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Providing a better health care system for all citizens

Progressive and broad-ranging reform of Hong Kong's health care system is required if the public is to be offered greater choice and better services in the future. It needs to include much-reduced reliance on public funding and increased private sector involvement (including further private insurance).

Back in December 2000, the Hong Kong SAR Government published a consultation document setting out its own vision, policy objectives, guiding values and principles for reforming Hong Kong's health care system. Entitled "Lifelong Investment in Health," the consultation document proposed some major strategic changes including reforms to the health care delivery system, improvements in the quality of care and service, and future financing options.

After a three-month public consultation period, the overall findings were reported to the Legislative Council's Health Services Panel in June 2001. Health care delivery and quality assurance improvements can justifiably be left in the hands of the health care professionals, but the system's overall structure, its financing and the role of the public and private sectors in it should have wider input.

The ultimate goals in this improvement must be to (a) offer greater patient choice and (b) reduce the reliance on public sector financing, encouraging those who can afford to pay to contribute more. Achieving these requires a focus on three issues – (a) a review of hospital and other charges (especially the discrepancy between the public and private sectors), (b) the further development of private sector provision of services and (c) the introduction of a system of private insurance to cover costs and (d) the promotion of each citizen's responsibility for his own health needs.

The Chamber believes that these issues should be urgently addressed, especially given the pressures on the dominant provider of services, the public health sector, and the broader concerns about levels of public spending and continuing Budget deficits. The Budget problem is particularly pressing. This fiscal year (2002-03), for example, an estimated \$32.45 billion will be spent on the provision of health services, or 14.8 per cent of total recurrent spending, making it the second largest spending item after education. Moreover, annual spending continues to increase and has increased more than three-fold over the past 10 years.

As the Secretary for Health and Welfare, Dr E K Yeoh, has recognised any new system can only be viable if there is shared

responsibility between the government and the individual, with those who can afford it contributing to maintaining their own good health.

At the same time, those less fortunate should still be able to rely on a (publicly subsidised) system that provides a quality health service at a cost the community can afford.

Hong Kong currently has a public health care system that is mostly reliant on tax revenues (with some 98 per cent of health care services being funded in this way) and has the advantage of simplicity and reasonable efficiency. But this almost exclusive funding directly from the public purse is unique in today's world and there are

alternatives. Singapore, for example, relies on a compulsory medical insurance scheme for individuals, while the United States is predominantly market-oriented and Taiwan is social insurance based.

There is little doubt that Hong Kong's present system is accessible, affordable and equitable, but in the medium-to-longer term continued total reliance on government funding from our low tax revenues is simply not viable. First, as has been pointed out above, are the pressures on the Government Budget and the continued rise in public health care costs to the point where they now account for 14.8 per cent of recurrent government spending (in fiscal year 2002-03).

Second, is the continued ageing of the population (reinforced in the latest government population estimates government through to 2031), that will result in a rising prevalence of diseases associated with age and thus increased health care needs. Third, technological advances in the health care field are likely to continue to increase the demand for, and cost of, health care.

The time has come in Hong Kong to promote individual responsibility for health care through insurance schemes for those who can afford them and the development of the private sector as an alternative to public care across the community. As part of this process, health care charges need to be rationalised and made more realistic (especially between the public and private sectors), while efforts to contain costs to keep basic health care services affordable must be ongoing.

The required reform process in the system may need to be carried out progressively if public confidence in the system is to be maintained, but a start needs to be made, building on the experiences of other systems, regionally and globally. There is overwhelming public support for health care reform. The opportunity should be grasped now to introduce the required reforms as soon as possible. **B**



Christopher Cheng 鄭維志

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政府於2000年12月公佈諮詢文件，列出改革香港醫護制度的抱負、目標、信念及原則，題為「你我齊參與 健康伴我行」。諮詢文件提出數項改革建議，涵括醫護服務系統的改革、質素保證系統的改進和醫護服務的經費來源。

三個月諮詢期過後，諮詢報告已於2001年6月提交立法會衛生事務委員會。諮詢結果充分說明，醫護服務及質素保證系統的改善，將是醫護專業人員責無旁貸的工作，然而，醫護架構、經費來源及公私兩界所擔當的角色，則須進一步深入探討。

改革的最終目標應包括：一) 給予病人更多醫護服務的選擇；二) 減少依賴公帑，鼓勵有經濟能力的人士自行承擔醫護費用。要達致以上目標，必須集中處理三大問題：一) 檢討醫院及相關收費（尤其是公私營界別收費的差距）；二) 進一步推動私營醫護服務的發展；三) 引入個人醫療保險制度，以分擔風險和醫護開支，及四) 促使市民自行負責個人醫護需要。

鑑於目前醫療服務的主要供應者—公營醫護機構正承受沉重壓力，而且市民對公共開支水平和持續財赤的關注日增，本會認為解決上述問題，刻不容緩，當中尤以財政問題最需迫切處理。以2002至03財政年度為例，政府預計動用324.5億港元於醫護服務，佔整體經常性開支14.8%，是繼教育後的第二大開支項目。況且，醫護經費逐年遞升，過去十年已銳增逾三倍。

衛生福利局局長楊永強醫生強調，任何新制度都必須要求政府和市民共同承擔，有經濟能力的人士自行支付個人醫護開支，才可成功推行。

同時，低收入人士仍可依賴公共資助，得到收費合宜、質素優良的服務。

香港現行的公共醫護制度主要靠稅收提供經費（約佔98%醫護服務開支），好處在於便捷。不過，這個直接由公帑支付的模式在現今世界已甚為罕有，其他做法有：新加坡推行強制性個人醫療保險計劃；美國的醫療保障以市場主導；台灣的醫護制度則建基於社會保險。

無疑，香港現行的機制不僅易於使用、收費相宜，亦一視同仁。可是，在中長期來說，持續完全依賴得自偏低稅收的政府資助，明顯並非可行。理由一，正如以上提及，政府財政受壓，而公共醫護成本持續上漲，現已達（2002至03財政年度）政府經常性開支的14.8%水平。

理由二是香港人口不斷老化，導致老人病患者增加，醫護需求日漸殷切（從政府最近發表至2031年人口推算結果得以印證）。理由三，醫護科技日趨先進，醫護服務的需求和成本亦相繼遞增。

有鑑於此，香港確宜於此時引入醫護保險計劃，讓有能力的人士自行承擔醫護費用，同時推展私營醫護服務，讓市民有更多選擇。此外，醫護服務收費應按合宜的原則來釐定（拉近公私營醫護界別收費的差距）；成本亦須加以控制，維持市民可負擔的基本醫護服務。

改革宜循序漸進，以保持市民對醫護制度的信心。然而，須先借鑑亞太區及其他國家的醫護制度改革經驗，踏出第一步。支持醫護改革的呼聲已普遍瀰漫整個社會，故應把握時機，儘快推行。

B

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Civil service pay system should be reformed as early as possible

The Hon James Tien, the Chamber's Legco Rep, shares his personal views on the civil service pay review, which falls far short of the cuts proposed by the Financial Secretary in this year's Budget

Following the release of the latest Pay Trend Survey findings, the review of civil servants' pay has provoked hot debate in Hong Kong. The government's decision to cut civil servants' salaries by 1.58 to 4.42 percent implies that the across-the-board 4.75 percent cut proposed in this year's Budget won't be realized. In other words, the government's wish to cut its payroll expenses by HK\$6 billion annually will fall far short of its target.

We all know that many civil servants are paid far more than their counterparts in private firms. We also know that if the budget deficit persists, the government will most likely resort to putting the burden on the shoulders of the public and businesses by raising taxes and charges, which will ultimately diminish the competitiveness of local businesses. That is why both the business community and the general public expect the government to cut its payroll.

LOOPHOLES IN PAY TREND SURVEY

Over the past 20 years, the Pay Trend Survey has been used as a barometer for the government to adjust civil servants' wages. As I have long criticized, the survey has a number of shortcomings that affect its accuracy. Its biggest flaw is that while it synchronizes pay rises of the civil service with those of the private sector when the economy is in good shape, it fails to suggest action if the private sector cuts pay when times are bad.

This is why I find the latest findings of the survey unacceptable. Last year, for example, many SMEs and even larger firms were forced to cut their headcount and payroll to ease their economic difficulties. The latest findings of the Pay Trend Survey, on the other hand, show less than a 1 per cent cut in wages for middle and lower ranking staff and a 3.39 per cent cut for senior staff. I find this unbelievable.

This sampling cannot really reflect the local employment situation since the lion's share of the survey's target respondents are highly profitable large corporations. Only a few respondents are SMEs, despite the fact that SMEs employ more than 60 per cent of the local workforce. The survey also fails to take into account the fact that many companies laid off employees, increased workers' duties and substituted some employees with lower paid ones. Therefore, these holes in the survey need to be patched up as soon as possible.

EARLY PAY REFORM NEEDED

The government's Review of Civil Service Pay Policy and System Taskforce recently unveiled phase-one of its study which looks at the structures and reforms of civil service pay in Australia, Canada, New Zealand, Singapore and the U.K.

Among the key points that we can follow is that civil service pay reform in these five countries has been shaped more on the basis of financial affordability rather than pay comparison between civil servants and the public.

I think we should follow this example if we want to avoid further misunderstandings arising from the Pay Trend

Survey. As the existing pay increment mechanism is centralized, the government should also take into account the performance-linked policy these countries have adopted to boost civil servants' productivity.

Compared to the five countries, our system is clearly out-dated. Although an overhaul of the system will take time, I recommend that the government set its priorities towards achieving this goal. The first step should be to scrutinize the pay adjustment mechanism to keep civil service pay in line with those of private firms.



James Tien 田北俊

LEGISLATION CAN PREVENT DISPUTES

In the meantime, I insist that the government cut civil servants' wages, even though the existing mechanism shows only a modest cut. In response to the survey's findings, some civil service organizations have made a counter-proposal to the government to freeze their payroll, rather than adhering to the prevailing mechanism, otherwise they will go on strike or even sue the government. I feel that such "selfish" threats are unacceptable to the business community and citizens.

I support the government's intention to incorporate provisions for "salary cuts" in the overall civil service "pay adjustment" policy by means of legislation to avoid unnecessary legal action in the future. I think this is a long-term solution to solve related disputes. But ultimately civil servants should be rational and understand the current circumstances as well as social expectations to avoid exacerbating the problem and dragging down the whole community.

The above are my own personal views. If you have any comments, please send them to me directly at, Legislative Council Building, 8 Jackson Road, Central, Hong Kong. Or email me at tpc@jamestien.com. Tel. 2500 1013, Fax 2368 5292.

