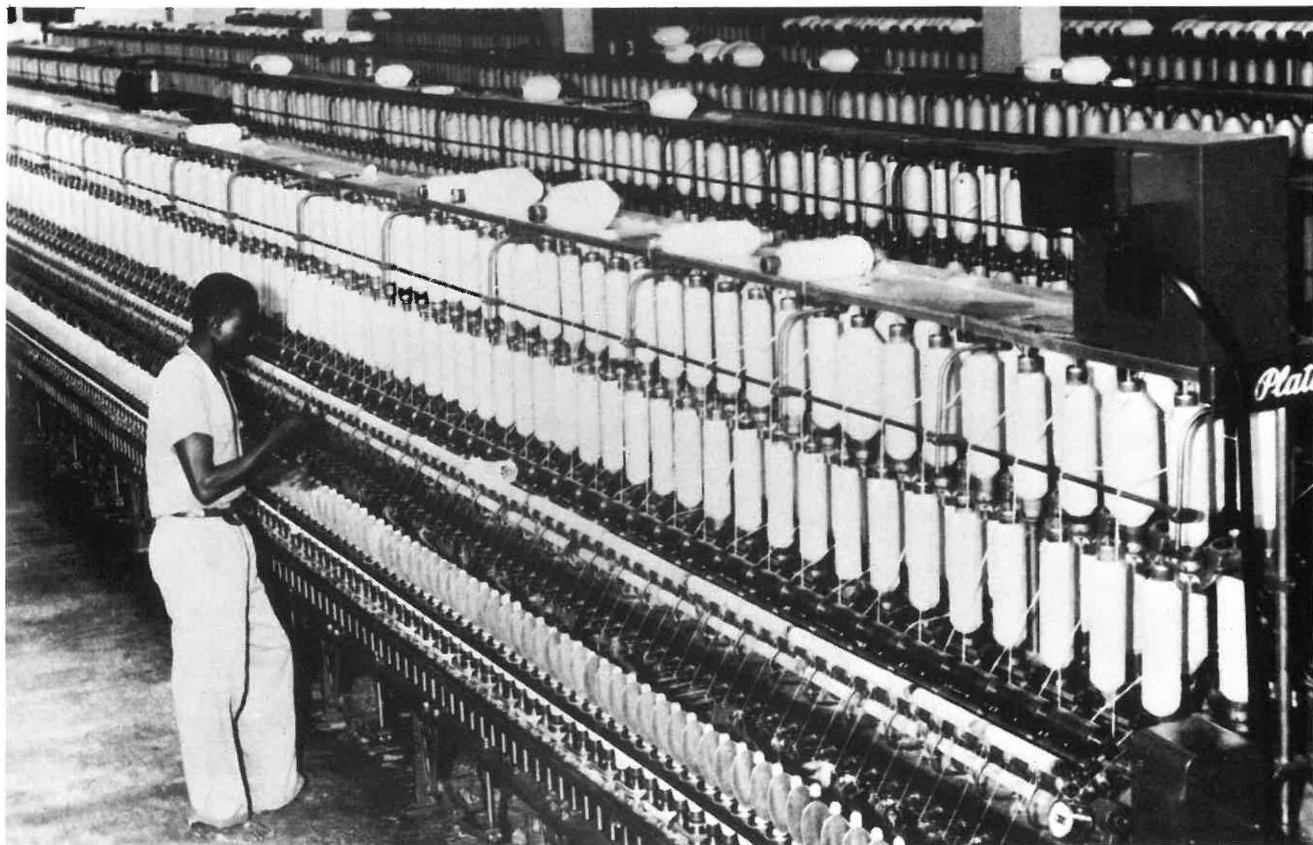
口管制。

該國的主要出口項目包括食品、煙草、黃金、其他礦物及原料等。出口製成品則計有成衣、鞋類、收音機、傢俬及紡織品。

主要入口種類為機器及交通運輸儀器，包括汽車配套元件、重型交通工具底盤及部件、汽車業零件及附件、交通工具引擎、農務、礦務及電機器械等。

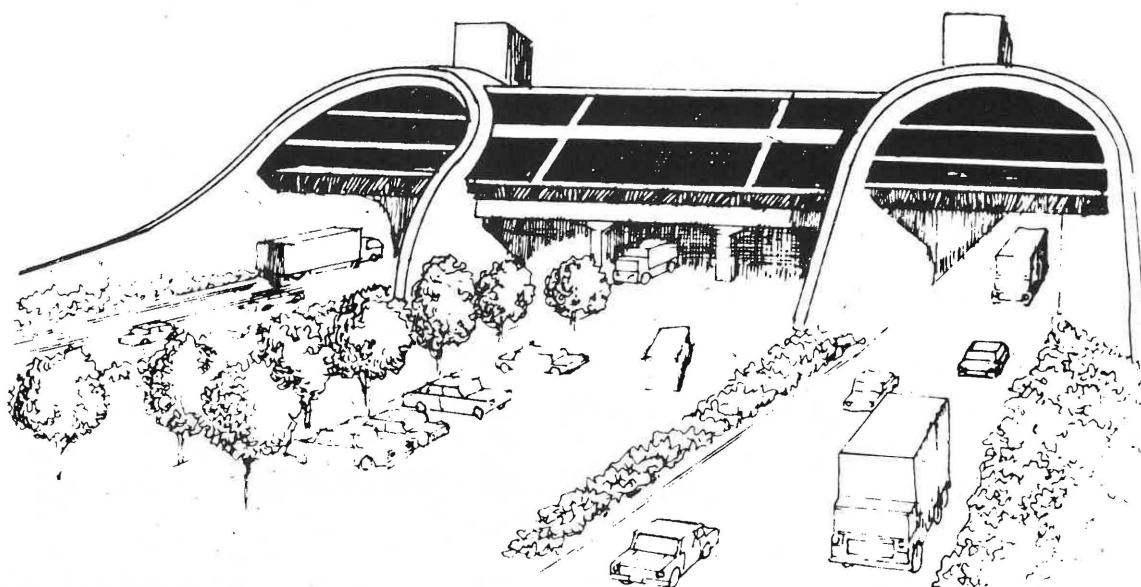
隨着津巴布韋重返國際市場，預料入口組成將有新趨勢。購置新資本儀器在入口開支所佔的比例將會增加。再者，建築業的蓬勃發展預料亦會增加玻璃、木材及專門電機及保安設備等產品之入口。

