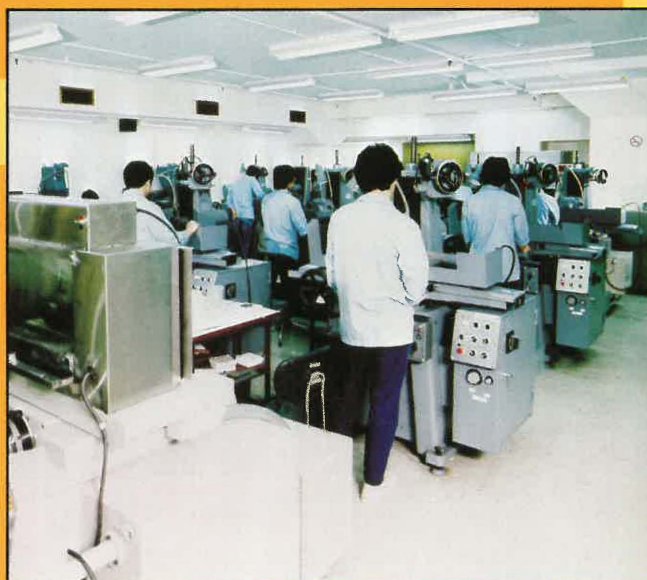
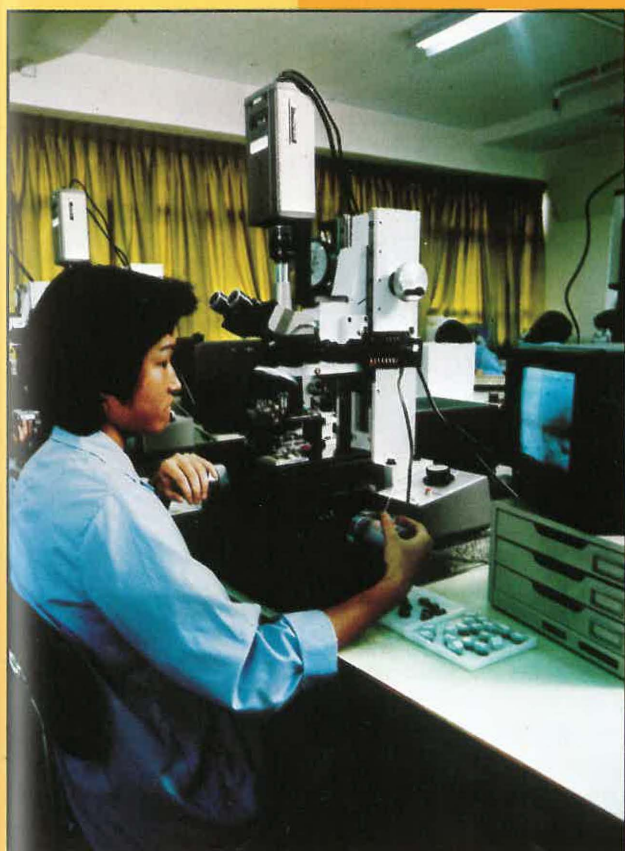


# 工月商刊 THE Bulletin

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



Diversification:  
Progress, but it hasn't  
stilled the big debate  
備受爭論的  
香港工業多元化發展





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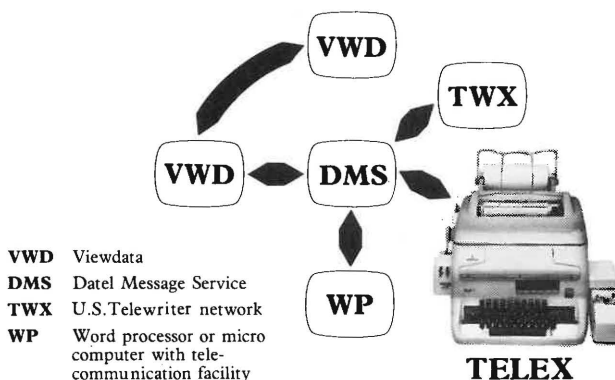
#3 in a series of informative advertisements

Viewdata is a new communications system marketed by Communication Services on behalf of Hong Kong Telephone. In this advertisement and others to follow, we focus on particular aspects of the Viewdata system, and explain how they can bring increased productivity and convenience to the office or home.

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**Q:** How does the cost of "ELECTRONIC MAIL" compare with telex?

**A:** Most favourably. A message sent via DMS can cost up to 25% less than the same message sent by telex. Equipment installation and rental charges are cheaper, too. And you can save even more by adapting

your own TV set or personal computer to Viewdata.

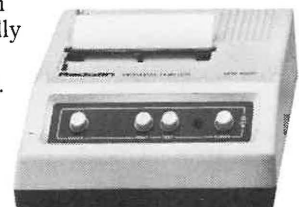
In fact, "ELECTRONIC MAIL" is so inexpensive you can even have it at home. It's ideal for urgent messages to and from colleagues in other time zones who may be working when you're at home.

**Q:** Is "ELECTRONIC MAIL" easy to use?

**A:** Very. You don't need any typing skill or training. Simple, step-by-step instructions appear on the screen to guide you. The best part is, once you've taken a few minutes to learn the procedures, you've mastered the system.

Just key in the destination code, telex and answer back numbers and the text of your message. Changes or additional text can be inserted right on the screen before your message is sent. You don't have to wait for tedious retyping and checking copy with your secretary or telex operator.

To save even more time, you can store your own telex directory, addresses and standard messages on Viewdata. The system can then "recall" that information automatically each time it's needed.





**Q: What if I need to send or receive highly sensitive information?**

**A:** Strict security can be assured when you use "ELECTRONIC MAIL". Because the system is so easy to use, you can send the message yourself. There's no need to route it through a telex operator or secretary. And you eliminate the need for copies that can be misplaced or fall into the wrong hands.

A multi-level security system assures confidentiality of incoming messages, too. Along with your system access code, each Viewdata terminal has its own unique identity number.

For further protection, you can create a secret "password" that prevents everyone but yourself from using your personal message service. And you can change your password as often as needed.

H K TELEPHONE VIEWDATA 2 \$0  
Transmit Message Reference 6628  
8513453655+INTLENC+  
MR JOHN BOSCHMAN  
001 RYT 1988 00 210383  
002 UNABLE TO ASSIST WITH BRITCHARD WHO  
IS REQUIRED ON URGENT BRIDGE  
003 ASSESSMENT WORK UNTIL LATER IN THE  
YEAR. NO OTHER EXPERIENCED STAFF  
004 AVAILABLE. CAN WE ASSIST BY  
005 1 RECRUITING SHORT TERM AGENCY MAN.  
006 2 PROSPECTING SECONDMENT FROM OTHER  
CONSULTANTS.  
007 REGARDS.  
008  
009 J L FORSYTH  
010 NNNN

#-nextframe \$#-prev.frame x00-redisplay  
1-amend 2-cancel 3-send 281 char

**Q: How do I know there's a message for me?**

**A:** Our computer contacts you by telephone and tells you! Then just turn on Viewdata in the normal way. Your messages immediately appear on the screen of your Viewdata terminal. You can also print out the information or store it for future reference.

**Q: What equipment do I need to use "ELECTRONIC MAIL"?**

**A:** To send and receive messages, all you need is a Viewdata terminal or adaptor for your existing TV set or personal computer, plus a keyboard and telephone.

There's an optional printer that allows you to make copies of what appears on the screen.

All the equipment is available from us on a low-cost rental basis, or from other suppliers in Hong Kong, and occupies minimal space in your office.



**Q: How does "ELECTRONIC MAIL" relate to the rest of the Viewdata system?**

**A:** "ELECTRONIC MAIL" is just one of the many remarkable services available in the Viewdata system. You also get financial information, the complete, up-to-date Hong Kong telephone directory, even leisure facilities.

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**Q: Is such a comprehensive system expensive?**

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Equipment rental is reasonable, too. An adaptor with an alphabetic keyboard for use with your office or home TV set is only HK\$100 per month and the optional printer HK\$50. The SONY business terminal rents for HK\$350 per month and a silent printer at HK\$150.

So you can put worldwide telex facilities, a printer PLUS access to all the other versatile Viewdata services in your office for under HK\$300 per month. Or in your home starting from only HK\$180 a month. That's low cost in anyone's book.

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Company \_\_\_\_\_ Type of Business \_\_\_\_\_

Address \_\_\_\_\_

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## Jimmy McGregor Reports...

### Membership

21 new members joined the Chamber in July increasing our total membership to 2,768. The recruitment rate is slowly picking up with a monthly average of 21.86 companies in 1983. Another recruitment campaign aimed at non-member Chamber certification services users was carried out during early July.

### Finance

The Chamber continues to maintain a sound financial position for 1983, with income from various sources somewhat above the budgeted figures and expenditure a little below. We have recorded, at this point in the year, therefore, a useful working surplus. I hope we can continue to record good financial figures throughout the remainder of the year.

### Committee Work

#### Joint Meeting of the Home Affairs, Industrial Affairs and Textiles Committees

A joint meeting was held on 18th July to consider the Employment (Amendment) Bill which proposes an increase of paid sick leave for all workers earning less than \$7,500 a month to an accumulative annual total of 120 days from the present 36 days. Subsequently, a joint submission to UMELCO was prepared together with the CMA, FHKI and the Employers' Federation asking for further time to consider the implications of the Bill in more detail. A Joint Associations' meeting with the Acting Commissioner for Labour, Dr. J. Hayes was held on 28th July and a further meeting was arranged with the UMELCO Ad Hoc Group on 29th July

at which the Associations strongly proposed postponement of the third reading of the Bill until the next Legco session in October. This would provide time for a detailed examination to be carried out by the employer organisations and specific modifications to be suggested. Subsequently, Legislative Council agreed to postpone further consideration of the Bill until October. This will allow the Chamber to consult further with the other major employer organisations to determine whether joint agreement can be reached on measures which may be proposed to the Government and to UMELCO. There is a considerable fear among employers and employer organisations that the expansion of sick leave entitlement provided in the Employment (Amendment) Bill is too drastic and could have serious undesirable effects.

#### Home Affairs Committee

The Committee met on 1st July to consider the report, "A Perspective on Education in Hong Kong". A record of the main points discussed was forwarded to the Education and Manpower Branch.

A new system of providing grants to Hong Kong students in the U.K. was investigated and a report made to Committee members. Also, a survey of opinions among Chamber members regarding the use of cordless telephones and data transmission via private networks was carried out on behalf of the General Post Office.

#### China Committee

On 7th July, several members of the China Committee and Chamber executives received a 7-member delegation from the China Council for the Promotion of International Trade - Fujian Sub-Council. Investment opportunities in Fujian Province were discussed.

#### Arab Area Committee

Committee members met on 12th July. It was agreed at the meeting that Dubai, Saudi Arabia, Kuwait, Oman, Yemen and Algeria would be appropriate countries for future Chamber trade promotional missions. The timing and itinerary of the Chamber's next mission to this area will be discussed at the next meeting, based on consideration of detailed import statistics to these countries now being collected from their respective Chambers of Commerce and Consulates.

#### Central & South America Area Committee

The Committee recommended that the Chamber should help to promote the "Expocomer '84 Panama" exhibition to be held in Panama City from 21st to 25th March 1984. Although the Chamber will not be sending a delegation to the exhibition, we shall assist participants with support services. Members also noted the frequent changes in import-export regulations in most Central & South American countries on which up-to-date information appears to be lacking. The lack of accurate trade information can cause serious problems for traders. The Chamber will seek to obtain such information from the respective Consulates here.

#### Japan, Taiwan & Korea Area Committee

At a meeting on 19th July, the Committee agreed to invite Mr. T.Z. Kim, Consul-General for Korea, to address a luncheon meeting on 21st September. Mr. Kim will talk on "Economic relations between Korea and Hong Kong". It is expected that about 80 members and their guests will attend. The Committee also proposed to hold a joint meeting with the Hong Kong



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# The Chamber in Action

Japanese Chamber of Commerce & Industry in October.

## North America Area Committee

The Committee met on 14th July. Among other items discussed were the two recent Chamber submissions to the U.S. Consulate-General regarding the U.S. Generalized System of Preferences and quota problems for mail order suits. Any member interested in seeing a copy of either of these submissions should contact the Chamber's Trade Division.

## West Europe Area Committee

Mr. J.B.M. Litmaath, Chairman of the Committee, Ernest Leong, Assistant Director - Trade and I met the Foreign Trade Adviser of the Madrid Chamber of Commerce and Industry, Dr. Ramon Amat on 4th July. Detailed arrangements for the proposed mission to Zurich, Barcelona and Madrid from 4th to 15th October were discussed. To-date, 10 member companies have applied to participate in this mission.

## Industry

An Irish Investment Seminar at which Mr. John Bruton, Minister for Industry & Energy of the Republic of Ireland, set out Irish policy towards inward investment was held successfully in the Chamber on 5th July. Presentations were made also by professional officers of the Irish Industrial Development Authority regarding investment procedures and specific prospects in Ireland. 25 executives from 14 member companies participated.

The China Traders Group was advised of Investment Projects in Shanghai and on forthcoming exhibitions in various cities in China.

## Trade

13 representatives from 11 member companies will take up individual booths at the Chamber Pavilion at the 21st Overseas Import Fair "Partners for Progress" to be held from 28th September to 2nd October in Berlin. Another 7 companies will participate in the Chamber's General Display. A briefing meeting for participants was held on 21st July.

19 companies and organisations will be taking individual booths in the Chamber Pavilion at the Hong Kong Trade Fair (Consumer Week) from 21st to 26th November to be held at the Hong Kong Exhibition Centre. Foreign participants include the North of England Development Council, Kagoshima Trade Association, the Industrial Development Authority of Ireland, and an Australian company. Additionally, 7 companies will participate at the General Display.

A proposal by the Chamber to issue an identity document for representatives of member companies travelling overseas was discussed in detail by the seven Trade Area Committees. It was unanimously agreed that such a document will be useful to members and that a fee of HK\$100 per application should be charged. The Chamber will seek advice from the Government before this document is formally introduced to members.

With effect from 1st July, the Trade Division has been made responsible for the control and development of the Chamber's computer services. A meeting with executives of COL Limited was held on 28th July to study the feasibility of using the computer to collect membership subscriptions in future.

## Student Essay Competition

Discussions were held with the South China Morning Post in regard to a proposed Business Essay Competition for local students to encourage greater interest in business and commerce among students. Rules and conditions have been drawn up.

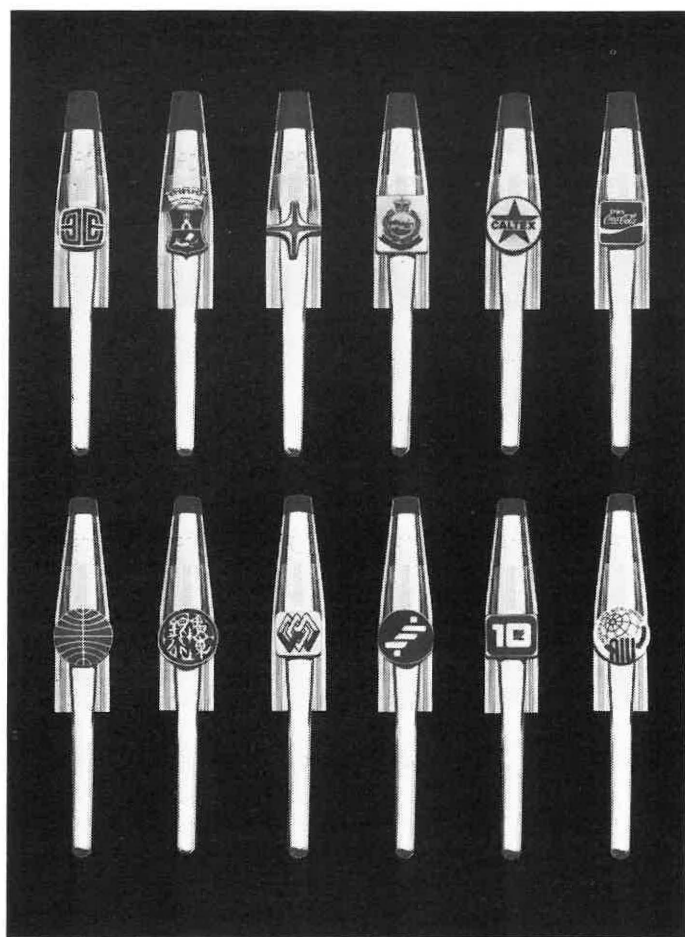
## Publications

Proofs of the Chamber Christmas cards were submitted by the printer, revised and approved during July. Members will be given two choices this year. Samples and order forms have been mailed. We hope to realise record sales this year.

3,000 copies of a revised version of the "Setting up Business in Hong Kong" pamphlet were printed. Overseas companies and individuals wishing to establish a company in Hong Kong have found this document very useful.

□





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MCA-STUDIOS

Opinions vary in the private sector about the impact the 1979 Diversification Report has had upon industry after nearly four years of implementation of its 47 recommendations.

Nobody appears satisfied but generally all seem to agree it has tended at least to focus more clearly on the basic problem inherent in how to achieve more added value and technology in Hong Kong products, given the existing structure of the industrial sector.

This is uniquely fragmented into 93% small manufacturers employing 50 or less workers and 97%, 100 or less. Only about 1,500 of Hong Kong's 48,000 factories can be classified as medium-sized or big.

Some analysts say this enormous preponderance of small manufacturers has been fighting for survival in recession. They have often latched on to producing fad items in the electronics industry, for instance, and have ignored long term planning.

They have neither the time nor the money to consider how they might improve their productivity or what technology to buy to assure through upgraded products their own profitable future in the world's marketplaces now that economic recovery has begun.

There are thus some genuine fears that if Hong Kong's small manufacturers go on marking time, rapidly-changing technology in five to 10 years' time could make them uncompetitive compared with neighbouring newly industrialising countries.

A vocal minority, as always in times of adversity, say Hong Kong ought to abandon minimum Government intervention in the free market economy. It should subsidise at least with common technological facilities, the promising dollar-earning export electronics industry that is part of the backbone of the economy, as other NICs have done.

Financial Secretary, Sir John Bremridge, in an exclusive interview with *The Bulletin*, has firmly rejected this idea. He says Government policies will remain consistent.

Government's job, he says, is to build an infrastructure for all sectors of the economy and keep taxes low so that all our people may conduct their own affairs subject

# The great policy debate focuses on electronics

to the disciplines of the marketplace.

Sir John questions whether or not other NICs are any more successful with their policies than Hong Kong is. Statistics seem to show the Hong Kong industrial sector is now recovering faster than its competitors with the economic upturn in the United States.

One thing is clear from the latest round in the great spasmodic policy debate. Industrialists who want common technological facilities for product development, etc. will have to subscribe to their cost. The Government will not take the risk out of their enterprise but it will establish an infrastructure for all that will help if they are willing to take the initiative to help themselves.

If they want guidance and advice they will have to go to the Productivity Centre for consultation or, go overseas to private consultants to help them get the added value and technological content into their new products to keep them competitive.

Hong Kong's bigger firms are already spending millions of dollars every year on consultants and on buying technology. They can afford it.

Others among the majority of small factories are also emerging to higher standards. Only some, who don't upgrade, are likely to fall by the wayside.

John Yaxley, Director of Industry, believes many, do have an interest in meeting the challenge to go upmarket. He says they are being forced into this because labour is not as cheap in Hong Kong as, say, Taiwan. He thinks those who are willing to meet the challenge are the silent majority.

He tells manufacturers not to waste time on research and development. If they want technology then they can always buy it.

Technology, he explains, can be acquired in the form of a piece of machinery, for example. What the small manufacturer then has to do is to find out how to make it carry out its functions better.

He says this sort of process had already led to some Hong Kong factories being as technologically sophisticated and as competitive as anything in the world. For the rest the basic problem is one of comprehension of the situation in which

they find themselves.

Paul Wong, deputy director and Sylvester T.K. Tse, assistant director both in the Department of Industry, outlined in the April issue of *The Bulletin* what Government is doing about developing an infrastructure for industry to help the small industrialist.

Spearheading this is the Industrial Development Board set up as a result of a recommendation in the 1979 Diversification Report. The IDB has commissioned the Productivity Centre to do two techno-economic studies to pinpoint weaknesses and needs in the structure of the metal and light engineering and the electronics industries.

