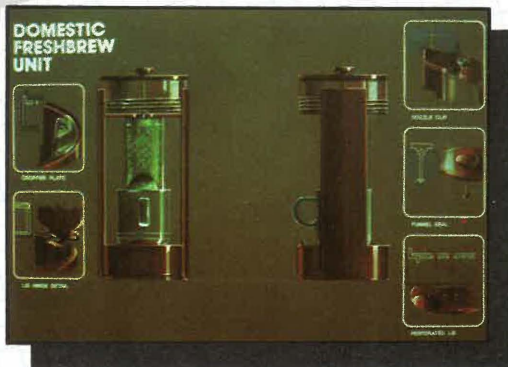
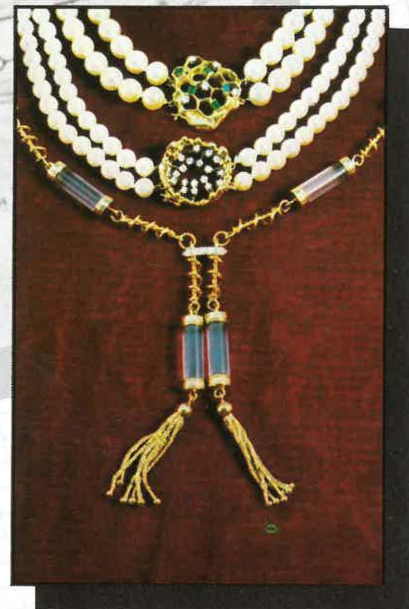
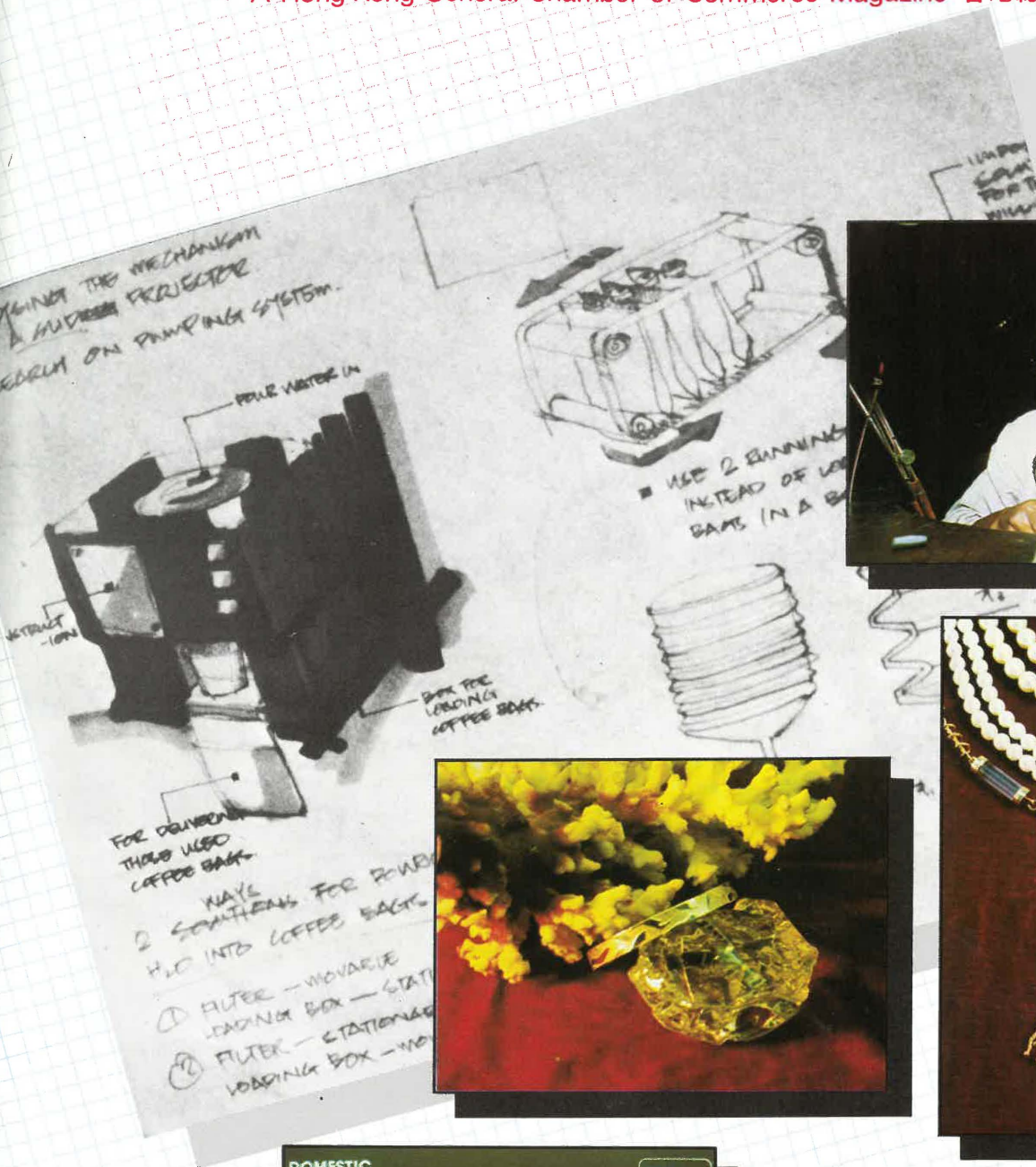


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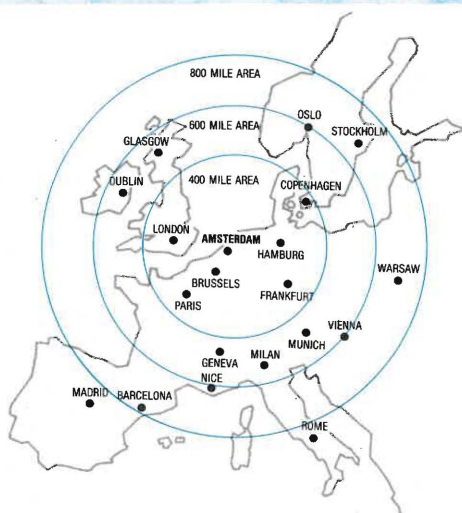
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The Chamber in Action

*Extracts from the monthly reports
issued to General and other committee
members by the Director, Jimmy
McGregor.*

General

February was a relatively short working month for the Chamber with the Chinese New Year holidays having some effect on our activities. Nevertheless, we were kept busy with our efforts to ensure a high membership retention as our annual fee paying exercise came to its end of February conclusion and with preparation for several major events, including trade and goodwill visits to Britain and China, membership participation in the Berlin Partners for Progress Fair in September and in both Hong Kong Trade Fairs scheduled for October and November this year. Our Textiles Committee had a busy month and, of course, our annual Chinese New Year dinner party at the Ocean Palace Night Club on February 25th attracted 600 members and guests. This year, some of us were pleasantly surprised to see topless dancers included in the entertainment. I hasten to add we had dragon dancers also.

Visits to Britain and Four Chinese Cities

Let me report immediately that the timing for these simultaneous visits in early March is purely coincidental. It does seem quite appropriate however that senior level goodwill and trade delegations will be seeking at the same time to express our good wishes to appropriate bodies in both countries and doing their best to encourage the expansion of two way trade and investment.

The British mission has a very intensive one-week programme, visiting five British cities, holding five seminars and four media conferences with a number of other functions and discussions also

arranged. John Marden, Jack Tang and I, with Assistant Manager Matilda Tam will speak to representatives of about 300 British companies seeking to further their business interests in and through Hong Kong. The mission is, of course, part of our on-going programme of visits and promotions in both directions, all of which enrich and strengthen the fabric of the British/Hong Kong relationship.

The same might be said for our delegation to four Chinese cities in early March led by Helmut Luehrs, Chairman of our China Committee and Anthony Russell, Vice Chairman. Cecilia Fung, Assistant Director and Alexander Au, Assistant Manager will accompany the fourteen member Chamber delegation. The Chamber has organised many visits to Chinese cities at all levels of Chamber membership and for a variety of interests. This is not surprising given the extensive business and investment collaboration which our members enjoy with Chinese corporations which bring mutual benefits.

I have no doubt that members will wish both visiting groups every success in their efforts. I will comment on results in my March report.

Textile Quota Controls

As members will remember, the Chamber has been very active in the consideration of the way in which the Government's textile quota control system operates. The Chamber's Textiles Committee, now chaired by David Chu of Regatex Manufacturers Ltd., a major garments manufacturer, has made many detailed submissions over the years to the Trade Department of the Government proposing modifications to what is a complicated and finely balanced administrative control

system. A number of these recommendations have been put into effect with good results. Other major organisations have also submitted such proposals and the Government itself has conducted regular detailed reviews of the control system in order to keep it as fair and efficient as possible.

A further review is now under way and, in anticipation of this, the Chamber and its Textiles Committee have been considering improvements in the present quota controls system for some time. A series of meetings was held for this purpose. As a result, a submission was made to the Department of Trade in early March. This is likely to be published at the end of March for the interest of Chamber members.

Hong Kong Trade Fairs — Industrial and Consumer Goods

I am pleased to report to members that, following our successful participation at the 1982 Hong Kong Trade Fair for consumer goods (although not all of our participants were pleased with the business done), we have taken a 500 square metre area on the main exhibition floor at the Hong Kong Exhibition Centre in Wanchai to allow up to 40 of our member companies to take booths in our Chamber Pavilion at the 1983 consumer goods Trade Fair scheduled for 21st to 26th November. We had 20 booth exhibitors at the 1982 Fair and an attractive Pavilion in our Chamber colours, blue and gold. We are also testing the water for participation in the industrial equipment Trade Fair scheduled for 24th to 29th October at the same venue by seeking some indication of members' interest in taking part. I will report results at a later stage.

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E.P. Ho Moves in as Mr. Trade- and-Industry

A week after Mr. E.P. Ho took over from Bill Dorward, *The Bulletin* was knocking on Mr. Ho's door anxious to find out how Hong Kong's new Secretary for Trade and Industry was settling in with his revamped team at Ocean Centre.

We found he was having his problems working his inherited desk model electronic telephone device that puts him in instant touch with top team members. But he was quite relaxed and confident.

He is no newcomer to the work of Trade, Industry and Customs. In fact his first appointment goes back in the old Department of Commerce and Industry (DC & I) to 1961 when he was recalled from leave in July and August and posted as the first secretary of the Cotton Advisory Board.

Mr. Ho says that was the first of the odd jobs he had in that department early in his government service. The next was (again between postings) during the water shortage of 1963. He was sent as an extra hand in DC & I to help arrange adequate water supplies for industry.

His full time employment in DC & I began in 1968 when Mr. Ho was made an assistant director with responsibility for Hong Kong's commercial relations with Europe. In the spring of 1970 he filled in as Deputy Director Commercial Relations when the then Director David Jordan took his leave. After he had his own leave Mr. Ho returned to DC & I in February 1971 as Deputy Director Commercial Relations and stayed in that post until he was appointed Director of Home Affairs in 1973.

Between 1972-73 Mr. Ho acted as Director of DC & I on a number of occasions, including the final three to four months of his appointment.

Mr. Ho is not unfamiliar with textiles

negotiations. His first experience, he says, was in leading a delegation to Norway in October-November 1969. He went on to conclude agreements with Sweden in June, 1970 and Canada the following month.

In October, 1971 Mr. Ho was in Washington negotiating the man-made fibre and wool agreement. During the first nine months of 1972 he was on duty outside Hong Kong more often than he was at his desk at DC & I. During this period he sorted out the dispute with the U.S. on man-made fibre and wool knit fabrics. He led the Hong Kong team in its final direct Hong Kong-United Kingdom negotiations on polyester cotton textiles in September 1972 before Britain joined the E.E.C. He also negotiated for Hong Kong in the dispute over conversion factors with the "Six" in 1972.

Mr. Ho gives the impression he is enthusiastic about being back in charge on familiar ground. He readily answered *The Bulletin's* questions:—

The Bulletin: Mr. Ho you have now been a week in your new appointment as Secretary for Trade and Industry, work that is not unfamiliar to you from your years of experience in the former Department of Commerce and Industry (DC & I). Have you found any major changes since you were last here?

Mr. Ho: Oh yes I have. For one thing the working environment is now totally different. Ten years ago the then DC & I was rather inadequately housed in the old Fire Brigade Building. Today my Branch and its three supporting departments of Trade, of Industry and of Customs are in a modern complex at Ocean Centre. The numbers of people involved are vastly different, too. Aside from that, we seem to be faced

with much the same pressures and not dissimilar problems.

On the trade side, the dangers of protectionism in our overseas markets seem to be somewhat greater because of the increasing pressures brought on the governments of our trading partners by the world recession and their domestic problems arising from it. On the industry side, industrial promotion was only starting up in 1973 whilst today the Industry Department is geared up and actively involved in that field with four overseas industrial promotion offices in operation.

The Bulletin: Have you selected any of your own senior officers to work with you?

Mr. Ho: I think it must be understood that in a Civil Service context senior postings are determined centrally. But I must say I'm happy with the team I have and with whom I shall be working closely.

The Bulletin: Do you feel you have sufficient senior and back-up expertise behind you to do the job?

Mr. Ho: The two new Directors of Trade and Industry have impressive records in Hong Kong and elsewhere. Their deputies are well experienced in their particular fields. So I am absolutely satisfied Hong Kong will be well served by this team.

The Bulletin: Could you outline what you see as your main tasks in the next few years?

Mr. Ho: In the trade field Hong Kong's survival is entirely dependent on our access rights into the world's markets. In the post-World War II period this has been secured by our accession to the General Agreement on Tariffs and Trade (GATT). The preservation of

our GATT rights must remain our primary task in the years ahead. In the industrial field we shall work towards attracting new industries to Hong Kong which will enable us to offer new products on world markets and maintain employment for our people at an increasingly higher level.

The Bulletin: Are textiles negotiations going to be a major problem?

Mr. Ho: We have current negotiations with the Swedes and these will be continued in Stockholm early in March. They will not be easy. There are also reports the Canadian Government wishes to seek a cutback on agreed apparel quotas into Canada. We have explained our position to a Canadian delegation which visited Hong Kong a few weeks ago. Now, we can only wait and see.

The Bulletin: What is your opinion of our immediate and short-term trade prospects?

Mr. Ho: For a community dependent upon exports our prospects must depend on recovery in our overseas markets. If I may use that peach blossom in my office as an analogy I might say

it is not yet in full bloom, yet the buds give hope for better days ahead.

The Bulletin: Indications at the Hong Kong General Chamber of Commerce suggest longer-term investors are waiting to see the outcome of the negotiations in Beijing before committing themselves to major projects. Do you think that might become a real problem for Hong Kong?

Mr. Ho: As His Excellency the Governor opening the new session of the Legislative Council said last October, the Government's plans for social and economic development will be maintained. We shall certainly continue to work on the basis that Hong Kong has a long-term future. I'm sure investors will be able to make their decisions having regard to the environment we are able to maintain — and are indeed maintaining. In January, when the Governor addressed committee members of your Chamber at their annual dinner, he was able to give a list of new ventures that have come recently to Hong Kong.

The Bulletin: Is industry in Hong Kong likely in your opinion to develop

much further from its present contractor role to one more dependent upon research and development?

Mr. Ho: We have made this advance successfully in the garment trade, for instance. Where we used to manufacture to other people's designs we are now increasingly selling our own designs. I have no doubt this trend is extending and will continue to extend into other products.

The Bulletin: What is your Branch doing to assist this evolution?

Mr. Ho: My Branch is concerned with maintaining an environment which makes possible the attraction of new technology to Hong Kong. The Industry Department is actively involved in assisting interested parties in getting set-up in operations here.

The Bulletin: Are foreign investors continuing to show an interest in Hong Kong as a base for industry?