香港與津巴布韋之貿易於一九七八年恢復。本港對津巴布韋的出口及轉口貿易同樣僅少達五千港元。一九七九年，本港對該國的出口總值為六



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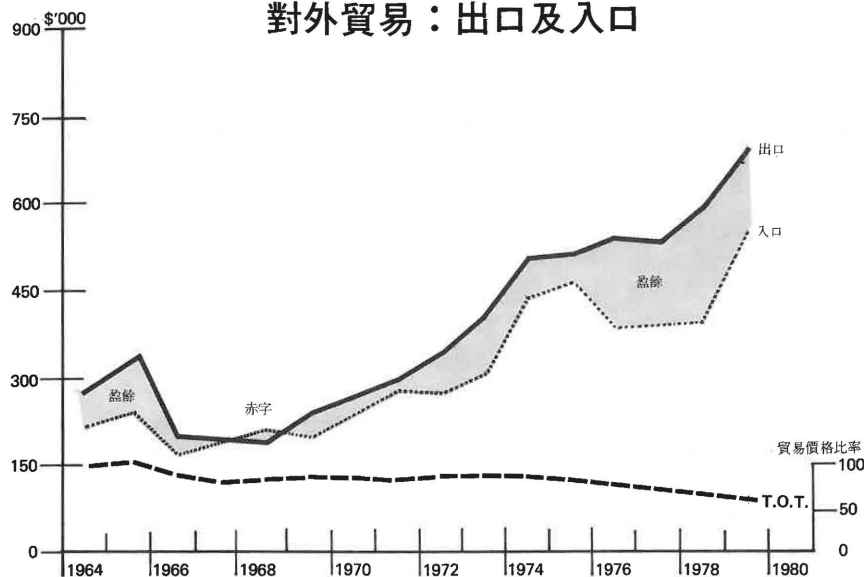
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對外貿易：出口及入口