The two studies, both completed, were chosen because these industries (producing stocks and dies and using micro-processors) have a wide application in upgrading practically everything Hong Kong produces.

The techno-economic report on electronics is unofficially reported to recommend the establishment of a common micro-processor laboratory to help manufacturers develop new products and processes. But, as Sir John Bremridge says, the industry itself will have to finance it if it is needed.

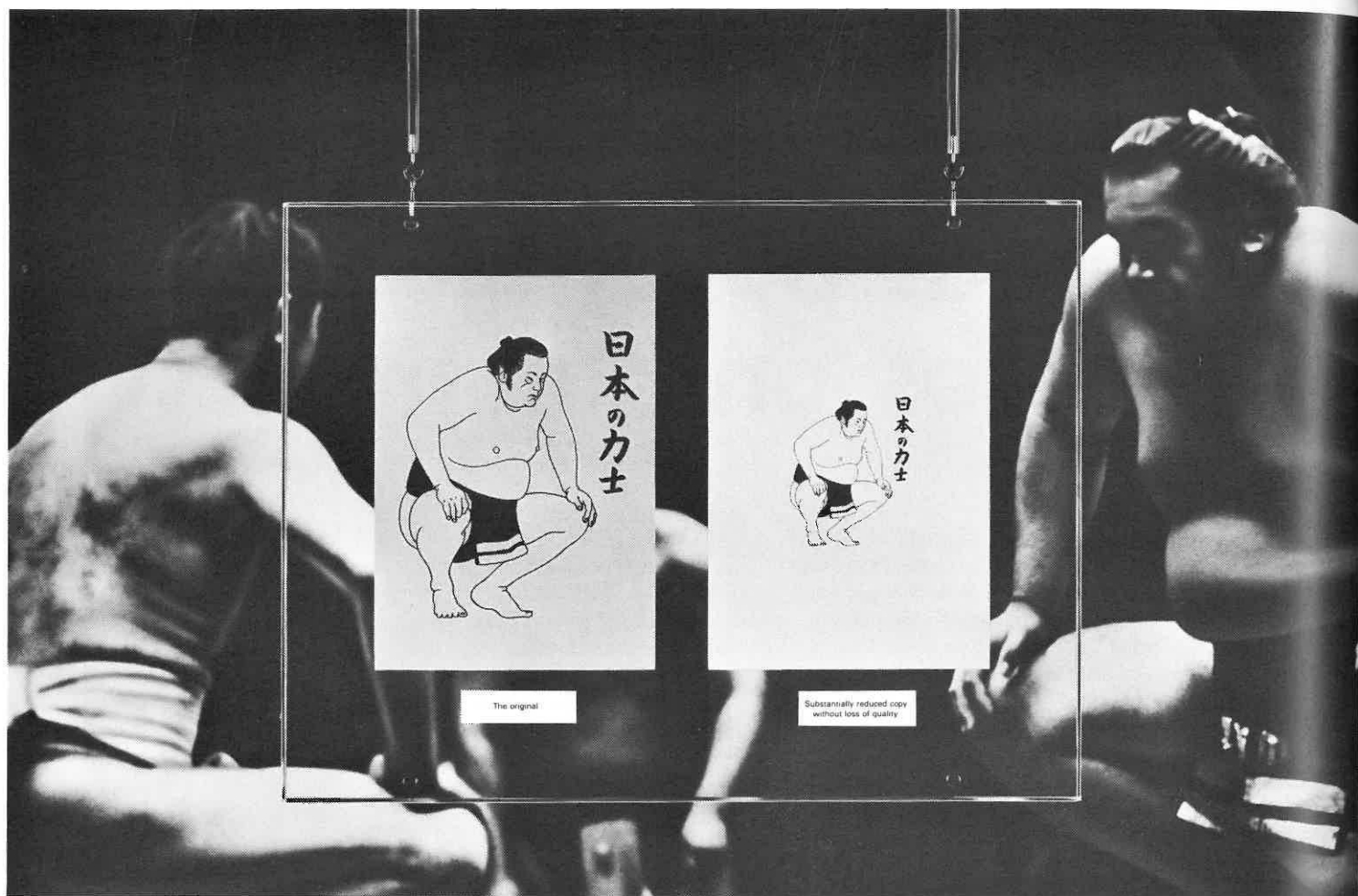
The Government, in providing the "software" for industry on which to develop, however, is funding studies on integrated circuits at the two universities and the Polytechnic.

Garments is still Hong Kong's bigger industry and main money-spinner. The industry has grown to be the world's major exporter without subsidy from the Government, though suggestions have been made in the past that it should be subsidised in various forms.

Jack Tang, the General Chamber's vice chairman, says: "I can't see our Government spending hundreds of millions of dollars to get Hong Kong into, say an (electronics) science park only to be accused of helping one or two companies. It's not on in my view."

The pros and cons of the great debate are in the following interviews with a cross-section of leading Hong Kong industrialists.





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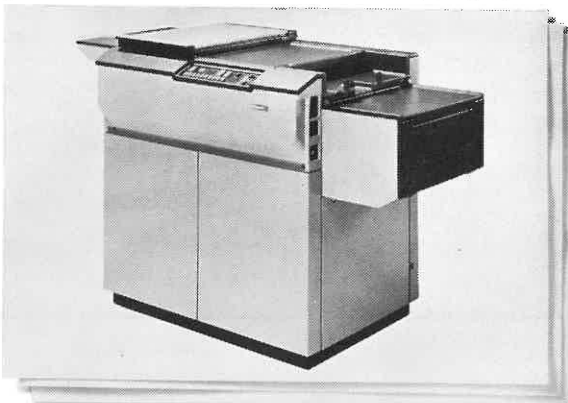
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## 'You cannot have low tax and high Government intervention,' Sir John Bremridge

The Government's current policy of minimum intervention in the economy is not going to change, despite some recent calls for direct Government support for some segments of the industrial sector, such as electronics.

The latest argument is that computer technology is evolving too rapidly for the average small electronic manufacturer. Specifically, it has been suggested Government should invest in a micro-processor development laboratory that would help manufacturers build consumer and computer products that use micro-processors. (See Page 25).

"Suppose the Government supported every industry that looked like it had problems?" asks Sir John Bremridge, who is also chairman of Hong Kong's Industrial Development Board. "It would be the most marvellous thing that ever happened.

"I don't doubt electronics has its problems but it is not our job to give direct support to any industry. Our job is to build up the infrastructure for all and keep taxes low so that all our people may conduct their own affairs subject to the disciplines of the marketplace.

"You cannot have low tax and high Government intervention. If the electronics industry believes it needs a central laboratory I see no reason it shouldn't get together and subscribe to one.

"Our main export is still garments. It would be ludicrous to subvert one segment of our export industries and not others. Our policy is obviously successful so far and I see no reason to change it."

*The Bulletin* put these questions to Sir John:

**Q.** Since the flow of a disproportionate amount of the factors of production (land, labour and capital) into the property sector has stopped, do you feel the economy is now more efficiently distributing its resources?

**A.** In Hong Kong we depend on market forces and the ordinary laws of economics. These cannot be ignored as many speculators seem to think.

**Q.** What, if any, might you regard as current distortions on the supply side?

**A.** I rely on market pressures. How can I regard them as current distortions?

**Q.** We know of one manufacturer making an important computer component. He complains he finds it hard to get lines of credit to buy raw materials abroad to expand output to meet American demand. Are the banks over-reacting to their experience in the property market?

**A.** Nonsense. Hong Kong is awash with liquidity. If this particular man has problems it is conceivable there are good reasons for this.

**Q.** Foreign currency deposits continue to grow disproportionately to local currency deposits, attributed often in part to swap transactions. Do you think these are having a deleterious affect upon the economy as a whole?

**A.** No, I don't.

**Q.** Still on the supply side, are we generating a sufficiently high growth in productivity to offset inflation and keep our manufactured products competitive on world markets?

**A.** If some don't generate sufficient productivity growth then probably they'll go bust. If they do they'll do well. The discipline of market forces is always present. Of course, it is important that productivity should improve. There are plenty of incentives and disincentives around.

**Q.** Given an almost unique industrial sector structure that is highly fragmented into 97% small manufacturers, how are we going to continue to get productivity to grow?

**A.** By reliance on consistent policies.

**Q.** Do you think industry is doing enough about energy conservation to

keep efficient competitively, like Japan has done?

**A.** It is up to industry to decide.

**Q.** Some critics suggest the Productivity Centre is pitifully funded to accomplish the enormous consultancy task in the fragmented industrial sector that confronts it in raising productivity. What is your view?

**A.** While Government must support the basic infrastructure that only it can provide, it is necessary nevertheless to control public expenditure stringently. I have no reason to suppose the Productivity Centre is not properly funded, though I have no doubt they could spend all they might be given.

**Q.** The electronics industry is reported to be having, like the United States itself, some important component procurement problems. Do you see any prospect of the electronics industry ever having the local component manufacturing back-up support that already exists in the textiles and garments segment?

**A.** Ask the electronics industry, not me.

**Q.** Despite the recommendations in the 1979 Diversification Report and the implementation of a lot of them, the great debate continues in some quarters between minimum intervention and the Government funding a science park. Some suggest an in-between word, "participation." Do you think the Government could "participate" in industrial technological development more than in providing some industrial infrastructure as it has set out to do with things like, testing laboratories, university research, etc.

**A.** The Government's policy as regards building up the infrastructure is well known as is its rejection of any specious claims for financial support for any specific industry.



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**Q.** Some say the Government is spending too much money already and might have to consider cutting back. What is your view?

**A.** It is certainly my view public sector expenditure has to be vigorously controlled. This doesn't mean cutbacks but discipline in growth.

**Q.** Besides looking into the major weaknesses in the industrial sector the Industrial Development Board has looked into where opportunities might lie in world markets for the expansion

of our exports. Where, if any, are those opportunities?

**A.** This is a matter for the Trade Development Council.

**Q.** Are you satisfied with the impact the IDB has so far had on the industrial sector?

**A.** I am never satisfied with anything Government does. It is always possible to improve.

**Q.** Where do you see the IDB's future work?

**A.** Carrying on as we are and improving every day.

**Q.** Statistics show industry is responding well in exports to recovering American demand. Does that suggest there is not much wrong with its current development in the free market environment and the GDP growth rate this year is going to be higher than you forecast?

**A.** You'll have to await my speech in the autumn, summing up our first half year. □



## What more can Hong Kong do? asks Albert Gazeley

Albert Gazeley, executive director of the Stelux Group of Companies, asks: "What can Hong Kong do about diversification that it hasn't done already?"

"We have come all the way from plastic flowers, wigs and rubber ducks. What can we do now without heavy long-term investment that would take us way past 1997? Getting into anything like heavy industry is very costly and needs very special training projects."

He says the original concept of diversification was to protect Hong Kong in its world markets. To get out of production of tea cloths and plastic flowers and into high fashion garments and electronics. To move out of the way of more competitive people coming up underneath us and upgrade our products to safeguard Hong Kong jobs.

He sees some irony in what has happened since the 1979 Diversification Report.

He says: "If you establish a financial centre then you've diversified the economy. But you have also created a reverse situation for industry.

"Powerful people with money to spend have gone into the service industries. But a strong financial centre has no grassroots in industry.

"Banking can't employ the same number of people. If you want to diversi-

fy industry then you must be talking about how to give money to the man-in-the-street, if we do not have a contented population then our money will not be worth the paper it is printed on."

"Having been here through two civil disturbances, I can speak from experience."

Albert Gazeley says: "In the watch industry we have gone all the way from mechanical to digital and then back into quartz analog. That is diversifying within an industry.

"But it's no use asking a watchmaker to produce lawn-mowers nor a lawn-mower manufacturer to make watches. They wouldn't understand one another's problems — though ignorance of each other's trade may make them wish they could change places."

### Unread !

He says he doesn't think many of Hong Kong's small manufacturers have even read the Diversification Report. He doesn't think they care.

"It's like the big debate over whether we should make nuclear energy or produce energy from fossil fuels. What does the user really care so long as he has a supply of power.

"The real worry of the average Hong Kong manufacturer employing 50

workers or less in his small workshop is that he is fighting for survival for his product. He's getting more and more competitors, his costs are going up and technology is changing faster than he is.

"Say you own your own business and you're in your 40s and technology changes twice a year. How are you going to cope?

"And what is he doing? He tends to copy rather than innovate. He has no research and development capability. He can't spare the money."

Albert Gazeley says the small manufacturer is faced with a real problem when some of the big Swiss manufacturers claim nobody can make watches like theirs, especially when their designs are not very original. Copyright is for 50 years and a lot longer life than registered design (15 years).

"But copyright was originally intended to protect manuscripts until some judge who knows nothing about industrial design included blueprints and three-dimensional objects." He asks: "Is it then surprising, when the service industries have taken hold, a lot of factory owners have diversified by selling their buildings?"

"We talk of a communication gap. I think there is an enormous communication gap between the people trying to find the fundamental need for



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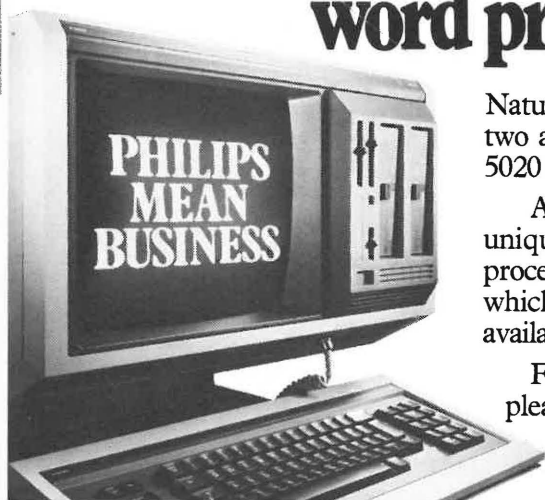


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change and those who have to carry it out.

"The small man is worrying about how to get his children to the U.K. or Australia. Who can blame him if he makes a windfall by selling his building. It's a chance to move away.

"The foundation for diversification in Hong Kong is entirely different to say Japan. In Japan they are there to stay. In Hong Kong the small manufacturer has a lot of misgivings about what he ought to do with his money.

"If he escaped from Shanghai then he has a completely different outlook on manufacturing to what he would have if he were in Japan. The situation in Hong Kong cannot be compared with anywhere else.

"Of course, they've got Government departments to really try to help. But they are basically only good for those who help themselves. I don't think the small sub-contractor gets much from that. He still depends on the main factories."

## Big Chance

Albert Gazeley says the Hong Kong boy is also looking for his big chance. With labour legislation changing almost every day he doesn't want to stay in the family business. Once the only safe way in life was to stay with father.

He says he sometimes wonders whether it is such a good idea to diversify. To move out of what you produce and give someone else your market. Or, to stay in your own market and fight for the survival of your product.

He recalls Britain's experience with motor-cycles. Germany's experience with cameras. He says the most important developments in the watch industry were made in the UK and USA but they were developed, not in Britain, nor America, but Switzerland and Japan.

Albert Gazeley says he finds it odd that Switzerland will sell watch components to Hong Kong and then prosecutes Hong Kong for trying to produce inexpensive models of the finished product.

"But the Swiss are famous for having their cake and eating it too."

Whether the watch industry will remain a wonderful money spinner or not is anybody's guess. He thinks it

will always be a good basic trade.

But, he says, the world is going through an unsteady period when traditions are breaking down. There'll be consequences, for sure — especially when profit margins do not allow for service or maintenance.

Technologically, there isn't much more that could happen to the watch. But there could be lots and lots of other ways of telling time, like the personal computer, even the cooker in the kitchen.

Albert Gazeley says one of the problems of Hong Kong manufacturers is, not diversification, but how to develop to survive. And it's not just an industrial problem. It encompasses the people and the territory.

For instance, in order to please its overseas markets, Hong Kong has to pass labour laws compatible with the opinions of their unions. This is making Hong Kong less attractive for manufacturers.

He thinks Hong Kong's diminishing attractiveness is compounded by changes in attitudes of the local workforce. They want their holidays. They want to go places and do things. They want a better environment, more education. These expectations are only natural but Hong Kong is up against window-dressing in other places. Hong Kong is sensitive to what people outside say. Singapore and Taiwan ignores them. Hong Kong jumps.

While decrying the state of affairs in the UK, Hong Kong is at the same time trying to bring about the same conditions. It is a wonderful aim but the end result could be disastrous.

Albert Gazeley says the only real way for Hong Kong to diversify would be to bring in major industries. But there is now no real basis for a lot of new investment. Why would it come is the \$64 question.

"I still maintain in the United States, the UK and Switzerland you can get better productivity," he says. For higher technology most Western countries can provide cheaper overheads.

"Take the price of land or rent, for instance. Add higher freight costs and how much more you have to pay an expatriate technologist to what he gets in his own country if he can, in fact, find employment.

"If our Government is not still promoting land speculation why is it with-

drawing sites from recent auctions?" Albert Gazeley asks. "Why doesn't it sell at rock-bottom prices? Of course, we all know why but it is a contradiction and ensures overheads will stay high."

"In the past few years 50% of our government revenue has come from land sales," he says. If land is not sold to speculators where is Hong Kong going to get the money to maintain its development?

## Higher Taxes ?

"How is it going to finance social and infrastructural development on such a low tax base for a growing population? I can only imagine taxes will have to increase in the next five years or so — at a time when UK is reducing tax. In fact UK tax is now lower than Singapore.

"At the moment I can't really see Hong Kong reducing its costs. We have the most expensive electricity in the world. You can buy a car in England and airfreight it to Hong Kong cheaper than what you can buy it locally.

"Hong Kong is pricing itself out of its markets. The 'X' factor is China. The civil service itself is so expensive, too. In order not to be accused of a racial bias our Government is giving locals expatriate terms.

"What I'm talking about is inflation. Some things are of course cheaper, likes watches, cameras and video, etc. But we all have to live here and these are not things you need for basic living.

"The supermarkets are very expensive. This affects the rich and the worker differently. The rich can afford it. The worker never had it. But there's a middleclass that is affected very much.

"There are of course quite a lot that don't care too much if China comes to Hong Kong. It could be because they won't lose too much — this would be the ultimate diversification. But I am personally very optimistic about the outcome of the Sino-British talks on the future of Hong Kong and once our long term future is established, diversification takes on a completely new meaning with large investments and training programmes becoming viable once more." □

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## A science park is not on, says Jack Tang

Mention to Jack Tang, managing director of South Sea Textile Manufacturing Co. Ltd., that science and higher technology are Hong Kong's immediate industrial future and he may well suggest you should come down from Outer Space and get your feet firmly planted back on Earth.

"I'm not saying science and technology (automation, robotics, etc.) are not important but first a lot needs to be done here on our own small piece of this Earth," he says.

Specifically, Jack Tang, who is Vice Chairman of the General Chamber, says he thinks improving productivity by systems and methods and by energy conservation remain the first important practical and immediate objectives for Hong Kong manufacturers. Automation is only part of the higher productivity process.

He explains 48,000 manufacturing firms are registered in Hong Kong of which 93% employ 50 or less workers and 97% employ 100 or less. Only 3% (or 1,500) of all manufacturers have medium-sized or big factories.

"These figures, this structure of the industrial sector, make almost nonsense of talking, for instance, about our diversifying now into bio-engineering (splitting genes) or that robotics will help Hong Kong industry in the immediate future. They could conceivably only benefit few companies.

"I can't see our Government spending hundreds of millions of dollars to get Hong Kong into, say, a science park only to be accused of helping a few. It's not on in my view."

Jack Tang, speaking entirely personally, says the 1979 Diversification Report gave birth to the philosophy that Government should help industry upgrade and encourage new technological investment.

The IDB, formed as a result of a recommendation of the Diversification Report, he would have thought had spent time considering how science and technology could be brought into

Hong Kong. The difficulty is how to convince new investment or local entrepreneurs to go into science and technology industry even if we had some local expertise in the field.

If Hong Kong is to do as South Korea and Singapore, for instance, have done then large sums of money in research and purchase of know how would be required from our Government. Sometimes Government itself invests in new industry. Yet Government's free enterprise policy in our highly fragmented industrial sector where so many small firms exist did not change with the Diversification Report.

The more positive side of the IDB deliberations Jack Tang says, has been on how to put a good housekeeping seal on Hong Kong products that would enhance their image — products like electrical goods, toys, etc.