Mr. Ho: Yes. The Industry Department received 888 new investment inquiries in 1982 compared with 701 in 1981 and 657 in 1980. As at the end of last December there were 42 promising projects being processed by this department. □

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J.D. McGregor

Hong Kong's Industry — Today and Tomorrow

When I joined the Hong Kong Government and was posted to the Commerce and Industry Department as an Executive Officer in early 1954, the growth of manufacturing industry in Hong Kong was well under way. There was, even then, a problem of land supply for industry and considerable difficulties with overseas countries complaining that Hong Kong was selling dangerous or unhygienic products into their markets or, indeed, that the products alleged to have been made here were nothing of the kind and were in fact re-exports of Japanese and Chinese products. I was heavily involved in the establishment of the Government certification of origin system for Hong Kong goods and with setting up the inspectional, investigational and prosecutorial systems which supported the integrity of the origin declarations. We had to deal with problems of water availability (and sometimes cost), infrastructure and the development of the institutional system which today strongly supports industry and trade. We chaired the committee which was responsible for the organisation of the first really major industrial land reclamation at Kwun Tong (C.M.A. President, U Tat Chee first proposed this area for industry) and made many mistakes in trying to allocate land in such a way as would ensure balanced industrial development in the area. The idea was good but free enterprise soon overcame orderly planning. The roads were too narrow (they still are!), we had no idea that containers were coming and we didn't insist on ground floor loading bays in all factories.

My bosses in those days were few but powerful. Ginger Angus, a tough and forthright Director, Bryan Barlow (now with the Hong Kong Trade Facilitation Council), Mike Clinton, Terence Sorby, Ronnie Holmes and Jack Cater. The late 1950's and early 1960's were years of tremendous problems and great endeavour through long days of hard work and team effort.

We gradually learned from experience, trial and error, how to help industry best and how to protect our market access for the goods Hong Kong was making. Of the original small group of Trade Officers in that department, Bill Dorward and I spent a lifetime involved in every facet of industrial and trade development and promotion. For a Government that lays fair claim to a free enterprise, non interventionist policy towards business, the Commerce and Industry Department was of necessity both protector and promoter of industrial expansion and development. There is almost no aspect of this remarkable growth pattern over the past 30 years with which the Government has not been involved.

Industrial land policy and formation, exceptional land procedures to encourage new industries or recognise problems for older ones, the creation of support institutions and their financing, the development of Government services which are responsible for accurate documentation for Hong Kong's exports and the creation and development of the textile quota control system which is today responsible for regulating fairly and accurately the textile restraint agreements, we have had to negotiate with many countries. The range of subjects and the importance of many of them to the Hong Kong economy over the past 30 years is too great to allow easy explanation.

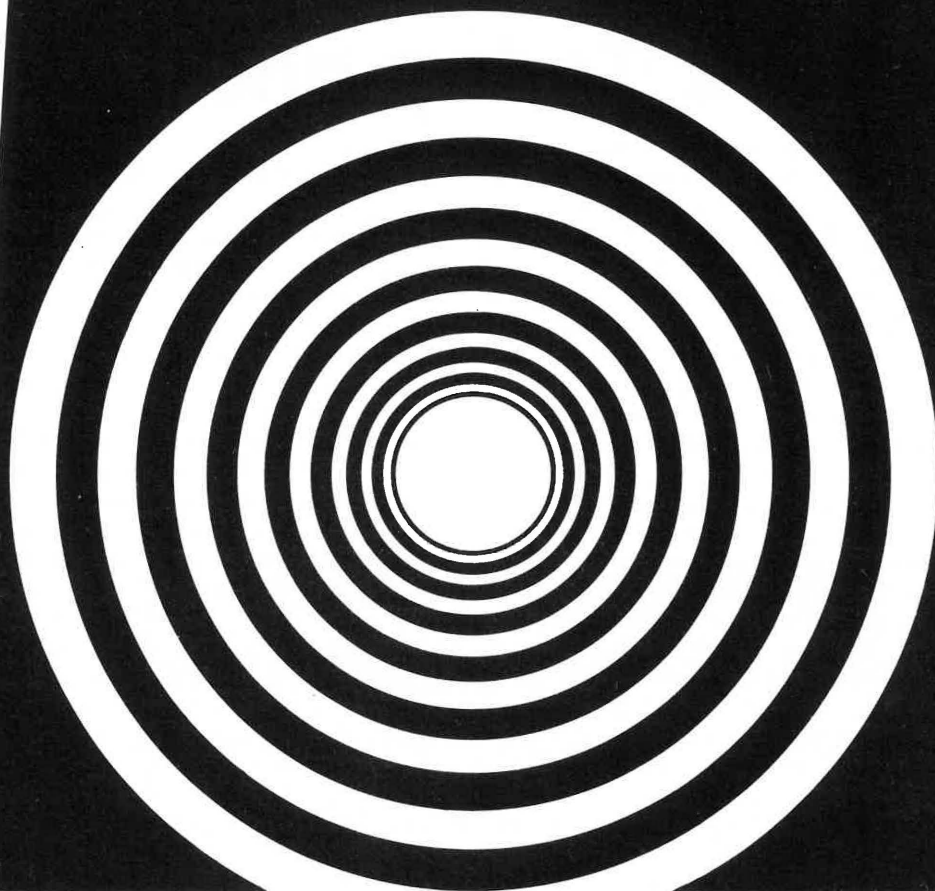
I left the Commerce and Industry Department in 1975 as its Deputy Director and, as far as I can recall, the problems with which we were then dealing were not greatly different to those of the 1950's and 1960's. Land supply and cost, support services, market access, were still high on the list. The greatest differences perhaps were of scale and sophistication. Manufacturing was even (and over) more important to the economy, industrial training and safety had become crucial matters, organisation of resources was essential, science had begun to displace intuition and markets were more difficult than ever to retain.

One thing had hardly changed at all. The importance of manufacturing industry to the economy had, if anything, increased. As a major contributor to the G.D.P., to employment, to exports and therefore to imports, to the development of the service sector, to the port facilities and services, and to the creation and use of wealth, production of Hong Kong goods is paramount.

It will remain so and its development will continue to place a heavy responsibility on the Government to work with the private sector in tackling the many problems which industry cannot overcome by itself and encouraging industrialists to continue to invest and to upgrade their products.

This is not an area of economic activity that can be left to its own devices. Industry is too complicated and too vulnerable in many ways not to need the helping hand of Government.

This *Bulletin* edition will look at some aspects of manufacturing industry and at our prospects for the future. I hope readers will not mind my recollections of an interesting past although we should all be more concerned with an exciting future. □



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Small Manufacturers Must Adapt to Survive

The small Hong Kong manufacturer is unlikely to fade away in the next decade but in that period he probably will have to pay more attention to marketing development and research.

When he does that Hong Kong probably then will develop more of its own products and at the same time upgrade its manufacturing processes through the use of automation to achieve more consistent quality to back-up its marketing drive.

The Bulletin canvassed the views of some of those who ought to know:



S.K. Chan

Mr. S.K. Chan, executive director of the Hong Kong Productivity Centre, says his major concern about the future of our industrial sector is its over-dependence on its role as a sub-contractor. He says it is selling its basic production capacity rather than products.

Mr. Chan believes the three elements governing growth in any industrial society are that society's marketing capability, its product development capability and its capability to develop its manufacturing processes.

Basically, he says, the market dictates the type of product that has to be produced. In such a market-led situation, for Hong Kong manufacturers to prosper in future, they will need to pay increasing attention to marketing development and research.

Once this is done, he says, product development and manufacturing process development will automatically follow.

Mr. Chan sees Japan's success due basically to the marketing capability its major firms have built up and the quality Japanese manufacturers have

aggressively built into their products to back-up that marketing capability.

He says he doesn't see these fundamental reasons for Japan's success as particularly strong in Hong Kong right now.

All existing institutions, he says, are however trying to do what they can to re-orient manufacturers' attitudes.

He thinks Hong Kong manufacturers still tend usually to have a short horizon. They are attracted by a quick-return philosophy.

Cheaper products might have short-term advantages but, in the long-term, value-added products will be needed to secure for Hong Kong manufacturers their future competitive position.

Brand Names

Mr. Chan finds a lack of evidence to suggest that Hong Kong manufacturers are successfully creating their own brand-name products that involve research and marketing costs, maintenance and after-sales service.

Yet, that development, he says, is most relevant to the productivity equation which he defines as the ratio of output to input.

He says, so far as output is concerned increasing value-added content in Hong Kong products could be achieved by improving quality and by increasing the locally-made component content.

On the input side, he sees, the supply capability as basically labour, capital, time and knowledge. Better management of these input factors, he says, could improve the processes of production and achieve a superior product at a competitive price.

Mr. Chan describes the basic role of

the Hong Kong Productivity Centre (HKPC) as being in the area of process development and to a certain extent in product development. He says the HKPC is beginning to hold the view industrial automation is the best way for our manufacturers to improve process development.

He says automation is relevant to Hong Kong in four major areas:

- Computerised management information systems for inventory, production and financial control.
- Process control, by the use of micro-processors.
- Computer-aided design and manufacturing — like in numerical control machines.
- Robotics, first designed for employment in heavy industry but now entering a second generation relevant to Hong Kong that will assist in accurate assembly.

Mr. Chan says robotics will not develop in Hong Kong overnight. He finds no evidence that robots will replace workers. But, he says, they will create a need for workers with greater knowledge and a consequent reduction in manual labour.

Mr. Chan says total value-added content is created by the multi-factors, labour, capital and knowledge, less the cost of raw materials. He says at the plant level it is a tool the HKPC is using every day on a consultancy basis. But at the macro-level it is difficult to quantify because of an inadequate local statistical base, though its theoretical base is clear enough.

Mr. Chan sees as an encouraging sign the emergence in the past 10 years of a new class in Hong Kong of professional manager. Many, he says, are the well-

educated second generation of Hong Kong's manufacturers. He thinks they are one of Hong Kong's main strengths because they tend to recognise our needs in the industrial sector.

Mr. Chan says training facilities in softer and technique-oriented management are growing. The HKPC alone now has over 300 courses a year. This is in addition to the work of the Hong Kong Management Association, the Vocational Training Council and the extra-mural departments of our universities.

Management training techniques, he says, are in production, personnel, finance and marketing. In quality terms they are also all growing.

Mr. Chan sees Hong Kong continuing to rely largely on imported technology, because industry will want to make

best use of what is available. What is needed, he thinks, is the localisation and adaptation of imported technology to suit the Hong Kong environment.

"I'm in favour of Hong Kong paying attention to development work as opposed to applied research in technical areas," he says. "There is no point in our re-inventing the wheel."

On imported talent, Mr. Chan says, one of the reasons Hong Kong ticks is because we are a completely cosmopolitan society able to bring in whatever is required. But in saying this, he adds, he would like to emphasise our need "to develop our own talents and to avoid the pitfalls of importing poor talent."

Mr. Chan describes innovation as the definition of the conception of an

idea and its translation into a marketable product. He thinks Hong Kong is a very innovative place but in practice industry needs people to back up the innovator.

He says banks in Hong Kong generally don't provide venture or risk capital.

Mr. J.P. Lee, secretary-general of the **Chinese Manufacturers' Association**, says the locally dominant small and medium-sized manufacturer has not only contributed to the current level of production and employment in the industrial sector of our economy but is largely responsible for creating the economic philosophy that has made Hong Kong so successful.

He attributes to the local entrepreneur private enterprise's strong competitive spirit and its well-known flexibility in

Electronics, Light Engineering and Bio-Engineering are Bright Hopes for 'Eighties Industry



Dr. J.C. Wright, science adviser in the Economic Affairs Branch, says the 'Seventies was a decade in which the industrial sector put emphasis on productivity and price. He sees the emphasis in the 'Eighties on quality.

He admits the 1997 issue could, of course, change the whole strategic picture. But he says if we ignore that possibility and look at how the industrial sector has developed so far, then we can expect a thinning out of Hong Kong's more labour intensive industries and more use

made of computer-aided, automated and even robotic forms of manufacture.

"I don't think this will happen on a large scale as in Europe," Dr. Wright says. "We won't be using robots to make motor cars. But in electronic product assembly, in domestic hardware and in light engineering producing white goods or outboard motors, for instance, we shall see these new forms of manufacture."

Error Element

One thing about this development he thinks ought to be made clear. That is, Hong Kong won't be using robots rather than people not just because cheap labour isn't available any more.

It will be because robots tend to dilute the human error element. They will be needed to attain more consistent quality in what we produce.

Though there won't be many totally robotic operations, Dr. Wright says, Hong Kong will need to head in that direction to move up-market. And, so far, he doesn't think we

have been moving in the direction of consistent quality as fast as we might.

Industries he sees influenced by computer control vary from electroplating automated processing to garment cutting right through to the production of items like parking systems, taxi-meters, automatic payment systems, switching gear in communications and items needed for information technology.

He thinks Hong Kong will move increasingly toward the manufacture of micro-processor based products. The micro-processors, he says, Hong Kong is using now are somebody else's thinking and design. But he believes Hong Kong will soon produce and programme its own.

To do this Dr. Wright sees Hong Kong establishing an almost entirely new computer software industry of people who will think out suitable programmes for innovative needs and set them out so that they can automatically be built into the micro-processors we produce.

He says Hong Kong will not in the 'Eighties have to do fundamental research to produce its own pro-



J.P. Lee

production. He says these characteristics are what have made Hong Kong so successfully responsive over the years to demand in international markets. Mr. Lee is convinced the small entre-

preneur is not about to fade away in the decade ahead. But he does think his viability, which is the very essence of Hong Kong's success as a manufacturing centre, ought to be strengthened. He sees security of tenure as at the root of his viability and says only when small entrepreneurs have their own permanent workshops are they fully free to do forward planning. Without security of tenure they are constantly faced with the inhibiting fears of incurring removal costs, loss of production while they move from one place to another and perhaps a consequent loss of orders.

Mr. Lee thinks it would be worthwhile if Hong Kong had a scheme, something like the residential home ownership scheme, that would help small manufacturers attain security of tenure by

offering them special terms to acquire their own premises.

He says that to understand the small manufacturers' position today one had to go back to the height of the property boom when the real damage was done. The boom created inflation and high interest rates making finance a problem.

Interest rates have since gradually declined but as other sectors of the economy are now badly hit and the international outlook is bleak, banks are becoming increasingly wary about lending.

The need for circulating capital remains obvious. Special terms offered by the Hongkong and Shanghai Banking Corporation and the Far East Bank and more recently by the Bank of China, he thought, however should be

grammed chips. It will merely be a matter of mixing together hardware components in new arrangements with our own software programmes to come up with new and novel products.

Dr. Wright thinks it's possible our young electronic design engineers will show a special aptitude for this sort of work. They are patient and persistent people devoted to detail. And they know their own regional market needs.

Hong Kong, he says, is already very good at doing this in some forms. Obvious examples are in the video games market. But the principle is much more widely applicable than has so far been attempted.

It is a question of packaging know-how in micro-processors to produce new industrial processes, new services and new domestic items.

Dr. Wright says advances in light engineering will be as essential to industry in this decade's quest for quality as computer aids. There will be mechanical components in everything we are likely to produce. We won't be able to make good electronic items or good plastics with-

out good dies, tools and fittings.

These are the products of light engineering, a field in which Hong Kong is not very good at present. The actuators in most electronics tended to be mechanical and needed to be very accurate indeed.

Back-up

But light engineering meant more to industry than that. It provided the essential production back-up for a diverse range of industries from toys to watches and from garment-making machinery to making and assembling electronic components.

It also produced light structural fittings, like window frames, shop fittings and electrical fittings. These are not items needed for export but products needed to support those industries that do export.

Dr. Wright sees no reason why in the 'Eighties some other new industries won't develop. One, he thinks, could be bio-engineering, a loose term for bio-chemical manipulation of living organisms to produce raw materials, etc.

A bio-engineering working committee he says is about to begin work in Hong Kong on examining the possibilities. It has the biologists, botanists, bio-chemists, etc. to do this work.

Dr. Wright says he doubts whether Hong Kong will ever make gasohol from waste vegetable matter. But he sees no reason why, with Hong Kong's knowledge of Chinese drugs and herbs, its pharmaceutical industry couldn't be modernised and expanded.