資料來源：中央統計局

千港元，而轉口總值則達十七萬一千港元。在此期間，香港並沒有從津巴布韋輸入任何貨品。

一九八〇年，香港對津巴布韋之出口總值增至幾達二百五十萬港元，而轉口貿易則達三十萬港元。同期間，本港對該國之入口總值逾九百萬港元。因此，香港對津巴布韋的雙邊貿易出現了超過六百萬港元的赤字。就本港的外貿總值而言，這些數字當然

是微不足道。但另一方面，它們卻顯示香港與該國之貿易尚有可觀的發展機會。

香港對津巴布韋的主要出口包括衣服附屬品、紡織品、鋁、電器用品、鐘錶及電訊設備。轉口貨品計有嬰兒車、玩具與遊戲機、飛機與有關儀器及部件、紡織與皮革機器及鐘錶。本港對津巴布韋的主要入口為棉花及煙草。

津巴布韋有龐大的發展潛力——其土地尚未全部開發，而且還有豐富的黃金、鎳及鈷等資源儲備。當地出產的戰略性礦物包括製造不銹鋼用的鉻礦及基本建築材料之一的石棉。

礦務為該國帶來約百分之八的國民生產總值，僱工人數約相當於總勞動力的百分之六。黃金、金屬及金屬產品出口，佔去出口總值六成（其中黃金出口佔百分之十六）的事實，足以強調這個行業的重要性。

農業為該國帶來約百分之十二的國民生產總值，佔出口總值約達三分之一，僱工人數超過總勞動力三分之一。

由於一九六五年起推行多元化計劃的結果，目前該國在大部份基本食糧方面已能夠自給自足。大批生產的農作物包括玉米、小麥、黃豆、棉花、水果、蔬菜、牛肉及乳製品。農村回復和平及農產品的生產價漲升一半，鼓勵了農民大量增加生產。

一九八〇年一月，津巴布韋的整體出口總值較七九年同期增加達百分之六十五。

儘管津巴布韋有令人振奮的前景，但目前仍有若干因素可能妨礙其迅速發展。

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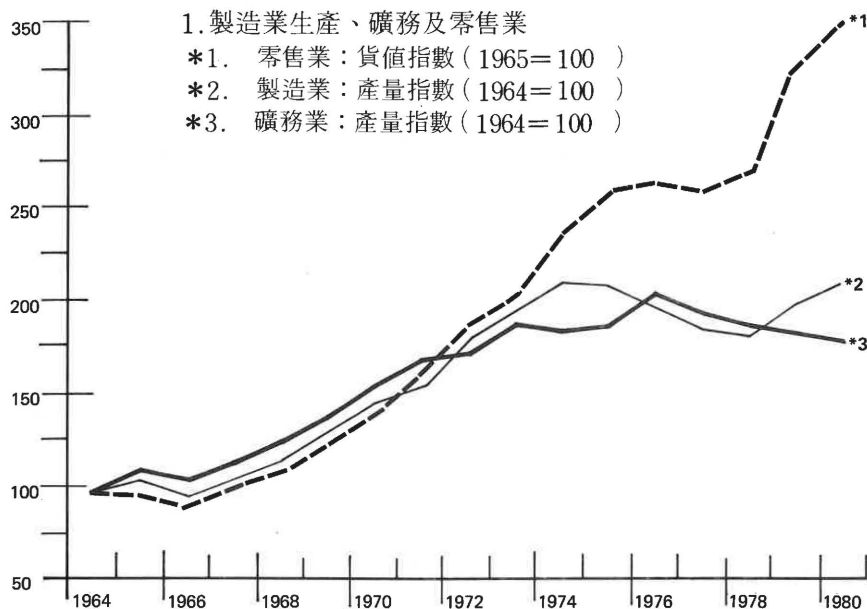
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通、電訊及電氣化設備等計劃皆需要龐大資本。目前的國際收支平衡情況限制了必需儀器的輸入，從而使主要經濟行業的發展受到阻延。此外，津巴布韋亦正面臨技術工人外流的問題，這使需要高級技術工業的發展進一步受阻。