### Quality levels

The IDB has, as publicly stated, studied the needs of industry to upgrade its quality levels and has recommended the setting up of testing laboratories, how these laboratories should be accredited, and the establishment of a design unit to help manufacturers with their individual product problems.

"I think that is the right direction," says Jack Tang. "Functionally improved products will make for better market-ability.

"In addition, I think Hong Kong should plug for two basic improvements — better productivity and more energy conservation in industry that will help Hong Kong industry keep competitive on world markets," he says.

"Specifically, what I personally would like to advocate is that perhaps we ought to have productivity centres that would help our small manufacturers build an in-house capability to achieve a practical productivity increase per man-hour.

"This can be done through the introduction of things like control systems,

methods and time and motion studies. That's the whole basis of industrial production engineering or production management.

"The studies, in the process, could indicate where a manufacturer would need new investment in automation equipment. That's why I say automation is only part of the higher productivity objective. A lot remains to be done even without automation."

"The second area where I think Hong Kong should be is in energy conservation in industry. This is where Japan since 1973 has gone ahead very deeply and stayed highly competitive despite increased oil prices. When the second "oil shock" came in the latter 'Seventies Japan remained confident and successful.

"Energy input into production output in Japan has declined more than anywhere else in the world. Energy costs to produce a ton of steel, to build an automobile, etc. have fallen dramatically and kept Japan highly competitive.

"What I think we have to do is look for common threads like this one and make sure we are moving in the same direction instead of our just talking about the introduction of higher technological industries.

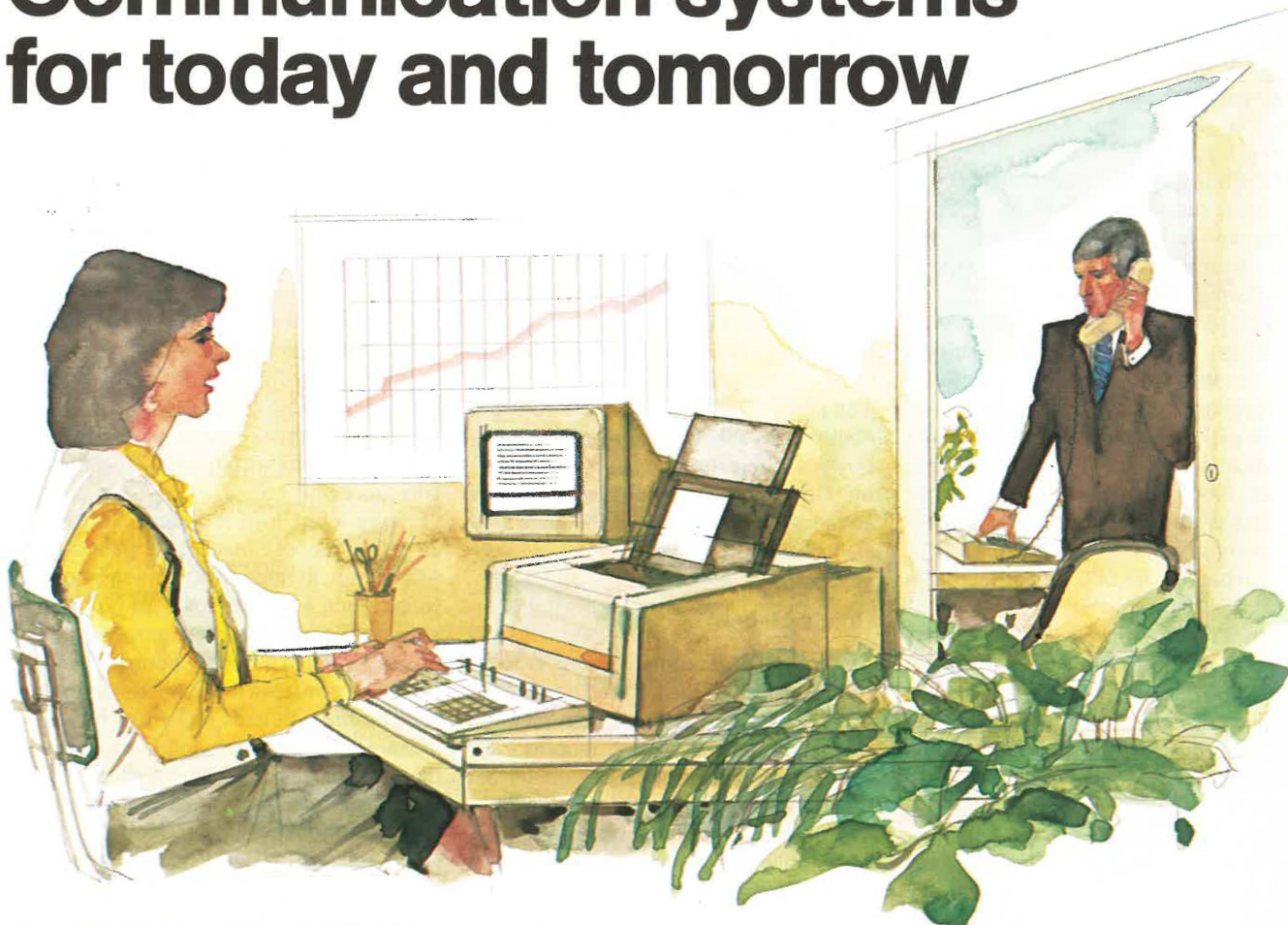
"The only way our Government can help our small manufacturers is through the infrastructure it provides, including our universities and our polytechnic.

"If, for instance, we are going to have bio-engineering then the first thing we've got to do is set up a university department to teach the subject. We would have to have well-trained bio-engineering graduates that a new industry like that would need to recruit."

Jack Tang says in his own specific field of garments and textiles there is still a lot to be done to achieve higher productivity and make energy savings in production. Throughout the 'Seventies and particularly in the past few years of heady days of easy money, labour has been scarce. ➤

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"I must say in those years it was very difficult for both management and workers to cooperate and talk about improving productivity. Yet scarce labour could be saved by better productivity and employers could then pay higher wage rates and still remain competitive.

"This is what Hong Kong needs to do and still stay competitive. The same could be applicable from energy con-

servation. But, of course, that's a narrower field. Some of our industries are not energy-intensive.

Jack Tang describes higher productivity as the desirable "common denominator" in our industrial sector. He says the larger companies in garments and textiles will be able to afford to employ consultants of international repute to help them raise productivity and save on energy.

But the real Hong Kong problem is how to provide an in-house consultancy service for so many small manufacturers. He thinks this perhaps will require publicity and encouragement from our Government.

Perhaps the Productivity Centre may be able to provide a consultancy service at a price small manufacturers will be able to afford to give them the necessary higher productivity capability. □



## Hong Kong lags behind very much, says James Wu

Hong Kong has lagged behind very much in diversifying and upgrading its industries compared with other East Asian newly industrialising countries (NIC) known collectively as the "Gang of Four" — Hong Kong, South Korea, Taiwan and Singapore.

This is the view of James Wu Man-hon, former Legislative Councillor, and Managing Director of Weatherite Industries Ltd., who is also chairman of Hopewell Holdings Ltd., a publicly-listed company with extensive development and construction projects in Hong Kong and China.

"I believe the other NICs have developed a much broader industrial base than we have," says James Wu, himself a graduate and experienced engineer who currently serves as chairman of the Hong Kong Metri-cation Committee, chairs the working committee on industrial development in the Hong Kong Japan Business Cooperation Committee and sits on the Trade Development Council.

"For example, these countries make and supply their own components for their fast growing electronics industries and produce some petrochemicals, such as plastics and natural fibres. It seems they have also achieved viability in the production of ferrous and non-ferrous metals," he says.

"I think they have really begun to accelerate their development of higher technology products, such as automobiles, electric appliances, computers, advanced machine-tools, robots,

etc. All these things have been done with the blessing and assistance of government agencies, particularly those especially set-up for the purpose of furthering such development.

"Of course, they did not start doing so yesterday. They began some 10-15 years ago, and are now beginning to pay rich dividends."

### Participation

James Wu, who for five years (1975-80) was Chairman of the Hong Kong Federation of Industries and is now an Honorary Life President, says: "We in Hong Kong, on the other hand, have been practising positive non-intervention to the extent of restraining from active Government participation in many worthwhile projects. I still maintain that active Government participation, directly or indirectly, and as distinct from intervention or direct subsidy, have been evident in every successful growing industrial economy in modern countries. In any case Hong Kong is decades away from the over-regulated and over-interfered situation as complained about in the UK and USA, for example. Properly done, even controls and regulation can be good, like in Japan.

"I think the Government here has been spoiled by the apparent success in past years of the Hong Kong economy, by way of trade, finance and real estate, etc., whose prosperity could only be traced to a steady grow-

th of the manufacturing industries. It does not appreciate that, indeed, we are now at a very different and crucial stage of industrial development as compared to our humble beginnings in cottage industries by our early entrepreneurs who were able to cater for themselves to a large extent in the post-war light-industry consumer products markets, and for the then apparent lack of competition from the lower wage territories.

"As industry develops into the more advanced stage, there is no getting away from it that Government has to participate and co-ordinate, channeling more resources into industrial development by providing viable land, the trained manpower, an adequate infrastructure and, of course, a healthy investment climate."

James Wu, who is an Honorary President of the Chinese Manufacturers' Association, says "infrastructure does not mean only roads, harbours and piers, power, communications, etc. but also many financial, technical and technological facilities other NICs have provided that Hong Kong hasn't." And he says "the Hong Kong infrastructure should include a financial sector with a lending system that could properly assess the potential opportunities, and provide venture capital that enables industrialists and entrepreneurs to start manufacturing viable advanced products.

"After some 20-30 years of what appears to be successful industrialisation



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Jimmy McGregor 5-237650 or  
Ernest Leong 5-237177 ext. 24

in Hong Kong, stocks of companies engaged in manufacture are still few and far from popular on our stock exchanges. The reason is that they are not of a speculative nature, and people, because of ignorance, are afraid to touch industrial stocks and things technical. For the same reason we also need more technocrats in our administration.

### Long-term Loans

"There's no long-term loan at favourable interest rate granted to industrial firms. Graduates and personal talent usually goes to jobs in government agencies, financial institutions and real estate firms. These are the employers able to pay higher starting salaries, as they do not have to compete in the export world market.

"Everybody in Hong Kong is going for the quick buck. Prospects for technical people being trained and developed to take over industrial development are not particularly promising as there is so much job hopping that they hardly learn. I find these signs very worrying, particularly when every one is saying Hong Kong's future lies in its industrial development."

However, James Wu says he is not really pessimistic about Hong Kong's future. But he does feel he should point out the situation that to him seems prevailing.

"However challenging that may be, there are," he says, "solutions to Hong Kong's current problems. Particularly, since some people have, indeed, learned from the recent boom-and-bust in the property and financial sectors.

"At that time, too much needed resources of our economy were diverted to these sectors of highly speculative nature at the expense of the healthy development of the industrial sector. As it was, it was difficult enough to start new industries in Hong Kong for the lack of a protected home market, not to say having to compete for expensive land and talents," he says.

Elaborating that he is not really pessimistic, James Wu says: "The industrial land problem happily no longer exists. There is a good supply in the private sector and Government's industrial estates are supplying all the needs that can be anticipated for some time.

"I still support the Industrial Estates Corporation idea at Taipo and Yuen

Long. I advocated the Corporation's establishment years ago and I am sure it will be popular again when the investment climate improves."

Bankers are also waking up that after all, factories are proving to be better and safer bets than speculative real-estates, stocks and shares commodities and finance deals.

On high level manpower for industry, James Wu says: "I feel there should be a great deal more cooperation and inter-relationship (cross-fertilisation) between our higher educational institutions and the industrial section. This seems to me to be lacking at the present time, and hardly helps to adequately prepare graduates for working in industry, or for professors and lecturers to study and help solve technological and managerial problems in industry. Such are in fact fertile grounds for applied research, or for master and doctoral degree studies.

"I believe the initiatives to remedy this situation should come from the Government, our universities and the Polytechnic as well as from the industrial sector itself if applied research and industrial techniques, appropriate to Hong Kong's particular requirements, are to be efficiently pursued. Whilst this work is done in Hong Kong by the Productivity Centre, it is pitifully limited because of the lack of funds and organisation, compared to those been pursued in a fast-accelerated scale by the South Korean and Taiwan authorities where impressive science parks and technological institutes are aiming to match similar set-ups as in the Silicon Valley in USA.

"The Government appears to think that by courting overseas investors in local industry, they will bring new technology. This can also be expensive, and has its time lag, as it takes time for closely guarded technology to filter through.

"An alternative would be to assist and coordinate our own development for technology appropriate and as urgently needed by our own industries, as I have suggested.

"Years ago I proposed that there should be a Hong Kong Research Council set-up with modest initial Government funding as a catalyst. Subsequent projects could be financed on a joint basis by contributions from interested parties and/or from the sale of the results of the Council's relevant research and development work.

"I also proposed that students, on first

graduating but lacking practical experiences in the industrial field, ought to be able to further their studies in a practical environment in our factories with Government funding part of the cost. This I suggested should be in the form of a supplementary grant which I called 'Industrial Scholarships.'

"I thought these scholarships would get over the difficulties some graduates might experience, coming from poor families and having of necessity to choose jobs with higher starting salaries though those jobs would not be their own personal aspirations, and provide little opportunity to develop what they have initially studied.

"I am very glad to know this scheme is going to be introduced by Government," James Wu says with a smile.

He goes on: "My view is that I would like to see the Government and our financial institutions taking the lead, publicising and emphasising that, whatever comes, Hong Kong's future can only be assured if it has a viable industrial economy.

### Indispensable

"This will provide jobs and opportunities for Hong Kong's growing population in the manufacturing industries, as well as in the service industries in trade, finance, consumer retailing and personal services, because of the high consumer spending power a viable industrial economy will generate.

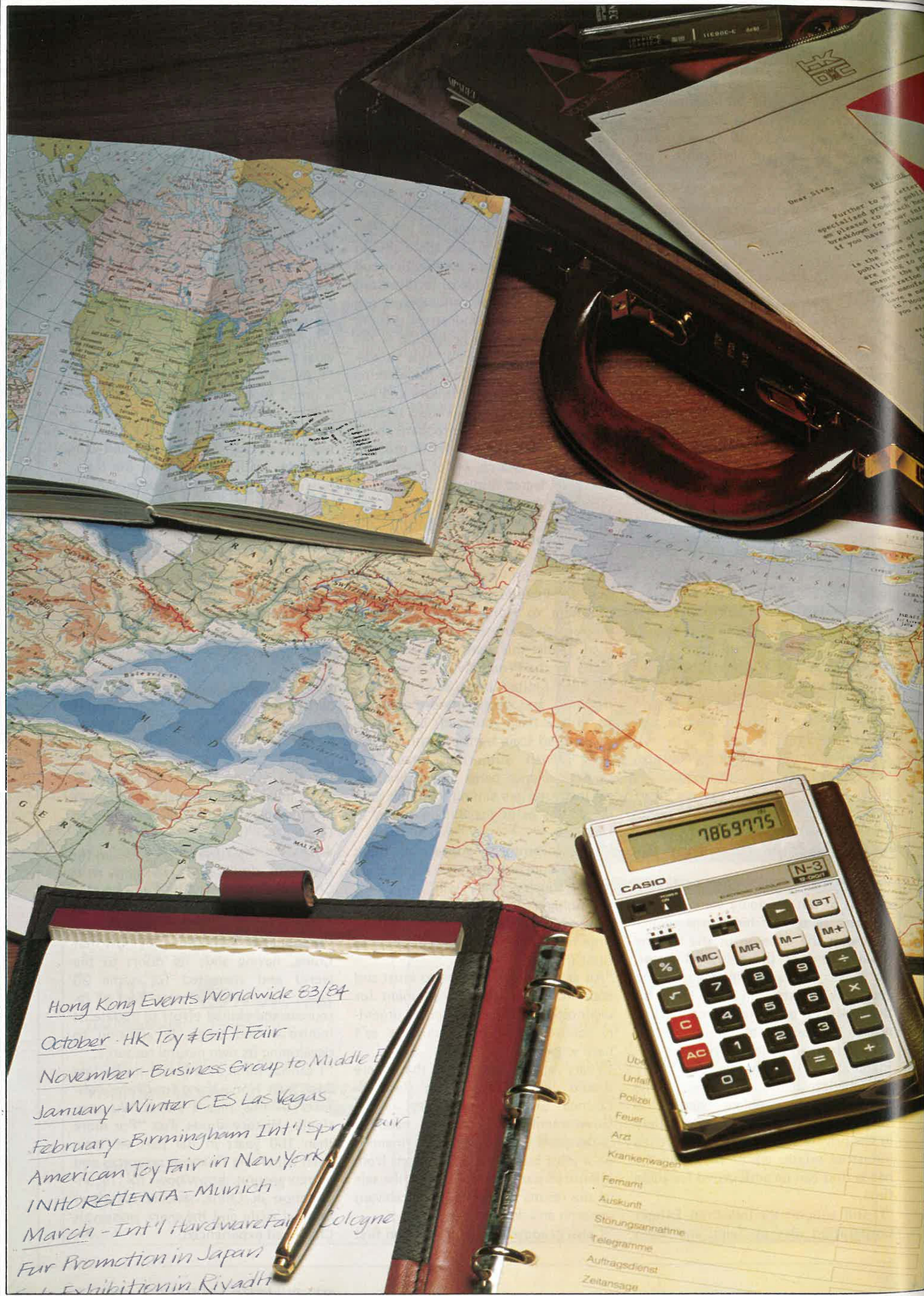
"It also ensures prosperity and stability, making Hong Kong's status-quo highly valuable if not indispensable to China.

James Wu describes Hong Kong's prospects of doing more business with China as "never brighter" and he sees these prospects as a positive advantage to Hong Kong.

"It should be well-known by now that China, having shut its doors to the world and stagnated for some 20 years, now needs a great deal of resources and skilled effort to update its industries and trade, in addition to developing its own natural resource.

"I cannot think of a better supporting base than Hong Kong for China's efforts in this regard" James Wu continues. History shows that "For more than 100 years in the past we have been supplying financial resources and entrepreneurial know-how for reconstruction in China, despite (or after) internal strife and the many upheavals China had experienced. ►





Hong Kong Events Worldwide 83/84

October - HK Toy & Gift Fair

November - Business Group to Middle E

January - Winter CES Las Vegas

February - Birmingham Int'l Spring Fair

American Toy Fair in New York

INHORETIENTA - Munich

March - Int'l Hardware Fair Cologne

Fur Promotion in Japan

Exhibition in Riyadh

Über  
Unfall  
Polizei  
Feuer  
Arzt  
Krankenwagen  
Fernamt  
Auskunft  
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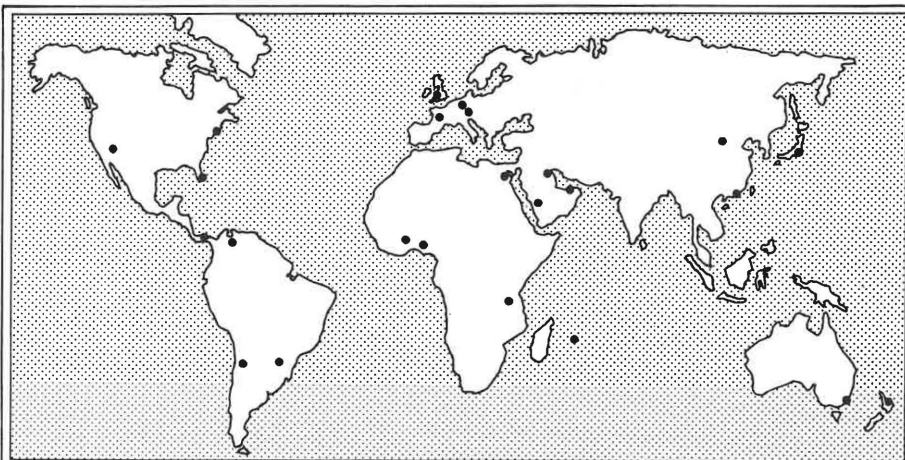


# How to discover Hong Kong all over the world.

**I**t's a lot easier than you think. Throughout the year the HKTDC organizes overseas trade visits and Hong Kong participation in many major international exhibitions.