B

改革公務員薪酬制度愈快愈好

公務員薪酬減幅結果遠低於財政司司長在預算案提出的建議，總商會立法會代表田北俊議員分享他對公務員薪酬機制檢討的看法

自薪酬趨勢調查的結果公佈之後，公務員減薪的問題再成為社會議論的焦點。政府早前決定減幅只為1.58至4.42%，代表著今年財政預算案提出劃一減薪4.75%的假設將難以實現，換言之，政府一年節省60億港元的願望也會落空。

其實，現時除了我們工商界之外，市民普遍也希望公務員減薪，因為大家都明白，大部分公務員的薪酬水平的確遠高於私人市場，而且若政府持續面對巨大的財政赤字，必然會有加稅和加價的壓力，負擔始終會轉嫁至我們身上。屆時，隨著營商成本上升，香港的營商環境也會轉壞。

薪酬趨勢調查存在漏洞

廿多年以來，公務員的調薪幅度主要參考薪酬趨勢調查的結果。不過，正如我一直批評，該調查實有不少缺陷，而且其設計只著重在經濟暢旺時令公務員薪酬追上私人市場，但在經濟低迷時卻不會令前者跟隨後者回落。

雖然我早知調查結果不甚準確，但今次公佈的著實令人驚訝。過去一年，經濟環境之差有目共睹，不論大、中、小型企業都紛紛裁員、減薪，以度過難關。然而，調查結果竟顯示，私人機構的中低層員工的減薪幅度不足1%，高層的也只減3.39%。減幅如此輕微，簡直令人難以置信，顯然與事實不符。

該調查的對象以本港盈利能力最高的大企業為主，而僱用逾六成勞動人口的中小企則只佔極小數，當然不能反映本港大部分企業僱員的實況。而且該調查並無將企業裁員、加重工作量、裁減高薪員工而改聘低薪的等情況，加入分析之中，更是極大的缺點。故此，這個調查根本是一個「行之無效」的機制，有及早改革的必要。

盡速檢討薪酬政策和制度

檢討公務員薪酬政策和制度的專責委員會，早前發表了第一階段研究報告。報告內羅列了澳洲、加拿大、新西蘭、新加坡及英國的公務員薪酬結構及改革經驗，不少地方是值得我們參考的。

譬如，該五國已減少著重公務員薪酬與私人機構的對比關係，轉而以財務負擔能力作為主要衡量準則，正正是香港需要借鏡的地方，避免再受所謂薪酬趨勢調查所誤導。此外，他們將薪酬與表現掛鉤，以鼓勵公務員提高工作成效，實施劃一自動增薪機制的港府也應該學習。

相比該五國的公務員薪酬制度，港府的顯然太過落後。當然，要全盤革新有關的政策和制度，的確還需要一段時間，但我認為政府可以採取緩急先後的原則，分階段改革，而薪酬調整機制應可最先處理，以免公務員薪酬繼續與私人市場脫節。

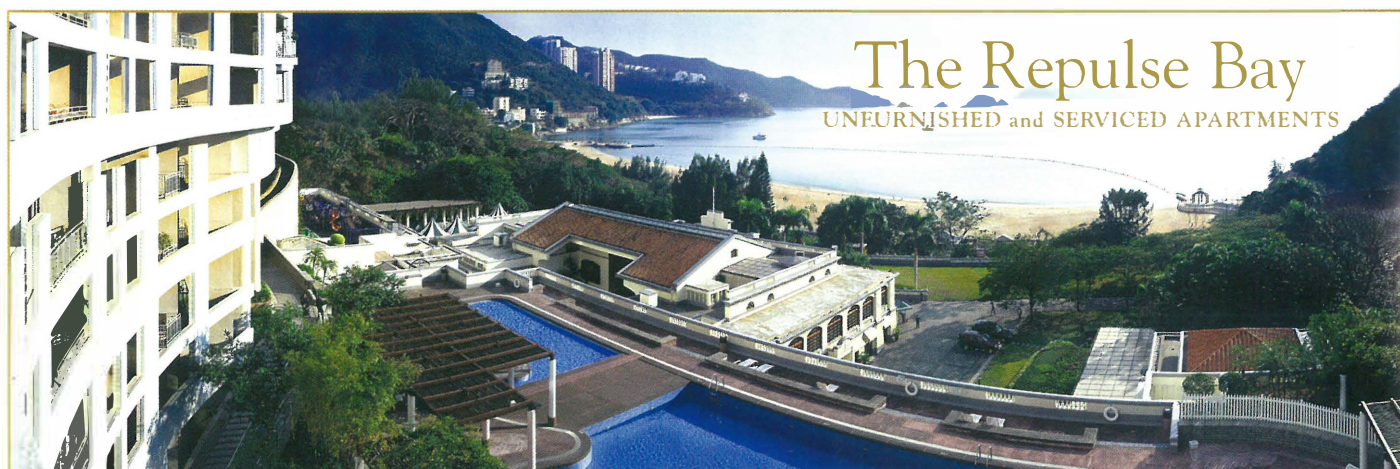
立法釐清可免爭拗

至於現在，我堅持即使現行機制顯示的減幅過少，政府今年仍應落實減薪。對於有公務員團體一改以往堅持按機制辦事的論調，提出凍薪的反建議，否則便會罷工或控告政府，我認為此種「輸打贏要」的威脅是絕不應該的，也非我們工商界和市民大眾所能接受。

故此，政府擬透過立法，清晰寫明公務員的「薪酬調整」包括「減薪」，以避免將來不必要的訴訟，我是表示支持的，認為這是解決爭拗的長遠方法。然而，最重要的始終是，希望公務員能平心靜氣，理性瞭解目前的實況和社會的訴求，以免爭拗加劇，令香港整體受損。

以上內容純為本人意見。如您有任何意見，歡迎直接向我反映。
通訊地址：中環皇后大道8號立法會大樓；電郵：tpc@jamestien.com；
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B



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HKGCC to address two crucial issues for Hong Kong business

The Chamber will tackle two issues of prime concern to members over the next few months. The first of these involves the governance of the SAR Government – especially as it relates to business policy – and the second is economic integration with China.

The Chamber will hold several events in June and July to probe deeper into each of these issues, the first of which will be addressed by the SAR Chief Executive, Tung Chee-hwa, at a Distinguished Speakers' Series luncheon on June 17. He will talk about his ideas for his second term, which begins on July 1, and the details of the accountability system that will help him turn those ideas into policy.

The second issue will be addressed at a major conference on July 8-9 entitled, "Pearl River Delta: Forging a New Force," that the Chamber is organising with the South China Morning Post. Mr Tung, who has been a proponent of closer economic integration with China, will kick off this one-and-a-half-day conference, and will be followed by speakers from Hong Kong and cities in the Pearl River Delta region who will explore the implications of integration.

Also in June, we will present to government our submissions on the corporate governance consultation and on the civil service wage survey consultation. In the coming months, we will examine the serious budget deficit problem and focus on social welfare

payments, spending and civil service re-structuring. The Chamber will initiate a major project on the latter topic, since we believe a total revamp is necessary to help Hong Kong meet its budget targets in the near future – without raising taxes. Chamber members' views will be solicited as always.

In addition, in early June our Chairman, Christopher Cheng, leads a high-level Chamber delegation to Beijing. Joining him will be General Committee members and Chairmen of some Chamber committees and 13 international chambers' chairmen. The group will look at the issue of economic integration and the effect on Hong Kong, especially the progress in the Closer Economic Partnership Arrangement consultations. This ongoing consultation has made some progress and is being monitored closely by the Chamber.

Two other missions planned by the Chamber are a visit in mid-June to the Pearl River Delta to look firsthand at recent developments in Guangzhou and Shenzhen, and a study mission to Tibet at the end of July. This, the Chamber's first trip to Tibet, will feature meetings with Tibetan Autonomous Region leaders, and will explore economic opportunities there. Members joining will also have the chance to visit some of Tibet's fascinating historic and scenic sites.

Come join us as we explore the two critical issues of governance and economic integration with China. **B**



Dr Edén Woon 翁以登博士

著手處理兩項商界要務

本會須於未來數月處理兩個會員十分關注的事項，第一是政府的管治政策，尤其是涉及商務方面的政策，第二是中港經濟一體化。

為深入探討以上事項，本會將於六、七月間安排連串活動。第一項活動是於6月17日為行政長官董建華舉行的午餐會，他會擔任「特邀貴賓演說系列」的講者，闡述他於7月1日起開展第二任行政長官職務的施政理念，以及有助他把理念落實的問責制詳情。

針對第二項要務，本會將於7月8至9日與南華早報合辦「珠江三角洲－凝聚經濟新動力」大型會議。董特首一向支持加強中港經濟整合，他將為這個一天半的會議主持開幕禮。隨後，來自香港及珠三角各個城市的演說嘉賓，將共同探討經濟一體化帶來的啟示。

本會亦將於六月就政府兩項諮詢文件－企業管治及公務員薪酬

調查，提呈回應建議。同時，本會將詳細研究香港嚴重的財赤問題，焦點集中於社會福利支出、政府開支及公務員編制重整。本會認為，香港要在不加徵稅收的情況下，於短期內達致財政目標，公務員體制改革勢在必行。本會亦將一如以往，徵詢會員意見。

此外，本會主席鄭維志將於六月初率領高層代表訪京，包括本會理事、多位委員會主席及13個國際商會的主席。此行目的在於探究中港經濟融合及其對香港的影響，特別是「內地與香港更緊密經貿關係安排」磋商的進展。兩地的磋商一直進展順利，本會正密切注視。

另外，本會正籌備兩個考察團，先後於六月中和七月底往訪珠江三角洲及西藏。前者讓團員親身視察廣州及深圳的最新發展，後者為本會的創舉，首度率團會晤西藏自治區的領導層、探索商機和遊覽當地歷史名勝。

殷望各位踴躍表達對香港管治政策和港中經濟一體化的看法。 **B**

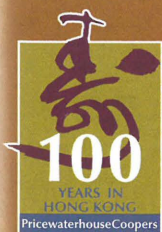
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Hong Kong's City Hall in 1902, where Arthur Rylands Lowe established the first professional accounting practice in Hong Kong.



PRICEWATERHOUSECOOPERS 

As Hong Kong struggles to reinvent itself to compete in the knowledge economy, other cities around the world have discovered that cultural development is the keystone to economic growth **By KAI-YIN LO**

Culture

The engine of economic growth

If Hong Kong is to become truly “Asia’s World City,” as outlined by the Chief Executive, Tung Chee-hwa, in his annual policy address two years ago, it cannot remain merely a financial and trading centre; it must also become a major arts and cultural capital.

That idea carries new impetus, because now, more than ever, people recognise the need for the territory to re-invent itself to thrive in an increasingly competitive world. They also realise that relying on the old ideas of business and finance to get us out of the current social and economic malaise will not work.

By becoming a major arts and cultural capital, the creative industries – film, broadcasting and other multi-media and audio visual industries, fashion, design, the visual and performing arts, crafts, tourism, entertainment and communication – can become an engine of economic growth. At the same time, Hong Kong will also be able to yield intangible, but very valuable benefits, such

as harnessing talent, civic pride, community engagement, personal development, new energy and a widespread feeling of well-being.