Bio-engineering could also perhaps be applied to improve fish farming, investigating not just how quickly to fatten fish but also doing the necessary research to produce the right foods to produce and use in the quick fish fattening process.

Both computer software and biotechnology are perfectly logical new industries for Hong Kong, says Dr. Wright.

In the services sector, Dr. Wright sees information technology making the same sort of advance in Hong Kong, in assembling data and moving it to where it can be usefully employed. □

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helpful. They might even be improved if trial experiences proved successful. Mr. Lee says another problem area for small and medium-sized manufacturers lay in some technical aspects of production. They needed assistance in producing goods of quality because they couldn't now afford to buy innovative equipment and processes. They have to rely more heavily on their own innovative resources.

He says the growing awareness of consumer protection is creating a growing demand that Hong Kong manufactured goods should be adequate in meeting importers' requirements and thus not adversely affecting Hong Kong's exporter image.

Mr. Lee thinks the solution to this problem lies in increasing use by small manufacturers of technical back-up services. By this he says he means greater use of the testing laboratories and consultancy services of commercial firms or organisations like the Hong Kong Productivity Centre of the CMA itself.

He says he favours greater government leadership in promoting technical services in calibration and testing; even grants for applied research; the setting up of in-house laboratories and of laboratory accreditation.

He thinks when the small manufacturer has gone through the process of recognising the need for accuracy and reliability it will help local production.

He believes industry is, indeed moving toward product creativity or, at least, its modification to meet market needs. There have not been many local inventions but there were many Hong Kong products patented abroad.

Mr. Lee says he recognises the importance of attracting foreign investors capable of helping Hong Kong develop consumer electronics through use of their own designed components. He favours research grants also to assist local electronics manufacturers.

Mr. David Chu, managing director of **Regatex Manufacturers Ltd.**, an outer-wear producer of jackets, coats, slacks and shirts at Kwai Chung, says there are signs the corner is being turned in the garments industry after a difficult period of recession in all Hong Kong's major markets.

Mr. Chu, who is chairman of the General Chamber's textiles committee, says local order books are beginning to look better. The volume of production is increasing. Prices are still very low but that isn't as important as being able to continue in production.



David Chu

He says the reasonably established and well-managed factory should have no problems about the future. Every year before 1982 the industry has recorded growth and higher prices. Now there may be little or no profit but there is still business to be done.

Mr. Chu sees the United States and the E.E.C. countries continuing to be Hong Kong's strongest markets. We can do without Japan, he says. That market is difficult to penetrate and hard to compete in. Their labour costs are low because their workers are efficient and dedicated.

Strengths

Mr. Chu thinks Hong Kong's strength is in its big established annual turnover and its workers enthusiasm for new fashions. He says Hong Kong workers adapt fast, helped even by what they see on television. The outlook is cosmopolitan and progress fast.

But he is conscious of difficulties for the industry created by labour costs and a shortage of skilled labour. Still, the industry has a real future because Hong Kong is a very versatile place.

To make good garments, Mr. Chu says, a manufacturer has to have good materials and good accessories. Because Hong Kong is a free port it has become a centre of the textiles market in its own right, quite separate from Japan. Everything was thus readily available. Even accessories manufacturers from abroad had established in Hong Kong to serve Hong Kong manufacturers.

Mr. Chu says Hong Kong had also built up a great store of experience and skill in key workers over the years. They are responsive to changing market demands.

He says Hong Kong is no longer in the cheap competitive market it was before. It cannot compete with China, the Philippines, Taiwan and South Korea

in that field. Today it is producing a different product with a quality image. Supporting industries from abroad have developed to complement and facilitate a standard of sophisticated Hong Kong production that is as good as anything overseas.



Tommy Zau

Tommy Zau, managing director of **Electronic Devices Ltd.**, sees Hong Kong's electronics industry expanding not only into new consumer products in the next decade but also recovering its market for the simple products it has lost to cheaper labour-intensive producers.

As China opens up Mr. Zau thinks Hong Kong manufacturers can use China's low labour costs to win back its sales of products like radios and cassettes. He says China needs to develop its own electronics industry very badly and Hong Kong in turn can offer it a helping hand by transferring high technology.

Mr. Zau operates a modern plant at Kwai Chung producing 1.4 billion transistors a year for export to Europe and the United States. It is fully automated and uses lasers in its production processes.

He describes electronics as a light industry that doesn't need a lot of space. He says it is a clean technology evolving at a high speed. It is right for the local industry's ever-changing pattern and even the people's thinking.

Mr. Zau says Hong Kong is a place always looking for something new and something big to invest in. Its people are willing to take risks to make and to sell. They have the money to invest without banks having to put up venture capital.

Its current limitation, he sees, is its shortage of technical people. The universities and Polytechnic are still not turning out enough electronic design engineers nor technologists in every-

thing from plastics to computer software.

But fortunately, students studying overseas have to come back and Hong Kong has benefitted from their return. About 50% of trained engineers in electronics have come back from abroad. Mr. Zau says the future of electronics is assured because there are so many things it can manufacture. He sees Hong Kong making personal computers, telecommunications equipment and even medical electronics in an ever-widening field.

He says each will take time and money to develop one after another, aimed at meeting people's needs.

Everyone, he says, is slowly using electronics more and more. Almost every industry whether it is mechanical, chemical or even textiles already has its electronic processes.

He thinks it is essential children play video games. Those who do, he says, learn other electronics functions faster. Without that ability in the world today, he says, a child becomes illiterate or semi-articulate.

Mr. Zau thinks Hong Kong is not moving fast enough in electronics manufacture. He suggests the Government isn't doing enough to develop the industry.

Developments he sees coming soon are the manufacture of laser discs (successor to the conventional tape recorder) and television sets that will receive satellite signals and programmes from around the world.

He also sees satellites linking compatible computers and predicts in the next three years his own firm will be using satellites to communicate with its customers shortening the supply route.

Mr. Zau thinks Hong Kong may well play a major part in changing the world by making electronics products cheaper, better and compatible as people can afford them.

Mr. Dennis Ting Hok-shou, managing director of **Kadar Industrial Co., Ltd.** and six associated companies, says the characteristics of a toy are a short life and a spontaneously changing design according to market demand. He sees the future prosperity of the toy industry assured in Hong Kong because these characteristics match Hong Kong's own industrial performance, the outlook of its people and even Hong Kong's changing physical environment. He says the importer, the distributor and the retailer of toys abroad are the



Dennis H.S. Ting

people who dictate what the industry must do. It needs only a telex message for Hong Kong to respond to required changes.

Mr. Ting thinks Hong Kong's ability to do this is aided by the compact nature of the place. All the skills and materials needed to make the changes are near at hand, unlike other places where resources can be hundreds of miles away. He also thinks Hong Kong's toy manufacturers are conscientious people anxious to serve their overseas clients well and to produce what they want. He sees this as a total responsiveness to changes in market demand that add up to a major competitive asset.

Because the toy industry in Hong Kong has this asset, Mr. Ting says it will continue to serve well its major overseas market, the United States. In basic items, he says, orders are already picking up.

However, Mr. Ting says the toy industry does have some major concerns as it faces the future.

Hesitant

One is 1997. With the question of the future hanging over their heads, manufacturers are hesitant to make major investment decisions if they are not fully secured.

Another is domestic inflation. Rising utility costs and indirect taxation require adjustments to both production costs and employees' wages to enable them to maintain their standard of living.

Once Mr. Ting says, the Hong Kong toy industry had the competitive edge. It competed only with native production in neighbouring countries. Not so now. As well as Japan, South Korea and Taiwan, Hong Kong has to worry about cheaper production in the Philippines and Thailand.

The competitive element, he says, is

keenest in hand-held electronic toys. These last year accounted for 30% of the total market and this year look like being about the same.

The keener competition created severe risks. To compete a manufacturer might have to invest \$1 million in electronic components only to find he's too late with his product or his feature is not comparable in popularity with what competitors may be producing.

There is no limit in product development in video games, Mr. Ting says. It's a danger that restrains prudent manufacturers from becoming too heavily involved and why his company sticks basically to plastics.

Mr. Ting says Hong Kong will stay the world's leader in the toy industry because of its organisational strength when it comes to plastics — and most toys are plastic. The good functional plastic toy, he says, requires good dies and moulds.

In designing the plastic toy, Hong Kong manufacturers often have their mould-making and production under the one management. In making the adjustments needed to finalise any design Hong Kong is able to be again more responsive than its competitors. It doesn't require formal documentation to get design modifications done as it does when another organisation must do such adjustments. This saves time and eliminates transport costs, etc.

The Hong Kong manufacturer thus exercises more control over the back-and-forth process of developing a new design well and is able more accurately to know final costs, to achieve the real objective of selling the toy and thus of meeting customers' requirements.

Mr. Ting says Hong Kong manufacturers also have the capability of meeting sudden demands upon production.

"Say you design a mould and a toy to make 100,000 pieces but it becomes a 'hit'. Suddenly you want two million pieces in a short time before neighbouring countries get in on the act," he explains.

"Well, here in Hong Kong we do have the technical know-how and the production capability to do that. Development of a design here is also only a quarter to a third of the cost in the U.S.

"So we are taking a lot of the risk out of the development of new designs as well as having the capacity to make the quantity that is needed of a new design if it becomes a 'hit'," says Mr. Ting. □



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Australia-Dollar	1	6.141	6.161
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China-Renminbi	100	31.43	31.59
England-Sterling	1	10.57	10.60
France-Franc	1	0.9667	0.9687
Germany (W)-Mark	1	2.511	2.521
Indonesia-Rupiah	100	0.80	0.90
Japan-Yen	100	2.460	2.470
Korea-Won	100	0.71	0.81
Macao-Potaca	100	94.50	96.50
Malaysia-Ringgit	1	2.521	2.531
New Zealand-Dollar	1	4.483	4.493
Philippines-Peso	1	0.65	0.70
Singapore-Dollar	1	2.767	2.777
Switzerland-Franc	1	3.021	3.036
Taiwan-Dollar	100	13.30	13.70
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Developing an Infrastructure for Industry

The Industry Department is heavily involved in a two-pronged plan to up-grade Hong Kong's industrial products and its manufacturing processes in the years ahead.

In this article two senior officers in the Department explain to *The Bulletin* how they are getting results without dictating to Hong Kong industrial investors the directions they should follow.

Mr. Paul Wong, Deputy Director of Industry, defends the Hong Kong entrepreneur against the often laid charge that he is by and large an opportunistic manufacturer who jumps on the latest bandwagon assembling new fast-sellers for the world's marketplaces often with somebody else's know-how and components.

He agrees Hong Kong's reputation for responding to market changes and developments is spurred by the local producer who at first may have little know-how of his own. But he says those who don't quickly acquire their own knowledge and skills usually fall by the wayside as competition increases.

Mr. Wong says entrepreneurs who survive in every industry Hong Kong has established are people who know their market, develop their product and up-grade their manufacturing processes. There are, as a result, plenty of examples in Hong Kong of factories as up-to-date as anything abroad as well as those at the bottom end of the scale.

He says the Industry Department is actively promoting this sort of industrial development in two broad areas and will continue to do so in the rest of this decade.

One area, Mr. Wong explains, is in industrial investment promotion work both locally and overseas. The aim is to enable the local industrialist efficiently to transfer technology and skills.

The manufacturer is encouraged to buy new machinery and equipment and to adopt new production processes through licensing or joint ventures with overseas investors.

Four industrial investment promotion offices in London, Stuttgart, Tokyo and San Francisco are, at the same time, publicising Hong Kong as an advantageous offshore manufacturing base. They seek investors interested in setting up wholly-owned subsidiaries

or joint ventures with local manufacturers anxious to upgrade and diversify with overseas partners.

The Industry Department seeks to be the catalyst between local and these overseas interests in creating industrial cooperation in the mutual interest.

The second area in which the Industry Department is endeavouring to promote industrial development, Mr. Wong explains, is by the Government itself improving industrial support facilities and technical back-up services within the Hong Kong infrastructure.

Development

Following up on the recommendations of the Advisory Committee on Diversification the Government has set up the Industrial Development Board (IDB) with the Financial Secretary, Mr. John Bremridge, as chairman. Its job is to plan, to monitor and to advise on various programmes in the field of industrial development.

IDB seeks to assess industry's needs and specifically to meet them within the existing Government positive non-interventionist policy. Through the IDB and development projects the government is seeking, Mr. Wong says, to build up a broader and stronger industrial base which will enable Hong Kong to absorb and sustain the transfer of advanced technology and production techniques.

The goal is a flexible and dependable production capability to meet changing world market needs. Mr. Wong says Hong Kong's aim differs from what other newly industrialising countries are doing.

In the other NICs intervention established the direction or, at least, the trend of industrial development. Hong Kong doesn't dictate. It seeks to improve the infrastructure for industry so that any entrepreneur can use it as a basis for launching whatever pro-

duct he, himself, chooses.

Mr. Wong says the Hong Kong Productivity Centre (HKPC) has done two techno-economic studies so far for the IDB that pinpoint weaknesses in the industrial structure and its needs. One has been into the metal and light engineering industries and another nearing completion into the electronics industry.

These two studies were the first to be done because both have a wide application in most other industries. There is, he says, a use for metals and stocks and dies and for micro-processors in practically everything Hong Kong produces.

Mr. Wong quotes several examples of what is being funded now to improve the industrial infrastructure as a result of IDB recommendations:

- A standards and calibration laboratory in the Industry Department to service the electrical and electronic industries.
- Facilities for applied research into fabrication and analysis of integrated circuits at the University of Hong Kong.
- Research and development of integrated circuits, technical and semiconductor devices at the Chinese University.
- Research into computer-aided designs in electronic systems at the Hong Kong Polytechnic; and,
- Establishment of a micro-processor development laboratory at the HKPC, already being well-used by industry.

The Government has also appointed the Australian National Association of Testing Authorities to carry out a consultancy study on testing laboratories' services and the accreditation of testing laboratories in Hong Kong. This could enable the ultimate recognition of laboratories at factory level in addition to the infrastructural level.

Mr. Sylvester T.K. Tse, Assistant Director in the **Industry Department** who works directly with IDB, says the Hong Kong industrialist is self-oriented and his cultural background differs from the traditionally cohesive societies in Japan, Korea, Taiwan and even Singapore.

He doesn't expect, therefore, in the foreseeable future, the upgrading of industry of Hong Kong to happen in the same way or on the same scale as Japan. Hong Kong would not see the advent of the multi-national (like Singapore), industrial grants (like Japan) to develop industrial direction and, possibly, not even conglomerates of small firms to develop a brand name. Where the Government comes into the picture in Hong Kong, Mr. Tse explains, is in providing a sort of "software" for industry — all the basic ingredients needed for its development.

In its first two years the IDB has begun to identify the requirements of Hong Kong's industrial sector. But this, he says, cannot be done by subjective judgment. Before requirements can be assessed the IDB has had first to identify overseas market needs.

Techno-Economic

Hence the two detailed techno-economic studies of the Hong Kong Productivity Centre as the Board's technical arm. Mr. Tse expects concrete results from these studies in the next two or three years.

A second area of the work of the Board, Mr. Tse says, is in subject studies into things common to all industries, like technological transfer. Transfer, not just from overseas, but transfer within Hong Kong so that the technology of one can be acquired by others.

Mr. Tse said the HKPC expects to complete its study on technological transfer in the summer.

Another good example common to all industries is the question of automation. HKPC studies on what equipment, manpower, training and so on may be necessary will be put to IDB in a few months' time.

A third main area of concern to the IDB, Mr. Tse says, is project research and development, with emphasis on experimenting with lines of products so that manufacturers can get the right

technology to meet market needs.

Hong Kong has no laboratory to do this. Where the Government is satisfied it has the people and the facilities within the universities and the Polytechnic it will provide money for this work. So far three projects have been funded on integrated circuits.

Mr. Tse says a special IDB sub-committee is considering what other things it should do. Some small things have happened and a lot more are in the pipeline. No one was satisfied with the speed of what is being accomplished.

But first the IDB has had to identify the industrial sector's requirements and it has had no ready-made industrial data on which to work. The important thing is that the IDB moves in the right direction with the right priorities.