為符合經濟發展的必要條件，津巴布韋已籲請了其他先進國家給予支援。

在津巴布韋獨立的第一年，美國

提供了五千多萬美元的援助，並批准給予該國兩筆貸款——其中三千三百萬美元的一筆用作購買美國儀器，發展國內的燃煤發電業務；另一筆六百萬美元的款項，則是用作購買柴油發電機車，作為發展國家鐵路的經費。

津巴布韋總理莫加比在八〇年十月訪問中國期間，獲中國政府答允給予該國二億六千五百六十萬美元的貸款。

日本外交部亦宣佈將於今年內



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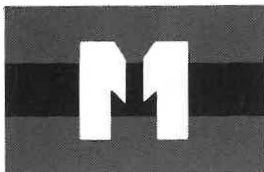
其他國家包括英國、西德及意大利亦向津巴布韋提供了經濟援助。儘管該國已獲得大量外國資金，但如要在未來數年間取得滿意的經濟發展，則它仍需要更多額外的支援。

再者，該國現正謀求與外商合辦聯營企業。BULAWAYO商會代表團最近訪港，表示有意與港商合作經營，加強本港與津巴布韋之雙邊貿易。

本會現正考慮組織貿易團訪問津巴布韋的可能性。港商如有興趣亦可與BULAWAYO商會直接聯絡。（地址請參閱今期英文版）。



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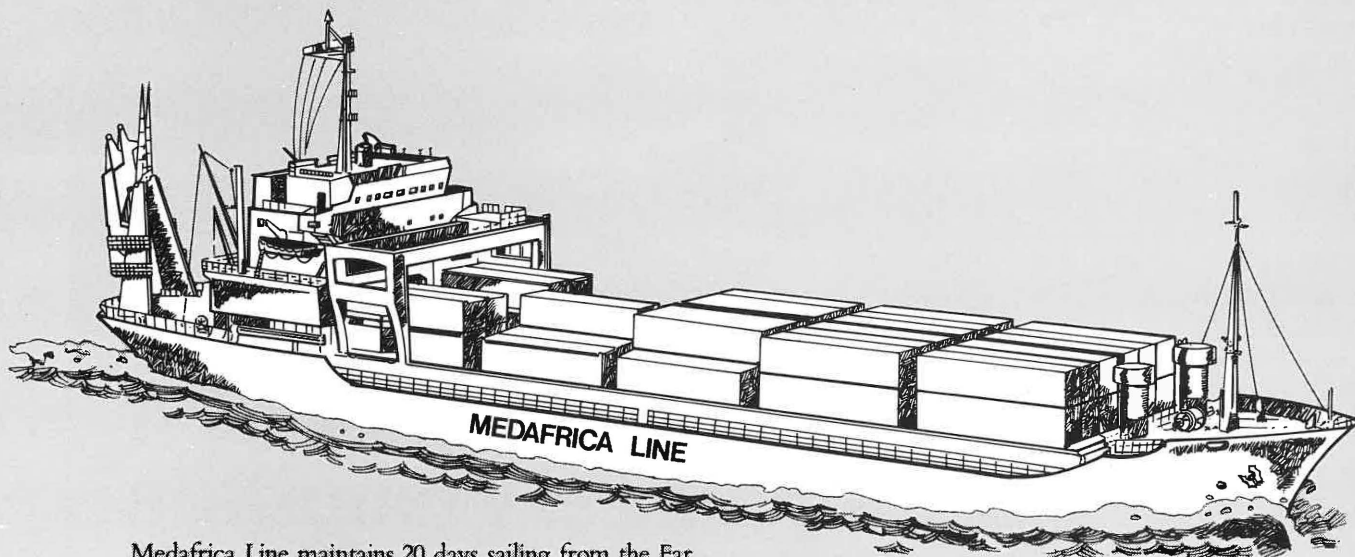


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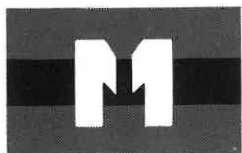
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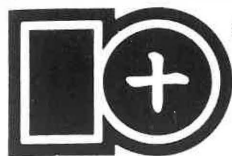
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“香港改用十進制，千萬不要落伍”