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The HKTDC has all the right overseas contacts which enable Hong Kong business to expand



## Some Upcoming Hong Kong Trade Promotions 1983-84

**October** Hong Kong Toy & Gift Fair, Exhibit in Dubai

**November** Business Groups to China and Middle East

**January** Las Vegas Winter Consumer Electronics Show

**February** Nuremberg Int'l Toy Fair, Birmingham Int'l Spring Fair, INHORGENTA-Munich, New York American Toy Fair, Frankfurt Int'l Spring Fair, Business Groups to China and Middle East.

**March** Cologne Int'l Hardware Fair, Sydney Int'l Fair, Pret-a-Porter in Paris, Business Groups to Japan, Africa and Latin America.



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"The present situation is a case in point.

"Many Chinese corporations and agencies, both old and newly-established, have or are setting up offices in Hong Kong not just to distribute China's products but to promote investment and to introduce new technology and know-how into China to update their products and manufacturing facilities.

"This work is expected to go on for

decades under China's 4 Modernisation Plan.

"The cultural gap created by the strife in China in the past couple of decades also makes the type of know-how and expertise in trade, technology entrepreneurship and management that Hongkong industry possesses very much in demand.

"This can be judged by the fact that so far most foreign investments joint-ventures, compensation trade

and other developments are by Hong Kong businessmen. But we do need to pursue higher achievements and update our know-how as we progress. In short, we also need to replenish our stocks in trade with more sophisticated products and better technology to advance our position."

"This, as I had said is both a challenge and an opportunity for Hong Kong industrialists," James Wu concludes. □



## Only 3% are doing all the micro-processor application, John Pang

John K.M. Pang, director and general manager of Conic Investment Co. Ltd., says one year's change in the field of micro-processor technology can be equivalent to a life time's change in other industrial fields. But only 3% of Hong Kong's electronics manufacturers are doing all the local application of this technology.

He says Computer Aided Design (CAD) and Computer Aid Manufacturing (CAM) are being used in the United States, Europe and Japan for two or three years. In Hong Kong CAD/CAM has hardly begun to design new products and manufacture them.

Firms like Conic, he says, spend up to \$10 million a year to get consultants to help with product development and, using their own brand name, to help create world demand for Hong Kong products. But all the electronics products Hong Kong makes are no more than 1% of what the world produces.

John Pang, who is a member of the Electronics Training Board, says unless the vast majority of the smaller electronics organisations in Hong Kong that are the backbone of the industry begin to take a serious part in micro technology applications the industry will forever remain fragmented and unable to accumulate experience, knowledge and capital.

It will soon become a nonentity in the highly competitive international marketplace.

He says the Productivity Centre is good, for instance, at metal and printed circuit boards. But design is becoming very complicated and the Productivity Centre's capabilities need to be extended.

John Pang advocates the Productivity Centre's expertise should be hived off and expanded into a laboratory that could help the small manufacturer in electronics. The laboratory should be at international level and comparable with what Taiwan, South Korea and Singapore have done.

### Researchers

In these places, he says, hundreds of researchers are employed. These laboratories are Government funded and subsidised to meet costs that are far beyond what the small Hong Kong electronics manufacturer can afford.

Such a laboratory could do the market research, advise industrialists and direct their own ideas, bringing new marketable units into reality.

For example, if the laboratory existed today it would be able to advise manufacturers to forget the 8-bit micro-processors and get into the coming marketable 16-bit computer. This type of advice was now unavailable in Hong Kong yet it was that sort of guidance that industry, fragmented into so many small producers, needs.

John Pang says he thinks if Hong Kong wants to play an active role in a global

sense in the rapidly changing micro-processing industry it should have had such a laboratory yesterday.

"The hat is too large of our small manufacturers to wear today," he says. It could cost the Government HK\$10 million to set up a laboratory to international standards.

"We would have to employ engineers and researchers recruited overseas and locally. Actually, if it were done right the laboratory could be self-financing. It could ask for a royalty on what it successfully produces for manufacturers in addition to a fee.

"This is not just a hat-in-hand project. It could avoid costly duplication. It would not just eliminate waste but make Hong Kong more competitive at a recoverable cost the small manufacturer cannot now afford.

"What inhibits him now is not so much the intrinsic cost but the upfront risk money. If Government initially subsidises the upfront risk then more people would get involved and a lot perhaps make a fortune.

John Pang says now all the small manufacturers can get involved in is consumer electronics products like video games, industrial controls, feature telephones, dialers, modems and security devices. In the next two years local production will be in the same direction.

Unfortunately notwithstanding such favourable advancements in technology and movements in price a sense of

urgency is non-existent. Small establishments are still doing their own thing, hopping from one faddish product to another until they lose their foothold and then call it a day.

He says he doesn't think the industry's problems are going to be solved by just growth in productivity. This is something the big boys can do but the little one, no.

"While he's trying to move up one gear he's going to lose his business and have to come down a gear again. The big boys don't have the contacts with the small man to understand his problems."

John Pang says Hong Kong's electronics industry is in a crisis. The systematic approach towards the development and application of micro technology as an industry is obviously beyond the capacity of individual organisations. Yet without Government support we shall not be able to survive. It is now a matter of top priority for Government

to formulate an industry support policy and to create an atmosphere conducive to the formation of technology-intensive enterprises.

"In my opinion a technology development laboratory is urgently needed and this facility will require funding from Government. Given the right environment micro-processor technology will not be the exclusive territory of the big boys nor the never-never land of the small. It is simply a technology necessary, exciting and profitable to be exploited by us all."

John Pang says gradually it is becoming easier to get contracts for Hong Kong electronics manufacturers provided they are producing the right product. Hong Kong is still doing better in electronics consumer goods than the other newly industrialising countries. But not in micro-processors and it will eventually be left behind unless it gets into CAD/CAM.

Conic, says John Pang, has its own

company in the United States to market its own brand name products and will soon open another in Europe. In other major countries its products are marketed by agents.

He says Conic prefers this approach.

"It's like driving your own car," he explains. "Not only are you creating your own demand you can increase or reduce your own prices to meet demand. You're not just sitting back and letting somebody else determine your future."

He says with Hong Kong producing less than 1% of world supply in electronics products the volume is too small to be noticed by protectionists, except for watches. Nevertheless, he's not so sure about 1984. He thinks TV colour production may then attract some attention and there could be quotas.

But he quickly adds, he's only guessing. □



## Government should work in parallel, P.Y. Wong says

Hong Kong's private sector industrialists and the Government should work in parallel to improve productivity and product development, says Mr. Wong Po-yan, Unofficial Member of the Legislative Council and chairman and managing director of United Oversea Enterprises Ltd.

He appeals to industrialists to see the importance of the application of higher technology in Hong Kong's highly fragmented manufacturing sector where the great majority are small factories.

He thinks if Hong Kong neglects the greater application of higher technology in the next five to 10 years then it will be very much behind neighbouring countries in its competitiveness.

He believes industry must spend more on research and development applications and the Government can continue to help with infrastructure facilities not seen to be stuck with old policies.

Mr. Wong sees the idea of establishing a central laboratory for the electronics industry to help small manufacturers with product development as a complicated idea. But the problem for the small manufacturer does exist. The Government should recognise its seriousness and take some action before it is too late.

He believes since the 1979 Diversification Report both the Government and the private sector have recognised the need for the implementation of its recommendations. However, there are internal and external problems facing the small manufacturer that have to be overcome.

Domestically, the problem is structural rather than particular. Hong Kong has too many small firms. Competition is so keen between them that they don't have the time nor the money to do long-term planning.

The struggle for survival, Mr. Wong thinks, forces them to concentrate

on day-to-day profit and loss. Little thought is given to R and D applications even among aggressive industrialists eager to re-invest in equipment and facilities.

Some of the bigger companies still spend very little, or nothing, on R and D. Some may however do it if it could be shown to be more immediately profitable.

### Diverted Resources

Mr. Wong says the boom in real estate has also militated against development into higher technology. The price of real estate has been so attractive in the past few years that even some financially sound industrialists have diverted their resources, not into higher technology and product development, but into property development.

He concludes these internal factors, militating against improving productivity and product development since



the Diversification Report, have resulted in the contribution from the private sector being very small indeed. At the same time domestically the Government says it shouldn't spend the taxpayers' money to benefit a specific sector but instead should spend on the welfare of the whole community. Therefore, though in the past two years the Department of Industry has set out to help with new infrastructural facilities, the whole result has so far been very small.

Mr. Wong says in these circumstances the total internal result has not been very satisfactory.

Externally, he also sees factors militating against higher technology development. Hong Kong, he says, depends too much on its exports and

its policy is always affected by the world economic situation.

Recession has increased competition among exporting manufacturers who have faced many new problems. Their main activity has been diverted to coping with these, thus reducing interest in R and D application.

Hong Kong, Mr. Wong says, depends very much on what other people have managed to do. One of its fundamental problems is that it tends to do only what others have produced.

Nevertheless, he thinks it's fair to say something has been done about higher technology in industry, especially in electronics where he thinks there has been some breakthrough.

Some firms have successfully established themselves in higher technology

and have achieved profitable results. This can be seen in the telecommunications equipment Hong Kong is now producing. There are now many sophisticated kinds of new telephone systems being manufactured, for instance.

There are also some outstanding performer producers in television and in other sound and visual products. Some computer-related industries have, in addition, established good foundations in both software and hardware.

If these firms can maintain their aggressiveness and spend more on R and D product development they could help make Hong Kong industrial future look brighter. □



## A developer gets into computer peripherals

Explaining the boom-and-bust in the property market, a Hong Kong banker, said recently that whenever real demand is experienced and returns are high the Hong Kong economy is usually very efficient. This is reflected in the rapid development of computer related industries.

Because of the turn of tide in the property market caused by the global recession and the 1997 dilemma, Clifford L.K. Pang, president of Lafe Computer Magnetics Ltd. at Kwun Tong, a Hong Kong entrepreneur who began with Lafe Enterprises Ltd. as a civil engineering contractor and property developer, has now diversified into electronics, producing a vital high quality component used in all computers.

Clifford Pang says he decided to diversify into the industrial sector in 1981 but nothing eventuated until August 21, 1982 when Lafe Computer Magnetic Ltd. began as manufacturer of computer magnetic recording heads for the booming computer industry in the United States. He got together a good team of technical people, headed by Kenneth C. Chow, a friend for 22

years, who is an electronic engineer trained in the United States. They decided to produce the heads in the drives that read and write the data stored in every computer.

Clifford Pang says Lafe Computer Magnetics Ltd. invested the best part of \$50 million for the business. At the beginning, potential customers from the United States came and inspected the factory before asking for prototype.

"When we did make the prototype successfully we began obtaining orders which have been gradually increased through our production of consistent quality products, the first delivery of which was on October 15, 1982."

### Award

"Though in operation for less than a year, we have just received the 1983 Vendor Excellence Award from the flexible disk drive division of Magnetic Peripherals Inc. in recognition of our performance in supplying quality floppy disk recording heads. Magnetic Peripherals is a subsidiary of Controlled Data Inc. And our clients are all

original equipment manufacturers."

The magnetic recording head is a vital part of the floppy disk memory system which provides a low cost, random-access memory for every personal computer. Most require two disk drives each having two heads.

Clifford Pang explains he is not experiencing component procurement difficulties. He says he makes all his own components from raw materials which he imports from Japan and the United States. He uses all his own components on his assembly lines. His component production division fully supports his assembly lines.

But isn't Clifford Pang's single product likely soon to become obsolescent in the rapid technological development of the computer industry?

Clifford Pang's answer is that there won't be a new product for five or more years. But when the product does change he'll be producing that, too.

"We deal with the leading manufacturers in the U.S. and anytime they produce a new design and need a prototype they come to us to make it."

"We have our own research and de-



*Mr. Jeff May, General Manager of Control Data Corp./Magnetic Peripherals Inc., Oklahoma, U.S.A., presenting "1983 Supplier Excellence Award" to Mr. Clifford Pang, President of Lafe Computer Magnetics Ltd., Hong Kong, on July 19, 1983, at Lafe's Kwun Tong facility.*

*(Seen from left to right : Mr. C.F. Lam, Operations Manager of Lafe; Mr. Clifford Pang; Mr. Jeff May; Mr. Kenneth Chow, Executive Vice President of Lafe)*

velopment department to do just that, solving all production problems. Thus, we are confident we can keep up with any new technology because our U.S. clients will come to us for our high-quality standards."

Clifford Pang (43) originally from Hong Kong, took his civil engineering master's degree at McGill University, Montreal, Canada in 1963. For two years he did design work with a Vancouver Engineering consulting firm. Then he joined the Federal Government in Ottawa, designing bridges, dams, roads and highways. He returned to Hong Kong in 1969.

He worked for a local property developer for three years before incorporating his own company, Lafe Enterprises Ltd.

He still does civil engineering construction jobs. The main projects have been site formation, roads and drainage works at Fairview Park, Yuen Long and Hong Lok Yuen, Taipo.

Clifford Pang says Lafe chose this product because it required high technology which they possessed, thus avoiding too much competition.

He says the magnetic recording heads are the most difficult item to make in any computer which cannot operate without them. Production involves about 30 processes and is highly skilled-labour intensive.

Hong Kong, he says, has a relatively abundant labour force. The U.S. has the technology and Japan has the raw materials. This, he thinks, is an excellent combination.

"Labour is not cheap in Hong Kong," Clifford Pang says. "But Hong Kong workers are good with their hands and are more responsive to instructions than many other Asians. This makes our product cost-efficient and the current proven disk memory system is not going to be replaced for at least another five years."

He says he read an enormous amount

of technical data and exhaustively studied the market before deciding to go into production. The trend is, as time goes on, that every commercial office will require personal computers. Sooner or later personal computers will be as popular as calculators, he predicts. Personal computers have two drives just like any other computers and most of them require two magnetic heads. The cost of the heads is about a third of the total cost of each drive.

After about a year in business, Lafe's output has reached approximately US\$30 million. Clifford Pang wants to produce US\$50 million next year. He says he has been offered orders for even more. He began with one floor of a multi-storey Kwun Tong industrial building. Now, he has expanded to two floors with tendency for further expansion. Each floor is 23,000 square feet. At present, he is employing 1,000 workers in two shifts. ■

# A 10% real growth rate this year in exports to the U.S., says Ernest Leong



**E**rnest Leong, assistant director for trade at the Hong Kong General Chamber of Commerce, expects Hong Kong's domestic exports to the United States to achieve a 10% growth rate in real value in 1983. And, he says, he would not be surprised if domestic exports as a whole this year register a real-term increase of 7-8% over the depressed 1982 recession-hit figures. Though the export-led industrial sector of the Hong Kong economy accounts for less than 30% of gross domestic product, annual domestic export growth has historically always been the best indicator of total annual GDP growth. Dollar-earning domestic exports are the pace-setter in the bigger services sector.

Ernest Leong, therefore, thinks it would hardly be surprising if the Financial Secretary, Sir John Bremeridge, again revises upward in his next quarterly economic report his original forecast for fiscal 1983-4 GDP growth. Sir John said in his budget speech last February he expected the economy to grow by only 4% but he has already once revised that figure to about 6%.

Ernest Leong says Hong Kong's domestic exports growth this year is going to come almost exclusively from North America and Western Europe. North America in 1982 accounted for 40.8% of Hong Kong's domestic ex-

ports and Western Europe 28.5%.

The value increase in domestic exports to the US in the first five calendar months of this year is 21%. This, says Ernest Leong, means Hong Kong has already attained a 10% increase in real terms to the US, compared with 9% for Hong Kong's total global export trade. In 1982, the US accounted for 37.6% of Hong Kong's total domestic exports. All key economic indicators there point to a gradual but steady and healthy recovery, such as cars and housing starts. And President Ronald Reagan has been able to revise upward his forecast of gross national product growth from 4.7% to 5.5%.

## Incentives

The reduction in oil prices and relatively stable interest rates in the US, he says, are providing longer-term incentives to American industry for new investment and expansion of existing investments. This is generating confidence among US consumers. No longer afraid of losing their jobs, they are beginning to buy again. Retail sales have already picked up substantially.

Thus, the import figures for the US in May reached US\$28 billion, the highest figure since August, 1982. The prospect is clearly that this trend will continue upward and the recovery will not be temporary but sustained longterm.

Ernest Leong says this means Hong Kong's domestic exports to the US can be expected to continue to grow. And this forecast is supported by lengthening order books throughout the industrial sector. Most big factories have at least three months' orders on hand and some 7-8 months.

Confirmation, he says, is also coming from the garment industry in a much

higher quota utilisation rate. In some "hot" categories there is already shortage of quota.

The General Chamber's own Certification of Origin Branch also provides evidence of the improving trend. Certificates of Origin issued to exporters showed a big jump in recent months reflecting domestic exports are continuously increasing.

Ernest Leong says Hong Kong's best markets this year in Western Europe will be West Germany and the United Kingdom.

This year the West Germany economy is forecast to achieve an 0.5% growth in GNP and unemployment in the labour force in June was 1% lower than in May and now stands around 7%. The D-mark is stable and considerable orders are flowing into Hong Kong manufacturers.

Hong Kong's exports to West Germany were 6% up in the first five months of this year which is a very real improvement on the negative growth of the second half of 1982.

Ernest Leong says his feeling about the United Kingdom is that the Thatcher Government has succeeded in keeping inflation down and the Tory landslide victory in the recent election will mean it will be able to carry through its economic policies.

It might have been difficult for Hong Kong if Labour had won, resulting in Britain's possible withdrawal from the Common Market and the imposition of more stringent restrictions on imports to satisfy strong labour unions. Labour might have put the UK's gradual economic revival at stake as well as depressing exports from the whole Far East region. But Mrs. Thatcher's win means continued international confidence in her economic policies. Statistically, Hong Kong's domestic



exports to the UK for the first five months of this year showed a negative growth of only 1%, which is the lowest negative growth rate for quite a long time. But now consumer spending in the UK is hitting new highs and it could result in increased orders for Hong Kong.

Ernest Leong thinks recovery in other EEC countries is relatively remote. In France GNP is forecast to drop by 0.5% in 1983 and Italy 1%.

The Sorbonne-educated assistant Chamber director says France has a big trade deficit, the franc is weak and industrial production at a low level. Restrictive import measures attempting to redress the downturn are dissatisfying the French people.

Reduced consumer spending power has cut French imports, aided by measures like restricting Hong Kong's quartz watches, umbrellas and toys. Export documentation in the French language also seems designed to make it more difficult to export to France.

Ernest Leong says, though France has finally agreed to lift the restrictions on Hong Kong-made quartz watches she has set no date for its implementation. Meanwhile, Hong Kong has lost two years of quartz watch export growth to France, forecast at nine million a year but reduced to 4.4 million. He says, generally speaking, the West German and British markets are now the ones that matter to Hong Kong. The other eight EEC partners put together don't amount to the value of these two markets that have real prospective growth. If, in these two major markets, the economies continued to expand then Hong Kong domestic exports to the EEC would this year be fairly safe.

Besides the prime movers, the US, West Germany and the UK, Ernest Leong looks for some domestic export growth to Japan and China during 1983.

Japan offers better scope than hitherto because it has removed from exclusion under its generalised scheme of preferences Hong Kong-made artificial flowers and toys. These products can again enter Japan duty free or at preferential rate. Hong Kong manufacturers are thus now on an equal footing with South Korea and Taiwan.

Hong Kong's secondary markets are

the Asia region (16% of total domestic exports last year), the Middle East (4.2%), Australasia (4.1%), Africa (3.1%) and Central and South America (2.4%). Ernest Leong says most of these areas have been adversely affected by either declining oil production and prices, depreciating currencies, enormous debts or poor political and other economic needs.

He thinks this is particularly likely in Africa and Central and South America. No doubt Hong Kong domestic exports to countries in these two regions will continue to decline.

### Rosy

Nevertheless, he says, the domestic export picture is more or less fairly rosy, though there are a couple of potential problems on the horizon that could blow up.

The first, Ernest Leong defines is a textiles problem with the US. He says Washington has given Taiwan and South Korea higher growth rates in its respective bi-lateral trade agreements with these two countries than it has to Hong Kong. China is another up-and-coming competitor with whom the US will eventually have to give more generous treatment.

The result, likely in the next few years, is that Hong Kong garment exports will increasingly be locked into a highly competitive situation while at the same time facing a real quota shortage.