WHAT IS A TRULY CREATIVE CITY?

But what will it take to regenerate Hong Kong?

We must adopt short-, medium- and long-range strategies formulated with vision and purpose and carried out with leadership and expertise. These strategies must start with an examination of fundamental issues about our roots, our identity and our blend of culture. The crisis of confidence Hong Kong is experiencing, especially among the young, partly stems from an inadequate understanding of who we are.

Hong Kong culture is an amalgam of traditional Chinese culture, with a strong element of southern regional culture, fused with foreign – essentially British colonial – culture. We are a pluralistic





文化

驅動香港經濟增長

踏入知識經濟年代，正當
港人奮力創新以提升競爭力之際，不少城市卻已察覺，經濟增長其實有賴文化推動 **羅啟妍**

香港若要依照行政長官董建華於兩年前《施政報告》中所言，發展成名符其實的「亞洲國際都會」，便不可滿足於現時的金融及貿易中心地位，而須再進一步，成為國際藝術及文化之都。

此說帶來了新啟示。港人已較前明白，面對激烈競爭，唯有創新自強，才可向前邁進。固有那套營商及理財觀念再難帶領香港走出目前的政經困局。

香港一旦成為藝術文化都會，電影、傳播、多媒體、視聽，乃至時裝、設計、視覺與表演藝術、工藝、旅遊、娛樂及傳訊等創意產業，將能帶動經濟增長。同時，我們亦能得到無形卻莫大的裨益，包括匯聚人才；建立社會整體的自豪感與投入感；促進市民的個人發展；為社會灌注新動力和營造安居樂業的氣氛。

創意都會 世界焦點

香港應如何創新？

香港須高瞻遠矚，確立目標，制定短

期、中期和長期策略，由具備專業才能的領導人貫徹推行。制定策略時，須先切實探討一些基本的問題，如我們的傳統根源、文化身分及文化融合元素。目下香港人尤其是年青一代，正經歷信心危機，多少可歸因於他們對自我的瞭解不足。

香港揉合中西文化，富強烈華南色彩的傳統中國文化，與以英國殖民主義為主的西方文化共冶一爐，形成多元文化的特質，體現於不同層面，雅俗今古兼收並蓄，其中包括由商貿孕育的物質文化。

東西薈萃、中外合璧的獨特姿采，令香港出類拔萃、優勢勃顯。深厚的文化資源，給予我們信心開啟未來，使城市活現朝氣和生機。古今中外的元素匯聚成我們的文化資源，相互融和的特色須予保存。

香港應善用東西共融的優點，發展成亞洲以至國際傳訊、展覽及會議中心，定期舉辦不同主題的文化活動，涵括平面設計、影視製作、納米科技等，讓藝人、設計師和科技專家雲集，交流切磋，確切展現香港文化樞紐的澎湃活力。這些活動混合商貿及科研

blend encompassing refined, popular, traditional and modern cultures on different manifestations and levels, including, of course, a materialistic culture anchored in business and trade.

This unique fusion of East and West, Chinese and international, gives us our distinctiveness and various advantages. The resources of the past inspire and give confidence for the future, and the contemporary is kept spirited and dynamic. The old and the new, the indigenous and the foreign, heritage and modernity are cultural resources that should be kept in interplay.

Hong Kong must exploit its East/West advantage to become a regional and international centre of communication, exhibitions and conferences. It should hold festivals ranging from graphic design to television and films to nano-technology, where artists, designers and technology specialists can exchange ideas in our hub with buzz, variety and vibrancy. These events, rooted in business/trade and research, can at the same time provide entertainment and spectacles, and would be a strong boost to the tourism industry.

An effective way to promote Hong Kong to world focus could be through an international awards programme for contributions to East/West understanding, which represents the leadership role and cultural positioning of the city. Carefully planned programs from art to technology, and local competitions could surround this central annual or bi-annual event. Besides stimulating local citizens, it will also put us on centre stage globally as the confluence of influence.

This is not merely a pie-eyed dream. Cities around the world have reinvented themselves with culture and as a result are now thriving. Shining examples include Glasgow and Helsinki, which are now internationally acclaimed. London, with its long tradition as a cultural metropolis, for example, has been further transformed since the establishment of the Creative Industries Task Force in 1998. Culture is now the driving force for urban development, linking policies for physical planning, social services, economic development and leisure under four benchmarks – access, excellence, education and economic value.

Now the creative industries, representing 15 per cent of London's economy with

元素，具備娛樂和觀賞價值，有助推動旅遊業。

香港要舉世矚目，可考慮每年或每兩年舉辦國際獎項活動，促進東西文化的認識，藉此彰顯香港的東西文化交流領導地位及文化定位。所舉辦的活動須細心策劃，涵蓋面由藝術以至科技，更可參考國際項目，增設本地比賽，務求能引發市民的支持和興趣，亦使香港成為世界焦點。

上述提議並非不切實際。不少外國城市已借助文化重現朝氣。現已舉世聞名的英國格拉斯哥和芬蘭赫爾辛基，正好是當中表表者。另外，向以悠長歷史見稱的文化都會倫敦，更於1998年成立創意產業專責小組，為城市進一步添上風采。由此可

法，香港科技园公司總裁譚宗定也認為，港人憑藉頭腦可脫穎而出。

董建華顯然十分看重教育，但香港現行的教學方法能否引發學生的創意思維？

著名美國教育家 Harold Taylor 於1960年出版《藝術與英才》(Art and the Intellect)一書，影響深遠。其中提到傳統的教學法可能只教學生「強記及接受別人灌輸的一切，既然都是現成的，就沒必要動腦筋。」

Taylor 在結語表示：「若對事物沒有觸覺，若沒有切身體會，就不能對自己或這個世界有創新的想法。」

所以，香港應從小學開始提供強制藝術課程，以培養創意。著名教育家及心理學



To exploit its East/West advantage, Hong Kong could hold festivals and competitions for the creative industries. 為充分發揮香港文化東西薈萃的優點，可定期舉辦活動和比賽，供文化界參與。

見，文化已成為市區發展的強大引擎，能按全民參與、卓越、教育和經濟價值等四項指標，將城市規劃、社會服務、經濟發展和文娛康樂四方面的政策連繫起來。

倫敦現時一成半的經濟收入源自創意產業，每年營業額介乎250至290億英鎊，僱用約40萬人，佔當地勞動人口11.5%。美國的文化產業佔該國本地生產總值兩成。

培育創意思維

香港的創意產業雖已具備規模，卻有待與社會和經濟融合，相輔相成，從而加快發展步伐。透過教育激發創意是可行方

家 Howard Gardner 博士也指出：「創意不一定囿於藝術，而是隨處可見的。」

文化藝術政策、資助及推廣

香港於1980年代起推行藝術政策，可是政策欠缺透明度，效果亦不明顯。政府對藝術文化的資助缺乏周詳計劃，且分配不均，令撥款過於集中表演藝術。政府於2002至03年度財政預算案中，有27.4億港元撥作發展藝術、文化及文娛康樂用途，其中24.1億港元撥予康樂及文化事務署；1.09億港元撥歸香港藝術發展局，另外1.92億港元撥給香港演藝學院。

怡和科技應用系統 jAutomation

改善工作流程 提高企業效率

無論是順境或逆境，靈活的企業均會因應需要，不斷調整業務運作模式及步伐，從而提高效率及改善生產力。怡和科技應用系統(香港)有限公司所開發的 **jAutomation**，最能配合企業這方面的發展策略。

再者，持續而有效的經營是企業取得成功的要素，而提供優質的客戶服務則是成敗的關鍵。ISO品質管理系統因應市場變化，不斷提高管理標準，尤其在強調客戶滿意方面。

jAutomation可協助企業達致優質管理，**jAutomation**是針對改善工作流程，減省紙張文件往來而特別設計的流程管理開發平台。透過**jAutomation**，整套工作流程手冊可以完全交由系統去監察及管理，當工作步驟與系統不符，系統就會自動提醒員工跟隨系統中的ISO品質步驟。以往企業須透過每半年進行的審核，才可監察員工有否跟隨ISO系統的程序作業，但**jAutomation**則可以讓品質管負責人及行政人員隨時進行監察。ISO法定機構已要求已獲ISO9000:1994的企業於二零零三年時，更新至ISO9000:2000版，以提升優質管理的標準，採用了**jAutomation**當可大大減低有關的工作。

jAutomation配合ISO準則 達致優質管理

怡和科技應用系統(香港)有限公司執行董事梁萬倫表示：「企業利用**jAutomation**改善業務流程，可以確保公司所有員工跟隨ISO的準則，依著最佳應用守則進行運作，即使出現偏差亦可即時改正，以達到優質管理的最高標準。同時，**jAutomation**為一個自動化的工作流程系統，令企業重組的過程更加順暢，減省成本。」

由於**jAutomation**配備提醒功能，可以提醒用戶在指定時間內處理文件。若果一份文件交予上司批核後，在一段時間內未有任何反應的話，**jAutomation**便會自動傳寄一個訊息通知上司處理。**jAutomation**亦可以提供不同工作流程的統計資料，讓管理層參考，不但有效監察工作流程上的所有樽頸程序，亦可以有效分配人力資源，從而提高公司的生產力。

除此之外，**jAutomation**作為一個嶄新的流程管理開發平台，更擁有不少功能和特點，能產生最佳的內部營運效果。其中ODBC數據庫接駁器，能與其他數據庫接合。舉例說，一間公司內有幾種不同電腦數據系統，ODBC容許不同系統的數據可以互相接合、輸出及輸入，大大改善資料處理的效果，並能廣泛應用於業務決策上。

兼容不同系統 達致最佳內部營運

對於一些中型及大型企業，特別是在世界多處均設有辦事處的公司而言，配備多種語言版本的**jAutomation**軟件尤其合用。**jAutomation**的設計是以互聯網為基礎，容許用戶透過互聯網，可以隨時登入公司的系統，提取有關資料或者輸入資料，完全打破地域界限。

此外，**jAutomation**其中一項特色是可更改的原碼，從使用者的角度來編製不同的範本，讓用戶可以隨時因應需要作出修改，並可即時見到最終效果，將等候程式編寫員進行修改的時間減至最低，進一步提高工作效率。

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Left: The author, Kai-yin Lo (2nd from right), discusses the design of a brooch with designers of Chow Tai Fook Jewellery, which are then passed on to the company's craftsmen (above).