香港在轉制的過程中，雖仍有很多行業及市民未加入行列，但度量衡十進制的工作已有龐大進展。本文探討了本港改用十進制的原因，進展情況及所遇到的若干問題。

「整體而言，香港十進制計劃的進展順利。很多工商機構都已響應當局，逐漸改用國際單位制。」

以上是陳樹安先生對香港推行十進制的看法。他續稱：「然而，有些廠商發覺向非十進制國家銷售出現了問題。由於若干國家如美國的十進制推行甚為緩慢，有些入口商仍要求英制的產品。」

陳氏為香港工業總會總幹事及製造與工程行業委員會主席。

一九六〇年，堪稱十進制國際性權威的國際計量大會認定十進制國際單位最為適合現代工商業及日常生活，故選之作為國際通用之度量衡單位。國際單位制（SI）為簡化早期十進制之現代版本。簡化後的十進制現已在世界上通行於工、商及科技界。在世界上普遍使用十進制國際單位，便可以避免國際貿易及科學工作上之混亂。

十進制最初是於一九六八年在立法局提出，當時，政府正在考慮成立一個委員會負責調查推行十進制的影響。

據該委員會指出，香港改用十進制雖屬必要，但轉制過程中引起若干開支、不便和混亂亦屬難免。

一九七六年制定的十進制條例，規定香港所有法例所用的非十進制單位，最後須改為國際單位制。

一九七八年初，港督委任了度量衡十進制委員會。該委員會是一切涉及十進制事宜的聯絡中心，負責建議和鼓勵私營機構內各方面人士，訂定其採用十進制的計劃。此外，它還負責推行宣傳和教育工作，並與其他已採用或逐漸採用十進制國家的同類組織保持聯絡。

有關香港改用十進制是否明智及實際可行的問題，曾引起了若干異議。就普及程度而言，香港尚未與現用的其他度量衡單位（如英制、中國制）達成妥協。顯然，目前中國制重量單位「斤」在本地魚肉蔬菜市場仍普遍使用。

約一年前左右，港府委任了一間紐西蘭專業顧問公司就這類性質的問題提供指導。現時，這方面的工作似乎仍未有顯著進展。

從較廣泛的觀點來看問題，世界

各國採用的度量衡制度尚未一致。據報目前已有一百個國家使用十進制，另有五十個國家正在逐步轉制。第三世界國家採用十進制的進展情況並不協調，至少尚有四個國家未堅決表示實行轉制。

雖則十進制據稱可以減低成本，但若干國家（尤其英國）的消費者卻表示換算引起了漲價效果。可以肯定地說，倘換算準確程度之取舍有疑問，一般是取其較高（非較低）的整數現金價值計算。

再者，若干理論派人士辯稱，十進制實質上並不比其他數位制簡便。十二單位制（如呎吋）或以前的英國貨幣單位，亦可簡便地分細為六、四、三及二的較小單位。另方面，十的百分之五十是五，而十的百分之廿五則是二點五，這些都是使用不便的數字。

從香港的觀點看，更重要的大概是本港的主要貿易夥伴美國，仍未有積極推行十進制。除非及直至美國全面推行十進制，否則可以合理地假定，本港很多工業仍需按照兩種單位制度去製造和包裝產品，這些都意味着需要額外的成本。

就香港而言，陳樹安指出，英制已把度量衡單位改為十進制，因此，採用英制的入口商現已自動改用了十進制。陳氏稱：「日本方面，全部的訂單都用十進制。澳洲及紐西蘭亦已幾乎全部改用十進制，他們規定產品必須以十進制單位計算。」

一九七九年，香港工業總會進行了一項有關製造業推行十進制的調查。結果顯示，當時約有三分之二的製造業廠商在不同程度上使用十進制，其中約有七分一廠商全面採用十進制。

自報告發表後，度量衡十進制委員會在製造與工程行業委員會之下成立了多個行業工作委員會，負責為個別行業訂定一項轉制計劃。

據陳氏稱，塑膠業是迅速推行十進制的其中一個行業。他稱：「其轉制計劃是分三期進行。第一期把塑膠原料銷售全部改用十進制單位。第二期是軟性換算階段，市面上所有塑膠物品全部改用十進制單位。第三期即將推行，屆時所有塑膠設計及模型將以十進制單位計算。」