Ernest Leong says the other problem blowing-up is the question of what Generalised Scheme of Preferences Hong Kong gets from the US when these are revised in 1985. So far, he says, this quite serious problem has gone relatively unnoticed in Hong Kong.

When the scheme began in 1976 Hong Kong enjoyed duty-free preferences for a considerable number of products along with other major beneficiaries. But one of the criteria in the scheme provides that when a beneficiary's exports of any one product exceeded 50% of total US imports of that product, then the beneficiary would lose its privilege in that item. It cannot be automatically reinstated when its exports fall but is subject to Presidential redesignation.

Ernest Leong says domestic exports of GSP products amounted to 44.6% of Hong Kong's exports to the US in 1982. But only 18.2% enjoyed GSP privileges (HK\$5.7 billion).

Beginning in 1981 the Americans adopted a "graduation" policy, gradually eliminating some items from advanced beneficiaries. Hong Kong has since lost successively many of its GSP privileges.

In 1982 Hong Kong had a larger percentage of its trade denied duty free GSP treatment than all the other beneficiaries put together. This means manufacturers of the eliminated products could no longer compete in the US market against other beneficiaries. About 3/5ths of the products that formerly enjoyed GSP privileges have shown a decline in sales to the US and in most cases that decline had been more than 10%.

All existing GSP privileges expire in 1985 and the US Administration is already considering a new scheme which might include a concept of reciprocity of export tariffs. Hong Kong is a free port with virtually no tariffs. It cannot reciprocate and stood to lose in any bargaining.

Ernest Leong says it is therefore vital to Hong Kong that under the new US GSP it should be treated fairly and equitably by the Americans.

Finally, Ernest Leong says his fairly rosy forecast for Hong Kong's domestic exports is justified by what is happening internally in Hong Kong. Hong Kong is upgrading its products by using more and more technology and developing new products.

The banking industry is giving the industrial sector special rates and rents have come down to a reasonable level. Wage rate increases in recent years have also moderated.

Technical and technological education is expanding and the industrial infrastructure is being improved with testing laboratories, etc. to keep Hong Kong competitive in quality on world markets.

He says he thinks it is the right time now for manufacturers to consider taking part in more trade promotion. "We must get out and sell our products when our major markets are beginning to recover," he concludes. ■

# Nancy Hu, the Director's Executive Secretary



**N**ancy Hu Chiu-shan, Executive Secretary to the Chamber's Director, Jimmy McGregor, comes from a family born and bred in Hong Kong for many generations.

Such long-established Hong Kong belongers are today a minority in the total 5.4 million population. But it is still often possible to spot them.

Sometimes you can even tell from their clothes. Usually they are smart and conservatively dressed, with a quiet assurance and poise that suggest competence and confidence in their position and future. Their personal manners and attitudes remain gracious and attractive in our individually purpose-related community.

They may be physically swamped by the post-war human influxes and their offspring, but they are still at home with Hong Kong's rapidly developing modernity. Indeed, they are key figures in creating a lot of it.

Their special quality of life is something of a tradition. Their influence tends still to prevail and their standards provide a yardstick for others to attain.

They are a matrix in a society that generally for unique reasons lacks the social cohesion of other newly industrialising countries in East Asia.

Nancy Hu is part of this important Hong Kong minority. Typically, her childhood roots lie in the literal foundations of Hong Kong's modernity.

Her father was in charge of the Personnel Department at Taikoo Dockyard — now the modern Taikoo Shing housing complex that has done so much in a few years to transform Shauiwan where Nancy Hu lived as a young girl.

She used to have a long daily journey to school. She travelled to the Sacred

Heart Canossian College in Caine Road. After completing Form V, Nancy Hu studied for an extra year at the Canossian Commercial College in secretarial work.

Nuns of the Canossian Order are also part of the long-established Hong Kong belonger tradition. For many decades they have helped shape standards, not just in education but character and behaviour as well.

Nancy Hu says: "I was quite lucky when I left school. I got a job with the Hong Kong Government as a stenographer and I was assigned to the relief pool for the first few months. I therefore worked in several departments, Social Welfare, the Fire Services and the Civil Aviation Department at Kaitak.

"I finally settled down in the Commerce and Industry Department and I stayed there just over one year. Then I was given an opportunity to do secretarial work with the then Deputy Director of the General Chamber. After another couple of years I was promoted secretary to the Director.

"I have now worked for the General Chamber for almost 13 years and with two directors. I like to have my working time fully taken up and don't mind hard work. In fact, I enjoy a hard-working boss provided he is considerate. Mr. McGregor qualifies.

## Word-processor

Nancy Hu says she does 10-15 often fairly-long letters a day and many other inter-office papers. She takes most of her work from dictation. But her boss also often writes his own articles in long hand in his own time and she is handed these on most mornings. She types nowadays on a word processor.

"I liked my electric typewriter," Nancy Hu says. "But word processors are more useful, though from experience I know these new electronic things do seem to have their bugs occasionally in Hong Kong."

Nancy Hu, like all executive secretaries, does her letter writing in between telephone calls that aggregate at least an hour of her time every day.

She says her job is to screen the incoming calls to save her boss's time as much as possible. She diverts some to other members of the Chamber staff who are able to answer those inquiries efficiently.

"My other important task is arranging the Director's appointments. He leaves his diary largely to me but, of course, I check with him if I am in any doubt," Nancy Hu thinks nowadays most secretaries working in Hong Kong are well-trained and efficient. She says they get their training in modern courses in many private commercial colleges.

She gives the Polytechnic high marks for the way it trains girls to become secretaries. "I know quite a few graduates from the Polytechnic and I think the standard the Polytechnic is setting is recognised in Hong Kong. Besides typing and shorthand they teach commercial and business correspondence."

"But actually for a good secretary it is experience that counts most," Nancy Hu says. The problem for many girls who have been efficiently taught is to get a secretarial job where they can gain the best experience. They often have to take clerical jobs first.

She says besides being well-trained a secretary must naturally be polite and well-mannered. The lower the secretary is in any firm's hierarchy the more demands are usually made upon her. Callers are demanding and the secretary must learn to be polite but firm.

How often does Nancy Hu have to consult her dictionary as she reads back her shorthand and types on her word processor?

"For ordinary correspondence I find I'm okay in spelling," Nancy Hu replies. "But when Mr. McGregor dictates articles I sometimes have to consult my dictionary. I was, of course, taught to consult our dictionary when I am not sure of any word."

"When a boss dictates he doesn't always tell where he wants a comma or a fullstop. Getting it right is a question of your own standard in the language. I know I have improved my standard

## The In-tray

quite a lot from the time when I first began."

"Do all secretaries develop a liking for their boss?"

Nancy Hu says: "You don't have to like the boss but you must be devoted to looking after him in his work and maintaining personal efficiency. When the office closes for the day that's it. If there's something bothering me I would discuss it with my husband."

Nancy Hu has been married for 10 years and lives in Stubbs Road with her husband, a Chief Engineer in the Water Supplies Department. Like her, Nancy Hu's husband comes from another long-established local family. He graduated at the University of Hong Kong.

They have two children a boy (9) and a girl (8). Naturally, the girl goes to the Sacred Heart Canossian Primary School. The boy is at Wah Yan Primary School.

And who looks after the children when Nancy Hu is at work? In Hong Kong's good old family tradition it is Nancy Hu's mother's amah who helped bring Nancy up when she was a child.

"She's virtually the boss at home. Of course, I can rely upon her and I don't have much of a problem with my household work."

Nancy Hu has her clothes tailored. And, of course, the tailor is one she has known for many years.

At night, she spends about an hour coaching her children with their homework. On Sundays she does the cooking. The family take the kids swimming or, to the park to play.

"I'm not really a career woman," Nancy Hu says. "I am very content with my work. I have a happy family life and my major aim, like most married women, is to bring up my family" "We've done no planning about 1977," she says. "But, of course, we are planning to send our children abroad for higher education. I love Hong Kong and this is my home. I want to be able to stay here and see my family grow up and prosper." □



*The Hong Kong General Chamber of Commerce, the Chinese Manufacturers' Association and the Federation of Hong Kong Industries gave a joint dinner party at the Hotel Furama on June 28 in honour of Sir Y.K. Kan and Lady Kan, following Sir Y.K.'s retirement as chairman of the Trade Development Council. The Chamber's chairman, Mr. John L. Marden (standing) referred to Sir Y.K. Kan's long and fruitful period of public service to Hong Kong in so many unofficial capacities.*



*Miss Cecilia Fung (front row, left), assistant director for industry, represents the Chamber on the Trade Development Council's Toy/Gift Fair Organising Committee and is seen with the committee when Miss Hong Kong drew the ballot for booth allocation. Bill Blaauw (centre) is committee chairman.*



*Ernest Leong (centre), assistant Chamber director for trade and Stephen Chu, assistant trade manager, met during July Mr. Arno Ronald A. Dent, chairman of the Guatemala Chamber of Commerce to discuss trade promotion.*



# Trade in Progress

## Hong Kong Overall Merchandise Trade (HK\$M)

|                                 | Jan.-May 1983 | Jan.-May 1982 | % Change |
|---------------------------------|---------------|---------------|----------|
| Imports                         | 61,596        | 57,028        | + 8      |
| Domestic Exports                | 34,241        | 30,885        | +11      |
| Re-Exports                      | 19,586        | 17,970        | + 9      |
| Total Exports                   | 53,827        | 48,855        | +10      |
| Total Trade                     | 115,423       | 105,883       | + 9      |
| Balance of Trade                | -7,769        | -8,173        | -5       |
| Visible Gap as % of Total Trade | 12.61         | 14.33         |          |

## Imports : Major Suppliers (HK\$M)

|                      | Jan.-May 1983 | Jan.-May 1982 |
|----------------------|---------------|---------------|
| China                | 14,200        | 12,632        |
| Japan                | 14,000        | 12,538        |
| USA                  | 7,142         | 6,031         |
| Taiwan               | 4,310         | 4,320         |
| Singapore            | 3,622         | 4,229         |
| UK                   | 2,937         | 2,771         |
| South Korea          | 1,700         | 1,940         |
| Fed. Rep. of Germany | 1,640         | 1,372         |
| Switzerland          | 1,161         | 1,100         |
| Thailand             | 912           | 756           |

## Imports : Major Groups (HK\$M)

|                | Jan.-May 1983 | Jan.-May 1982 |
|----------------|---------------|---------------|
| Raw materials  | 25,398        | 23,422        |
| Consumer goods | 16,640        | 15,075        |
| Capital goods  | 8,234         | 7,810         |
| Foodstuffs     | 7,143         | 6,307         |
| Fuels          | 4,181         | 4,415         |

## Domestic Exports : Major Markets (HK\$M)

|                      | Jan.-May 1983 | Jan.-May 1982 |
|----------------------|---------------|---------------|
| USA                  | 13,669        | 11,251        |
| UK                   | 2,641         | 2,671         |
| Fed. Rep. of Germany | 2,602         | 2,458         |
| China                | 1,988         | 1,519         |
| Japan                | 1,298         | 1,128         |
| Canada               | 1,193         | 888           |
| Australia            | 877           | 1,079         |
| Singapore            | 808           | 740           |
| Netherlands          | 704           | 635           |
| France               | 602           | 592           |

## Domestic Exports : Major Products (HK\$M)

|  | Jan.-May 1983 | Jan.-May 1982 |
|--|---------------|---------------|
| Clothing                                     | 11,216        | 10,450        |
| Toys, dolls and games                        | 2,657         | 3,075         |
| Textiles                                     | 2,443         | 2,016         |
| Watches                                      | 2,136         | 1,924         |
| Radios                                       | 1,668         | 1,192         |
| Electronic components for computer           | 957           | 575           |
| Electric fans                                | 565           | 568           |
| Hairdryers, curlers and curling tong heaters | 452           | 348           |
| Handbags                                     | 296           | 452           |
| Footwear                                     | 274           | 340           |

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

|              | Jan.-May 1983 | Jan.-May 1982 |
|--------------|---------------|---------------|
| China        | 3,391         | 3,486         |
| USA          | 2,712         | 2,137         |
| Indonesia    | 1,759         | 1,804         |
| Singapore    | 1,649         | 1,360         |
| Taiwan       | 1,158         | 1,075         |
| Japan        | 1,043         | 1,109         |
| South Korea  | 913           | 681           |
| Macau        | 716           | 622           |
| Philippines  | 615           | 599           |
| Saudi Arabia | 511           | 313           |

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

|  | Jan.-May 1983 | Jan.-May 1982 |
|--|---------------|---------------|
| Textiles   | 2,657         | 2,972         |
| Chemicals and related products   | 1,830         | 1,666         |
| Articles of apparel and clothing accessories   | 1,550         | 1,040         |
| Electrical machinery, apparatus and appliances and electrical parts                  | 1,530         | 1,335         |
| Photographic apparatus, equipment and supplies and optical goods, watches and clocks | 1,523         | 1,238         |
| Crude materials, inedible except fuels   | 1,344         | 1,257         |
| Food   | 1,257         | 1,067         |
| Non-metallic mineral manufactures  | 959           | 1,043         |

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

|                         | Imports |                             | Domestic Exports |                             | Re-exports |                             | Total Trade |
|-------------------------|---------|-----------------------------|------------------|-----------------------------|------------|-----------------------------|-------------|
|                         | \$M     | Quantum Index<br>(1981:100) | \$M              | Quantum Index<br>(1981:100) | \$M        | Quantum Index<br>(1981:100) | \$M         |
| 1980                    | 111,651 | 90                          | 68,171           | 92                          | 30,072     | 78                          | 209,894     |
| 1981                    | 138,375 | 100                         | 80,423           | 100                         | 41,739     | 100                         | 260,537     |
| 1982                    | 142,893 | 98                          | 83,032           | 97                          | 44,353     | 97                          | 270,278     |
| Monthly Average<br>1982 | 11,908  |                             | 6,919            |                             | 3,696      |                             | 22,523      |
| Jan. 1983               | 11,537  | 91                          | 6,439            | 90                          | 3,718      | 95                          | 21,694      |
| Feb.                    | 10,166  | 79                          | 5,569            | 76                          | 3,435      | 87                          | 19,170      |
| Mar.                    | 12,440  | 97                          | 6,620            | 91                          | 3,999      | 101                         | 23,059      |
| Apr.                    | 13,533  | 104                         | 7,612            | 103                         | 4,171      | 103                         | 25,316      |
| May                     | 13,933  |                             | 8,003            |                             | 4,285      |                             | 26,194      |

## Area Comparison (HK\$M)

|                        | Imports<br>Jan.-May 1983 | Domestic Exports<br>Jan.-May 1983 | Re-exports<br>Jan.-May 1983 |
|------------------------|--------------------------|-----------------------------------|-----------------------------|
| Asia (excluding China) | 27,544                   | 4,217                             | 9,298                       |
| China                  | 14,200                   | 1,988                             | 3,391                       |
| West Europe            | 9,244                    | 8,940                             | 1,314                       |
| (EEC)                  | 7,532                    | 7,305                             | 1,017                       |
| North America          | 7,591                    | 14,868                            | 2,910                       |
| Australia              | 877                      | 877                               | 299                         |
| Africa                 | 554                      | 921                               | 771                         |
| Middle East            | 538                      | 1,406                             | 1,200                       |
| Latin America          | 445                      | 524                               | 242                         |
| Rest of World          | 603                      | 500                               | 161                         |

# 麥理覺報告...

## 會員

七月有廿一名新會員加入本會，使本會的會員數目增至2,768名。會員的入會率正緩慢上升，八三年每月平均有21.86家公司入會。七月初本會並曾進行另一項招募會員運動，對象為使用本會簽證服務的非會員公司。

## 財務

本會繼續維持一個穩健的財政狀況，得自多個來源的收入比預算數字為高，而支出則較預算略少。因此本會暫時結有盈餘，希望在八三年餘下的日子裏本會仍繼續取得良好的財政數字。

## 委員會工作

### 民政事務、工業事務及紡織業委員會聯席會議

七月十八日上述三個委員會舉行聯席會議，討論僱傭（修訂）法案所提出將月入七千五百元以下工人的有薪病假，由目前的每年最多三十六天增至一百二十天的建議。結果，本會與中華廠商會、工業總會及僱主聯會聯同上書兩局議員辦事處，要求獲得更多時間仔細研審該法案的影響。

本會與上述各團體曾於七月廿八日與署理勞工處長舉行會議，旋於七月廿九日與兩局議員辦事處的特別小組會晤，會上本會及各團體均強烈建議將法案的三讀時間押後至十月立法局復會之後，以便有充份時間詳細研究法案內容，然後向政府呈交修改建議。

結果立法局同意將法案押後至十月作進一步研審。本會亦因此有時間徵詢其他主要僱主組織的意見，以決定日後向政府及兩局議員辦事處提出的建議，是否亦先達成

聯合協議。一般僱主及僱主組織均認為有薪病假的增加幅度太大，恐怕會造成嚴重的不良後果。

### 民政事務委員會

委員會於七月一日集會，研審國際顧問團就香港教育制度所作的報告書。會上所討論的要點已呈交教育及人力統籌處。

委員會並探討一項為留英學生提供資助的新制度，有關報告傳予各委員。此外，委員會更代表郵政總局，就使用無線電話及利用私人通訊網傳送資料等事宜，調查本會會員的意見。

### 中國委員會

七月七日，中國委員會多名委員及本會職員接待中國貿促會福建分會的七人代表團，討論福建省的投資機會。

### 非洲區委會

委員會於七月十二日集會，會上各人同意總商會將來派遣貿易拓展團出外，杜拜、沙地亞拉伯、科威特、阿曼、也門與阿爾及利亞等都是合適的國家。至於總商會下次派團往訪該區的時間與行程，將於下次會議提出討論，主要的考慮根據，是上述各國商會及領事館所提供有關這些國家的詳細進口數字。

### 中南美洲區委會

委員會主張總商會應協助推廣將在八四年三月廿一至廿五日於巴拿馬市舉行的巴拿馬八四年度展覽會。雖然總商會不擬組團參加，惟將在輔助服務方面協助參展商。

委員亦留意到大多數中南美洲的進出口條例均經常有變，最新的資料卻似乎欠奉。貿易資料的匱乏可能為貿易商帶來嚴重的問題，本會將向有關領事館索取該等資料。

### 日台韓區委會

在七月十九日的一個集會上，委員會同意邀請韓國駐港總領事金太智先生於九月廿一日的一個午餐

會上致詞。金氏將於席上以「港韓經濟關係」為題，發表談話。預料將有八十名會員及賓客參加。

委員會並提議十月間與香港日本人商工會議所舉行聯席會議。

### 北美洲區委會

委員會於七月十四日舉行集會討論多項問題，其中包括總商會最近就美國的普及特惠稅制度及郵購套裝的配額問題，向駐港美國領事館呈遞的兩份意見書。

任何會員若有興趣閱覽其中任何一份意見書，可向本會貿易部接洽。

### 西歐區委會

委員會主席李馬先生、本會貿易部助理董事梁紹輝及本人於七月四日會晤馬德里工商會外貿顧問阿邁特博士，討論本會準備於十月四日至十五日期間派團往訪蘇黎世、巴塞隆納及馬德里的詳細情形。暫時共有十家會員機構報名參加此貿易團。

## 工業部

愛爾蘭共和國工業及能源部長布敦先生七月五日於本會舉行一個愛爾蘭投資研討會，列舉了愛爾蘭對於外來投資所抱的政策。會上愛爾蘭工業發展局的專業人員並介紹有關在愛爾蘭的投資程序及個別工業的前景。出席是次研討會者，有來自十四家會員機構的廿五名行政人員。

工業部於月內曾向與中國進行貿易的商號建議有關在上海的投資計劃，以及即將在中國多個城市舉行的展覽會。

## 貿易部

第廿一屆「攜手邁進」海外進口商品展，將於九月廿八日至十月



二日在柏林舉行。共有十一家會員機構租訂本會館內的個別攤位，並派出代表共十三名。另有七家公司則利用本會館的中央展覽中心參展。本會並於七月廿一日為參展人士舉行簡介會。

香港交易會（消費品週）將於十一月廿一至廿六日假座香港展覽中心舉行，共有十九家公司及團體租用本會館內的個別攤位。外國參展者包括北英格蘭發展局、鹿兒島貿易協會、愛爾蘭工業發展局及一家澳洲公司。此外，有七家公司將參與樣本陳列中心的展出。