左：本文作者羅啟妍(右二)與周大福的珠寶設計師一同參酌胸針的設計，然後交由珠寶匠雕製(上圖)。

應外合、雙管齊下推動文化，確須設立一個專責的文化交流組織，自負盈虧，由具國際視野、經驗豐富的專才領導。

孕育文化之所

誠然，香港寸金尺土，居住環境擠迫，對創意發展構成限制。所以，政府必須在城市規劃和市區發展方面採取強制行動，在各區設立綠化帶和提供戶內、外空間，作為孕育文化的場所。具歷史價值的樓宇不論大小，可改裝成工藝區、演講廳或實驗演出場地，甚或將之融入商業區，成為城市的焦點。

香港需要租金廉宜的小型空間，讓文化界共聚聯誼、分享討論。

作家及多國政府文化顧問查理士·林澤(Charles Landry)致力倡導這類空間(詳見第28頁)，他說：「我指的不是甚麼龐大建築物，而是小型處所，像五十年代孕育倫敦和巴黎咖啡室文化的環境，有點兒像俱樂部。但地方還是次要，最重要是內涵。」

他認為，既然高科技企業的培育設施可以成功，文化界的孕育場所一樣可以。不論是堅尼地城的唐樓，還是工廠，都可成為培植文化的地方。「牛棚書院」一類的藝術地區是好例子，應遍設全港。

這些地方能凝聚創意人士的歸屬感，使他們自覺投身於大型文化或藝術活動。林澤表示：「政府須提供有利創作的環境。人們需要地方聚集，而且是有目標地聚集。」

特區政府最近設立一項社區發展計劃，鼓勵區議會吸引市民參與更多社區和文化事務。各區須著意保留特色，亦要發展新貌。這是正確方向。

勇氣和遠大目光

藝術建築可提升城市的形象，西班牙畢爾巴鄂市新設的古根漢美術館、紐西蘭威靈頓 Te Papa 國家博物館便是典型例子，值得港人學習。此等建築物內涵與外觀並

1997至98年政府在藝術文化方面的撥款，平均為每名港人125港元，過去四年的數額相若，佔全球排名第九位，在德、法、英、加拿大與澳洲之後。相比之下，美國大為遜色，平均每名美國人的資助僅48港元。不過，在美國，1999年民間對藝術文化發展的捐助達150億港元，佔藝術文化開支三成（藝術教育、薪酬及建設除外），其中六成半來自中小型企業。反觀香港，民間捐獻只佔總數1%。

為何香港商界在這方面的捐助只有1%，對教育及醫療保健卻大解善囊？這大可緣於商家對文化認識不深。若然如此，我們實須積極培養他們對資助產生興趣，鼓勵他們給予支持和贊助。

藝術發展局最近公佈與私營界別合辦夥伴計劃，鼓勵香港企業如總商會會員機構、其他商業和民間組織運用專業才能，協助管理、推廣和統籌相關活動或業務，並使這些活動有利可圖。

公私營機構合作可能會導致藝術過分商業化。不過，放眼倫敦、紐約和巴黎，

文化局面百花齊放，說明競爭能激發姿采活力、市場力量能使雅俗共存。

不少人建議香港仿效西方的稅制，為藝術捐助提供減免優惠。但這個建議不大可行。既然如此，政府可以考慮較溫和的措施，如將目前的利得稅免稅額加倍、利用配對基金等，鼓勵私營機構贊助文化藝術，以及在管理、市務推廣等範疇提供協助。

歐洲共同市場之父Jean Monnet說：「新事物皆由個人發起，但由機構將之延續。」藝術文化的長遠措施包括設立一個獨立的文化組織，由政府及商界共同資助。領導層不宜由政府官員擔任，而應由目光遠大、德智並重的專業管理人才擔任，為本地文化政策定下方向，並鼓勵國際文化交流。政府的職責則只限於場地管理和運作。

香港是國際化城市，文化交流非常重要，惟一直被忽略。以往雖有這類活動，但都是附設項目，屬於香港經濟貿易辦事處、香港貿發局或香港旅遊發展局等機構貿易或金融推廣活動的一部分。要裏

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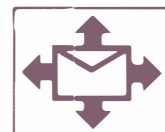
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an annual turnover of £25 to £29 billion, employs about 400,000 people, or 11.5 per cent of the city's workforce. In the United States, cultural industries contribute around 20 per cent of the country's gross domestic product.

NURTURING CREATIVE THINKERS

Hong Kong already has a number of thriving creative industries, but they need to be linked and promoted in the social and economic fabric of society. One of the best ways to achieve that is through education, which stimulates creativity. As C D Tam, the new chief executive of Hong Kong's Science and Technology Parks Corporation likes to say, "the brain in Hong Kong will make the difference."

Obviously our Chief Executive, Mr Tung, recognises the importance of education, but is the way of teaching encouraging innovative thinking among our students?

Harold Taylor, a noted American educator, in his seminal 1960 book, *Art and the Intellect*, said a traditional education system might teach students "to memorise and accept what they are given, since all the work has been done for them and there is really nothing left to think about."

Taylor concluded that "until the individual becomes sensitive to experiences and ideas, until they mean something to him personally, he is not able to think creatively neither about himself nor about the world."

Hence a creatively formulated arts education programme should be made com-

pulsory from primary school, because as another noted educator and psychologist, Dr Howard Gardner, points out "Creativity is not confined to the arts; creativity is found everywhere."

POLICY, FUNDING AND PROGRAMMING OF ART AND CULTURE

Hong Kong has had an arts policy since the 1980s, but it is neither transparent nor apparent. Government spending for art and culture has been ad hoc and inappropriately applied, with an over emphasis on the performing arts. The government's 2002-2003 budget allocated HK\$2.74 billion to arts, culture and leisure. Some HK\$2.41 billion of that was allocated to the Leisure and Culture Services Department, HK\$109 million went to the Arts Development Council, and another HK\$192 million to the Academy of the Performing Arts.

Hong Kong's spending on arts and culture was HK\$125 per capita in the 1997-1998 year and has remained roughly at that level for the past four years. This puts the SAR in a respectable 9th position in the world – behind countries like Germany, France, the U.K., Canada and Australia, and far ahead of the U.S., which averages HK\$48 per capita. However, private donations in the U.S. amounted to HK\$15 billion in 1999, forming 30 per cent of the arts expenditure (not counting arts education, salaries and construction) and 65 per cent of this contribution came from small and

重，已成國家代表建築，足令當地人士引以自豪，有效地刺激經濟。此外，香港須避免重蹈日、法、德等國的覆轍，讓大量文化建設成為經濟負擔，殃及節目質素。

西九龍文化中心是讓香港提升國際地位的大好契機，可望成為香港的地標及滿足市民的文化需要，因此各個範疇須悉心策劃，以發揮教育、反思的意義，並充實市民的精神生活，同時亦須顧及觀賞、娛樂與交流的目的。

我們需要的也許不是宏偉的歌劇院，而是多用途及可供靈活運用的表演中心。我們亦不需要放設中國文物的博物館，因為無論如何也比不上中國任何大型博物館。我們需要的是展覽現代中國水墨畫的美術館，或是展示本土消費文化的場館，以透現香港多姿多采的生活模式。

政府和私營機構應攜手協力，給香港塑造新貌。此刻，一切所需條件已備，包括創新的迫切感、深諳本地傳統和文化的精英、有志推廣文化的政府、對籌集創業資金經驗豐富的企業家等。這些條件足令香港發展成名符其實的「亞洲國際都會」。

香港唯一缺乏的，是開啟潛能的勇氣和為未來發展鋪路的遠大目光。誠如禪宗佛教所言：

只為分明極，
翻令所得遲，
早知燈是火，
飯熟已多時。

羅啟妍為國際知名珠寶設計師及企業家。她是香港文化委員會委員，亦是著名講者，常就藝術及文化發表演說，另出版了三部著作，論述中國藝術史及社會文化。

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medium size corporations. In comparison, private donations to the arts in Hong Kong is a mere 1 per cent of the total.

But why do Hong Kong businessmen contribute a paltry 1 per cent, while they make such magnanimous donations to education and medical care?

It could be argued that they have an inadequate understanding of culture, and if so cultivating their interest and support as partners and sponsors is crucial. The Arts Development Council recently announced a partnership scheme with the private sector. Hong Kong's entrepreneurs

Since this is unlikely to happen, the government should consider less radical measures such as doubling the current profit tax allowance and matching funds to encourage sponsorship and provision of management and marketing know-how from the private sector.

As Jean Monnet, the father of the European Common Market said, "Everything new begins with individuals; everything lasting is carried out by institutions." A long-term measure for institutionalising art and culture includes setting up an independent cultural body funded by the

company a trade or financial promotion with the Hong Kong Economic and Trade Office, the Hong Kong Trade Development Council or the Hong Kong Tourism Board. What is really needed – to move culture center stage locally and abroad – is a cultural exchange body, a department of the supreme cultural entity, with its own funds, and headed by a qualified director with international perspective and standing.

CULTURAL INCUBATORS

There's no denying that a fundamental limitation to Hong Kong's creative development is the exorbitant price of property and the cramped living conditions. It should be made mandatory in town planning and urban development to include a green area as well as indoor and outdoor spaces reserved for cultural incubators. Heritage buildings, large and small, can be turned into arts and crafts colonies, lecture houses or experimental performing venues, or tastefully incorporated as focal highlights in commercial developments.

Hong Kong needs such inexpensive small places where people involved in various cultural industries can congregate, eat, bounce ideas off each other and discuss issues.

Charles Landry, author and a cultural advisor to dozens of governments around the world, (*see page 28*) is an advocate of such spaces. "I am not talking about a big superstructure. I am just talking about a small place, like those of the café culture in London and Paris in the '50s. A bit like a club. But the place itself is not so important. It's the content that counts."

He argues that because incubators have proven to be successful for high-tech firms, why should incubators for culture be any different? They could grow out of old buildings in Kennedy Town or in the many industrial buildings. One example of how these can succeed can be seen in the Cattle Depot artists colony, which could be repeated all over Hong Kong.

These colonies also allow creative people to feel they belong to a larger cultural or artistic movement. "The government needs to create the conditions in which it's possible to be creative," Mr Landry said. "People need a space to hang out, and hang out with a purpose."

The Hong Kong SAR Government has

– members of the Hong Kong General Chamber of Commerce and other business and civic groups – have the expertise to manage, market and co-ordinate programs and businesses and make them profitable.

There exists the danger of over commercialising the arts, but the vibrant cultural scenes in London, New York and Paris speak for themselves that competition engenders variety and energy, and market force allows both high-brow and quality popular taste presentations.

Changes in Hong Kong's tax system to offer tax breaks for donations to the arts, as in the West, has often been proposed.

government with equal contributions from business. It should be headed not by bureaucrats but by men and women of vision, expertise and managerial talent to assume moral, intellectual and cultural leadership in directing domestic policies and activities and encouraging international outreach and exchanges. The government should only be responsible for the administration of the venues and the operating mechanism.

Cultural exchanges, so vital for an internationally oriented city like Hong Kong, have never been given much attention. Some forays have been made, usually to ac-



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Incorporating more arts in to the education curriculum will nurture creativity in students – Hong Kong's future workforce.
教育課程投入更多藝術元素，有助培育學生的創意，為香港未來增添新力軍。

recently set up a district community development scheme to encourage district boards to further social and cultural participation within the local community. These district hubs will preserve local characteristics and develop new expressions. It is a step in the right direction.