Electronics, Mr. Tse says, is important to everyone in a modern society and electronic devices are therefore important to industry. It can't automate without electronics. However, as time goes by the IDB hopes to research into other industries that are now taking a lower priority.

Mr. Tse says one point that must be emphasised in all the IDB studies is that each must be value-added and market and client-oriented. Otherwise, they would be wasting the taxpayers' money and not producing ultimate benefits for the people of Hong Kong.

He describes the IDB's work as active rather than responsive in adopting a more positive interpretation of Hong Kong's overall non-interventionist policies. He says the need for more government involvement in the changing Hong Kong industrial structure is slowly being fulfilled.

Mr. Vic Miller, chief executive of the Hong Kong Industrial Estates Corporation (HKIEC), recently went to a seminar in Silicon Valley with Mr. Paul Wong and nine local industrialists interested in finding American partners in electronic technology transfer to Hong Kong.

Mr. Miller also toured some electronics plants in California and says he was surprised how small the labour element is in their production. He found most firms sub-contracted out the components they used and their workforce was confined to skilled people engaged in testing and debugging after

assembly.

He says clearly a new brand of venture capital is being provided for this new breed of US manufacturer. And a lot of what he saw being done could be done in multi-storey premises like in the Taipo Industrial Estate or at Yuen Long.

Mr. Miller says until Hong Kong's future is clear the 1997 issue will continue to be a factor in deterring some investors in Hong Kong. But inquiries are still reaching the HKIEC almost daily.

New Factories

One company has been released from a commitment to build but the HKIEC has got a replacement in Builders Federal which will manufacture metal and glass curtain-walling. It had a good initial contract to supply Hong Kong Land's new Exchange Square.

De La Rue, the British banknote company, is also about to build at Taipo after three years of negotiation. And Hong Kong Oxygen is moving in from Junk Bay introducing new gas products for industry and for hospitals.

Mr. Miller says the price of land in the two industrial estates remains at \$925 a sq. metre compared with \$1,400 outside. In the estates the plot ratio is restricted to 2.5 and there are restrictions on use and resale. But the estates offered a very good infrastructure.

He says he thinks investor demand for estate sites will continue unless something different to what is reasonably expected on Hong Kong future eventuates. But meanwhile, the HKIEC has a lot of land on which it has to pay interest.

To keep the price right it seemed appropriate some of it ought to be used for a while for some other purpose such as temporary open storage.

The Government was more familiar with this form of leasing than the HKIEC and it seemed better the land should go back to the Government to do this than the HKIEC duplicating the temporary leasing function.

Mr. Miller says the HKIEC is becoming more closely identified with the investment promotion of the Industry Department since the establishment of the Department's four overseas industrial investment promotion offices. □

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Japan is another target for the HKTDC's attentions in 1983. Special presentations and shows have been held all over the country with Tokyo being singled out for the

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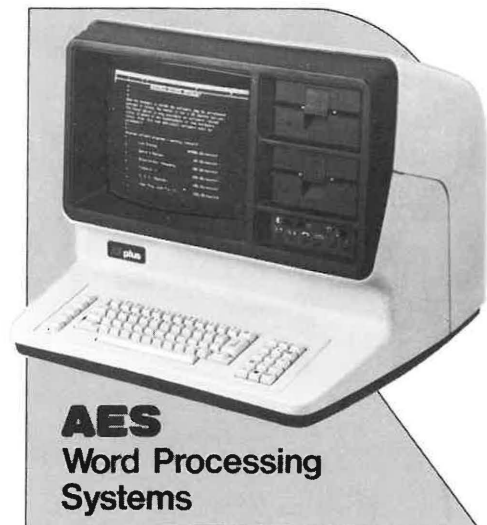
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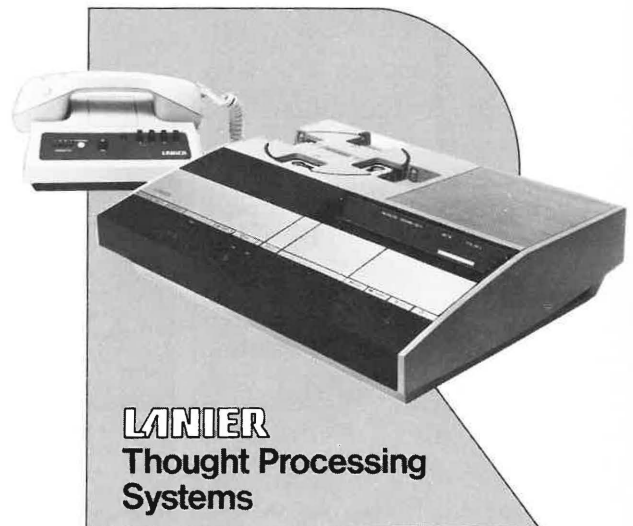
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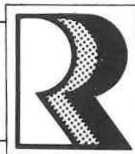
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Tomorrow's Designers Need Travel Sponsors — Today

The Swire School of Design at the Hong Kong Polytechnic is looking for public-spirited donors of foundation funds to finance annual students' scholarships for study visits abroad as an extension of the School's higher diploma and, eventually, its degree courses.

Mrs. Marilyn Mittelheuser, a lecturer, eloquently puts the case to Hong Kong General Chamber of Commerce members. Sensibly, she says: "Hong Kong's commercial survival depends on its ability to sell products and services in the form of exports to foreign markets.

"If it is to continue to survive and expand in even more competitive and quality-conscious markets Hong Kong must continue to improve its products and services in terms of technical performance, standard of design and service and in value for money.

"To do this Hong Kong must have practising designers of a calibre equal at least to those of its newly-industrialising competitors. These designers must have a clear understanding of the people and markets for whom they are designing.

"The Swire School of Design," she says, "is charged with preparing graduates in product, graphic, interior and fashion design.

"It follows therefore that our students' education should include exposure to the markets, people and cultures for whom they will eventually be designing."

Mrs. Mittelheuser explains Miss Pauline Chan of Haking Wong Enterprises Ltd., Mr. Frank Lin, of Milo's Manufacturing Co. Ltd. and the Diamond Importers' Association have already each contributed funds for travel scholarships for Swire School of Design students.

Miss Chan has given a lump sum that generates interest enough for three annual \$8,000 product design schol-

arships or two \$12,000 ones.

The Diamond Importers' Association has given enough for another and Mr. Lin has donated a lump sum that generates enough for travel scholarship for one student of the design higher diploma fashion course.

But Mrs. Mittelheuser says there are 350 students at the Swire School of Design and a lot more public-spirited benefactors are needed.

One of the major problems, she says, in teaching design in Hong Kong is the very limited exposure students receive to the world beyond Hong Kong.

"Our students rarely, if ever, have the opportunity to see international exhibitions of art, design, new products and architecture.

"These are events experienced frequently by their counterparts in most other industrialised countries. And they play a very important part in their education and intellectual development.

"Few of our students have ever been out of Hong Kong and their sole experience of the people and cultures for whom they will be designing is what they glean from films, television, books and magazines — or from people they are exposed to in Hong Kong.

"If our students are to develop a real understanding of the professional world in which they are involved and are to develop their individual personalities, it is essential they receive wider exposure to the world beyond Hong Kong.

"They must have the opportunity to view their work and their life in a broader perspective than is possible within the rather insular and cloistered confines of Hong Kong," she says.

To overcome the problem the Swire School of Design would like to make mandatory study visits abroad in course syllabuses for all its higher

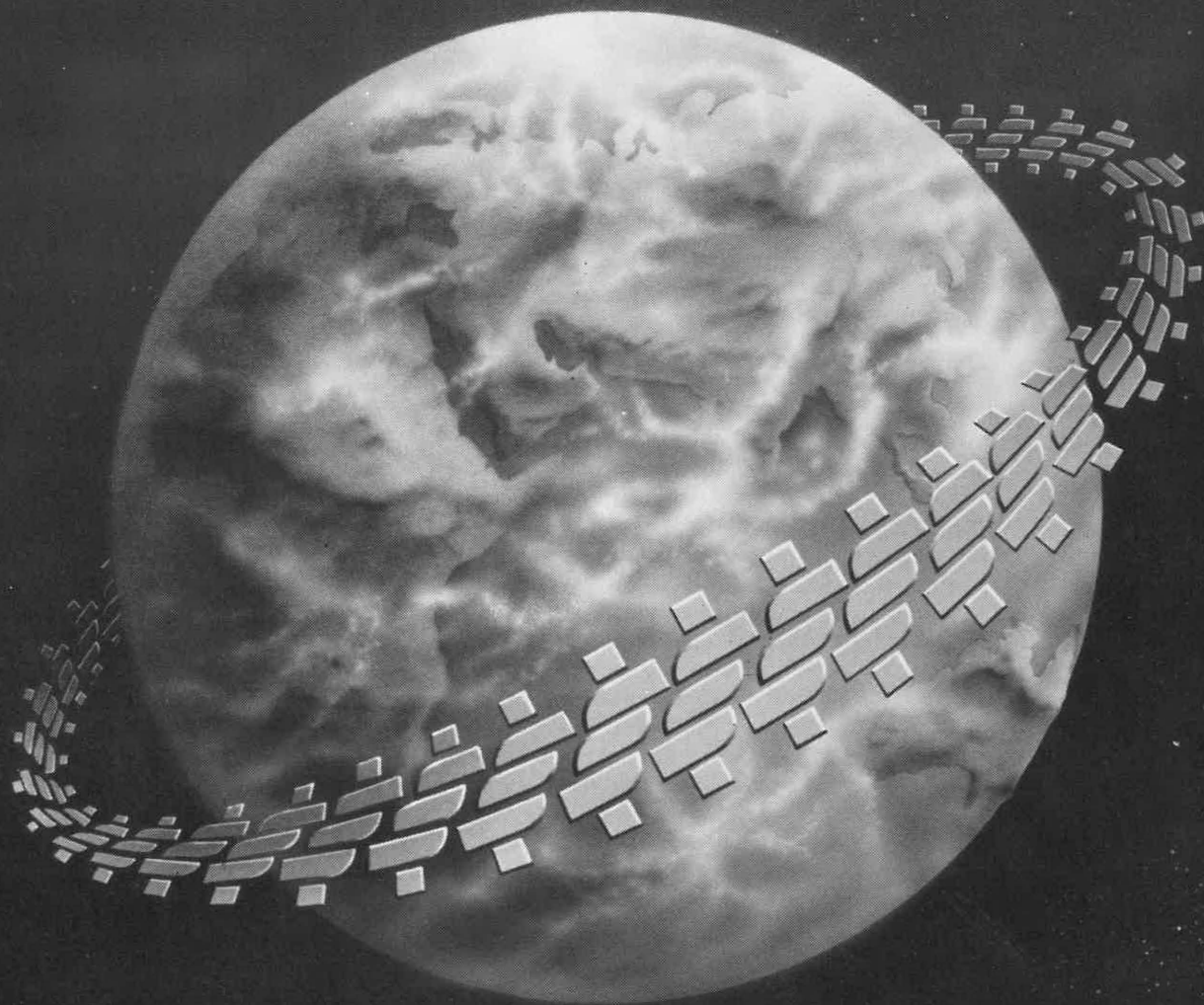
diploma courses and for degree courses when they come on stream.

Visits should be organised to suit particular course requirements at a convenient and appropriate time within the course timetable. It could be during normal term time for optimal opportunities; otherwise, during the summer period of low teaching activities.

At least one, and ideally two trips, should be scheduled in a two-year course and at least two in a three-year degree course. All students should be required to participate, study visits being considered a normal part of project work.

The visits should be designed to complement course work and give students the opportunity to gain experience not available to them in Hong Kong, such as visiting exhibitions, trade fairs, centres of design, museums and galleries. Chamber members interested in helping broaden the horizon of Swire School of Design students can get in touch with Michael Farr, the School's head, or the indefatigable Mrs. Mittelheuser at telephone 3-638344, extensions 715 or 721. □





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For Designers — Travel Broadens the Mind

How do graduates and students of the Swire School of Design who have been lucky enough to win travel scholarships think they have benefitted from them?

The Bulletin spoke to three — one, already working in industry and two in their final year at the Polytechnic.



Terry Chu Ching-lan, a 24-year-old Kwun Tong tailor's daughter, who now works for Union Metal Works Ltd. at Chaiwan, was the first girl to win a Pauline Chan Design Foundation Scholarship. Terry spent 10 weeks working in Ogle Design Ltd. at the garden city, Letchford, 35 kilometres north of London.

Terry says she got experience at Letchford on two projects. One was to develop the graphics for new panels on a domestic machine being re-designed for a Luton manufacturer. The other to refine the appearance of a toy with a flexible hinge and to develop other possibilities based on that hinge principle.

She earned £15 a week; shared a flat with a Yorkshire girl studying for a degree in industrial design at the Royal College of Art in London; participated in round-table "brainstorming" sessions on ideas with other product designers; and, enjoyed the hospitality of Ogle's boss at his own home.

She found her fellow designers as much interested in Hong Kong as she was in England and cooked them Chinese food. She went to York and saw the Castle and Transport Museums.

She visited Cambridge and Windsor Castle and, of course, Terry saw all the London museums. Terry wishes Hong Kong had museums like Britain because "there's so much in them to see and learn."

Terry went on a 12-day coach trip in Europe before coming back to

Hong Kong. She went to Belgium, Switzerland, France, Luxembourg, Austria and Italy. She loved Paris at first sight. But she regrets she had no time to visit the famous Louvre. She says she'll go back herself to do that someday.

Terry was fascinated by Rome — even its bathrooms which she insists are well designed and its fittings clean-cut in style.

Above all, the trip taught Terry how professional designers go about their work and their role as consultants in the world around us. Besides, it gave Terry a confidence in herself she now enjoys but never had before.

At Chaiwan, Terry now is working on the design of a new model barbecue with which her boss hopes to break into the American and European markets.



Mandy Ng Shun-chun, a winner last year of the Pauline Chan Design Foundation travel scholarship, worked with Design Consultant Associates Ltd., one of Britain's biggest firms of designers at Warwick, near Coventry.

Mandy's first project at DCA was to redesign the housing of an electric stirrer and her second to finish the design of a domestic freshbrew coffee unit. She went shopping for ideas on her second project and finally came up with a rendering that pleased DCA's client.

She says she surprised the DCA designer in charge of her and he was proud of her work.

Back in Hong Kong Mandy's major project for her Higher Diploma is in vending machines for automatic delivery of hot food. She says she got interested in vending and heating

machines because of the diverse and interesting ones she saw in Holland on her visit to Europe after working with DCA.

Mandy is a happy outgoing girl. An obvious personal highlight of her trip abroad and her popularity is the surprise 21st birthday party the DCA staff gave her.

"I've never had anything like it before in my life," Mandy says now. "They were so nice to me I cried."



Ivan Liu Hing-ming last year won the Diamond Importers' Association travel scholarship and worked in the John Donald Jewellery Design Company in London during his last summer vacation.