本會提議為赴海外公幹的會員公司代表簽發身份證明文件一事，經

過七個貿易區委會詳細討論。各委員會均一致認為此種文件對會員將十分有用，同時每份申請應收費一百元。在此種文件未正式推出之前，本會將先向政府徵求意見。

由七月一日開始，貿易部兼負責管理及發展本會的電腦服務。七月廿八日，貿易部與電腦按連有限公司職員舉行會議，研究將來利用電腦收取會費的可行性。

### 學生作文比賽

本會擬舉辦一項以商業為題的學生作文比賽，藉此鼓勵學生對商

業產生更大興趣。本會並曾就此事與南華早報洽商，現時有關的比賽規則已經擬定。

### 出版事務

七月間印刷商已交來本會聖誕咭校樣，並經修改與批准。今年本會將為會員提供兩款聖誕咭作為選擇，現時樣本及訂購表格均已寄出，希望今年銷路能打破紀錄。

本會又印製了三千份經修訂的「怎樣在香港設立業務」的小冊子。有意在香港設立公司的海外人士或公司均認為這份小冊子十分有用。

## 香港應否多元化 焦點集中電子業

自從一九七九年多元化報告書公佈以來，其中四十七項建議經過大約四年的實施時間，工業界對於其影響所持的意見不一。

似乎沒有人對該份報告書感到滿意，不過所有人都似乎同意一點，就是在工業現行架構之下，該報告書至少更明顯集中在基本的問題上——怎樣使港貨更添增值，以及溶入更多科技。

香港的工業界有93%小型廠商聘用五十名或以下的工人，97%聘用一百名或以下的工人。香港四萬八千家工廠之中，只有大約一千五百家可以被列為大中型。

某些分析家表示，這龐大數量的小型廠商在經濟衰退期間會掙扎求存。舉例說，他們往往抓住風行一時的電子品進行生產，而忽略了長期的計劃。

他們沒有時間也沒有金錢去研究怎樣在經濟開始復甦期間提高他們的生產力，或者應購買甚麼科技以提高產品品質，從而確保香港將來在世界市場上能獲得可觀利潤。

所以不少人恐怕，如果香港的小型廠商繼續停滯不前的話，在五至十年間科技的急劇改變，會令到他們無法與鄰近的新興工業國競爭。

少部份人表示政府應放棄其不干預政策，而應該資助電子業，至少也應提供普通的科技設施作為資助，因為電子業是經濟骨幹的一部份，前景甚佳，而且為香港賺取不少錢。其他新興工業國對電子業便有這樣的資助。

不過財政司彭勵治爵士在接受本刊的獨家訪問時，卻堅決否定這個主意。他表示政府的政策將維持一貫的做法。

他說政府的職責是為各個行業建立一個基礎結構，同時保持低稅率，使香港所有人可以根據市場的規律處理他們自己的事務。

彭勵治爵士懷疑其他新興工業國的政策，是否比香港的成功。統計數字似乎顯示，在美國經濟轉佳期間，香港工業界比其競爭者復甦較快。

從最近有關不干預政策的爭論之中，有一點是很明顯的，就是工業家如果想有普通的科技設施作產品發展之用，便須自己付出成本。政府不會負責這樣的開支，不過政府將為所有工業成立一個基礎結構，如果工業家願意自己幫自己的話，則這個基礎結構對他們將有所幫助。

如果他們想得到指導與建議，他們便要向生產力促進中心徵詢，又或者往海外求教於私人顧問，以保持他們產品的競爭力。

香港的較大公司每年已耗資數以百萬元計的金錢聘請顧問及購買科技。這對他們來說不成問題，因為他們負擔得來。至於工業界中佔大多數的小型工廠，有部份亦正向較高水平發展，只有若干不提高水平者，很可能會遭受淘汰。

工業署長易誠禮相信很多工廠都有興趣向高級市場邁進。他表示他們迫於這樣做，因為香港的勞工不比其他地方（例如台灣）便宜。他認為願意向高級市場發展者都是沉默的大多數。

他告訴製造商不要浪費時間在研究及產品發展方面。如果他們想得到高級科技，他們隨時都可以向外國購買。他解釋說，要獲取新科技可以向外國購買機器，然後小型廠商只須找出怎樣提高機器的操作效能。

他表示這種購買科技自用的過程，已令到部份香港工廠取得高級科技，同時具備競爭能力。至於其他工廠所面對的基本問題，在於能否了解自己的處境。

工業署副署長黃錦照及助理署長謝德根在本刊四月號中，曾概述政府為協助小型廠商而發展工業界的基礎建設。

首先是工業發展委員會的成立，此委員會是根據

一九七九年多元化報告書的建議而成立的。工業發展委員會曾委任生產力促進中心進行兩項技術經濟研究，以找出金屬與輕工業以及電子業在結構方面的弱點與需要。

現時這兩項研究已完成。至於選擇上述工業作為研究的原因，是因為它們被廣泛用於提高香港各種產品。

根據非正式的報導，在有關電子業的技術經濟報告中，提議在香港設立一個微型處理器應用實驗室，以協助廠商發展新產品及新工序。不過，正如彭勵治爵士所說，如有這樣的需要，工業界本身便得斥資成

立這個實驗室。

政府則提供工業發展所需的「軟件」，例如撥款給兩間大學及理工學院進行集成電路的研究。

現時製衣業仍然是香港最大及最主要的賺錢工業，並已成為沒有政府資助的世界上最大出口工業，雖則過往曾有人提議香港應以各種形式資助其製衣業。

本會副主席唐驥千表示：「我不認為政府會耗資數以億元計的金錢，使香港成為一個（電子業）科學公園，而到頭來被指責為只是幫助了少數公司。」

有關爭辯香港工業應否多元化的正反兩方論點，從以下幾位香港大工業家接受本刊的訪問中可見一斑：

## 「低稅率與高度政府干預政策不可能並行不悖。」——彭勵治爵士

政府現行對經濟盡量不干預的政策將不會改變，雖則最近有人呼籲政府直接扶助部份工業如電子業。

最新的爭論是電腦科技發展得太快，使一般的小型電子廠商追趕不上。有人特別提出政府應投資設立一個微型處理器應用實驗室，以協助採用微型處理器的廠商製造消費及電腦產品。

香港工業發展委員會主席彭勵治爵士反問道：「假如政府支助每一種看似有問題的工業，你說會怎麼樣？」

「我不懷疑電子業有其本身的難題，不過政府的職責並不是給予任何工業直接援助。我們的職責是為各行各業建立良好的基礎建設，並保持低稅率，使所有香港人都能夠根據市場的規條處理他們自己的事務。」

「低稅率與高度政府干預政策是不可能並行不悖的。如果電子業認為需要一個中央實驗室，我不明白電子廠為甚麼不集合力量，聯手斥資贊助實驗室的成立。」

「香港的主要出口仍然是成衣。如果只是資助本港一種出口業而漠視其他，會是多麼滑稽荒謬？我們的不干預政策直至目前為止顯然是成功的，而我看不出為甚麼要加以改變的理由。」

本刊向彭勵治爵士所提出的問題如下：

問：自從生產因素（土地、勞工與資金）不合比例地流入地產界的情況停止後，你認為香港的經濟體系現時可以更加有效率地分配其資源嗎？

答：在香港我們倚賴市場力量及經濟學的普通規律。這些都不是很多投資者想像中能夠忽略的。

問：你認為甚麼是目前供應方面的歪曲現象呢？

答：我信賴市場力量。我怎可以視之為目前的歪曲現象呢？

問：我們認識一位製造重要電腦元件的

廠商。他埋怨說很難獲得信貸向外國購買原料，以增加生產迎合美國方面的需求。銀行是否在地產市場遭遇過不快經驗，而對其他信貸也作出過敏反應呢？

答：廢話。香港的流動資金很充裕。如果這位人士有上述問題，相信自有其原因的。

問：外幣存款繼續激增，相對於港幣存款而言，其增幅是不合比例的。這種現象一部分往往被歸咎於掉期買賣的存款。你認為這對整個香港經濟產生有害影響嗎？

答：我不認為是。

問：仍然是有關供應的問題。我們在生產力方面是否有充份高度的發展，抵銷了通貨膨脹，並保持本港產品在世界市場上的競爭力？

答：有些廠商如果不從事充份的生產力發展，他們很可能會破產。如果他們注重生產力發展，則他們會經營得很好。市場力量的規律是經常存在的。當然，提高生產力是很重要的，而週圍有很多激勵與壓抑作用。

問：香港的工業界既然有97%為小型廠商，我們如何可以繼續提高生產力呢？

答：倚賴一貫的政策吧。

問：你認為工業界為保持競爭效率，在能源節約方面所做的工夫足夠嗎？日本在這方面就進行得很成功。

答：這要由工業界決定了。

問：有些評論家表示，工業界很多小型廠商都向生產力促進中心要求提供顧問服務以提高生產力。可是要達成這項龐大的顧問工作，生產力促進中心所獲撥款卻是少得可憐。閣下的意見如何？

答：政府一方面當然要支助只有它才能夠提供的基本基礎建設，不過也必須嚴格地限制公共開支。我不認為生產力促進中心得不到恰當的撥款，至於怎樣開支卻是他們的權利。

問：據報香港的電子業跟美國一樣，在

獲取零件方面遭遇重大問題。你認為電子業能否獲得本港製造的零件供應呢？

答：這個問題應該問電子業人士，不是問我。

問：雖然一九七九年的多元化報告書提出不少建議，亦有多項提議獲得推行，不過工業界部份人士仍然爭論，究竟政府應該採取盡量不干預政策、還是應該撥款成立科學公園呢？有些人士提議一個折衷的字眼：「參與」。你認為政府可能「參與」工業科技發展多於提供工業基礎建設嗎？

答：有關政府建立基礎建設的政策，是眾所週知的，就跟其拒絕資助任何工業的政策一樣。

問：有些人表示政府已耗用太多金錢，也許會作出削減開支的考慮。閣下的意見如何？

答：我的意見當然是公營部門的開支須受到強而有力的管制。這並不表示一定要削減開支，只是使發展更有規律而已。

問：除了研究工業界的主要弱點外，工業發展委員會還研究香港出口貨在世界市場上可能潛伏的機會。這些機會，如果有的話，在那裏可尋呢？

答：這個問題應該交由貿易發展局處理。

問：閣下是否滿意工業發展委員會截至目前為止對工業界的影響呢？

答：我對政府任何的措施從不感到滿意，因為任何事情總有改善的可能。

問：閣下認為工業發展委員會未來的工作在那方面呢？

答：繼續做我們現時所做的，同時不斷加以改進。

問：統計數字顯示，現時香港工業界出口往美國正逐漸增多。這是否意味著自由市場環境目前的发展並無太大不妥，而今年的本地生產總值增長率將比閣下估計為高？

答：這要留待我在秋季就香港上半年經濟表現所作的報告便有所分曉。 □

# 「香港還可以做些甚麼呢？」

## ——基士利

寶光集團行政總裁基士利提出這樣的一個問題：「香港在還未充份多元化的地方可以做些甚麼呢？」

他指出：「香港曾經歷製造膠花、假髮、橡皮鴨的年代。如果有長期投資，我們可以在一九九七年以後仍然繼續生產，不過現時在缺乏長期投資的情況下，我們應如何自處呢？轉向重工業的投資又十分昂貴，而且需要十分專門的訓練計劃。」

他表示工業多元化的原意是保障香港在世界市場上的地位，使我們能夠從生產茶巾及膠花轉向生產高級時裝及電子產品，也使我們不須與正在冒升的競爭國互爭長短。工業多元化同時提高港貨的質素，以保障香港的就業機會。

他認為自從一九七九年多元化報告書公佈以來，所發生的事情竟然具有若干諷刺性。

他說道：「如果成立一個金融中心，經濟便得到多元化發展，不過對工業卻造成相反的影響。」

「有財有勢的人士都轉向服務行業，不過強大的金融中心在工業方面並無基礎。」

「銀行業不能聘用同樣數目的人手。如果你想工業能夠多元化，則你一定是指怎樣把錢給予普通人；如果人民不能滿足，則我們的錢財也沒有價值。」

基士利又說道：「在製錶業裏，香港由生產機械錶轉向跳字錶又回復到石英行針錶。這是在一種工業之內的多元化發展。」

「不過要求製錶商生產割草機，或者要求割草機製造商生產手錶是沒有用的。他們不會明白對方的難題，雖則對於對方行業的無知，可能會使他們希望能夠互換位置。」

他認為香港不會有很多小型廠商看過多元化報告書，他們就是不關心。

「這就像有關我們應生產核能還是從礦物燃料中生產能源的爭論一樣。用家只要有電力供應，那會計較得這麼多？」

「香港一般聘有五十名工人或以下的廠商，其真正憂慮，在於他們要為產品爭取求存。可是競爭者愈來愈多，成本日益高漲，而科技轉變之快令他們措手不及。」

「假定說，你擁有自己的生意，而你現年四十多歲。科技一年改變兩次，你怎樣應付呢？」

「香港的廠商怎樣做呢？他們只好抄襲而不去創新，因為他們沒有多餘錢從事研究與產品發展工作。」

基士利表示，現時若干瑞士大型製錶商宣稱其他人不能製造類似他們出產

的手錶，使香港的小型廠商面對一個真正難題。

「所以當服務行業入主的時候，很多工廠東主都轉而出售廠廈，這是不足為奇的。」

「我們談到溝通方面的隔膜。我認為那些設法找出改變的基本需要的人士，以及實際施行改變的人士，兩者之間存有巨大的溝通隔膜。」

「小型廠商所憂慮的，是怎樣把子女送往英國或澳洲。如果他從出售廠廈之中賺到多少意外之財，有誰可以責怪他？這是撤離香港的一個機會嘛！」

「香港的多元化基礎跟日本完全不同。日本的廠商並不準備撤離本國，而香港的小型廠商對於怎樣處理錢財有很多的疑慮。」

「如果他以前是從上海逃來香港的話，那麼他對製造業的看法，跟假設他身在日本所持的觀念，便會截然不同。香港的情況不能與任何其他地方相比。」

「當然政府部門會設法協助這些小型廠商，不過基本上也要他們自己幫助自己。我認為小型承造商在這方面得益並不多，仍然要倚賴大廠。」

基士利表示，由於勞工法例幾乎每天都有改變，香港的年青企業家不希望駐留在家庭事業裏，改而向外尋找機會；以前繼承父業則是最安全的做法。

他說他有時懷疑多元化是否一個好主意。若要轉向生產另一些產品，便要把原有的市場奉送給別人；或者你可以停留在本身的市場內，卻要為產品掙扎求存。

他想起英國的電單車工業及德國的相機工業。他表示製錶業最重要的發展是由英國及美國所突破，不過將之發揚光大者卻是瑞士與日本。

基士利表示有一點他感到很奇怪的，就是瑞士既把手錶零件售予香港，卻又控訴香港抄襲他們的款式，並以低價出售。

至於製錶業能否繼續為香港賺大錢，則是大家都捉拿不準的事。他認為製錶業永遠都會是一種良好的基本行業。不過他表示全球現時正經歷一個不穩定期，傳統不斷受到打破。後果肯定會有的，特別是手錶維修服務的利潤不高，使這方面漸趨式微。

在製造科技方面而言，手錶不會有太大改進，不過報時的方法還有很多，例如私人電腦，甚至廚房的電飯煲等。

基士利表示，香港廠商所面對的問題之一，並非怎樣進行多元化，而是怎樣去發展及求存。而這並不單是工業界的問題，是整個香港及所有香港人的問

題。

舉例說，為要討好海外市場，香港須通過符合外國工會意見的勞工法例。這令到香港在製造商眼中失去不少吸引力。

他認為香港吸引力的下降，再加上本港勞工的態度有所改變，使情勢每況愈下。香港的勞工希望爭取他們的假期。他們希望外遊、做他們喜歡做的事。他們要求更好的環境、更多的教育。這些期望只不過是人之常情，不足為怪。可是在另一些事情上，香港是為粉飾門面，硬加推行，因為香港對於外國人的批評很敏感，而新加坡與台灣對這些批評則是不予理會的。

香港一方面大聲謾罵英國為工人提供太多福利，可是香港同時正走上同一條路。其目標的確很理想，不過最終結果可能損失慘重。

基士利表示，香港進行多元化的唯一真正方法，會是引進大型工業。不過現時不會有大量投資，最重要的問題是為甚麼要在這裏投資。

他表示：「我仍然認為在美國、英國及瑞士等地有較優良的生產力。」至於較高級科技方面，大多數西方國家都可以提供較低廉的管理費用。

「以香港的土地價格或租金為例，再加上較高的運費成本，你計算一下要付給一名海外技術員的薪金，比他在本國所得薪金高出多少？」

「如果我們的政府不是仍然推行炒賣土地政策的話，為甚麼在最近的拍賣中，由於價錢未如理想而收回土地呢？為甚麼不以見底價格出售呢？當然我們都知道原因，不過這是一種矛盾，使經營成本處於高水平。」

他表示：「在過去數年間香港政府一半的收入來自賣地收益。如果土地不是售予投機者的話，香港那裏來的錢維持其發展？」

「香港的稅率這麼低，人口又日益增多，沒有賣地收益，又那裏來的資金供社會與基建發展？我只能猜想稅項須在未來五年間提高——在英國正在減稅的時候。事實上，英國的稅率現時比新加坡還要低。」

「暫時我真的不認為香港會削減其開支。我們的電費是全世界最貴的。你可以在英國買一部車然後運來香港，也比較在本港購買便宜。」

「香港成本價格的高昂，使其逐漸失去市場。一個未知之數是中國。此外，香港政府在公務員身上所花的開支亦太過昂貴。現時港府為免受到厚此薄彼的指責，對於部份本地僱員亦給予海外



僱員的聘用條件。

「我所說的是通貨膨脹的問題。有些物件當然是較為便宜，例如手錶、相機及錄映機等。不過這些都不是基本生活所需的物品。

「超級市場的貨物則十分昂貴。這

對於富人與工人的影響有所不同。富人可以負擔得來，工人不會光顧，不過受影響最大的是中產階級。

「如果中國收回香港，當然有很多人不會太過介意，可能是由於他們不會失去太多吧——這便是最終的多元化。

不過我個人對於中英談判香港前途的結果十分樂觀，而一俟本港的長遠前途得到確立，多元化便會有完全簇新的意義，屆時龐大的投資與訓練計劃會再次成為可行。」 □

## 「科學公園的設立並無作用。」 ——唐驥千

如果你跟南海紡織股份有限公司常務董事唐驥千先生提及香港在不久將來的工業前景，是在於科學與較高科技的話，他會勸告你不要神遊外太空，還是腳踏實地看清楚目前的情況。

他表示：「我並不是說科學與科技（生產自動化、機械人等）不重要，不過在香港還有更多首先要做的事。」

現任本會副主席的唐驥千表示，他認為香港廠商最首要而又應該立刻進行的務實目標，是利用系統與方法以及利用節約能源來提高生產力。生產自動化只不過是較高級生產程序的一部份。

他解釋說，香港註冊的製造商號有四萬八千家，其中93%僱用五十名或以下的工人，97%僱用一百名或以下工人。只有3%（或一千五百家製造商號）屬大中型工廠。

「上述數字以及工業界的結構，令到有關香港工業應轉向多元化發展的談論，例如說從事生物工程學（將基因分裂）或者說機械人在不久將來有助香港工業等等，成為近乎無稽之談，相信只能使少數公司受惠。

「我不認為政府會花費數億元使香港成為一個科學公園，而到頭來被指責為只是幫助了少數公司。」

唐驥千以個人的立場表示，一九七九年的工業多元化報告書公佈後，關於政府應該協助工業界提高及鼓勵新科技投資的觀念亦隨之產生。

工業發展委員會是在該份報告書建議下成立的。他相信委員會曾花時間研審怎樣將科學及科技帶進香港。問題是，即使香港有科學及科技方面的人才，怎樣可以說服本港企業家從事這門工業呢？

如果香港在這方面欲與南韓及新加坡看齊，則政府便要在研究與購買技術方面花費大筆款項。有時政府本身會投

資新工業。不過政府對於本港工業界所奉行的自由企業政策，並沒有隨著多元化報告書而改變。

唐驥千表示，工業發展委員會較為積極的一面，是決定香港的產品應該加上香港的標誌，以加強它們的形象。這些產品有電氣產品、玩具等。

工業發展委員會又曾研究工業界的需要，將品質水平加以提高，又主張設立檢定室，提出鑑定這些檢定室資格的方法，以及建議設立一個設計單位，幫助製造商解決他們個別的產品問題。