LEARNING FROM OTHER CITIES' SUCCESSES AND FAILURES

Art structures can lift the image of a city. Look at the new Guggenheim Museum in Bilbao, Spain or Te Papa in Wellington, New Zealand. They successfully blend look and content, serving as nation-building symbols and effective tools for boosting both the pride and economy of their home cities. At the same time, we need to avoid the mistakes that Japan, France and Germany have made where a proliferation of super cultural structures have become a financial burden, so that the programming – the content – suffers.

The West Kowloon Cultural Centre is a big opportunity to lift Hong Kong to a

new height. It has the potential to become an icon as well as a living and functioning cultural microcosm serving the needs of society. The right mix of multi-functional content needs to be planned and installed for education, reflection and solace, as well as spectacle, entertainment and exchange.

We may not need a grand opera house; instead there should be a multi-purpose and flexible performing centre. We do not need a museum housing Chinese artifacts, the best of which is inferior to any major museum in China. What we need instead is a museum of modern Chinese paintings or perhaps a museum of consumerism, which after all showcases the multi-faceted lifestyle of Hong Kong.

Public and private sectors must now work in tandem towards a new Hong Kong. We have all the elements to make it happen: a sense of urgency, a well-educated and talented people rich in local traditions and culture, a willing government and an experienced entrepreneurial class

with access to venture capital. All these are the elements Hong Kong will need to reinvent itself to become truly "Asia's World City."

The only missing component is the courage and vision needed to unlock Hong Kong's potential and pave the path forward. As the famous Zen Buddhism adage goes:

*It is too clear so it is hard to see.
A man once searched for a fire with a
lighted lantern.
Had he known what fire was,
He could have cooked his rice much
sooner.*

B

Kai-Yin Lo is an internationally renowned jewellery designer and businesswoman. She is a member of the Culture & Heritage Commission, well-known lecturer on arts and culture, and has written three books on Chinese art history and socio culture.

Fresh thinking needed for boosting the arts in HKSAR

Hong Kong has the making of a world-class arts and cultural scene, if we can collectively choreograph it right, writes
CHRISTOPHER CHENG

World cities like London and New York are noted not just for their leading business sectors but for their vibrant arts and cultural scene. It is not so much the co-existence of business with the arts but the intricate web linking them together, the binding of the best with the best, that makes for the character of a world city. Small wonder it is business people one often runs into in arts districts like South Bank in London.

Hong Kong's business sector is truly world class, but how does our arts and culture measure up?

There is no doubt we have a variety of acclaimed arts activities. The Hong Kong Arts Festival is one of the most popular in Asia. Every week some of the hundred or so local arts groups are staging performances or exhibitions in some local venue. Our cultural scene, from both East and West, indigenous or exotic, is as varied as the place itself. Yet, despite the variety, we seem to lack the confidence, sophistication and maturity that befit a world city. Our sense of insufficiency is symbolised by that very icon, the windowless building on the harbour front which we call our cultural centre – we know it is there, but we are not excited about it.

To turn Hong Kong into an arts and cultural capital of Asia is one of the expressed aims of the Chief Executive, C H Tung, and one that has the community's support. But it takes much more than a diligent government to turn the vision to reality. Government has been quite closely



HONG KONG ARTS FESTIVAL SOCIETY

創新思維 推動藝術

鄭維志：港人如能群策群力，適切規劃，香港必能實現理想，晉身國際藝術與文化都會

倫

敦和紐約等世界級都會的商業成就，他們在藝術和文化領域亦同樣相當突出。商業與藝術並存相倚，關係密切，兩者的精髓結合起來，孕育出一股獨特的都會氣質。縱觀倫敦南岸等著名藝術區域，無不是商家穿梭雲集之地。

相對倫敦和紐約，香港的商業發展無疑可堪媲美，但藝術及文化方面又如何呢？

事實上，香港是一個融匯東西文化的城市，中外特色兼備。本港舉辦的藝術活動不但多元化，好些更備受推崇，如「香港藝術

首先，藝術是一門「創作產業」，如果它時刻處於政府「哺育」之下，創意就會受到掣肘，顯得疲乏。當然，這並不意味政府要減少撥款，因公共資源向為藝術發展賴以生存的支柱。問題根源反而在於資源有否得到善用，發揮藝術培育的效果。若藝術發展受制於行政及官僚架構，香港確實難以真正栽培藝術人才。

故此，政府應先重新檢討其在文藝工作的定位。藝術若要是能反映社會特色，政府理應給予扶持，但切忌視之為公共服務。政府扮演的角色應是基礎設施提供

者，為普羅市民提供硬件設施，如計劃興建中的西九龍文藝中心，以及推廣大眾藝術、藝術教育和藝術欣賞等「軟」基建。至於藝術及文化活動的具體運作，應交由藝術團體和市民大眾自行負責。目前由政府進行的工作，如設立或管理藝術博物館、籌辦藝術展覽等，若由私營機構承辦，效果更佳，政府便應將這些工作交由私營機構接手，從而達致「把藝術回歸市民」的目標。

其次是政府對藝術團體的資助方式也有重新審訂的必要。如果能夠建立一個制度，使藝術活動與大眾生活息息相關，這些活動便更能因應社會的需求而創設，發揮相得益彰之效。比方說，政府可直接資助受眾而非藝術製作者，方法可以是向全港學校印發觀賞藝術表演的門券。又或將資助撥予特定的創作項目，並將之與票房紀錄掛鉤？

誠然，若干藝術團體無疑需要政府提供更多資助，當中莫過於推行實驗性或前衛藝術創作的組織。其餘大部分團體，尤是存在已久的，則應盡量以善用公眾資源為原則給予撥款。

上述提議旨在把藝術撥款與受眾的關係拉近。這樣可能會對演藝團體構成壓力，促使它們提升水準，但從另一視角，卻能同時提高公眾對藝術的鑑賞力，而更重要的是，市民參與愈多，對本地藝術的認同感便會愈加強。

當前香港經濟持續放緩，社群關係緊

張，故加強市民對本地藝術的認同感，作用尤為重要。文化與藝術是「社會資產」，能在民眾之間產生凝聚力，足以抗衡普遍存在於各個社會，而在本港正日趨嚴重的社會分化現象。

第三，工商界在藝術發展方面能發揮甚麼作用呢？工商界對香港社會的影響力巨大，市民順理成章要求商界參與更多。所以，政府的藝術政策應著重考慮如何善用商界對社會的承擔和營商專長，以推動藝術。其中一個切實可行的辦法，是將目前給予企業藝術資助的利得稅免稅額增加一倍，藉以鼓勵商界更加投入。政府毋須增加演藝方面的行政費用，僅須將免稅額倍增，便能即時刺激企業積極贊助，誠為一舉兩得的上上之策。港府可向市民傳達大力支持演藝發展的訊息，同時鼓勵商界贊助藝術發展。藉著工商界的支持，藝術製作和表演水平應可提高，市民的文化生活便會變得更為豐盛。這種生氣勃勃的藝術景象，足可使每一位市民感到驕傲。

最後，想提出義務精神的重要性。稅項優惠理應能鼓勵工商界捐助更多金錢，對推動藝術發展起積極作用，但義務工作所帶來的好處同樣不容忽視。從社會上眾多企業紛紛義務參與藝術活動，我們便可瞭解不少商界人士願意出錢出力。不過，他們如能倍添承擔和努力，香港藝術發展的步伐必然更快。要成功籌辦文藝活動，除講求活動本身的質素外，良好的管理、宣傳、推廣和協調不可或缺，而這些正是商界的專精所在。其實，不少工商人士已義務擔任藝術團體的理事會或委員會成員，冀為推動藝術出一分力，但我們需要更多這樣的熱心人士，為本地的文藝活動「增值」。從商界的觀點著眼，當然希望所花的金錢能帶來回報。不過，若我們根本無須動用公帑，而是憑藉民間的自發精神，便可建設我們的社會資產，造福社群，所取得的成效必然更大。

總的來說，香港處處展現優勢，既具深厚傳統、東西文化薈萃，亦是世界級的貿易和金融樞紐，現代和傳統特色融和。我深信，如我們能群策群力，適切規劃，香港必能實現理想，成為世界藝術和文化都會。

B

鄭維志現任香港總商會主席。



HONG KONG ARTS FESTIVAL SOCIETY

節」便在亞洲極受歡迎。百多個本地藝術團體，每週均舉辦不少表演或展覽。然而，在百花齊放的背後，港人在文化和藝術方面的信心、精緻和成熟度，似乎還未足以配合香港的世界級都會地位。只要看看我們的文化和藝術標誌，即那座稱為文化中心的無窗建築物，便可略知一二。它矗立在繁華的尖沙嘴海旁，卻給予我們冷漠的感覺，甚少能觸動我們的喜躍情緒。

行政長官董建華的其中一個施政目標，就是要把香港發展成為亞洲區的藝術及文化都會，這項工作亦普遍得到社會大眾的支持。政府長久以來皆著力推展文藝活動，有目共睹，但要體現成為文藝都會的理想，單憑政府的努力顯然不夠。要推動藝術的發展，我們實需引入創新的思維，試從以下各點加以闡釋。

involved in arts and cultural activities, but is that the solution or is that the problem?

As arts is a “creative industry,” there is something inherently problematic if creativity is to be engendered by government “nannying.” It is not that government should devote less money; the use of public resources is always an integral part of arts development. The question, rather, is whether our public resources are effectively used to achieve the desired objective of cultivating a vibrant arts scene. We cannot genuinely breed artistic talent if the process of arts development itself becomes entangled in administrative and bureaucratic processes.

It is very important, therefore, for the government to define its role more clearly. If art is to reflect the character of our society, it can do with more government help, but it should not be a government service as such. Government’s role should be confined to being the infrastructure provider, both in terms of facilities like the future West Kowloon arts and cultural complex, and “soft” infrastructure such as promotion of public arts and art education and appreciation. The operation of arts and cultural activities should then be left to the arts community and the public at large. Where there are functions within government which the private sector can well take care of, such as art museums or curating for art exhibitions, these ought to be removed from the government.

Likewise, the channelling of government funding to the arts groups should also be re-examined. There are indeed some arts sectors which require more active government assistance, such as the experimental or avant garde groups. For the majority, especially those of the more established arts, the objective should be to utilise public resources, so to speak, to “give art back to the people.”

Since the “creative industry” is at stake, perhaps we are entitled to do some innovative thinking. If a system can be devised whereby the group’s performance is related to the public’s patronage, then the arts will become more responsive and accountable to the community at large. How about government subsidising the end user directly – and by end user, I mean the general public patrons, not the art producers – say, by issuing every school in Hong Kong with vouchers to attend art performances? Or making the government subsidy production-specific and linking it to box office record? The idea is to vest more of the art funding with the consuming public. This will no doubt put more pressure on arts groups to raise their standards; at the same time, it enhances the public’s standard of art appreciation. More importantly, greater involvement by the public will engender a greater sense of ownership of our arts.