同樣，電器行業亦已逐步改用十進制。今年下半年，電視機、雪櫃及電風扇將採用十進制的量度標準。

陳氏稱：「香港已成功地把廠商組織起來，研究十進制所涉及的問題及制訂轉制計劃。」

就大眾而言，十進制委員會認為必須推行宣傳和教育工作，協助市民了解和採用十進制的必要。為達到這個目的，該委員會已視乎各界的需要編印了很多小冊子和海報，並已委聘了廣告公司負責策劃及製作宣傳性刊物及短片等。此外，十進制委員會並舉辦了各項宣傳活動和研討會。

然而，在積極推行宣傳和教育工作之前，該委員會曾分別展開質量及數量的調查，研究市民接受十進制的程度如何。

質量的調查結果顯示，答覆者似乎不大關注度量衡的重要性，他們只採取從容對付的態度。而且，調查發現他們最熟悉的度量衡單位是中國制和英制。大多數答覆者（尤其年紀較大者）表示，改用十進制會引起若干不便。他們雖並不以為十進制會帶來很多好處，但卻知道反抗改制是不智的。

數量的調查結果顯示，香港華人對精確的度量衡單位多不感興趣，只有百分之四十九的人士表示了積極態度。市民對十進制的認識亦有明顯的模式。首先，男仕（75%）的認識程度比女仕（64%）為高。第二，教育程度越高者，認識亦越高。第三，入息水平越高者，認識亦越高。

讓市民普遍知道香港推行十進制的宣傳工作已取得成效，但在灌輸十進制單位的知識及好處方面，則仍需努力。使用十進制單位的人士甚少知悉其實際意義，這可能是因為市民尚未清楚了解十進制的中文譯名。因此，今後的宣傳工作應強調改制的原因及好處。

儘管有暫時性的問題出現，但國際單位制肯定是未來的度量衡制度。理論派雖或會辯論有關其他單位制度的好處，但最終來說，採用任何世界性的標準制度，都顯然可以帶來減低成本、便利通訊聯絡及一致制度方面的龐大利益。

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Address

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簡報滙編

業務圓桌午餐會

本會上月為會員推行了一項新活動——業務圓桌午餐會。此聚會不拘形式，每次邀請一位專家作專題演講，並討論一些由與會人士提出的有關問題及論點。

本會舉辦此項活動的目的，是讓會員有機會獲悉一些他們未必熟知，而與香港工商業有關的問題。首次圓桌午餐會於六月廿二日星期一在本會議室舉行，共有廿五位會員參加。DELOITTE, HASKINS & SELLS 美國稅務合夥人美納先生主講的題目是「美國地產投資所涉及之稅務問題」。美氏概論了美國地產稅例（一九八〇年）對外國投資者所引起的若干問題，及緩和稅例影响的可能性。

首次午餐會是用英語主講，但本會歡迎會員提出用中文主講的建議。



在六月廿二日首次舉行的業務圓桌午餐會上，本會署理執行董事葛立科介紹講者美納先生。美氏在會上談論了「美國地產投資所涉及之稅務問題」。

歐洲傢俬業年鑑

歐洲傢俬出口業年鑑內容豐富，載備該行業的實用及具參考價值經濟資料。書中並包涵廿八個歐洲國家傢俬出口商的業務詳盡報告，其中包括裝置報告、產品索引及買家指南等。新出版的歐洲傢俬業年鑑，是採購/推銷的重要資料手冊。

該年鑑備有英、法、德文三個版本。

查詢洽購，請與懷德華先生聯絡，地址參閱今期英文版。

銷售管理証書課程

香港管理專業協會定於一九八一年八月廿八日至十二月廿三日，將舉辦一個為期四個月的銷售管理証書課程。

此項進修課程是為適應在職市場經理、營業主任及其他業務與銷售有關的人士的需要而設。

此項課程是一種彈性進修制度，課程在晚間舉行。參加人士必須修畢四項基本及六項選修課程，學習合格，始獲頒發文憑。

學費以每項進修課程計算，香港管理專業協會會員之收費為一百二十元（每項課程），非會員收費為一百



新鴻基證券有限公司主席助理詹德隆先生頒發獎狀予其中一位好市民。最近一次好市民獎頒獎大會於六月廿七日假沙田瀝源社區會堂舉行，共有四十一位協助警方撲滅罪行的好市民獲獎。