唐驥千認為這是正確的方向。他說道：「性能經過改進的產品會有更好的銷路。

「此外，我認為香港工業界應進行兩種基本的改進——就是提高生產力以及節約更多能源，使香港在世界市場上保持競爭力。

「我個人特別想提議香港應該設有多個生產力中心，協助小型廠商達到每名工人每小時的實際生產力有所增加。

「這可以通過採用管制系統、方法及動作研究而達到目的。這便是工業生產工程學或生產管理學的整個基本。

「在進行上述研究的過程中，可以指示出廠商在那個階段會須要進行自動化設備的新投資。那就是為甚麼我說生產自動化只不過是為求達到更高生產目標的一部份。即使沒有生產自動化，要進行的事情還有很多。

「我認為香港應該涉足的第二個範圍是工業上的能源節約，日本自一九七三年以來在這方面領先了許多，而且雖然油價上升，日本卻能夠保持高度競爭能力。當七十年代後期世界遭受第二次『石油打擊』時，日本卻表現得很有信心，也的確很成功。

「日本在生產方面所需的能源用量比世界上任何地方減省得多。產製一噸

鋼、建造一部汽車等所需的能源成本大幅下跌，使日本保持了高度競爭能力。

「我認為香港應該做的，是找尋類似的共同脈絡，確保我們是朝著同一方向走，而不是單談論引進較高級的科技工業。

「政府唯一能夠幫助本港小型廠商的，是通過其提供的基建設施，包括本港的兩所大學及理工學院。

「舉例說，如果我們要在香港從事生物工程學，則首先便要在大學設立一個教授生物工程學的學系。我們須要有受過良好訓練的生物工程學畢業生，以供受聘於這樣的一門新工業。」

唐驥千表示，在他專門從事的製衣與紡織業裏，要達到更高生產力及在生產方面節約能源，仍有很多事情須要做。在整個七十年代，特別是過去幾年間賺錢容易的日子裏，勞工曾經顯得不足。

「在那些年頭裏，勞資雙方極難合作，也不輕易共謀提高生產力。不過勞工不足可以利用較佳生產力以彌補，而僱主在付出較高工資之餘，仍可保持競爭力。

「香港就是須要這樣做，而仍然可以保留其競爭力。同一個原則亦可以應用於能源節約方面，不過當然這方面的應用範圍較窄。香港部份工業並不是能源密集的。

唐驥千形容較高生產力是合乎本港工業界需要的「共通標準」。他說較大的紡織製衣廠有能力聘請國際知名的顧問，以幫助他們提高生產力及節約能源。不過香港的真正問題，是怎樣為數目衆多的小型廠商提供內部的顧問服務。他認為這也許須要港府的宣傳與鼓勵。

也許生產力促進中心可以為小型廠商提供一種他們負擔得來的顧問服務，使他們得到必需的較高生產能力。 □

# 「香港大為落後。」——胡文瀚

香港與其他東亞洲區新興工業國家——南韓、台灣及新加坡被合稱為「四人幫」，不過香港在進行工業多元化及技術提高方面，卻遠遠落後於其他三個工業國。

以上為胡文瀚先生的意見。胡氏為前立法局議員及惠風製衣有限公司的董事長，亦為合和實業有限公司董事長；合和是一家上市公司，在香港及中國均有廣泛的發展與建築計劃。

胡氏本身是大學畢業生，又是經驗豐富的工程師，現任香港度量衡十進制委員會主席、港日經濟合作委員會屬下工業發展工作委員會主席、以及貿易發展局委員。

胡氏認為，其他工業國的工業基礎比香港的廣闊得多。他舉例說，這些國家為本身的電子業製造及供應零件，又生產某些石油化學品如塑料及天然纖維。據悉他們並已能夠把有色及黑色金屬作可行性生產。

他說：「我認為這些國家已真正開始加速他們在較高級科技產品方面的發展，諸如汽車、電氣用品、電腦、先進機器工具、機械人等。這些產品之所以能夠成功產製，是因為得到政府機構的眷顧與協助，而這些政府機構是專門為開拓產品發展而設立的。當然，它們的存在並不是昨天的事，而是早於十至十五年前開始的，現時它們正各自為本國帶來豐厚的利益。」

胡文瀚先生曾任香港工業總會會長達五年之久（一九七五至八〇年），現時是該會永遠名譽會長。他表示，香港的情形則剛好相反。「港府實行積極不干預政策，甚至在很多值得花時間與精力的計劃上，也盡量不進行積極參與。我則仍然認為，在現代化國家每一個成功發展的工業經濟體系裏，很明顯都有政府的直接或間接積極參與（有別於干預或直接津貼）。如果說此舉可能形成政府過份管制或過份干擾的情況，例如在英美等地便有關於這種情形的投訴，但是在香港而言，這方面比英美等地落後數十年，因此不致出現政府過份管制或干擾的情形。其實如果處置得當，即使管制及立例也有其好處，日本便是一例。」

「我認為本港政府受到近年間香港經濟表面上的成就（例如貿易、金融及地產方面）而沖昏了頭腦。其實香港的繁榮一直有賴製造業的穩定增長。然而政府並不意識到，香港現時所處的工業發展階段，跟本港早期企業家所從事的草蘆工業截然不同；早期的企業家在戰後的輕工業消費品市場上，大致都能夠自給自足，同時又沒有工資較低地區與之競爭。」

「當工業發展至較為高級的階段，政府便不能逃避參與及負起協調的責任，例如提供適合的土地、受過訓練的人力、足夠的基礎設施、當然還要有一個健康的投資環境。」

身兼香港中華廠商聯合會名譽會長的胡文瀚表示，所謂基礎設施不單指道路、海港與碼頭、電力、通訊設備等，更包括其他新興工業國所有而香港所無的多種技術上及科技上的設施。他又表示，香港的基礎設施應包括一個具備貸款系統的金融行業，以便恰當地評估潛在的機會，並為工業家與企業家提供資本，作為製造先進產品之用。

他說道：「香港雖然經過大約二、三十年看似成功地成為工業化地區，不過從事製造業公司的股票在本港股票交易所內上市者並不多，也不大受到歡迎。究其原因，是由於這些股票並不屬於投機性質，而一般人由於缺乏認識的關係，不敢涉足工業股及技術性的事物。基於同一理由，我們在行政方面亦缺乏更多技術管理的專家。」

「現時工業機構並沒有獲得長期的優惠貸款。大學畢業生與良材往往投身政府機構、金融機構及地產公司。這些僱主都是能夠付出較高起薪點者，因為他們毋須在出口市場上競爭。」

「香港每個人都想盡快賺更多的錢，可是技術人員的前途並不特別吸引，他們得以受訓接管工業發展的機會不多，因為他們經常跳槽，未能好好的用心學習。我認為這種跡象是值得憂慮的，特別是現時每個人都認為香港的前途繫於其工業發展情況。」

不過胡文瀚表示，他對香港前途並非真正悲觀，只是感到應該把自己觀察所得的現況指正出來。

他說道：「無論情況多麼棘手，香港目前的問題總會有解決辦法的，特別是部份人士已從最近的地產界與金融界風波中汲取了教訓。」

「當時本港經濟體系太多的資源都集中在高度投機性的地產及金融行業，損害了工業界的健康發展。事實上，由於香港的本地市場缺乏保障，想在這裏開拓新工業已經不容易，更遑論要在昂貴的土地及人才方面進行競爭了。」

為進一步說明他並非真正的悲觀，胡氏指出：「幸而工業用地的問題不再存在。私營建築商有大量的工業樓宇供應，而政府的工業邨在一段時間內亦可望滿足本港工業界的全部需求。」

「我仍然支持大埔與元朗的工業邨計劃。多年前我曾提倡設立工業邨公司，而我深信當投資氣候改善時，工業邨將再次受到歡迎。」

銀行亦開始覺醒，體會到與工廠打

交道，畢竟比從事投機性的地產、股票、期貨及金融買賣穩當安全得多。

談到工業界的高級人才方面，胡文瀚表示：「我認為香港的較高等學府與工業界之間應該有更多合作及相互關係存在。可惜現時在這方面似乎有所欠缺，不能幫助畢業生充份作好投身工業界的準備，也沒有機會讓教授及講師好好研究和協助解決工業界在技術上及管理上的問題。其實這些都是進行實用研究、或修讀碩士及博士學位的理想園地。」

「我相信要補救上述情況，應該由政府、兩間大學及理工、以及工業界本身帶頭進行。惟其如此，切合香港特殊要求的實用研究與工業技術，才可以有效地加以推行。雖然現時在香港有生產力促進中心從事這方面的工作，不過卻是少得可憐，因為資金與組織方面皆不足，與南韓及台灣等地相比，實在相形失色；南韓與台灣政府在推行實用研究及工業技術方面不遺餘力，現時設有不少科學公園及科技學院，成績斐然，目的為趕上類似美國矽谷的同類機構。」

「本港政府似乎以為向海外投資者招手，他們便會帶來新科技。不過這樣做也可能花費甚鉅，而且有時間上的差距，因為受到嚴密監守的科技須經過一段時間始能慢慢傳入。」

「另一個方法，就是正如我所建議的，協助及安排切合本港的科技發展，而這些科技是本港工業所急需的。」

「多年前我曾提議香港應設立一個研究局，初步由政府撥一小筆款項資助。日後這個研究局所從事的計劃可以由有興趣的人士或團體資助，亦可以靠該研究局從事有關研究及發展工作，然後出售所得結果，從而賺取經費。」

「我亦提議讓剛畢業而欠缺實際經驗的學生到本港工廠實習、進修，由政府資助部份費用。我並建議資助的形式應是一種津貼補助金，我名之為『工業助學金』。」

「我認為這些助學金可以幫助一些清貧子弟解決經濟上的困難，使他們不必為求獲取較高起薪點而從事不符合自己興趣與理想的工作，變得學非所用。」

「我很高興政府即將推行助學金計劃，」胡文瀚微笑著說。

他續稱：「我的意見是希望政府及金融機構能夠帶頭宣揚及強調一點，就是無論怎樣，只有在可行的工業經濟體系下，香港的前途才可以確定。」

「這將為本港日益增加的製造業勞動人口提供工作與機會，亦為本港的服務行業如貿易、金融、消費品零售、以及私人服務等方面提供工作與機會，因為一個可行性的工業經濟體系將引發更高的消費能力。」

「這樣並可確保香港的繁榮與安定，使香港的現狀縱然不是中國所不可缺少的，也對中國具有高度價值。」

胡文瀚形容香港與中國進行生意往來的前景是「前所未有的光明遠大」，而他認為這對香港肯定有利。

他說道：「現時各人都應該知道，二十多年來中國向外閉關及停滯不前，現時正需要大量資源及技術上的努力以求取得工商業的現代化，這是在發展其本身天然資源之外所應該爭取的東西。」

「我想不出有任何地方可以比香港更適合作為中國的輔助基地。雖然中國

經歷過不少內部鬥爭及多次動亂，不過在以往百多年來，香港一直為中國的重建提供金融上及技術上的協助。

「現時的情況就是一個恰當例子。很多已經或正在香港開設辦事處的新與舊中國公司及駐港機構，不單是為分銷中國產品，更為促進國內的投資，以及將新科技引進中國，使國內的產品及生產設施變得現代化。在中國的「四化」計劃下，這方面的工作預料將須持續幾十年。」

「過去二十年間中國內部鬥爭所造成的文化鴻溝，亦令到香港工業界在貿易、科技、企業精神及管理方面所具備

的訣竅及專長，受到中國殷切的需求。」

「這可以證之於事實：就是在中國的大部份外國投資、聯營計劃、補償貿易及其他發展，都是香港商家從事的居多。不過我們還須追求更高的成就，同時在進展的過程當中不斷納入最新的技術訣竅。簡言之，我們需要更多高級產品，以增添貿易方面的存貨，也需要更優良的科技，以增進本港的地位。」

「這對本港工業家而言，正如我剛才說過，既是一項挑戰也是一個機會。」

□

## 「香港電子廠商只有百分三應用微型處理器的科技。」 ——彭傑文

康力投資有限公司董事兼總經理彭傑文先生表示，微型處理器科技在一年內的轉變，可以相等於其他工業畢生的轉變。不過香港電子廠商之中，只有3%在本地應用這種科技。

他表示電腦輔助設計及電腦輔助生產在美國、歐洲及日本被採用已有兩、三年。在香港則尚未利用這種新科技去設計及生產新產品。

他說像康力這樣大規模的公司每年可能耗資達一千萬元，以聘請顧問協助公司進行產品發展，並採用他們本身的牌子名稱，為香港產品製造世界性的需求。不過香港製造的全部電子產品，不及世界產量的1%。

身為電子業訓練委員會成員的彭傑文表示，除非構成本港電子工業骨幹的絕大部份較小型電子廠，開始認真採用微型處理器科技，否則這門工業將永遠是支離零碎，不能夠累積到經驗、知識與資本；在高度競爭性的國際市場上，很快會變得無足輕重。

他舉例說生產力促進中心擅於製造金屬及印刷電路板，不過這些產品的設計現時愈趨複雜，而生產力促進中心的潛能須加以拓展。

彭傑文主張應該擴大生產力促進中心的專門知識應用範圍，利用其專門知識設立一個實驗室，以幫助電子業的小型廠商。此實驗室應具備國際水平，並可媲美台灣、南韓及新加坡所設立的實驗室。

他表示，上述地區聘有數以百計的研究人員，實驗室由政府撥款及資助以應付開支，而這些開支是遠遠超出香港小型電子廠商的負擔能力以外的。

這樣的一個實驗室可以進行市場研究，向工業家提出建議，引導他們的構

思，使新產品能夠成功推出市場。

彭傑文表示，他認為香港如果想在日新月異的微型處理器工業中扮演一個對全球有積極影響的角色，則應該早在今日之前便設有這樣的一個實驗室。

時至今日，香港的小型廠商已戴不下這麼大的帽子。如果政府要設立一個達到國際水準的實驗室，可能要花費一千萬港元。

「我們得在海外及本地聘請工程師與研究人員。其實，如果實驗室的方針是對的話，可以成為自資的機構。其為廠商成功生產的產品，除了要收取費用外，更可要求取得專利稅。」

「這個計劃可以避免工作上重複而造成高昂的浪費，更可令到香港較具競爭性。」

「現時妨礙香港廠商的，不是這項計劃所需的固有成本，而是初步的風險投資。如果政府能夠提供初步的資助，則更多廠商會參與是項計劃，而不少也許會賺其大錢。」

彭傑文表示，現時小型廠商所能夠從事的，只有消費電子產品，例如電視遊戲機、工業用操控器、電話機、保安儀器等。在未來兩年內，本地生產亦將朝著同一方向發展。

很可惜雖然有這樣良好的科技進展及價格變動，但是有關方面並不感受到情況的急切性。小型廠商仍然自顧自的從生產一種流行產品轉投另一種流行產品，直至他們站不住腳便停工不幹。

他表示他不認為工業界的難題能夠單靠生產力的發展而獲得解決。發展生產力是大型廠商才辦得到的事，小型廠商則辦不到。當小型廠商設法向上推進一級時，他可能會因失去生意而要再次回降一級。大型廠商跟小廠沒有接觸，

不明白小廠的困難。

彭傑文表示香港的電子業現正面臨一個危機。將微型科技作為一種工業加以發展及應用的系統性方法，很明顯超越了個別機構的能力以外。

「不過沒有政府的扶助，電子業將無以為生。現時政府應該優先進行的，是制訂一個扶助工業的政策，以及創造一個有利於成立科技密集企業的環境。」

「我認為現時香港急切需要一個科技發展實驗室，而這個設施將需要政府的撥款。只要有合適的環境，微型處理器科技將不會盡屬大型廠商的天下，也不會是小型廠商永無資格涉足之境，而是一種必需的、刺激的、以及有利可圖的科技，我們所有人都可加以利用。」

彭傑文表示，香港的電子廠商只要能出產恰當的產品，他們逐漸會較易取得生產合約。香港在生產電子消費品方面，仍然比其他新興工業國優勝。不過在生產微型處理器方面，情形卻不一樣，而除非香港向電腦輔助設計及電腦輔助生產設施進軍，否則最終會落在其他新興工業國之後。

彭傑文指出，康力在美國有自己的公司，推銷康力牌子的產品，並即將於歐洲開設另一間公司。在其他主要國家，康力則通過代理商推銷其產品。

他表示康力較喜歡這種經營手法。他說：「這就像親自駕駛自己的汽車一樣。你不單只創造需求，亦可以提高或降低自己產品的價錢以迎合需求。」

他表示以香港佔全球電子產品產量不及百份之一，數量之小是不會受到保護主義者攻擊的，只有手錶除外。不過他對於一九八四年卻不太肯定。他猜想也許彩色電視機的生產會引起外國的注意，而屆時會有配額限制出口亦未可定。□



# 「政府與工業界應共同合作。」

## ——黃保欣

立法局非官守議員及聯僑企業有限公司董事長黃保欣先生表示，香港的工業家及政府應該相輔相承，共同合作，以提高生產力及改進產品發展。

他呼籲工業家要認識到在香港以小廠佔多數的製造業裏，應用較高級科技的重要性。

他認為如果香港在未來五至十年間忽略較高級科技的應用，則香港的競爭力將比鄰近國家落後許多。

他相信工業界須在研究與發展的應用方面耗資更多，而政府可以繼續提供基建設施來幫助工業界。

黃氏認為設立一個電子業中央實驗室以協助小型廠商進行產品發展的構思相當複雜。不過小型廠商又的確有其問題存在。政府應認識到問題的嚴重性，及時採取若干行動。

他認為自從一九七九年多元化報告書公佈以來，公私營機構都認識到有必要推行其中的建議。不過，小型廠商須面對多項內在及外來問題，這些問題都必須加以解決。

內在的問題是由於香港有太多小廠。他們之間競爭劇烈，以致沒有時間或金錢從事長期的計劃。

黃氏認為，這些小型廠商為掙扎生存，被迫只顧及每日的盈虧狀況，即使在較為進取的工業家之中，雖然他們熱衷於器材及設備的再投資，卻甚少考慮到研究與發展的應用方法。

部份較大廠商在研究與發展方面仍然耗資很少，甚至完全沒有。部份則可能要在短期內獲得利潤的，才進行研究與發展。

黃氏指出，前幾年地產業的蓬勃亦影響到較高級科技的發展。物業價格之高，使部份財政狀況穩健的工業家也受到吸引，將資源投入了地產發展，於是較高級科技及產品發展便因此而拖慢，也令到工商界在這方面所作的貢獻少之又少。

與此同時，政府又表示不應花費納稅人的金錢單使某一行業受惠，而是應該顧及整個社會的福利。因此，在過去兩年來工業署雖曾發動協助新基建設施的成立，不過直至目前為止效果仍然不大。

黃氏表示，基於上述情況，整體的對內效果並不十分令人滿意。

外來問題方面，他亦認識到影響高級科技發展的因素。他說香港太過依賴

其出口，而其政策永遠都受到世界經濟情況所左右。

經濟衰退增加了出口廠商之間的競爭，而他們須面對很多新問題。他們要分散精力應付這些問題，因而減少了在應用研究與發展方面的興趣。

黃氏表示，香港的一個基本問題，是傾於只從事外國已成功產製的東西。不過香港在工業界，特別是電子業的高級科技方面，亦有若干突破。

部份廠商在高級科技方面已成功確立了他們的地位，並獲致可觀的利潤。這可以從現時香港產製的通訊器材可見一斑。以電話機為例，現時香港製造的新型電話機有很多種，五花八門，美不勝收。

電視機、音響及視聽器材方面亦有一些出色的製造商。此外，若干電腦有關工業在軟件與硬件的製造方面均樹立了良好基礎。

如果這些廠商能夠維持他們的進取心，以及耗資更多在產品的研究與發展方面，他們可幫助令到香港的工業前景更加光明遠大。 □

## 由發展地產轉而製造 電腦週邊設備 一名年青企業家接受本刊訪問

香港一名銀行家最近解釋物業市道由旺轉淡的原因時，表示每當香港體驗到真正需求以及有高度收益時，其經濟體系往往極具效率。這可以從電腦有關工業的急劇發展可見一斑。

由於世界性經濟衰退及一九九七問題影響到物業市況走下坡，原是土木工程承建公司及物業發展公司的隆輝企業有限公司亦轉向多元化經營，成立了隆輝電腦產品有限公司，專門製造一種所有電腦皆必需的高品質元件。