There is an added significance in nurturing this greater sense of ownership in the face of the current prolonged economic downturn and the accompanying social tensions. As a form of “social capital” for the community, art and culture provides the cohesive force needed to counteract the creeping social disintegration which every society experiences from time to time.

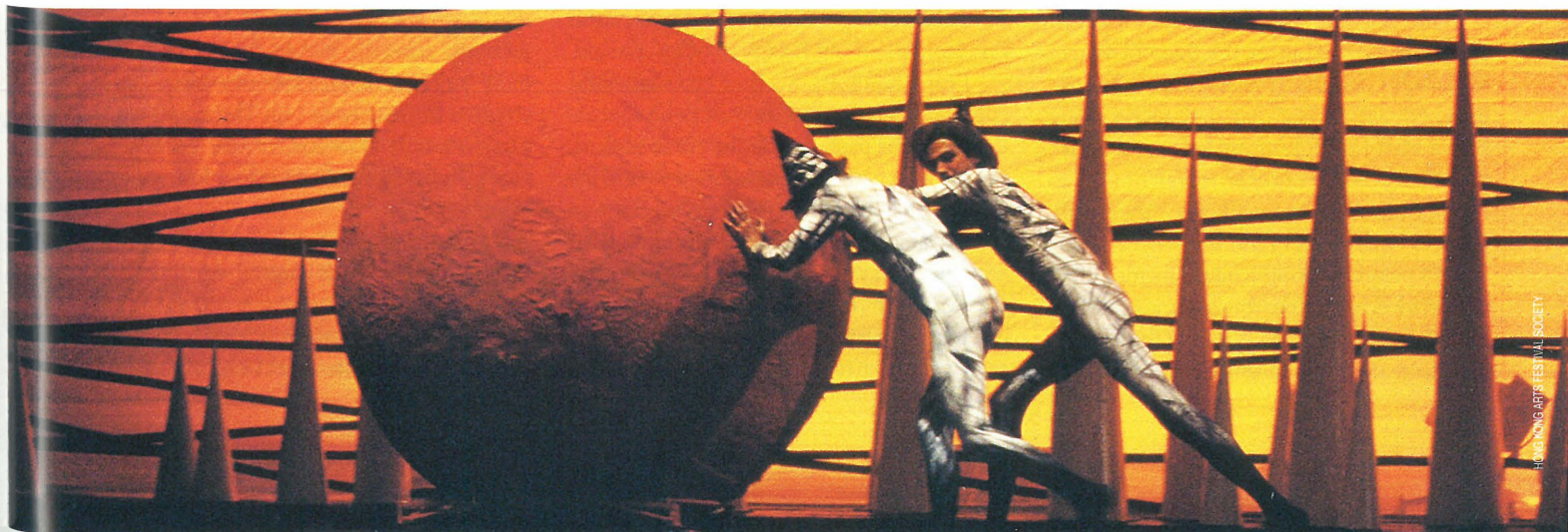
Given the business sector’s influence in Hong Kong, it is natural for the community to expect them to play a bigger role in the development of our art and culture. To leverage on the business sector’s commitment and expertise should therefore be an important part of the government’s art policy. One very practical way to boost business contribution is to double the current profits tax allowance for arts sponsorship. This will be a fine example of government taking the lead by sitting back – instead of increasing its own administrative overhead in arts, the government can, by dou-

bling tax credit, immediately incentivise businesses into raising corporate sponsorship. The result would be a win-win for all. The government will be sending a strong message of its support for the arts. More businesses will find the encouragement needed to partake in art development. The community will enjoy a richer cultural life with more art productions and performances of higher standards, an evolving art scene of which they can be proud.

But the benefits of a tax incentive goes much further than the extra cash that is raised. Many business people are willing to put their heart where the money is – witness the many corporate volunteers in arts programmes. To have their commitment and effort redoubled will be an invaluable boost to our art development. For a successful art and cultural programme is as much about management, promotion, marketing and co-ordination as it is about the art itself – precisely what the business sector is good at. Already many business people are sitting on the boards or committees of the arts bodies. We need more of them to “add value” to the art or cultural projects. True to our business ethos, we are keen to see a multiplier effect for every dollar spent. And we are doing this without any draw on the public purse; rather, we are harnessing the volunteerism of the so-called “third sector” in building up our social capital.

Hong Kong has all the ingredients of greatness – a wealth of heritage, our East-meets-West, melting pot experience, our success as a world class trade and financial centre, our unique combination of modernity and tradition. I firmly believe that we have the making of a world-class arts and cultural scene, if we can collectively choreograph it right. **B**

Christopher Cheng is the Chairman of the Hong Kong General Chamber of Commerce.



Cultivating innovative employment

Sound judgement, a positive attitude and an innovative mind are all characteristics that companies want in their employees, but these qualities cannot be ordered out of thin air, they have to be cultured

“Hong Kong is on the verge of becoming a very vibrant, cultural city. It is not quite there yet, but a lot of the ingredients are in place,” Professor H K Chang, chairman of the Culture and Heritage Commission said.

Schools are incorporating more arts and culture into the curriculum. Students are being taken on field trips to museums, galleries and heritage sites. Developers are giving more weight to designing apartment complexes that take into consideration environmental and cultural aspects. And the cultural sediment of Hong Kong, built up generation after generation, is starting to turn into bedrock from which the territory’s future cultural foundations will rise.

Professor Chang believes Hong Kong has not yet managed to build up a strong cultural awareness and understanding, which Hongkongers can be proud of, because of the transient nature of the territory.

“Hong Kong was a trading outpost; not really a colony like Australia,” he said. “Up until 1984, people always considered it a borrowed place on borrowed time, so Hong Kong has not had the environment that would allow Chinese or Western culture to flourish and take root.”

Half of Hong Kong’s population, most of whom arrived after the Second World War, were originally peasants with little or no education. Because they never really had a sense of belonging here – even today many make regular trips “home” to the Mainland every weekend – their only concern was making money.

He believes Hong Kong’s former label of borrowed place borrowed time, a lack of cultural sediment, and possibly the low tax credit, created little incentive for businesses

or individuals to get involved in the arts.

“If you have no sense of belonging, you don’t feel this is the place you want to build up. You just want to take your money and run,” he said.

These are some of the key ingredients that have held back cultural development and pride in Hong Kong. Ironically, this transient nature of the territory has created a truly cultural melting pot of East meets West and cultural pluralism. As a result, any Westerner who visits Hong Kong immediately feels comfortable. They are also among the elements that have brought it to the verge of becoming a vibrant cultural centre.

“What it needs now is the business sector to chip in more and help it go the final mile,” Prof Chang said.

He points out that in all the vibrant cities of the world, including Shanghai and Beijing, the private sector is taking on a greater role in arts and cultural development. Even in a “socialist” country, there are private museums and galleries, and developers are incorporating old building facades into their designs to preserve, promote and ultimately profit from the cultural heritage of the city.

“Sponsorship is also very important, and we are seeing more and more of that. In the end, no city or metropolitan area can become a really, truly cultural centre without the corporate sector willing to put in time, and planning energy to help,” he said.

Prof Chang argues that economic and cultural development are not two separate things. In the past, during the era of Mozart, people who had power and money were the patrons of culture. This is partly why culture is associated with wealth. But the equivalent of nobles today are the corporations, he said.

“My point is that we are now in a society where culture does not have to necessarily come after the creation of wealth.



Professor Chang said Hong Kong is on the verge of becoming a truly vibrant city, but that the business sector needs to chip in to make that a reality.

Culture itself can be a creator of wealth as well,” he said.

Hong Kong’s high population density and the millions of tourists who visit the territory annually means there is a potentially huge market for the arts, culture and creative industries to tap. The creative industries will also contribute greatly to Hong Kong’s transition into a knowledge economy.

And most importantly, Prof Chang said he believes the mental equilibrium, creative mind and positive attitude that arts and culture can nurture in people would be a definite asset to employers.

栽培富創意的員工

準確判斷、積極進取及追求創新，是僱主心目中理想僱員所需具備的條件，不過，這些素質絕不能於瞬間促成，必須悉心培育



張教授說，香港可望成為生氣勃勃的文化都會，但商界須投入更多資源，使理想得以實現。

"I believe a good cultural grounding, a fine appreciation of art and culture and history can help a person achieve sound judgement, a positive attitude and an innovative mind," he said. "Those things are what companies want in their employees, but those qualities cannot be ordered out of thin air. They have to be cultured."

"So these things that I think all businesses want to see in their employees have to be cultivated. But to do this, businesses have to invest in culture and get Hong Kong to be a vibrant city. Then Hong Kong will have people with those qualities and companies will have better employees." **B**

文
化委員會主席張信剛教授說：「香港有望晉身生氣勃勃的文化都會，很多條件具備，成功在望。」

譬如，學校已加設藝術和文化課程，不時帶領學生參觀博物館、展覽廊和古蹟文物。地產發展商訂定發展計劃時，亦較前看重建築與環境和地區文化的配合。世代相傳、厚植而成的香港文化，正蓄勢轉化成未來文化發展的基石，為本港的文化環境開創新局。

張教授認為，基於香港以往的殖民地背景，港人未能建立一股足以自豪的深厚文化意識和內涵。

他說：「過去的香港其實是一個位處邊陲的貿易港，不像澳洲般是一個真正的殖民地。1984年以前，很多人認為香港是一個借來的地方，生活在借來的時間，所以，中華或西方文化根本不能在港培植根，發揚光大。」

香港早期過半人口於二次大戰後才移居香港，多是只接受少量教育甚或文盲的農民家庭，故對香港全無歸屬感。今天，他們亦經常於週末「回鄉」，在香港只為掙錢。

張教授表示，香港是一個借來地方的觀感、文化基礎匱乏，加上或許是稅務優惠不足等原因，未能促使商界或個人熱衷參與藝術活動。

他說：「沒有歸屬感，就不會對這個地方產生感情，不會投入建設，相反只求在這裡發財，在他處使用。」

以上因素窒礙了香港的文化發展，未能令港人引以自豪。不過，諷刺的是，這個城市卻是中西文化的熔爐，造就多元文化的特色。任何西方人士訪港，均會馬上感到賓至如歸。憑藉這些特質，香港躋身文化中心，指日可待。

張教授說：「現正急需商界投入更多資源，使理想得以實現。」

他指出，環顧上海、北京等活躍城市的私營機構，它們均較香港同業更大力支持藝術文化的發展。甚至在「社會主義」國家，亦有私營的博物館和畫廊；地產發展商均著意把古舊建築融入建築設計，以保存、推廣文化遺產，並冀藉此圖利。

他說：「由此可見，商界的資助日益重要，相信到頭來，若欠缺企業的承擔，沒有一個城市或都會可以成為名符其實的文化樞紐。」

張教授否定經濟與文化發展風馬牛不相及的看法。他說，莫札特時代，正是由擁有權勢和財富的人來贊助文化活動，因而將文化與財富拉上關係。今天的大型企業就是古代貴族的化身。

他強調：「在現今社會，不一定要先創富，然後才有文化，因為文化本身亦能生財。」

香港人煙稠密，每年訪港旅客以百萬計，藝術、文化和創意產業大有可為。隨著香港轉型成為知識型經濟，創意產業的貢獻亦會相應增大。

張教授認為，最關鍵的是藝術文化有助培養人的心智平衡、創意思維和正確態度，對僱主來說，這些是寶貴的人力資產。

他說：「本人相信，良好的文化根基，以及藝術文化和歷史素養，能助我們準確判斷事物、建立積極的態度及創新思維。這些是僱主心目中理想僱員所需具備的條件，不過，這些素質絕不能於瞬間促成，必須悉心培育。」

「這些商界夢寐以求的僱員素質，須加栽培。所以，商界須投資於文化，使香港生機勃現。若此，香港便可孕育具備這些素質的人才，企業亦能聘得更優秀的員工。」 **B**

My point is that we are now in a society where culture does not have to necessarily come after the creation of wealth. Culture itself can be a creator of wealth as well.