四十元（每項課程）。

查詢詳情，請與香港管理專業協會聯絡，地址：跑馬地堅拿道西二十六號三樓，電話：5-749346/730291。

本會會員參觀 深圳特區發展

- A** 本會主辦的第一個「深圳特區考察團」於六月十一日出發。
- B** 考察團在深圳水庫酒家進午餐。本會執行董事麥理覺（中）在席上致詞。左者為深圳市對外經濟技術聯絡辦公室主任彭鵬先生。
- C** 負責人向團員簡介嘉年印刷廠之業務狀況。
- D** 中國委員會主席陳德樂（右二）及其他委員參觀嘉年印刷廠之美術部門。
- E** 團員參觀嘉年印刷廠之包裝部門。



A



B



C



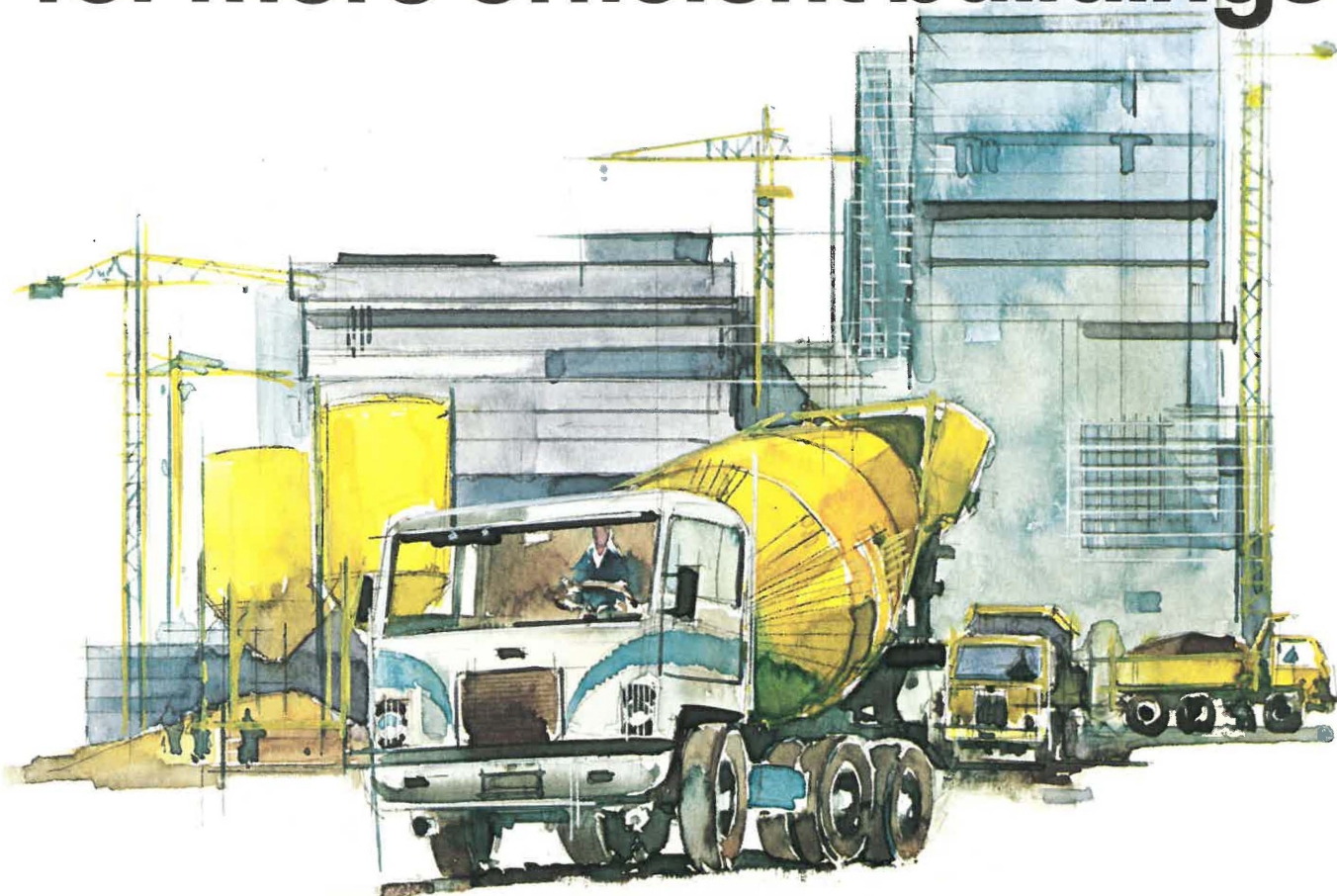
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SIEMENS