隆輝電腦產品有限公司常務董事彭磷基表示，他在一九八一年最初決定由建築地產業轉向工業界作多元化的發展，不過直至八二年八月廿一日才成立了這家公司，最初是為美國製造電腦紀錄磁頭。他組織了一支優秀的技術人員隊伍，以一位周姓電子工程師為首。這位周先生是彭磷基認識了廿二年的朋友，

在美國攻讀電子工程學。他與彭磷基決定在港產製驅動器內的紀錄磁頭，這種磁頭的作用，在於閱讀及書寫電腦所貯存的資料。

彭磷基表示，隆輝電腦產品有限公司在這門生意上投資了五千萬。最初，有意思的買家由美國前來，巡視隆輝的工廠一番，始要求他們製造樣本。

彭氏說道：「當我們成功製造好樣本後，我們便開始取得海外訂單，第一次的交貨日期是在八二年十月十五日。由於我們的產品具備一致的優良品質，我們接獲的訂單也愈來愈多。」

「雖然我們經營的時間未及一年，不過我們所產製的軟碟紀錄磁頭品質之佳，獲Magnetic Peripherals Inc. 軟碟驅動器部門頒發一九八三年度賣家優異獎。該公司為Controlled Data Inc. 的附屬公司。此外，我們的顧客

全部都是原庄設備的製造商。」

紀錄磁頭是軟碟記憶系統的一個重要部份。每個私人電腦都需要這樣的系統用以提供一副廉價的隨機存取記憶體。大多數私人電腦都需要兩個磁碟驅動器，以便有效地進行編序及處理數據，而大多數驅動器都有兩個磁頭。

彭磷基表示，他在獲取元件方面並沒有遭遇困難，因為所有元件都在自己廠內製造，製造元件所需的原料則由日本及美國輸入。他的元件生產部門可以完全供應廠內裝配線所需。

不過隆輝只是製造一種產品，而電腦業的發展卻是日新月異，這種產品會否很快成為過時呢？

彭磷基的回答是，在五年或更長時間內，將不會有另一種新產品出現，若然有變，他自然也會產製該種新產品。

「我們與美國的著名製造商有生意

往來，任何時候他們創出了一種新設計，須要製造一個樣本時，他們便會要求我們加以製造。

「我們有本身的研究與發展部門，專責從事上述的工作，解決一切生產上的難題。所以我們很有信心能夠追上任何新科技，因為美國顧客有鑑於我們的生產質素水準高，有任何新設計都會交由我們產製。」

現年四十三歲的彭磷基，早年由香港負笈加拿大，一九六三年在滿地可的麥基爾大學取得土木工程碩士銜，後來在溫哥華一間工程顧問公司從事設計工作達兩年。跟著他加入渥太華的聯邦政府，負責設計橋樑、堤壩、道路與公路等工作。繼於一九六九年返回香港。

返港後，他先在一家地產發展公司任職達三年，始設立自己的公司——隆輝企業有限公司。

他仍有從事土木工程的建築工作。

主要工程有為元朗錦銹花園及大埔康樂園進行地盤盤建、道路及渠道的建築工程等。

彭磷基表示，隆輝之所以選擇生產紀錄磁頭，因為這種產品需要高科技始能生產，而隆輝正好具備這種高科技，因而避免了太多競爭。

他表示紀錄磁頭是任何電腦之中，最難製造的裝置品，而電腦必須靠紀錄磁頭始能操作。其生產過程涉及大約三十項工序，是高度熟練勞力密集的生产程序。

他表示香港比較上有相當充裕的勞動人口。美國方面具備先進科技，而日本則具備原料。他認為這是一個天衣無縫的配合。

彭磷基指出：「香港的勞工並不便宜，不過香港工人手作靈活，而且一點即明，這方面比很多其他亞洲工人優勝。如此一來，我們的產品更具成本效應

，而目前的磁碟記憶系統，至少在未來五年內不會被其他產品所取代。」

他表示他在決定投產之前，先閱讀大量科技資料，以及對市場進行廣泛研究。現時的趨勢是，日後每個商業辦公室將需要裝置私人電腦。他預期私人電腦遲早會像計算機一樣普遍。私人電腦就像其他電腦一樣有兩個驅動器，而大多數驅動器都需要兩個磁頭。磁頭的成本約等於每個驅動器總成本的三分之一。

隆輝電腦產品公司經營差不多一年後，產量約達三千億美元之數。彭磷基希望明年產值可達五千億美元。他並表示接獲訂單之多，甚至可能超越這一目標。他最初開業時，只佔官塘一座多層工業大廈的其中一層，現時已擴展至兩層，每層面積為二萬三千平方呎，更有進一步擴張之勢。目前他旗下有一千名工人，分兩班工作。

## 經濟復甦前景

香港總商會貿易部助理董事梁紹輝表示，香港年內對美國的出口，實質增長估計可達10%。他還表示，如果香港今年全年的本地出口，比經濟衰退影響下的一九八二年數字有7至8%的實質增長，一點也不足為奇。

雖然以出口帶動的香港工業界佔本地生產總值30%以下，不過每年的本地出口增長情況，傳統以來一直是每年本地生產總值增長的最佳指標。為香港賺取收益的本地出口往往決定了較大服務行業的發展步伐。

因此，梁紹輝認為，如果財政司彭勵治下次發表經濟季報時，將最初預測一九八三至八四財政年度的本地生產總值增長再次向上調整的話，是毫不為奇的。財政司於二月的財政預算演辭上曾表示，估計經濟只有4%的增長，不過他已經作出一次修訂，把數字調整至大約6%。

梁紹輝表示，香港今年的本地出口增長，將差不多完全來自北美及西歐國家。一九八二年間，北美佔香港出口總額40.8%，西歐佔28.5%。

本年首五個月內，港貨輸往美國以價值計上升了21%。梁紹輝表示，這等於說港貨輸往美國的實質增長已達10%，而港貨的全球性出口總額則有9%的實質增長。

一九八二年間，美國佔香港總出口的37.6%。所有主要的經濟指標均指向一個穩定漸進、健康的復甦現象，如汽車銷售、房屋建設都有可觀的躍升，而列根總統更將美國經濟增長預測由4.7%提高至5.5%。

他表示，由於油價下降，以及利率較為穩定，對美國工業新投資及發展都有較長遠的鼓勵作用。這使美國消費者可以增強信心，因為失業威脅已告減低，一般家庭可安心購買所需各項消費品。零售業務已開始大量增升。

據報美國五月份入口貨品總值達280億美元，是自從八二年八月以來最高紀錄。預料這個趨勢將持續向上，而美國經濟復甦將維持長時期。

梁紹輝表示，這等於說香港對美國出口可望保持暢旺。現時香港大部份工廠，都有至少三個月或甚至七、八個月的訂單。而紡織品方面各類輸美配額運用率，均較去年同期為高，部份熱門成衣配額更出現短缺現象。香港總商會近數月所簽發來源證，數量亦比去年同期劇增，反映港貨外銷美國正是方興未艾。

梁紹輝表示，今年香港在西歐的市場，將以西德及英國的表現為最佳。

以西德而論，今年國民生產總值預料會增加0.5%，失業人數亦將逐步減低，六月份的失業人數比五月份下降1%，現時處於7%的水平。此外由於經濟好轉，馬克穩定，對本港製品訂單有相當幅度增多。本年首五月港貨輸德，較八二年同期增加6%，比諸八二年下半年港貨輸德長期處於負性增長，實在大有改善。

梁紹輝談到英國市場方面，表示由於英國政府已成功將通貨膨脹抑壓至低點，加上戴卓爾夫人競選連任獲得壓倒性勝利，可使保守黨政府貫徹其經濟政策。

另一方面，如果由工黨執政，則英

國可能退出共市，同時為滿足強大工會勢力，會採取較嚴厲的入口管制，從而對港貨銷英構成不利。

此外，如果工黨上台更可能危害到英國的緩慢經濟復甦，並使整個遠東區的出口受到壓抑。幸而現時是保守黨獲勝，而各國對戴卓爾夫人的經濟政策將繼續抱有信心。

根據數字顯示，港貨輸英在今年前五個月內只有1%的負性增長，是相當長時期以來負性增長率的最低點。現時英國的消費情況正迭创新高峯，可能會為香港增添訂單。

梁紹輝認為，其他共市國家的經濟復甦，須待相當時日。共市最近報導法國今年國民總生產將下降0.5%，意大利國民總生產將下降1%。

法國現時外貿赤字龐大，法郎疲弱，工業生產處於低水平。政府各種緊縮經濟措施，已導致人民不滿，家庭消費削弱。另一方面政府又直接或間接設法減少入口，例如限制港製石英錶、雨傘以及玩具每年入口數量，規定入口文件必須以法文書寫等。凡此種種措施，都令港貨輸法前景，乏善足陳。

梁紹輝表示，雖然法國最後已同意撤消對港製石英錶入口的限制，但並沒有定下實施日期，而且香港石英錶對法國的出口，在過去兩年已失去應有的發展機會，由預測每年有九百萬隻下降至四百四十萬隻。

可慶幸的是，上述仍處於經濟低潮的共市國家，與英、德二國比較，佔香港輸共市貨品比重較低，影響香港對共市出口不太嚴重。

出口原動力，除來自美國、西德及英國幾個國家外，日本及中國在一九八三年亦會為香港提供較大銷售機會。

以日本而言，該國已將本港玩具及人造花列入特惠稅計劃中，使這兩類港製產品，能夠在日本與其他主要供應國家如南韓及台灣公平競爭，以及更有拓展餘地。

香港的第二綫市場是亞洲區（去年佔港貨出口總額的16%）、中東（4.2%）、澳大利西亞（4.1%）、非洲（3.1%）以及中南美洲（2.4%）。

梁紹輝表示，這些地區大部份都受到石油減產或削價、貨幣貶值、外債龐大等種種政治經濟因素影響，可見將來無法擴大入口，或甚至採取更嚴厲的入口管制措施，以儲存外匯，應付更為迫切的國內經濟需要。這種情況尤以非洲及中南美洲為甚，因此香港對這兩個地區的出口，將繼續萎縮。

不過，香港的出口前景大致上仍算樂觀，雖則並非全無隱憂。

首先，是香港與美國的紡織品問題。梁紹輝表示，台灣、南韓與美國達成的新紡織協議，所取得的配額增長率，均較香港為高，而另一強勁對手中國，現時正以後來居上的姿態，爭取與美國達成新協議，估計最後亦將獲得較香港

優厚的待遇。因此，香港在未來數年內，紡織品輸美，要面對強敵競爭及配額兩個嚴重問題，對香港整體出口，有一定影響。

另一個問題是，美國現時施行的特惠稅制度將於八五年屆滿，屆時美國對該制度進行修訂，香港會受到甚麼影響，現時尚為未知之數，而截至目前為止，這個可以是相當嚴重的問題，在香港卻並沒有引起多大注意。

該特惠關稅制度於一九七六年開始推行，當時香港跟其他主要受惠國在若干產品上享有免稅特惠優待。不過該制度又規定，某一受惠國的任何一類產品出口，如超越美國輸入該產品總額的一半，則該受惠國便會失去該類產品的免稅優待。如該項產品的出口下降時，其免稅優待不能自動生效，須經總統重新下令方可。

梁紹輝表示，八二年香港輸美貨品中，屬於特惠關稅範圍的達44.6%，不過只有18.2%享有特惠關稅的權利（總值達57億港元）。

由一九八一年開始，美國採取一種「漸進式」政策，逐漸從先進受惠國中剔除若干產品的優惠待遇。自此香港已陸續失去不少特惠關稅優待。

一九八二年間，香港被拒於特惠稅

外的貿易比重，較其他所有受惠國合併而計所遭受的為多。被剔除的產品再也無法在美國市場上與其他受惠國競爭。

大約五分之三被取消特惠稅優待的香港產品，對美國的出口數量及價值相繼減低，而跌幅往往超過一成。

現時所有的特惠稅優待將於一九八五年屆滿，美國政府現正草擬新計劃，其中可能包括考慮一項「互惠條款」，亦即美國給予某國和某地區特惠關稅，對方也必須放寬入口關稅。不過香港根本是個自由港，連關稅和入口稅都沒有，因此在提出條件方面便大為吃虧。

梁紹輝表示，希望在美國的新特惠稅制度下，香港會受到公平的待遇。

最後，梁紹輝表示，短期內香港出口，將可保持穩健進展。本港現時內部條件，對出口亦有幫助，例如工業不斷改進，高品質新貨品不斷發展，工業貸款擴大，廠商可獲資金週轉。廠房價格、寫字樓租金、工人工資增長都轉趨緩和。工業教育的加強、各種品質檢驗室成立，都可協助本港製品，繼續在國際市場上競爭及邁進。他認為本港廠商應趁現時各主要市場開始復甦期間，參加各種海外貿易拓展活動，如貿易團或貿易展覽會等，相信會帶來新的訂單或貿易機會。 ■

本會職員剪影：

## 執行董事之行政秘書許梁沼珊

本會執行董事麥理覺的行政秘書許梁沼珊，來自一個很多代以來都在香港土生土長的家庭。有這樣長久歷史的香港家庭現時只佔香港五百四十萬人口的一小部份，不過往往仍可以尋得他們的踪影。

有時甚至可以從他們的衣着分辨出他們屬於「老香港」的家庭。通常他們的衣着漂亮而保守，舉止與態度優雅大方，散發著沉靜從容的自信，顯示出他們工作稱職，以及對前途充滿信心。

他們也許受到戰後蜂湧而至的人潮及其後代所衝激，不過他們仍然很習慣香港急劇發展的現代化社會。事實上，他們是創造這個現代化社會一大部份的中流砥柱人物。

他們特殊的生活質素就像一種傳統，時至今日仍然有他們的影響力，而他們的標準亦成為其他人設法達到的尺度。

他們是社會上的鑄模，新移民會慢慢給鑄成他們的模樣，而一般而言，香港社會由於獨特的原因，缺乏了東南亞其他新興工業國的社會凝聚力。

許梁沼珊是這小部份重要人口的一份子。她的童年就是扎根於香港現代化社會的建立基礎上。

她的父親在太古船塢管理人事部。現時太古船塢已成為現代化的太古城居住中心，使筲箕灣在短短幾年間面貌為之改觀。

許梁沼珊小時候就是在筲箕灣居住。由於她就讀於堅道的嘉諾撒聖心書院，因此每天上學都要花去不少時間。中五畢業後，她再在聖心的商科學校修讀一年秘書課程。

嘉諾撒修會在香港亦有源遠流長的歷史，該會修女不單只向學生灌輸學問，更協助塑造了她們的性格與品行。

許梁沼珊表示：「我離校的時候可說頗為幸運。我考入政府做速記打字員，最初幾個月被派往接替組，曾先後任職多個部門，計有社會福利署、消防處，以及位於啓德機場的民航處。」

「最後我在工商署安頓下來，在那裏工作剛好滿一年。跟著我獲得一個機會，為當時總商會的副執行董事做秘書工作，約兩年後晉升為執行董事的秘書。」

「現時我在總商會任職差不多已有十三年，為兩名執行董事工作過。我喜歡充份利用我的工作時間，也不介意辛勤工作。事實上，我樂於為勤奮的老闆効勞，只要他能夠為下屬設想、體諒下

屬。麥理覺先生就是這樣的一個老闆。」

許梁沼珊表示，她每日通常要打十至十五封相當長的信件及很多其他內部文件，大部份都是由老闆口述，她用速記默寫，然後以文字處理機打出來。不過老闆很多時亦利用私人時間先寫好草稿，翌日早上回到辦公室後交給她。

許梁沼珊說：「我很喜歡我以前用的電動打字機。不過文字處理機則有較多用途，只是根據經驗所得，我知道這些新出的電子產品有時會產生毛病。」

就像所有行政秘書一樣，許梁沼珊每日一方面要聽默、打字、一方面要接聽無數的電話。單是接聽電話，合計至少佔去她每日一個鐘頭的工作時間。她說她的職責是把外來的電話先行甄別，以盡量省回老闆的時間。某些電話諮詢如果是總商會其他職員也可以答覆的，她便會把這些電話轉達給其他職員。

她另一項重要職責是安排老闆的約會。她說老闆的約會日記主要都交由她處理，不過如果她有疑問的話，當然會請示老闆。

許梁沼珊認為香港現時大部份秘書都受過良好訓練，效率也很高。她說很多私立商科學校都有現代化的秘書訓練



課程。

她對於理工學院的秘書訓練課程給予很高的評價。「我認識好幾位理工學院秘書系的畢業生，她們都有相當水準。我覺得理工學院所樹立的水準，在香港是被公認為優秀的。除了打字速寫外，他們還教授商業及業務信札。

「不過要做一名好秘書，經驗最為重要。很多受過良好秘書訓練的女孩子都有一個問題，就是未必能夠找到一份令她們可以從中獲得最佳經驗的秘書工作。她們最初往往要從事文員的職務。」

她表示除了接受過良好訓練外，做秘書當然還要溫文有禮。通常在任何公司之內，秘書所屬等級愈是低微，則往往受到愈多的壓力。遇上咄咄迫人的訪客，秘書在保持態度堅定之餘，禮貌仍是必不可少的。

許梁沼珊用速記默寫完畢，在文字處理機上把內容打出來時，須要翻查字典的次數多嗎？

她回答說：「如果是普通的函件，我在串字方面是沒有問題的。不過當麥理覺先生口述一些文章時，間中我便須

要翻查字典。當然以前在學校所接受的訓練，教我們在遇到任何不肯定的字眼時，便要請教『啞老師』。

「任何老闆在口述信件或其他文件時，不一定會時常說明那裏要加上逗號或句號。能否加上適當的標點符號，就要看秘書本人在語文方面的程度了。我知道我現時的程度跟最初做秘書時，已有了很大的進步。」

是否做秘書的都要對上司產生好感的呢？

許梁沼珊說：「你不一定要喜歡你的上司，不過你一定要投入你的工作，盡心盡力的協助你的上司，同時保持個人的工作效率。一天的工作完畢，下班後也就不再記掛著公事。如果有甚麼事情令我困擾，我會跟我的丈夫商量。」

許梁沼珊結婚已有十年，丈夫是水務局的總工程師。她的丈夫就跟她一樣，來自另一個在香港已有悠長歷史的家庭。他畢業於香港大學。

他們有兩名子女，兒子九歲，女兒八歲。一家四口住在司徒拔道。女兒自然是就讀於嘉諾撒聖心小學，兒子則在

華仁小學就讀。

那麼他們兩夫婦上班後，由誰來照顧孩子呢？在香港良好的舊家庭傳統裏，這個責任便落在許梁沼珊的傭人身上。許梁沼珊小時候也是由她帶大的。

「她儼然就是我們家中的主人。當然我可以絕對信賴她，因此家中的事務沒有太大問題。」

許梁沼珊的衣服都是由裁縫度身造的，而該名裁縫也是她已經光顧多年的。

晚上，她花約一小時指導她的子女做功課。星期日她會親自下廚弄膳，舉家出外游泳或是帶著孩子到公園嬉戲。

許梁沼珊表示：「我並不真正屬於事業型的女性。我對於現時的工作十分滿意。我有著幸福的家庭生活，而我最大的理想，像大多數已婚女人一樣，就是好好培育我的孩子成人。」

「我們對於一九九七並沒有作出任何計劃。不過我們準備送孩子出國留學。我熱愛香港，這裏就是我的家。我希望能夠留下來，看著我的孩子長大，事業有成。」

## 簡報滙編



本會與中華廠商會及香港工業總會於六月廿八日假座富麗華酒店聯合設宴款待簡悅強爵士及夫人。簡悅強爵士剛自貿易發展局主席一職榮休。本會主席馬登（站立者）稱頌簡爵士對香港工商業及社會多年來貢獻。



貿易部助理董事梁紹輝（中）及副經理朱耀榮於七月期間會晤危地馬拉商會主席旦德先生，討論貿易促進事宜。



本會工業部助理董事馮若婷（前排左）代表本會出任貿易發展局玩具及禮品展籌劃委員會委員。



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