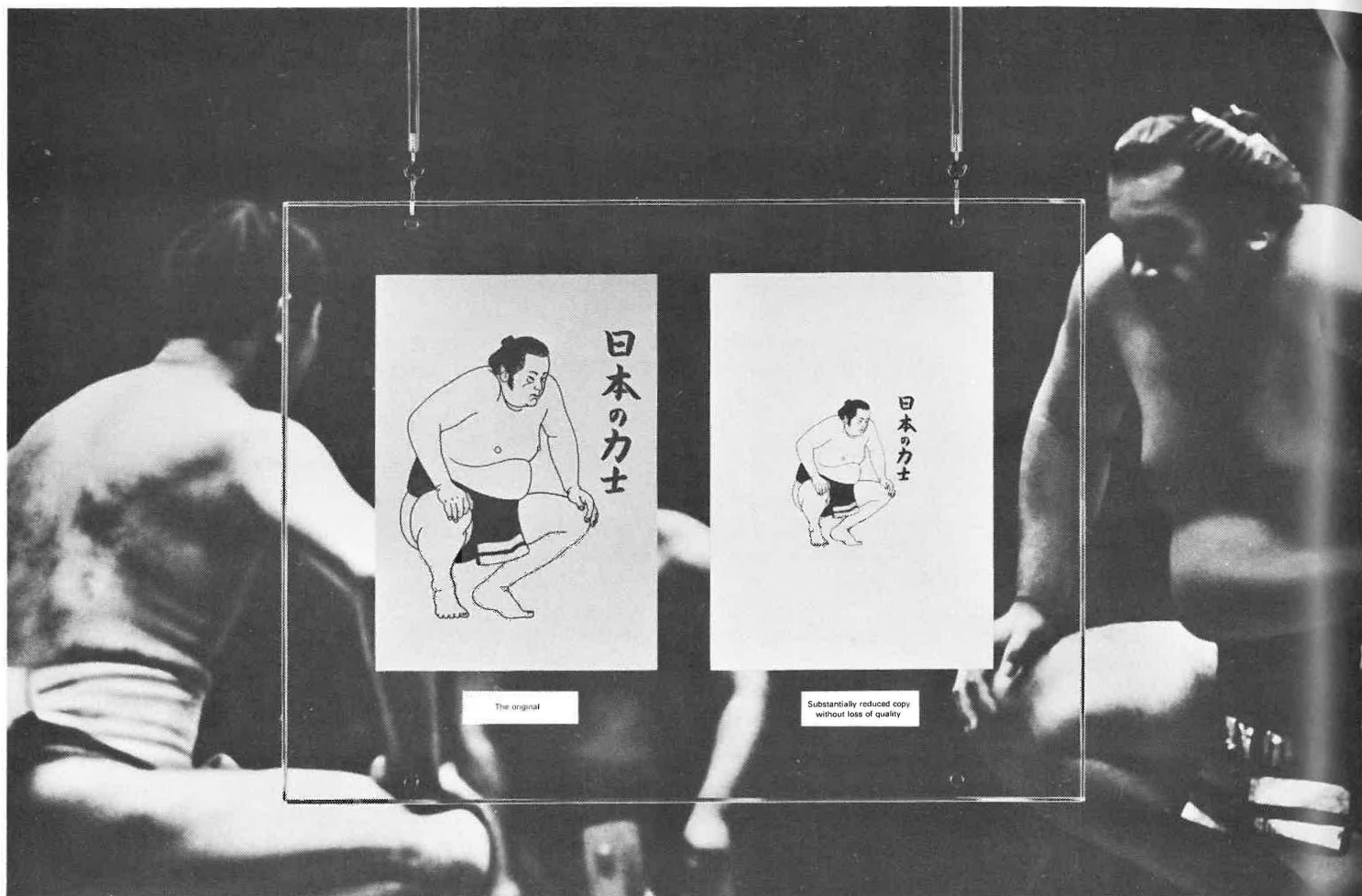
Ivan says the company gave him a small test of his ability when he joined them and after that they let him work directly with their customers, taking their orders and producing their requirements.

"I think I learned a lot," Ivan says now. "I worked 10 weeks instead of the eight I was supposed to."

Ivan visited design colleges and museums in England and went to Europe for three weeks. He says he understands now how different cultures each influence their own national designs.

"All I have learned has helped widen my views, opened up a new horizon for me enriched my experience of life and my knowledge of design," Ivan says now.

Back at the Swire School of Design Ivan's final major project on which he will be assessed for his Higher Diploma is a portable jewellery work station that he reckons will sell to the trade. □



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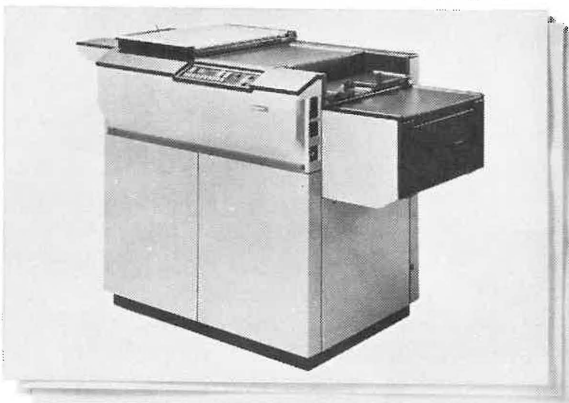
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The In-tray

New members

Twenty-nine members joined the Chamber in February :-

Alanly Trading Co. Ltd.
Asian Appraisal Hongkong Ltd.
Astro International Ltd.
Australian Fruit Juice H.K. Ltd.
Auto Electric Manufactory
C N P International Ltd.
Contacts Associates Ltd.
Eternal Wool Waste Co.
G. L. Rexroth Ltd.
Grand Custom Clothes
Hemmina Enterprises Ltd.
Hong Kong L.P. Gas Co. Ltd.
Innovative Electronic Enterprises Ltd.
International Components Corp. Ltd.
Kiyohara & Co. (HK) Ltd.
Lap Ming Enterprises Ltd.
Lo Bros. Corporation
Manufacturers Hanover Commercial Corporation
Mitel (Asia) Ltd.
Montreal (HK) Enterprises Ltd.
Palmco International (HK) Ltd.
Paris Billiard Accessories Co.
Petinvid Co. Ltd.
Sasars Ltd.
Shing On Ivory Factory
Tai Ping Metal Works Ltd.
Wai Sun P.V.C. Products Mfg. Co.
Wilflo Co.
Yen Sheng Factory Ltd.

Correction

Mr. C.P. Micheltore of John Connell and Associates, an Australian firm of consulting engineers practising in Hong Kong, has drawn *The Bulletin's* attention to two mistakes in an article in our February issue describing a cross-section of Australian companies working in the services sector of the Hong Kong economy.

Mr. Micheltore points out John Connell and Associates employs 40 people in Hong Kong, not 220 as *The Bulletin* stated. The latter figure was the one given for the entire JCA organisation.

He also explains the firm's involvement as consulting engineers with the Mass Transit Railway Corporation was in the capacity of advisers in assessing tender proposals for one of the Corporation's projects. JCA has never done a "feasibility study" for that particular client as *The Bulletin* stated.



Don Eather (third from right), general president of the Queensland Grain Growers' Association and deputy leader of the Queensland Confederation of Industry Trade Mission to Singapore, Kuala Lumpur and Hong Kong, called on the General Chamber on March 11. Mr. Eather and the mission manager, Mr. Aimo Aho, were received by Chamber Council and General Committee member, Mr. John Weedon, Miss Dora Wu, who chairs the Chamber's South East Asia/Pacific committee and Acting Director, Mr. Harry Garlick. Pictured (from left) : Ernest Leong, the Chamber's Assistant Director for Trade, Mr. Ronald Shaw, Australian Senior Trade Commissioner in Hong Kong, Mr. Aho, Mr. Weedon, Miss Dora Wu, Mr. Eather, Mr. Garlick and Mr. Dennis Yeung, the Chamber's Assistant Trade Manager.



Legislative Councillor Wong Po-yan, representative of the General Chamber on the Good Citizens' Appeal Committee, presents one of 42 good citizens awards for helping the police to 11-year-old Chong Chung-wai. The schoolboy was kidnapped in Tuen Mun on his way to school but managed to escape while his kidnappers were demanding \$60,000 from his grandfather. Chong's description led to the arrest of one of his kidnappers later the same day. Mr. Wong presented the awards totalling \$54,500 donated by the Chamber at the Choi Hung Road Playground, Wongtaisin on March 6.



A delegation from Yamaguchi Prefecture in Japan to promote goodwill and trade with Hong Kong visited the Chamber on February 16. The delegation leader, Mr. Yukio Kimura, presented a goodwill gift to Chamber Director, Mr. Jimmy McGregor.

Trade in Progress

Hong Kong Overall Merchandise Trade (HK\$M)

	Jan.-Dec. 1982	Jan.-Dec. 1981	% Change
Imports	142,893	138,375	+3
Domestic Exports	83,032	80,423	+3
Re-Exports	44,353	41,739	+6
Total Exports	127,385	122,162	+4
Total Trade	270,278	260,537	+4
Balance of Trade	-15,508	-16,213	-4
Visible Gap as % of Total Trade	5.7	6.2	

Imports : Major Suppliers (HK\$M)

	Jan.-Dec. 1982	Jan.-Dec. 1981
China	32,935	29,510
Japan	31,540	32,130
USA	15,459	14,442
Singapore	10,207	10,627
Taiwan	10,198	10,762
UK	6,892	6,283
South Korea	4,557	5,495
Fed. Rep. of Germany	3,506	3,383
Switzerland	2,669	2,848
Australia	2,266	2,005

Imports : Major Groups (HK\$M)

	Jan.-Dec. 1982	Jan.-Dec. 1981
Raw materials	56,444	55,895
Consumer goods	38,614	36,975
Capital goods	19,943	20,257
Foodstuffs	16,785	14,660
Fuels	11,107	10,588

Domestic Exports : Major Markets (HK\$M)

	Jan.-Dec. 1982	Jan.-Dec. 1981
USA	31,223	29,200
UK	7,187	7,710
Fed. Rep. of Germany	7,031	7,048
China	3,806	2,924
Japan	3,167	2,940
Australia	2,832	2,710
Canada	2,637	2,355
Singapore	1,964	1,732
Netherlands	1,692	1,598
France	1,507	1,483

Domestic Exports : Major Products (HK\$M)

	Jan.-Dec. 1982	Jan.-Dec. 1981
Clothing	28,824	28,288
Toys, dolls and games	9,111	7,313
Watches	5,529	6,272
Textiles	5,052	5,302
Radios	3,493	3,834
Electronic components for computer	1,642	2,111
Handbags	1,101	1,116
Hairdryers, curlers and curling tong heaters	1,034	905
Electric fans	928	1,278
Footwear	745	833

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

	Jan.-Dec. 1982	Jan.-Dec. 1981
China	7,992	8,044
USA	5,615	4,785
Indonesia	4,615	4,272
Singapore	3,648	3,243
Taiwan	2,662	2,420
Japan	2,566	2,792
South Korea	1,699	1,401
Macau	1,588	1,407
Philippines	1,485	1,294
Saudi Arabia	941	582

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

	Jan.-Dec. 1982	Jan.-Dec. 1981
Textiles	6,431	6,981
Chemicals and related products	3,909	3,581
Electrical machinery, apparatus and appliances and electrical parts	3,420	3,069
Photographic apparatus, equipment and supplies and optical goods, watches and clocks	3,218	3,393
Articles of apparel and clothing accessories	3,021	2,197
Crude materials, inedible except fuels	3,002	3,249
Food	2,883	2,128
Non-metallic mineral manufactures	2,565	2,708

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

	Imports		Domestic Exports		Re-exports		Total Trade
	\$M	Quantum Index (1973:100)	\$M	Quantum Index (1973:100)	\$M	Quantum Index (1973:100)	\$M
1980	111,651	209	68,171	195	30,072	253	209,894
1981	138,375	233	80,423	210	41,739	324	260,537
1982	142,893		83,032		44,353		270,278
Monthly Average 1981	11,531		6,702		3,478		21,711
		(1981:100)		(1981:100)		(1981:100)	
Jan. 1982	10,023	81	6,239	91	3,319	87	19,581
Feb.	11,220	91	4,694	67	3,597	93	19,511
Mar.	12,178	99	6,577	93	3,714	96	22,469
Apr.	12,302	101	6,541	93	3,589	93	22,432
May	11,340	94	6,854	97	3,760	99	21,954
June	11,714	98	6,953	97	3,451	91	22,118
July	12,376	104	7,680	106	3,578	94	23,634
Aug.	11,583	96	7,742	106	3,613	95	22,938
Sept.	11,826	99	7,218	101	3,723	99	22,767
Oct.	12,218	99	7,087	99	3,615	96	22,920
Nov.	12,199	98	7,148	101	3,939	103	23,286
Dec.	14,045		8,391		4,496		26,932

Area Comparison (HK\$M)

	Imports Jan.-Dec. 1982	Domestic Exports Jan.-Dec. 1982	Re-exports Jan.-Dec. 1982
Asia (excluding China)	64,861	9,591	21,229
China	32,935	3,806	7,992
West Europe	20,978	23,704	3,152
(EEC)	17,176	19,559	2,407
North America	16,579	33,860	5,971
Australia	2,266	2,832	688
Africa	1,102	2,548	1,842
Middle East	1,748	3,508	2,273
Latin America	931	2,032	799
Rest of World	1,493	1,151	407

本會動態

本文內容乃摘錄自執行董事
麥理覺向理事會及其他
工作委員會發表之每月報告

一般會況

二月是一個較短的工作月，多天農曆年假對會務有若干影響。不過，本會於月內仍忙於致力挽留會員，希望於二月底徵收會費活動告一段落前能保持會員數目處於高水平。此外，本會亦忙於籌備多項主要活動，包括組織貿易及親善團往訪中國及英國、為會員籌備參與今年九月的「攜手邁進」柏林商品展，以及十月與十一月在香港舉行的香港交易會。本會轄下的紡織品委員會月內相當忙碌，還有本會於二月廿五日在海洋宮宮夜總會舉行的一年一度春節聯歡晚宴更吸引了六百位會員與賓客。今年表演節目中竟有無上裝舞蹈員，為若干在座人士帶來一陣驚喜呢！

本會派代表團 分訪中英兩國

這兩個代表團於三月初同時分訪中英兩國，時間的安排實純屬巧合。兩高層代表團的訪問目的為向兩國有關機構進行親善訪問，以及盡量鼓勵雙邊貿易與投資的擴展。

訪英團在為期一週的緊密行程中將往訪五個城市，舉行五次研討會及四次新聞界招待會，另有多項

其他活動與討論。馬登、唐驥千與本人，以及副經理鄭小明將向大約三百多位英國公司代表發表談話，講述在香港或經由香港擴大業務利益的詳情。此代表團將進一步加強英港關係。

本會訪華團亦抱著加強中港關係為目的。該團於三月初出發，將訪四個中國城市，由本會轄下中國委員會主席呂雅士、副主席羅素及助理董事馮若婷率領。副經理區永祥亦將隨團出發。本會曾為各階層會員籌辦多次往中國城市的訪問。會員訪華的興趣有多方面，這點實不足為奇，因為本會會員與中國機構有廣泛的業務往來與合作投資的愉快經驗，而這些合作對雙方均帶來裨益。

本人深信會員均希望兩個訪問團此行有美滿成績。本人將於三月份報告中對訪問成果作出評論。

紡織品配額管制

相信各位會員不會忘記，本會在研審政府紡織品配額管制制度的操作情況方面十分積極。本會轄下紡織品委員會多年來曾向貿易署呈遞不少詳盡的意見書，就這個複雜的配額管制制度提出修改建議。其中不少建議獲港府施行，成效良好。其他各大機構亦曾遞呈類似建議

，而政府本身則定期就管制制度進行詳盡檢討，以盡量保持制度的公平性與效率。

政府現正進行另一次檢討，而本會與轄下紡織業委員會多時以來亦曾研審改善目前配額管制制度的方法。結果，本會於三月初曾向貿易署呈遞意見書。本會準備於三月底將意見書發表，以供會員參考。

香港交易會—— 工業品與消費品

本人很高興向會員報告，繼本會成功參與一九八二年度香港交易會消費品週後（雖則並非所有參展者對於在會上接獲的生意感到滿意），本會已準備參加今年十一月廿一至廿六日在灣仔香港展覽中心舉行的香港交易會消費品週，並已預訂主要展覽場中一個展館，佔地五百平方米，可容四十家會員商號擺設攤位。一九八二年度香港交易會上本會共有二十家會員商號利用本會展館的攤位展出產品。

本會亦正式探討會員是否有興趣參與十月廿四至廿九日於同一地點舉辦的工業器材交易會。本人將於稍後向各位匯報結果。 □



新任工商司何鴻鑾先生

接替杜華出任香港工商司的何鴻鑾先生於履新一星期後，本刊編輯旋即前往海洋中心工商司辦公室造訪，請他講述一下他與新組員的工作情況。

本刊發覺何氏不大習慣使用他承襲前任工商司的座檯電子電話設備，這種電子電話設備使他能夠與屬下高級組員立刻聯絡，不過何氏看來相當輕鬆，而且充滿信心。

何氏對於貿易署、工業署與海關署的工作並不感到陌生。事實上他曾多次任職昔日的工商署。第一次是在一九六一年七、八月間，當時他正在休假，被召回出任棉織業諮詢委員會的第一書記。