在現今社會，不一定要先創富，然後才有文化，因為文化本身亦能生財。

Cultural vision for Hong Kong

The West Kowloon development will create a new landmark and symbol for the territory in the 21st century, writes **SIMON NGAN**

Hong Kong's aspiration to be an events capital as envisaged by the HKSAR Chief Executive, Tung Chee-hwa, in his 1999 Policy Address took a step closer to reality on February 28, 2002.

Lord Rothschild, chairman of the International Jury, announced at a press conference that a team led by Foster and Partners had won the design competition to create an integrated arts and culture center on a 40-hectare reclaimed site at West Kowloon.

Launched in 1999, the competition drew interest from 161 architecture and planning practices, with 90 submissions received from overseas and 71 locally.

In awarding the first prize to the London-based firm of Foster and Partners, the jury concluded that the submission "more than any other, fulfilled the purpose of the competition."

Commenting on the design, Lord Rothschild singled out for praise its signature feature, a great canopy, that flows over the various spaces contained within the development area to create a unique

iconic landmark. The canopy employs the latest design and construction techniques and creates under its dramatically fluid form a great spatial volume to accommodate open park spaces shared with individual cultural, residential and commercial buildings.

"The masterplan takes full advantage of the prime waterfront location and its proximity to Kowloon Park and the Canton Road retail district. The sinuously flowing form of the site contours and the canopy produce a memorable effect."

A lagoon, though a relatively weak point in the design in the opinion of the jury, might easily be redesigned, without affecting the arts and cultural facilities encircling it or detracting from the overall excellence of the scheme.

"The primary components of the design include a cultural hub of auditoria, museums, galleries and performance venues as well as a dense collection of shops, bars and retail spaces. The multitude of proposed uses lends a great vitality to the scheme. A continuous promenade along the smooth curvature of the waterfront

simply enhances further the attraction of the scheme and its possibilities for development both for cultural purposes and retail and commercial uses," he said.

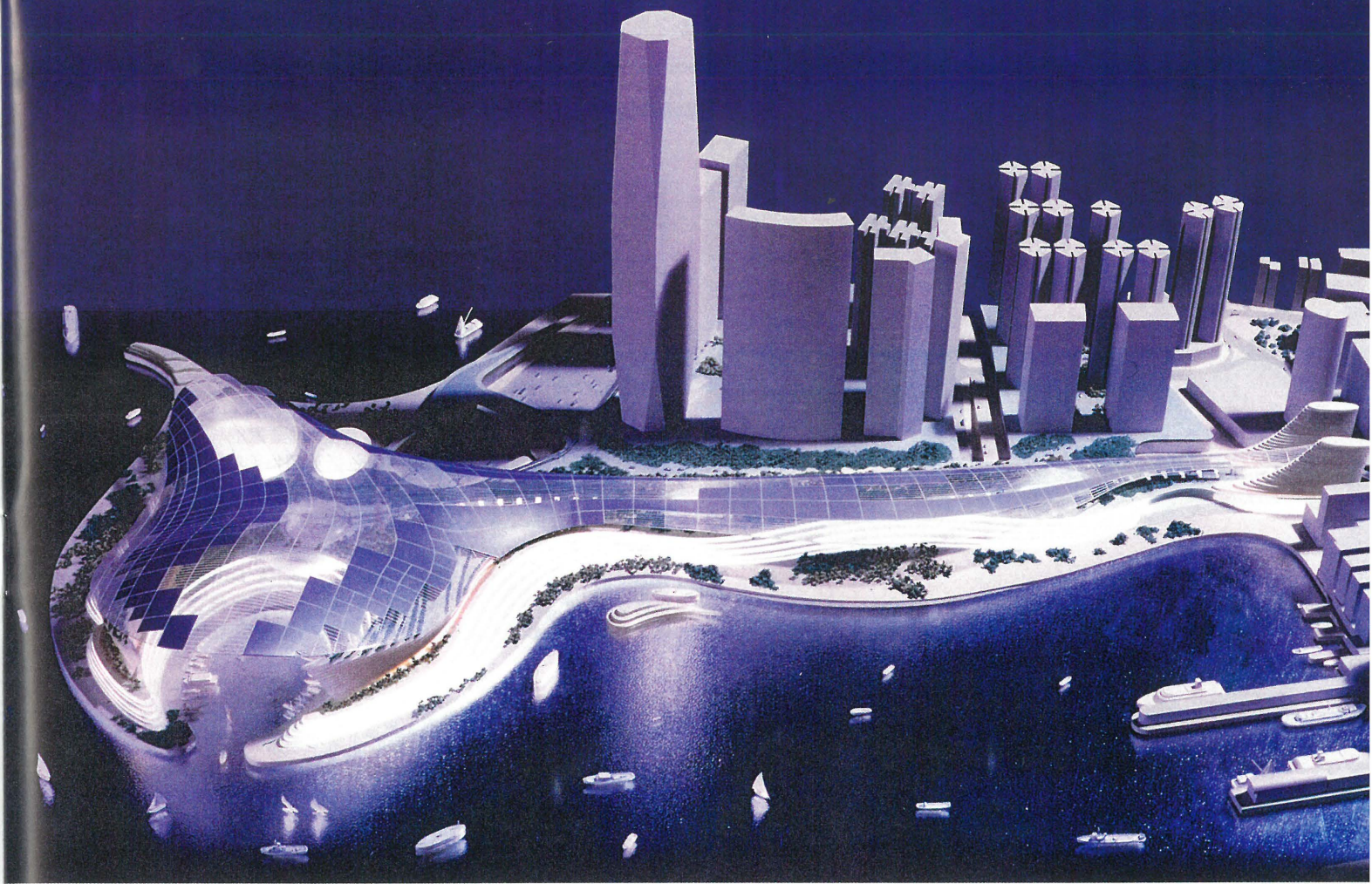
Lord Rothschild compared the similarity in concept of the large roof structure to certain international air and rail terminals constructed in recent years and said that this would create an unmistakable landmark for Hong Kong. He also pointed out that the horizontal scheme contrasted well with the predominant verticality of the city behind.

"The jury felt that this bold and the carefully analyzed scheme was the deserving winner of the competition and would be a major tourist attraction. It would symbolize the community's vision of their city as a future world centre of arts and culture and realize that vision with great style," he said.

The project is estimated to cost HK\$24 billion to build and will generate recurring annual revenues of about HK\$2.5 billion. The winning team will work with the authorities to finalise the masterplan design with the first facility expected to be commissioned in 2008.

B





邁向文化都會的理想

西九龍發展區必將成為 21 世紀香港的標記 顏偉業

行 政長官董建華在1999年度《施政報告》中表示，有志發展香港成為盛事之都。2002年2月28日，香港正朝向這個理想跨進一大步。

當日，國際專家組成的評審團主席 Lord Rothschild 於新聞發佈會上，為佔地 40 公頃的西九龍填海區概念規劃比賽公佈評審結果，該區將建設為綜合文娛藝術中心。得獎者為 Foster and Partners 帶領的參賽小組。

比賽於 1999 年展開，收到來自建築界和規劃界的參賽作品達 161 份之多，其中 90 份來自海外，71 份是本地創作。

評審團選出倫敦 Foster and Partners 為冠軍得主時表示，該參賽作品比其他作品優勝之處，在於更能符合比賽目的。

Lord Rothschild 置評時特別讚揚該作品的設計特色，是一個「流遍發展區內各個空間」的巨型天蓬，構成一個別具風格

的地標。巨型天蓬採用最新的設計和建築技術，在其匠心獨運的流線型設計下，提供廣闊開揚的空間，讓休憩用地和各項文化設施以及住宅和商業建築和諧並存。

他說：「從其總綱發展藍圖所見，作品的布局設計充分利用發展區位於海旁最佳位置及鄰近九龍公園和廣東道零售區的優點。整幅土地的輪廓蜿蜒曲折，與流水般的天蓬互相輝映，令人一見難忘。」

至於環礁湖的設計，儘管設計未臻完善，但評審團認為要將這項設計更改，同時不影響周圍的文化藝術設施和保留這項方案整體的優點，其實並不困難，故只屬大醇小疵而已。

他稱：「設計的主要部分包括一個設有演奏廳、博物館、展覽館和表演場地的文化中心，同時區內又遍設商店、酒吧和零售鋪位。這種多元化發展為規劃區注入了澎湃的活力。此外，順著柔和的海岸曲線修建的長廊，連綿不斷，著實增加了設

計方案的吸引力，也提供了更多空間，以發展文化、零售業及商業活動。」

設計意念上，Lord Rothschild 表示，巨型天蓬與本港近年落成的國際機場及鐵路大樓遙相呼應；並說這項別緻的建築，必將成為香港一個觸目的地標。至於規劃區內採用橫向設計，與其背後巍峨矗立的高樓大廈對比鮮明，亦見其巧妙之處。

他說：「評審團認為這項設計突出的方案簡潔俐落，榮膺冠軍，是實至名歸的。設計方案落實後，規劃區會成為本港主要的旅遊景點，標誌著香港發展為藝術和文化中心的理想，並會以其雄偉的風格，體現這個理想。」