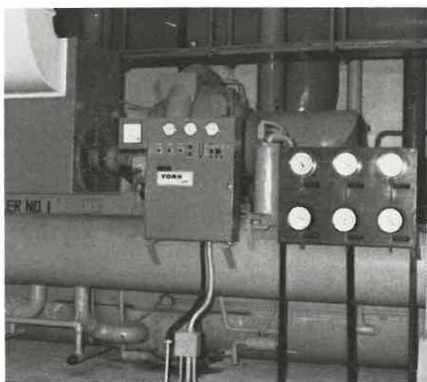
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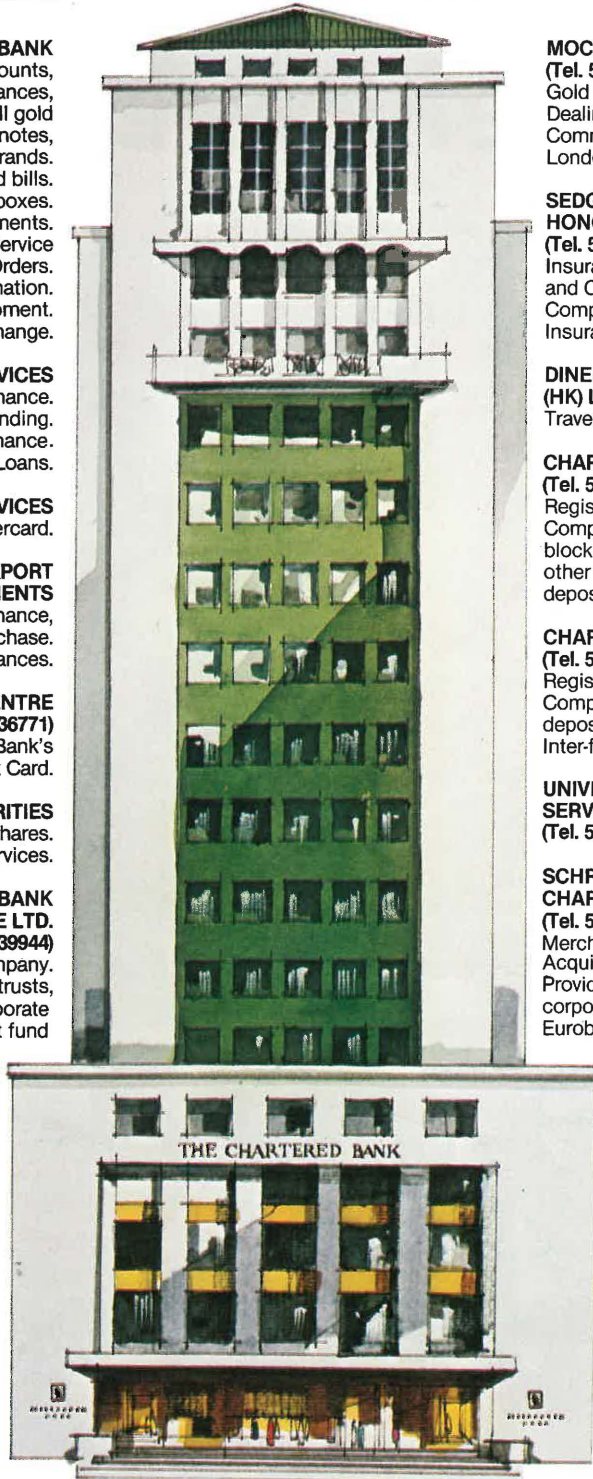
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