何氏表示，那是他任職政府初期在工商署所擔當的第一份雜務差事。第二次（也是在兩次正式任命期間）是一九六三年制水時期，他被派往工商署作為額外人手，協助安排足夠用水予工業界。

何氏在工商署的全職工作始自一九六八年，當時他是一名助理處長，負責香港與歐洲方面的貿易關係。一九七〇年春，何氏代替正在休假的佐敦，出任署理貿易關係副處長。後來輪到何氏休假，其後於一九七一年二月返回工商署正式出任貿易關係副處長，直至一九七三年獲委任為民政署長。

在一九七一至七三年間，何氏曾多次出任工商署的署理署長，包括在任期屆滿前的三至四個月內。

何氏對於紡織品談判並不陌生。他表示他第一次的談判經驗是在一九六九年十月至十一月期間率領一個代表團往挪威的時候。跟著他又在一九七〇年六月與瑞典簽訂協議，七月則與加拿大達成協議。

一九七一年十月，何氏在華盛頓就人造纖維與羊毛品協議進行談判。在一九七二年首九個月內，他在海外工作的時間多於在香港，期間他解決了香港與

美國之間在人造纖維與羊毛針織纖維方面的糾紛。一九七二年九月，他又率領香港代表團與英國方面就聚脂棉織品問題進行最後一次直接談判，當時英國尚未加入歐洲共同市場。此外，在一九七二年他又代表香港與歐洲共同市場的六個成立國就換算因素的糾紛進行談判。

何氏予人的印象，是他對於能夠重回舊巢、掌管一個他曾經熟悉的部門而感到興奮。本刊編輯所提出的問題，他毫不猶豫便一一解答如下：

問：何先生，你出任工商司一職已有一星期。你在以前的工商署亦有多年輕驗，對這裏的工作並不陌生。你覺得這裏的轉變大嗎？

何先生：的確有不少轉變。首先是現時的工作環境跟以前截然不同。十年前工商署設於中區舊消防大廈，設備相當不足。現時工商科的三個獨立新部門——貿易署、工業署、以及海關與管制署——均設於海洋中心的新型寫字樓內，僱員人數也大有不同。除此以外，我們面對的壓力與問題似乎並無分別。

在貿易方面，由於本港貿易夥伴受到世界經濟衰退愈來愈大的壓力，引起這些國家內部也出現不少問題，以致本港海外市場施行保護主義的危險性似乎比以前大得多。

在工業方面，工業促進的工作只在一九七三年才開始推行，時至今日工業署正積極從事這方面的工作，共在海外設有四個工業促進辦事處。

問：你有沒有揀選你自己的高級屬下跟你一起工作呢？

何先生：我想你應該明白，政府高級職位的任命是由中央決定的，不過我對於現有的工作隊伍感到很滿意，日後我們將緊密合作。

問：你認為你有足夠的高級官員與專門人才作為你的後盾嗎？

何先生：新任的貿易署署長及工業署署長曾在香港及別處有很優異的工作紀錄。他們的副署長在貿易及工業方面亦分別有很豐富的經驗。因此我絕對深信這個工作隊伍對香港會有良好貢獻。

問：你可以略述一下你認為未來幾年間的主要工作是甚麼呢？

何先生：在貿易方面，香港能否生存完全維繫於我們進入世界市場的權利。在二次世界大戰過後的一段期間，本港由於加入了關稅及貿易總協定，因此能保有進入世界市場的權利。在未來年間，保障本港關貿協定權利仍會是我們的主要工作。

在工業方面，我們將致力吸引新工業前來香港，如此一來可促使香港在世界市場上提供新產品，同時能為香港人提供愈來愈高的就業水平。

問：紡織品談判是否將成為一個主要問題呢？

何先生：目前我們正與瑞典舉行談判，在三月初將於史圖加繼續談判。這些談判將不易為。此外更有報導指出加拿大政府擬削減經同意由香港出口該國的成衣配額。我們已將香港的情況向數星期前訪港的加國代表團提出解釋，現時我們只有等待結果。

問：你對香港現時及短期的貿易前景有何高見呢？

何先生：以一個倚賴出口的地區而言，香港的前景實有賴海外市場的經濟復甦。就以我辦公室內的桃花作個比喻吧，可以說香港現時的情況正如這棵桃花一樣尚未盛開，不過那些花蕊正含苞待放，為未來的日子帶來美好希望。

問：從香港總商會所得資料顯示，較長期投資者正等待在北京談判香港前途問題的結果，始肯承擔大型的投資計劃。你認為那會對香港真正構成問題嗎？

何先生：港督在去年十月立法局復會時於席上致詞曾表示，政府在社會及經濟發展方面的計劃將仍然持續。我們當然會抱著香港有長遠前途的宗旨繼續工作。我相信投資者有鑑於我們既然能夠繼續維持我們的環境，他們自會作出適當的決定。一月時，港督在貴會週年晚宴席上致詞時就曾列舉多項外國公司

最近在香港進行的新投資計劃。

問：你認為香港的工業會由現時的承包者角色進展為較倚向研究與發展方面嗎？

何先生：我們在成衣貿易方面進展得很成功。以前我們根據別人的設計來製造成衣，現時我們愈來愈多銷售自己的設計。我深信這個趨勢正在擴展，而且會繼續擴展及其他產品。

問：你的部門怎樣協助這種演變呢？

何先生：我的部門負責保持香港作為一個合適環境，以吸引新科技前來。工業署正積極協助有興趣在香港投資的公司在港開展業務的事宜。

問：外國投資商是否仍然對香港作為工業發展的基地感到興趣呢？

何先生：是的。工業署在一九八二年內接獲的新投資諮詢達八八八宗，八〇與八一年的比較數字分別為七〇一與六五七宗。截至去年十二月底止，工業署共處理了四十二項前景甚佳的工業計劃。 □



麥理覺先生

香港工業的現在與將來

早在一九五四年初，當我加入香港政府為行政主任，被派往工商署任職的時候，香港的製造業已經開始發展。當時已經有工業用地供應匱乏的問題，同時不少海外國家投訴說香港在他們的市場出售危險或不合衛生的產品，又或者有些產品宣稱是在香港製造，其實卻是來自日本或中國的轉口貨。當時我有份負責設立政府為港貨簽發產地來源證的制度，又負責設立配合此制度的檢驗、調查與起訴等程序，工作十分繁重。

我們須處理用水供應（有時甚至是用水的成本）、基礎建設、以及機構制度的發展等等問題，而時至今日，這個制度對工業大有幫助。我們出任第一個負責研究在官塘進行填海以獲取大幅工業土地的委員會要職，（中華廠商會會長余達之首先提出在官塘填海，將該區發展為工業區的建議）。我們為了要確保該區得到均衡的工業發展而分配土地，卻因此犯下不少錯誤。我們的原意是好的，但自由企業迅即淹沒了有條理的策劃。當時的道路太狹窄（至今仍然不夠寬闊！）我們想不到貨櫃船會前來香港，又沒有堅持所有工廠必須在地下關設卸貨區。

當日我的上司雖寥寥可數，不過權

力卻很大。他們之中包括巴路（現加入了香港貿易協進局）與姬達。五〇年代末期與六〇年代初期是困難重重的年代，我們羣策羣力、刻苦耐勞、在漫長的日子中埋首工作。

我們逐漸從經驗中取得教訓，知道怎樣能以最佳方法協助工業、以及怎樣保護香港貨進入海外市場的權利。工商署最初的工商官員為數不多，杜華與我花了畢生的時間參與發展及促進工商業的每一方面。對於一個以提倡自由企業及不干預工商業政策的政府而言，工商署便自然而然成為保護與促進工業擴張與發展的機構。工商業在過去三十年間的卓越增長幾乎沒有一方面是不經政府參與的。例如，制訂工業用地政策與關建工業用地、為鼓勵新工業或解決舊工業的問題而特別供應土地、設立輔助機構及為此等機構籌措資金、發展政府服務如為香港出口貨提供正確無誤的文件、以及創立與發展紡織品配額管制制度。過去三十年工商署所從事工作之多，以及對香港經濟重要性之大，實在不能三言兩語可以簡單解釋過來。

我在一九七五年離開工商署，當時我是該署副署長。記憶所及，當時我們在工商署所處理的問題跟五〇及六〇年

代的問題分別不大。土地供應與成本、輔助服務、進入市場的機會是我們要應付的首要問題。最大的不同地方也許是問題的規模與複雜性。製造業當時對香港經濟甚至比現時（而且是前所未有的）更重要，工業訓練與安全成為關鍵性的事情，資源的組織調配有其必要，科學知識已開始取代直覺，同時若想保留市場更是前所未有的困難。

有一點卻是幾乎沒有改變的，就是製造業對香港經濟的重要性日增。無論在本地生產總值、就業、出入口、服務行業的發展、港口設施與服務、財富的創造與運用方面，香港製造業都是處於首要地位。

將來製造業的地位仍會保持不變，而其發展將有賴政府與私營部門合作，應付工業界本身所不能解決的衆多問題，同時鼓勵工業家繼續投資及提高產品品質。

工業在很多方面實在太複雜與太脆弱了，必須獲得政府的援手才能健康發展。

「工商月刊」今期將探討製造業的某幾方面以及未來的前景。希望讀者不會介意我憶述過往有趣的一面，雖則我們應該更關心充滿刺激的將來。 □

小型廠商必須適應求存

香港的小型廠商在未來十年不大可能會湮沒，不過將須更為注重市場拓展與研究。如此一來，香港將出產更多港製品，同時利用自動化機器達成一致的品質，從而提高製造工序的質素，成為推銷動力的後盾。本刊徵求幾位對本港工業有相當認識的人士發表意見：



陳少感先生

香港生產力促進中心執行幹事陳少感先生表示，他對本港工業前景最感關注的，是本港工業過份偏重於承包者的角色。香港工業所推銷的，是其基本的生產能力多於推銷其產品。

陳氏相信在任何工業社會，支配工業增長的三個要素為該社會的銷售能力、其發展產品的能力、以及其發展製造工序的能力。

他表示，基本上市場支配了應製造哪些類型的產品。在這樣一個以市場為主導的情況下，香港製造商若想將來繁榮昌盛，便須注重市場發展與研究。一俟做好市場發展與研究，產品發展與製造工序的發展便會自動隨之而來。

陳先生認為日本的成功主要是基於日本大公司所建立的銷售能力，以及日本製造商所出產的高質素產品成為銷售能力的後盾。

他說上述令日本成功的基本原因在目前的香港卻不見得特別顯明。不過，所有現存的機構都在設法改變製造商的態度。

他認為香港製造商仍然傾於太過短視，往往著意於資金能快點回籠。廉價貨也許會有短期利益，不過長遠來說，必須有賴增值產品才可維繫香港製造商未來的競爭地位。

陳先生表示，香港製造商鮮有利用研究與銷售成本、維修與服務成功創造本身牌子的產品。然而，這方面的發展卻是最適用於生產力的公式，他把這種

公式的定義定為產量及投入量。

他說，以產量來說，若想增加香港產品內的增值成份，可以提高品質及增加本地製組件的成份。

在投入量方面，他認為供應能力主要為勞工、資本、時間與知識。他表示，這些投入因素若得到較佳管理，可以改進生產的程序及製成一種較佳產品，以競爭性的價錢出售。

陳氏形容香港生產力促進中心的基本職責在於工序發展方面，以至某一程度的產品發展。他說生產力促進中心所抱的見解是，工業自動化是本港製造商改進工序發展的最佳途徑。

他說工業自動化適用於香港四大範圍：

- * 電腦化管理資訊系統，為存貨、生產與財務管制而設。
- * 利用微型處理器進行工序管制。
- * 電腦輔助設計與製造——例如數據操控機器之類。
- * 機械人之應用學，最初是為重工業而設，現時已進入第二代，可助準確無誤之裝配，因此適用於香港工業。

陳氏表示機械人應用學不會一夜之間在香港發展起來。他說沒有證據顯示機械人會取代工人，不過對於具備較多知識的工人卻會造成一種需求，最後在人力方面將有所減少。

陳氏謂總增值成份是由多方因素，勞工資本與知識減原料的成本得來。他說在工廠的層面而言，增值成份是生產力促進中心每日作為顧問之用的工具，不過在宏觀經濟學的層面而言則難以確定一個實數，因為本港此類統計不足，雖則理論的基礎已相當明確。

陳氏認為過去十年，專業經理在香港形成一個新階級是一個令人鼓舞的跡象。他表示很多專業經理都是曾受過相當教育的第二代香港製造商。他認為他們是香港的主要力量之一，因為他們明白到本港工業界的需求。

陳氏表示在較為軟性及以技巧為主導的管理訓練設施正有所增加。生產力促進中心現時每年開辦超過三百項課程。此外，香港管理專業協會、職業訓練

局及兩所大學的校外課程進修部均有各項管理課程的開設。

他說管理訓練的技巧在於生產、人事、財政與市場學，而在質素方面亦有所增長。

陳氏認為香港仍會大為倚重進口科技，不是因為對外國事物過份崇拜，而是由於工業須盡量利用各種可得的東西。他認為現時最須要的，是將進口科技本地化及加以適應，來符合香港的環境。

他說：「我贊成香港注重發展方面的工作，而不是在技術方面進行附加研究。譬如說，將車輪加以重新發明並沒有意義啊！」

至於採用外國人才，陳氏謂令香港持續活動的原因之一，是由於香港是一個完全國際化的社會，能夠引進各種所需的科技及人才。不過他補充說，他想強調發展本地人才的需要，同時要避免引進庸才的錯誤。

陳氏形容創新是指一種意念的孕育以及將這種意念化為一種可銷售的產品。他認為香港是一個極具創新性的地方，不過在實踐上，工業界需要有人來支持創新者。

他表示，香港的銀行一般都不提供冒險資本。



李澤培先生

香港中華廠商聯合會秘書長李澤培先生表示，本港佔大多數的中小型廠商不單只對工業界目前的生產及就業水平有所貢獻，在創造令到香港如此成功的

經濟哲學方面，更是功不可沒。

他將這種成就歸功於本港企業家的強烈競爭精神以及在生產方面的適應性。他表示這些特質令到香港多年來對於國際市場的需求都能夠成功地作出反應。

李氏深信小型企業家在未來十年不會湮沒，不過他認為小型企業的可行性應該予以加強，這是香港成功作為一個製造業中心的要素。

他認為租地使用權的保障是令到小型工業可行的基本條件，只有在小型企業家擁有永久的工場後，他們才可以有充份自由去策劃未來。沒有租地使用權的保障，他們便經常要面對搬遷成本、因遷移地點而喪失生產力、以及或許因此而喪失訂單的種種恐懼，做起事來便有所制肘。

李氏認為如果香港能夠實行一個類似居者有其屋的計劃，以特惠條件幫助小型廠商自置廠房，此舉將很有價值。

他表示，要明白小型廠商今日的情況，必須追溯至地產市道的高峯時期。地產興旺造成了通貨膨脹與高利率，使貸款成為一個問題。

此後利率雖慢慢下降，不過由於本港其他行業現時遭受嚴重打擊，而世界經濟的前景又如此黯淡，銀行對於貸款便審慎得多。

因此工業界對流動資本的需求仍然是至為明顯的。不過他認為香港上海滙豐銀行、遠東銀行以及最近中國銀行所提出的特惠貸款條件，在協助小型廠商方面應該有其良效。如果試行成功的話，這些特惠貸款計劃也許可以進一步改善。

李氏表示，中小型廠商所面對的另一問題在生產技術方面。他們須要獲得扶助始能產製良好品質的貨品，因為他們現時買不起新式的機器與製造工序，而須更加倚重本身的創新資源。

他表示世界各地人士日漸認識到對消費者應有的保障，因此便要求港製品須符合進口商的要求，以免有損香港的出口地區形象。

李氏認為要解決這個問題，小型廠商須多利用商業機構或香港生產力促進中心或中華廠商會本身的檢驗中心及顧問服務。

他表示希望政府能促進品質檢定及試驗方面的技術性服務；甚至撥款進行附加研究；設立機構內部的實驗室以及實驗室鑑定服務。

他認為只要小型廠商明白到有需要達到精確及可靠的產品品質，對於本港產品的製造將有幫助。

他相信工業正朝着產品的創造性方面發展，或者至少將產品改良以迎合市

場需求。本地的發明不太多，不過有很多香港產品在外國取得專利權。

李氏表示他明白吸引外國投資商協助香港利用自製組件發展消費電子產品的重要性。他贊成政府設立研究補助金以扶助本港的電子廠商。



朱思餘先生

立德製衣廠有限公司常務董事朱思餘先生表示，在香港各大市場經歷經濟衰退的艱難時期後，有跡象顯示香港製衣業現正安度難關。

朱先生是本會紡織業委員會主席，他表示本港製衣業開始有較多的訂單，產量亦不斷增加，雖則價錢仍然很低，但只要繼續能夠生產，價錢反成次要。

他認為對於穩健及管理良好的工廠而言，前景應無問題。在八二年之前，製衣業每年都有增長及價格調高的紀錄，現時利潤也許很少甚或全無，不過仍有生意可做。

朱先生認為美國與歐洲共市國家仍會是香港最強大市場，日本則可以不理，因為日本市場很難打入，而且競爭很大。由於日本工人效率高、工作又賣力，因此日本的勞工成本很低。

朱氏認為香港的力量在於其每年龐大的營業額、以及香港工人對新潮流的熱忱。他表示香港工人適應快，甚至受到電視的影響。

不過他亦明白到由勞工成本及技術勞工短缺所造成的困難。不過製造業在香港仍有前途，因為香港是一個十分靈活的地方。

朱氏表示，要製造良好的成衣，製造商須有好材料與好配件。由於香港是自由港，所以香港已成為紡織品市場的中心，各種物料一應俱全。甚至外國的配件製造商亦在香港設廠，將配件供應香港的成衣製造商。

朱氏表示香港在多年來已培養出一大羣有經驗及技術熟練的工人。他們對於市場需求的轉變能夠作出迅速反應。

他說香港不再是昔日的廉價市場，不能與中國、菲律賓、台灣與南韓在製衣業方面競爭，現時香港製造的是高品質的產品。

外國的輔助性工業亦補足及協助香港在高品質貨品方面的發展，是以香港的高級貨跟海外的不相伯仲。



邵炎忠先生

益電半導體有限公司常務董事邵炎忠先生認為，香港電子業在未來十年間不單只擴展至新出消費品，更可收復簡單產品的市場。

邵先生認為趁中國開放市場，香港的製造商可以利用中國低廉勞工成本把收音機及盒式錄音機等產品的銷路爭取回來。他說中國十分須要發展其電子業，而香港可以將高級科技轉移至中國，為中國的電子業提供援助。

邵先生在葵涌設有一家現代工廠，每年產製十四億的半導體輸往歐洲及美國。該工廠充份採用自動化機器，並在生產程序中使用激光。

他形容電子業是一門輕工業，所佔地方不多。他說這是一種很潔淨的科技，進展速度很快，對於本港工業不斷改變的模式甚至香港人不斷改變的想法最為適合不過。

邵先生表示香港是一個永遠尋求新事物及尋求大型投資的地方。香港人願意冒險製造及銷售產品。他們有投資的資金，不須銀行提供冒險資本。

他認為香港目前所受的限制在於技術人才的短缺。兩間大學及理工學院仍然未能培養足夠的電子設計工程師或各種工業的技師。

幸而往外國留學的學生須返回香港，而香港便從中得益。電子業中約有一半受過訓練的工程師是從外國回來的。

邵先生表示電子業的前景是肯定的，因為電子可以製造的物品很多，例如私人電腦、電訊設備甚至醫療設備等，香港可以在這幾方面發展。每一方面都

須要花時間與金錢去逐一發展，而歸根結底都是爲了迎合大眾的需要。

他說每個人使用電子有機會正逐漸增多。幾乎每一種工業，無論是電機、化學、甚或紡織都有電子工序。

他認爲兒童玩電子遊戲機是有其必要的。他說玩電子遊戲機的兒童在學習其他電子功能時更快上手。兒童在現今的世界如果沒有這種本事，等於是文盲或發音不全。

邵先生認爲香港在電子製造業方面進展得不夠快。他表示政府在發展該工業方面的工作做得不夠。

他認爲即將實現的發展有激光碟（磁帶錄音機的繼承品）以及能接收全球衛星訊號及各國電視節目的電視機。

他還表示不久衛星將可與電腦連繫，並預測在未來三年間他的公司將利用衛星與客戶聯絡，縮短供應的路程。

邵先生認爲香港如果可以製造較便宜、品質更好更合用的電子產品，在改變世界方面大可扮演一個重要角色。



丁鶴壽先生

開達實業有限公司及六家聯號公司常務董事丁鶴壽先生表示，玩具的特徵是壽命短而且時常要根據市場需求改變

設計。他認爲玩具業在香港有肯定的前景，因爲玩具的特徵正好配合了香港本身的工業表現、香港人的觀點、甚至香港不斷改變的環境。

他表示外國的玩具進口商、批發商與零售商是支配香港玩具業的人士。只消一份專用電訊，香港便會對所需改變作出反應。

丁先生認爲香港可稱得上是麻雀雖小，五臟俱全。從事產品改變所需的一切技術與物料都近在咫尺，有助廠商迅速對改變作出反應，不似得其他地方，資源可能遠在數哩以外。

他並認爲香港的玩具製造商十分盡責，很著意要爲海外客戶提供滿意服務及製造客戶心目中的產品。他認爲這是香港玩具廠家對市場需求的轉變能夠充份作出反應的能力，對於香港在國際市場上的競爭，是一項重要的有利條件。

由於香港的玩具業具備此項條件，丁氏表示玩具業仍可繼續滿足其主要海外市場——美國。他說在基本玩具類目方面，訂單已經續有增加。

不過丁氏指出玩具業在面對將來的時候，的確有不少重大問題是該業人士深感關注的。

其一是一九九七的問題。由於香港前途問題懸而未決，廠商都不願作出大型投資的決定，除非他們得到充份保證。

其二是內部通貨膨脹的問題。公用事業收費及間接稅的上升令生產成本及僱員薪金均須有所調整。

丁氏謂香港玩具業曾一度具備競爭優勢，當時香港只是與鄰近國家的簡樸產品競爭，現時情形却不可同日而語。香港在與日本、南韓與台灣互爭長短的同時，還須憂慮菲律賓與泰國廉價玩具所帶來的競爭。

最具競爭性的項目爲手提電子玩具。這類玩具去年佔整個市場的三成，今年看來也差不多。

競爭愈激烈造成的風險也愈大。玩具廠商爲了競爭可能須要在電子組件上投資一百萬元，到頭來卻發覺比人遲了一步，又或者產品不及競爭者的那麼暢銷。

丁氏表示，在電子遊戲方面的產品發展是沒有止境的。正因如此，審慎的玩具廠商不敢太過倚重生產電子遊戲，所以他的公司依然以生產塑膠玩具爲主。

丁先生謂香港在玩具業方面仍會居於世界性領導地位，因爲大多數玩具都是塑膠造的，而香港在塑膠業的組織力量極佳。他表示性能良好的塑膠玩具需有良好的印模。

在設計塑膠玩具的時候，香港廠商往往同時兼顧製模與生產過程。在最後決定任何設計或作出所需修改方面，香港的反應亦比其他競爭國家爲快。

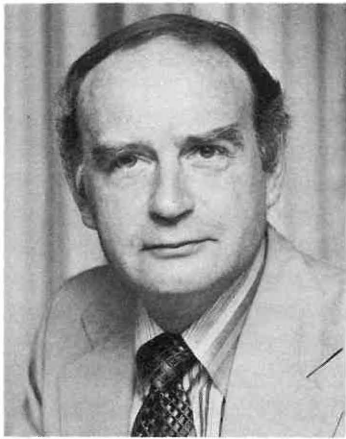
將設計作出修改由於可在同一家工廠進行，不須經由別家工廠處理，因此省回不少時間及運輸費用。

是以香港玩具廠商在設計一項新設計的過程當中能夠有更大操控權，可以較爲準確地獲悉最終的成本，達到銷售該種玩具的真正目的，亦符合了顧客的要求。

丁氏又表示香港玩具廠商能應付突如其來的生產需求。他解釋道：「舉例說，你設計了一個玩具模，準備製造十萬件玩具，但這種玩具忽然流行起來，你須在短期內製造二百萬件以免給鄰近國家搶先一步。」

「在香港我們有技術知識與生產能力可以應付突如其來的生產。設計發展在香港的成本亦只及美國的四份一至三份一。」

「所以我們在發展新設計方面須冒很大風險，同時如果新設計暢銷，我們須有能力應付大量生產。」 □



胡禮智博士

電子業、輕工程業 與生物工程業將成爲 八十年代新興工業

經濟事務科學顧問胡禮智博士指出，七十年代是工業界注重生產力與價格的年代，而八十年代則以品質爲重。

他承認一九九七的問題當然可能會改變整個情況，不過他表示，如果我們不理會這種可能性，而只是就工業界目前的發展情況去看，我們可以預期香港較爲勞力密集的工業會逐漸減少，應用電腦輔助、自動化機器、甚至機械人進行產品製造的機會則更多。

胡禮智博士說道：「我認爲這種情況不會像歐洲那樣大規模出現。香港不會起用機械人製造汽車，不過在電子產品裝嵌、家庭用金屬器皿、以及在輕工程（如製造大型家庭用具或艇外推進機）方面，我們將可見到新形式的製造方法。」

他認爲關於這種發展有一點是必須弄清楚的，就是香港如果捨棄人力不用而改用機械人，不單是由於廉價勞工不易得，而是由於機械人能夠減少人爲錯誤的成份。我們將須使用機械人製造品質一致的產品。

雖然香港不會有很多完全起用機械人的操作過程，不過香港將須向這方面發展，使產品高級化。他認爲截至目前爲止，香港在製造品質一致的產品方面，發展仍嫌不夠快。

他認爲受電腦控制所影響的工業有多種，包括電鍍自動化工序、成衣剪裁、以至製造泊車系統、的士咪錶

、自動轉帳系統、通訊系統的開關齒輪、以及資訊科技所需的物件等。

他認爲香港會逐漸製造更多以微型處理器爲本的產品。他表示香港現時採用的微型處理器並非香港本地的構思設計，不過他相信香港很快會自製微型處理器及編製程序。

要能製造香港本身的微型處理器，首先需要有編製適合程序的人才。他說香港在八十年代不須從事基本的研究自製編安程序的集成電路，只須重新編排硬件組件，將之與自製的軟件程序混合，便可以製造出創新產品。

胡禮智博士認爲本港的年青電子設計工程師從事這類工作特別勝任。他們有恆心與耐性，工作細緻，同時又知道地區性市場的需求。

他表示香港在這方面已有若干做得不錯的例子，如電子遊戲的市場，不過尚可以更加廣泛應用其原理的。

問題是如何將微型處理器的知識用於生產新工業工序、新服務與新家庭用品方面。

胡禮智博士表示，在輕工程業方面的邁進對於工業界來說，其重要性並不下於電腦輔助器材。我們所出產的各種產品都會有機械組件。如果沒有良好的鑄模、工具與零件，我們也製造不出良好的電子產品或塑膠產品。

這些都是輕工程業的產品，香港目前在這方面發展不大好。大多數電子產品的促動器都是機動的，所以必須十分準確。

不過輕工程學對工業的意義不僅如此。輕工程學爲多種工業在生產過程中所必須者，其中包括玩具業以至製錶業，製衣機器的製造以至電子組件的製造與裝嵌。

輕工程業亦製造輕結構裝備，如窗框、商店裝置與電器裝置等。這些都不是出口所需的物品，卻是支持出口工業所需的產品。

胡禮智博士認爲在八十年代，一些新工業將在香港發展起來。其中之一可能是生物工程業。這是將活動的有機體加以生物化學法的處理以製造原料等。

他說一個生物工程學工作委員會將在香港展開工作，探討在港進行生物工程業的可行性。委員會的成員有生物學家、植物學家與生物化學家等。

胡禮智博士認爲香港既有中藥方面的知識，因此可以將藥物學工業加以現代化及擴展。這是生物工程學的一方面。

生物工程學亦可以應用於改善飼養魚類，不單是探討如何將魚快點養肥，亦進行必須的研究，以製造適當的食物用於養魚的過程中。

胡禮智博士認爲，電腦軟件業與生物科技業都是可以順理成章成爲香港新興工業者。

在服務行業方面，胡禮智博士認爲資訊科技在香港亦有同步發展。□

為工業界發展基礎建設

工業署現正致力在未來年間提高香港工業產品的品質及改進其製造工序。

工業署兩位高級官員在本文中解釋他們如何在不須支配香港工業投資者應循哪個方向走的情況下而獲得成果。

工業署副署長黃錦照先生為香港企業家作出辯護。香港企業家往往被人指稱為看風駛鰲的機會主義者，只曉得利用他人的知識與組件裝嵌可以快速賺錢的新產品，然後運銷世界各地市場。

他同意香港對於市場轉變能作出迅速反應是由於本港製造商最初具備的技術不多，不過他表示現時各製造商都須要爭取更多知識與技術，否則當競爭加劇的時候便會顯得落後了。

黃氏表示在香港各種既定工業中能夠適應生存的企業家都是一些熟知市場、將產品加以發展及改進製造工序的人士。因此香港有很多工廠跟外國先進工廠不遑多讓，亦有一些工廠是遠遠落後的。

他說工業署現正積極在兩大範圍推行這類工業發展，並會在這十年內繼續從事促進工業發展的工作。

其中一方面是本地及海外的工業投資促進工作，目的為使本地工業家能有效率地轉移科技與技術，並鼓勵製造商購買新機械與器材，以及通過與海外投資者合營採用新的生產工序。

此外四個工業投資促進辦事處又同時在倫敦、史圖加、東京與三藩市宣揚香港為一個有利的海外製造業基地，尋求有興趣在香港設立全資附屬公司或與本地製造商合營的投資者。

工業署便是促成本港及這些海外投資者進行工業合作的機構。

工業署試圖促進工業發展的第二個範圍，是由政府本身在香港的基礎建設方面改善工業輔助設施及技術後勤服務。

繼工業多元化諮詢委員會提出的意見後，政府設立了工業發展委員會，由財政司彭勵治先生出任主席。委員會的職責是策劃、監管及建議工業發展方面的多項程序。

工業發展委員會試圖評估工業界的需求，特別是在政府現行的積極不干預政策規範裏迎合這些需求。政府透過工業發展委員會及發展計劃，擬建立起一個更廣闊、更鞏固的工業基礎，使香港能夠吸收及保持先進科技與生產技術的轉移。

香港政府的目標是達致一種有彈性及可靠的生產能力，以迎合轉變中的世

界市場需求。黃氏表示香港的目的有別於其他新興工業國的做法。

在其他新興工業國，政府的干預為工業發展奠下了方針或至少是趨向。香港則不加以支配，而是試圖改善工業界的基礎建設，好讓企業家能推行任何產品。

黃氏表示香港生產力促進中心截至目前為止已為工業發展委員會做了兩項技術經濟研究，點出了工業結構的弱點以及其需求。其中一項研究是關於金屬及輕工程業的，另一項接近完成的研究則是有關電子業。

這兩項研究之所以率先進行，是由於兩者對於大多數其他工業均有廣泛應用的機會。黃氏指出，香港產製的每一種產品幾乎都應用到金屬、鑄模及微型處理器。

黃氏引用政府在工業發展委員會的建議下撥款改善工業基礎建設的幾個例子：

- 在工業署設立一個標準及檢定實驗室，為電氣與電子工業服務。
- 在香港大學設立研究設施，研究集成電路的裝配與分析。
- 在中文大學進行集成電路、技術性及半導體裝置的研究與發展。
- 在香港理工學院研究有關電子系統的電腦輔助設計；以及
- 在香港生產力促進中心設立一個微型處理器發展實驗室。

政府並已委任澳洲國營檢定協會就香港的產品測試實驗室的服務及鑑定水準進行顧問研究。此舉能進一步提升產品測試實驗室的地位。

工業署助理署長謝德根先生與工業發展委員會的工作有直接聯繫，他表示香港工業家是以自己為出發點，其文化背景跟日本、韓國、台灣甚至新加坡的傳統緊密團結社會有所不同。

因此，他預期在可見的將來，香港工業的提升不會像日本那樣大規模，也不會像日本那樣提供工業撥款，甚至不會有小型公司組成的聯合大企業產生以推廣一個牌子名稱。

香港政府所提供的，是工業界發展所需的全部基本成份。

工業發展委員會在成立的首兩年期間，已著手找出香港工業界的需求，不過這不能以主觀判斷，必須先找出海外市場的需求所在。

因此便有香港生產力促進中心兩份詳細技術經濟研究的出現。謝先生預期在未來兩三年間這些研究會有實質的結果。

謝氏表示該委員會第二個範圍的工作是對所有工業共通的事物進行課題研究，例如技術轉移便是其中一個課題。技術不單是轉移自海外，更有香港內部的技術轉移，好使一種工業的技術能夠轉移往其他工業之上。

謝先生說香港生產力促進中心預期在今年夏天可以完成有關技術轉移的研究。

另一個所有工業皆共通的例子是自動化的問題。生產力促進中心研究自動化需要甚麼儀器、人力與訓練之類，研究結果將於數月內呈交工業發展委員會。

謝氏指出工業發展委員會感到關注的第三個範圍，是項目研究與發展，特別著重試驗各種類別的產品，好使製造商獲得適當的技術以迎合市場需求。

香港並沒有實驗室做這類試驗。當政府認為在兩家大學及理工學院有足夠的人才與設施，便會撥款進行這類試驗工作。暫時三項有關集成電路的研究項目已經獲得撥款資助。

謝氏表示，工業發展委員會屬下一個特別小組委員會現正考慮尚有甚麼事情可做，不過沒有人對於目前做妥事情的速度感到滿意。

不過工業發展委員會須首先認識清楚工業界的需求，而該委員會又沒有現成的工業資料可資根據。最重要的，是工業發展委員會能朝著正確的方針辦事，而且先後有序。

謝先生表示，電子在現代化的社會中對每個人都很重要，因此電子儀器對工業界亦很重要。工業界沒有電子便不能推行自動化。不過，工業發展委員會希望假以時日能對其他次要工業進行研究。

謝氏表示，在所有工業發展委員會的研究當中，有一點必須強調的，是每一種接受研究的工業必須是增值的，而

且要以市場及顧客為重，否則只會浪費納稅人的金錢而徒勞無功。

他形容工業發展委員會的工作是積極的，而不是純粹就問題作出反應。委員會將香港整體的不干預政策採取一個更積極的演譯法。他說轉變中的香港工業結構須要政府更多參與，而這種需求現時正逐漸得到滿足。

香港工業邨公司總幹事苗立賢先生最近與黃錦照先生及九位本港工業家前赴加州矽谷一個研討會，尋求有興趣的美國公司與香港合資經營，將電子科技轉移至香港。

苗立賢先生亦訪問加州一些電子廠，對於電子廠內負責生產工序的工人人數之少大感吃驚。他發覺大多數電子廠所應用的組件都是轉包給外邊的工廠承

做，而電子廠本身的勞動力則以技術人才為主，負責在組件裝配妥當後加以試驗。他說他在美國參觀所見的，有很多都可以在大埔或元朗工業邨的多層廠廈內進行。

苗氏說除非香港的前景明朗化，否則一九九七的問題仍會令一些投資者卻步，不過工業邨公司每天都接到不少諮詢。

美國聯和有限公司將在工業邨設廠製造金屬與玻璃幕牆，已獲初步訂單將產品供應置地公司興建中的交易廣場。

一家英國的鈔票公司經過三年的洽商後，亦將在大埔工業邨設廠。另香港氧氣有限公司則從將軍澳遷往大埔工業邨，為工業界及醫院製造新的氣體產品。

苗氏表示兩個工業邨的地價仍然維持在每平方米925元，外面的市價則為

1,400元。工業邨內的地積比率仍限於2.5，同時在使用及轉售方面均有限制，不過工業邨提供了十分良好的基礎建設。

他認為工業家對工業邨的需求仍會繼續，除非香港的前途有意想不到的變動。不過目前工業邨公司有很多土地是須要支付利息的。為了要保持適合的批地價格，似乎有必要把部份土地暫時用作其他用途，例如臨時性的露天倉庫。

政府對於這種租地形式比工業邨公司較為熟悉，因此如果將土地交還政府作暫時性的租出似乎較佳。

苗氏指出，自工業署在海外開設四個工業投資促進辦事處以來，香港工業邨公司的工作跟工業署投資促進組有更緊密的聯繫。 □



未來設計師急切需要旅遊獎學金

香港理工學院的古太設計學院現正尋求贊助人捐款資助該學院學生出國進行學習考察訪問，作為太古設計學院的高級文憑及日後的學位課程的延續。

該學院一名外籍講師麥美蓮女士希望獲得香港總商會會員的贊助。她指出：「香港的商業命脈繫於香港對外國市場銷售產品與勞務的能力。」

「如果香港仍想在競爭性更大及更注重品質的市場上生存及擴展的話，則香港必須繼續在技術表現、設計與服務水準及價值方面改善其產品與勞務。」

「要提高產品及勞務的品質，香港必須有一些夠水準的設計師，至少要達到其他新興工業國的設計師水準。這些設計師對於外國的市場及當地人士必須清楚了解。」

她說：「太古設計學院所訓練的畢業生，有產品設計、傳達設計、室內設計與服裝設計多方面的。」

「因此他們所受的教育亦應包括對外國市場、當地人士與文化的接觸。」

麥美蓮女士解釋說，寶源基業有限公司的陳蕉琴女士、美羅實業有限公司的林輝波先生以及鑽石入口商協會已分別捐款作為太古設計學院學生旅遊獎學金之用。

陳女士一次過捐出一大筆款項，這筆款項連同所獲利息足分三年，每年送出一個產品設計獎學金，價值八千元；或分兩年，每年送出一個價值一萬二千元的同類獎學金。

鑽石入口商協會亦捐出一筆款項作為另一個產品設計獎學金之用，而林先生則捐出一筆款項作為服裝設計高級文憑課程一名學生旅遊獎學金之用。

不過麥美蓮女士指出，太古設計學院有三百五十名學生之多，所以需要有更多熱心人士送出獎學金。

麥女士表示，在香港教授設計的一個主要問題，是這裏的學生除了香港以外，對外面世界的接觸十分有限。

她說：「我們的學生很少、甚至從沒有機會看到國際性的藝術、設計、新產品與建築方面的展覽。」

「大多數其他工業國家攻讀設計的學生卻經常可以參觀這些展覽，而這些國際性展覽對於學生的教育與智慧發展佔有十分重要的地位。」

「我們的學生很少離開過香港，他們只是從影片、電視、書報、或是從他們在香港接觸到的人士之中認識到外國市場的人士與文化。」

「如果我們的學生要對他們的專業真正有所了解，以及發展他們個別的性格，則他們必須對香港以外的地方有更多接觸。」

「他們必須有機會以較廣闊的眼光去看待他們的工作與生活。在香港由於受到條件上的限制，使他們不可能有這樣的機會。」

為了解決這個問題，太古設計學院希望在所有高級文憑課程及日後的學位課程中，加設必修的外國學習考察訪

問課程。

訪問的安排應該配合課程的特別要求，在課程時間表上選擇一個方便與恰當的時間，可是在正常學期期間或是暑假期內。

兩年制課程當中至少要有一次到外國學習考察的機會，能安排兩次旅遊就更為理想，而三年制的學位課程則至少要有兩次訪問外國的機會。所有學生都應該參與，因為這些考察性質的訪問是課程的一部份。

訪問行程的安排應與課程本身相輔相承，並能使學生有機會獲得在香港不可多得的經驗，如參觀展覽、交易會、設計中心、博物館與畫廊等。

本會會員如有興趣協助太古設計學院學生擴闊視野的話，可與該學院的法偉豪先生或麥美蓮女士聯絡，電話：3-638344，內綫715或721。



旅遊可擴闊設計師的思想

有幸獲得旅遊獎學金的太古設計學院畢業生與學生對於此類獎學金有何感想呢？他們的得益有多大呢？

本刊訪問了其中三位幸運兒，一位已經投身工業界，另兩位還在理工學院修讀最後一年的課程。



現年二十四歲的朱貞蘭是一名官塘裁縫師傅的女兒。她是第一位獲得陳蕉琴基本設計獎學金的女孩子，現時在柴灣的合眾五金廠工作。她取得該旅遊獎學金後，曾在英國以北三十五千米地區一家名為歐格設計有限公司工作達十星期。

朱貞蘭表示她在英國從事了兩項工作，獲得寶貴經驗，第一件工作是為英國一間製造廠重新設計一種家庭電器的控制板圖解。第二件工作是改良一種有彈性鉸鏈的玩具外觀，以及根據該鉸鏈原理設計其他玩具。

她每週賺取十五英鎊，與一名攻讀工業設計學位課程的約克郡少女同租一層樓。她不時要與其他產品設計師一同絞盡腦汁構思設計。她的老闆則很好客，曾在家中設宴款待她。

她發覺英國的設計師對於香港很感興趣，一如她對英國感到興趣一樣。她更為他們煮中國食品呢！

她到過約克，參觀過堡壘與運輸博物館，又參觀過劍橋與溫莎堡，當然少不了倫敦的各個博物館。她希望香港能有像英國那樣的博物館，因為英國博物館內令人目不暇給，可學習的東西真是數之不盡。

朱貞蘭在返港之前曾進行為期十二日的乘火車歐洲之旅，到過比利時、瑞士、法國、盧森堡、奧地利與意大利。她對巴黎一見鍾情，但很可惜沒有時間參觀著名的羅浮宮。她說有朝一日她自己會重遊巴黎，一遂遊羅浮宮的心願。

朱貞蘭遊羅馬的時候，簡直給迷住了。她甚至喜愛當地的浴室，說它們的設計非常優美，裝置的風格整潔美觀。

此行最重要的，是教朱貞蘭認識到專業設計師處理工作的情況是怎樣的，亦使她認識到他們作為世界知名顧問的職責。此外，朱貞蘭從旅遊的見聞中增強了自信心，這是她以前從未有過的。

現時朱貞蘭在柴灣合眾五金廠的工作，是設計一款新型的燒烤爐，她的老闆希望能把這種新產品打入美國與歐洲市場。



吳順珍是陳蕉琴旅遊獎學金得主，她前赴英國近考文垂的華城，為英國最大設計公司之一——設計顧問有限公司工作。

吳順珍在該公司的第一份工作是重新設計電動攪拌器的裝嵌，第二份工作是完成一款家庭用咖啡機的設計。為了這款設計她到處逛公司找尋靈感，最後提供了一種令客戶感到很滿意的設計。

她說她令到公司的主管大為驚訝，更因有這樣的下屬而感到自豪。

回到香港以後，吳順珍為完成高級文憑課程的最主要研究項目，是自動傳送熱食品的售食物機。她說她對於自動售食物機及加熱機器感到興趣，因為她在離開任職一個時期的英國公司後，曾到歐洲遊覽，在荷蘭她見到很多不同種類及有趣的自動售食物機及加熱機器，觸發起她對設計這些機器的興趣。

吳順珍是一個愉快開朗的女孩子

。她在英國的人緣甚佳，同事還為她舉行一個意想不到的生日會，慶祝她二十一歲生辰呢！

吳順珍說道：「我從來都沒有這樣的生日會的，他們實在太好了，我禁不住流下淚來。」



廖顯名去年獲得鑽石入口商協會旅遊獎學金，去年暑假赴英國倫敦，任職於莊當奴珠寶設計公司。

廖顯名說在他加入該公司之初，他們給他進行一項小測驗，以測試他的工作能力，其後他們讓他直接為顧客工作。

他說：「我想我學到了不少東西。我原定是工作八星期的，後來卻一共工作了十星期。」

廖顯名在英國參觀了當地的設計學院與博物館，然後前赴歐洲三星期。他說他現在明白不同的文化如何各自影響他們國家的設計。

他說：「我所學到的一切曾幫助我擴闊視野，為我開拓新境界，豐富我的人生經驗以及我在設計方面的知識。」

回到太古設計學院，廖顯名在其高級文憑課程最後一年的大型研究項目，是一個流動珠寶工作間，他估計這項設計在珠寶業中將很暢銷。 □

簡報滙編

歡迎新會員

本刊歡迎二十九間公司於一九八三年二月份加入本會，成為香港總商會會員。（新會員名單詳列今期英文版）。

更正

在香港設有辦事處的澳洲康隆工程顧問公司合夥人麥智望先生指出，本刊二月號介紹香港服務行業中多家澳洲公司的文章中有兩點報導錯誤的地方。

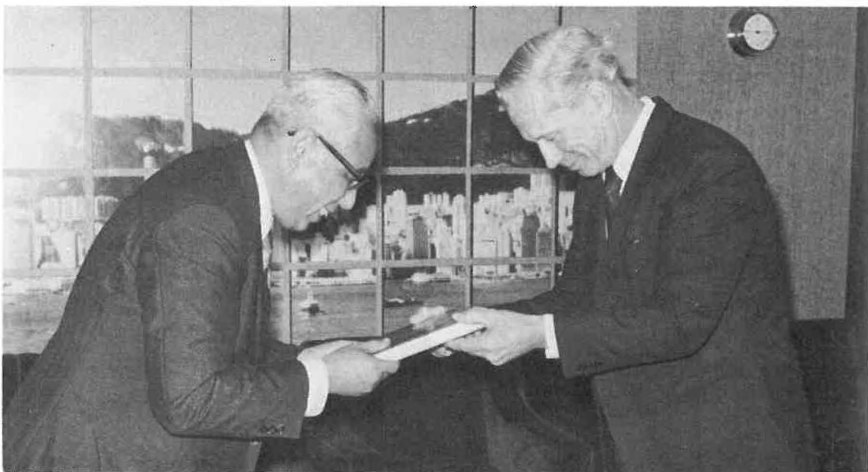
首先是康隆工程顧問公司在香港僱有四十人，而不是文中所說的二百二十人。此二百二十人之數是全個康隆機構的僱用人數。

另一點是康隆工程顧問公司並沒有為地下鐵路公司進行「可行性研究」，只是以顧問身份，為該公司其中一項工程評估投標建議。

日本山口縣一個代表團二月到港進行親善訪問及促進貿易。該團於二月十六日到訪本會，團長並致送紀念品予本會執行董事麥理覺先生。



立法局議員黃保欣先生代表本會於三月六日假黃大仙彩虹道遊樂場頒贈「好市民獎」予四十二位曾協助警方滅罪的人士。圖中獲黃氏頒獎者為十一歲的莊忠偉。他在屯門上學途中遭人綁票，但他掙脫網羅逃返家中。與此同時，匪徒向他祖父勒索六萬元贖金。警方由忠偉口中得悉有關匪徒的資料，即日稍後時間便將其中一名疑匪擒獲。



澳洲昆士蘭穀物種植商協會總會長及昆士蘭工貿團副團長當·易達先生（右起第三人）於三月十一日到訪本會。易氏與該團經理艾姆·雅豪先生獲本會諮議會及理事會會員韋頓先生、本會南亞太區委會主席伍宗琳女士及本會署理執行董事葛立科先生接待。圖中左起者為本會貿易部助理董事梁紹輝先生、澳洲駐港高級商務專員蕭朗先生、雅豪先生、韋頓先生、伍宗琳女士、易達先生、葛立科先生及本會貿易部副經理楊振榮先生。

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