這項工程預計須斥資 240 億港元興建，建成後每年的經常性收入將達 25 億港元。得獎隊伍將與有關部門議定最後的總綱發展藍圖，首項建設將於 2008 年啟用。

B



與君一席話

查理士・林澤

查理士・林澤二十年來先後協助全球20個國家的城市、區域和政府，借助文化重現朝氣。成功例證包括英國伯明翰、曼徹斯特和澳洲墨爾本等城市的更新，以及一個在美國首都華盛頓推行的世界銀行發展計劃。他身兼多個政府的文化顧問，著作有*Culture at the Crossroads: Culture and Cultural Institutions at the Beginning of the 21st Century* 和 *The Creative City: A Toolkit for Urban Innovators*。本刊編輯麥爾康乘林澤最近訪港，邀請他闡釋藝術與文化對香港未來經濟發展的重要性。訪問內容撮錄如下：

《工商月刊》：香港銳意加強發展本地藝術和文化，整體社會將有何裨益？

查理士・林澤：香港矢志發展知識型經濟，必須具備富創意的人才。惟有具備富創意的精英，知識型經濟才可落實運作。縱觀世界各地的知識大本營，無不是藝術家、科學家與商家的集中地。

提升香港的文化水平，能帶動本土經濟發展，因為文化界能擔當經濟開發的先鋒。理論上，設計、市務推廣等行業都是由創意孕育而成。創意是使香港在經濟和國際上得以維持穩定的要素。

以倫敦為例，時裝、設計、傳媒等創意產業的從業員人數，佔當地人口的11.5%，即40萬人。他們彼此結合成增值鏈。香港講求增值，首要條件是站在創意生產的前線。藝術是「多方增值」的主要途徑之一，經濟上可增值，其他方面亦然。文化務須成為社會的核心，更為大眾認識。

你認為香港應怎樣著手推動文藝發展，以求增值？

我們的態度須更加明確和開放。這項工作可說能提供一個機遇，但能否抓緊機遇，實須端視香港的教育可否配合。當中關涉的問題包括香港的藝術教育、策略性經濟改革措施、經濟政策等，這些事項須互相配合。可是，現況卻不然，因為藝術向被港人視為可有可無，並不是能帶動經濟發展和社會增值的力量。港人若明白文藝能促使多方增值，藝術便會驟然成為推動經濟增長的強大引擎。

你以倫敦為例，說明藝術和文化如何能令城市生機勃現，但倫敦本身不就是長久以來的文化、藝術和創意都會嗎？

我們花了不少時間游說倫敦商家，使得他們相信，文化與藝術也能創富。我們一旦拿出證據，一切就好辦多了。所以，香港要吸引商家投資於文化藝術，亦須先向商家證明它們能夠生財。

當初倫敦的商家和政府皆視不同的藝術創作為獨立個體，如舞台工作者、舞蹈藝員、設計師等互不關連。然而，只要細心察看，便可知道舞台工作者其實與舞蹈藝員相關，而後者又與從事設計繪圖的人員有關。將他們連結起來，正如把20個小盒組裝成一個大箱，是一門規模龐大的工業。

當倫敦商家明瞭這個道理，並從我們這裡得知，從事創意產業的人佔當地勞動人口11%，所賺的錢比汽車出口及機械工業還多，他們便了然於胸。

假設香港明白箇中道理，應從何入手？

應釐清觀念，確立目標，但不必刻意策劃，而應著重為創意發

Face to Face with Charles Landry

FOR THE PAST TWO DECADES, CHARLES LANDRY HAS HELPED CITIES, REGIONS AND GOVERNMENTS IN 20 COUNTRIES AROUND THE WORLD REVITALISE THEMSELVES THROUGH CULTURE. Success stories include the revival of Birmingham and Manchester in the U.K., to Melbourne, Australia, and a World Bank project in the United States' capital, Washington. He is also an advisor to dozens of governments around the world, and author of "Culture at the Crossroads: Culture and Cultural Institutions at the Beginning of the 21st Century," and "The Creative City: A Toolkit for Urban Innovators." *Bulletin* Editor Malcolm Ainsworth caught up with Mr Landry during his recent trip to Hong Kong and asked him to share his thoughts on the importance that art and culture will play in Hong Kong's future economy. Following are excerpts from that interview.

THE BULLETIN: How can Hong Kong benefit from enhancing arts and culture in the territory?

CHARLES LANDRY: If Hong Kong wants to be a knowledge-based economy, it needs creative people. The only way a knowledge economy can function is if you have a core group of people who are creative. If you look at any knowledge base in the world, it is a combination of artists and scientists and businesspeople all working together.

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Hong Kong's future economy will rely on strengthening the visibility of culture, because the cultural arena is the research and development department of the future economies. Those aspects of imagination are, in theory, rooted in all business disciplines – from design, to marketing, to whatever – and are what will make Hong Kong economically and internationally stable in the future.

For example, the creative industries in London employ about 11.5 per cent of the population, or roughly 400,000 people, if you add up all the people in fashion, design, TV, radio... Together, they create the value-added chain. So Hong Kong, which is looking to add value to itself, will only survive if it is at the creative front-end of production. The arts is one of the main ways to 'add value and add values' – you add value economically but add values in other ways as well. So culture needs to be centre stage and people need to be more conscious about it.

How do you think Hong Kong should be going about this?

We need to make it more explicit and open. All this area presents a major, major, major opportunity, but to grasp that opportunity requires looking at the educational curriculum: what is arts education in Hong Kong like? What are the strategic economic reforms? The economic policy? ... All of these need to be connected but at the moment they aren't because arts is looked at as a marginal thing, not as the central thing – both as an economic driver and as a value driver, in terms of values. Once that is grasped, where value adds values, it suddenly becomes a major engine for growth.

You give the example of how the arts and culture have helped London thrive, but hasn't it long been a centre for arts, culture, and creativity?

It also took us a long time to convince businesses in London that they can make money from this, but once we provided the evidence, the rest was easy. That's why Hong Kong also needs to provide business with evidence that they can make money if it wants to attract investment.

What businesses and government in London saw initially was here is a theatre person, here is a dancer, here is a designer – they viewed everything in a disconnected way. But when you look at them closely, the theatre person connects to the music person, who connects to the graphic design person because he does the artwork ... so suddenly when you connect them, you get from 20 small boxes to one big box, or one big industry.

So once businesses saw this, and we told them that the creative industries employ 11 per cent of London's workforce and earn more than the car export and engineering industries, then they got the picture.

Assuming Hong Kong gets the picture, what should it then start to do?

It needs to have a conception of clarity of what it is trying to do, to provide the conditions for the development of creativity, rather than planning everything. There is a danger of planning too much, because – by its very nature – no one can predict what direction creativity is going to take.

But the first thing it needs to do is to map what elements exist. Nobody really knows what is there. It needs to provide the evidence of what is already there. Secondly, it needs to work out

展提供土壤。由於藝術的本質，創意發展的路向無人能夠預測，過分刻意規劃反會構成危險。

首要確認香港現存的元素，因為無人清楚香港在這方面究竟擁有甚麼，所以要為此提供證據。其次，須界定資助機構的角色。我認為它們應從旁輔助，不適宜說：「由我們來興建劇場和配套設施；我們會做這些、做那些...」，凡事主導。

此外，亦須探索香港的「軟」、「硬」設施。軟件應包括文化交流和聯繫網絡。然後，將文化規劃和社會政策合併考慮，進而探究它們與經濟的關係。

當然，此事不能一蹴而就，但若香港由今天起開始籌劃，相信五年後必有所成。

其中亦隱藏一些棘手問題。例如教育，香港需要設計更多藝術教育課程，但可能十年後始見成效。香港須制定審慎而長遠的文化策略，並把重點放於人力資源的開發，因為藝術與人力潛能的發展畢竟是息息相關的。

“

Hong Kong's future economy will rely on strengthening the visibility of culture, because the cultural arena is the research and development department of the future economies.

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”

此外，城市建設與藝術發展之連繫亦十分重要，就以西九龍填海區為例，它的概念規劃非常重要，若僅循某一方向進行，很可能會因小失大。

你預見會有甚麼危機呢？

可能有人會問：「我們有實質的建設，那麼內涵呢？」你大可回應道：「我們不但有表演藝術、劇院，還會提供源源不絕的節目，供人欣賞。」不過，你又可這樣回答：「我們會開放設施，讓不同界別和元素聚集，彼此交流分享。」

歸根結柢，必須視乎建築是否純供商業用途，還是可兼容其他元素？以物業主導，還是商業主導？會否引入實驗元素？等等。

香港不斷向前邁進，知識型經濟是其中一條主要出路。因此，創意文化的茁壯成長，對香港的前途舉足輕重。

為何商家普遍對投資文化藝術嗤之以鼻？

因為商人常以為文化藝術只會花錢，所以我們有必要將文化、商業及經濟規劃連繫起來。第一步是勾劃發展藍圖，提供憑證，只要你的思路清晰一致，商人便不會輕言你是愚拙的老八股。

文化界須先確立目標，繼向商界證明以藝術致富的可行性。若然成功，香港的文化事業必會更見茁長，能夠引入更多投資，帶來更多裨益。

那麼，應由政府還是私營機構牽頭？

我認為政府仍受制於固有思維模式，任由個別部門自行處理。要知道，跨部門合作是發揮增值協同作用的法門，有需要把藝術與經濟發展，以及不同界別聯繫起來。

what the role of any funding agency is. I think that should be a facilitation role, rather than saying, 'we will provide an opera house, we will build facilities, we will do this, we will do that.'

It should look at key questions of software and hardware – the software is cultural exchange, networking. It should then make the economic connection between planning and social policy.

All this is not going to happen in five minutes, but if Hong Kong starts to be strategic today, there will be a result in five years time.

The other things that all need to happen are invisible and difficult. Like education, you need lots of art in the curriculum – the effects of which will only be seen in 10 years time. There needs to be some serious long-term strategic thinking. There needs to be focus on human capital development. All this arts stuff at the end of the day is really about development of human potential.

Why do you think business people generally shy away from investing in this area?

Because business people think culture just costs money all the time. That is why the connections between culture and business and planning need to be made. The first step towards that is creating the mapping document – the evidence – because then you can have a coherent conversation, and the businessman can't just say to you that you are a stupid, old cultural boring person.

But the cultural sector first needs to be clear in what it is trying to do and present its evidence to the business sector that they can make money. Once they accomplish this, and the culture of

Hong Kong becomes stronger, this will bring in more investment, which will lead to many more advantages also.

Should the government or private sector be leading this?

The government, I think, probably thinks in boxes and departments. The main way to create the value-added synergies is by cutting across departments. A major link across arts development and economic development and between every sector has to be made.

Another link is between design and arts development. The West Kowloon project, for example, how that develops is incredibly important. If that develops in a certain way a major opportunity will be lost.

What dangers do you see there?

The danger is to say, 'we have a physical structure, but what is the content?' You could manage it and say, 'we will have performing arts, and an opera house and I will programme the events there, and people will come and enjoy themselves.' Or you could say, 'we will open it up and different people and elements will come in and interact with each other.'

But that all depends on is this a purely commercial project? Or is this a combination of commercial and non-commercial elements? Is it property led, or commercial led? Will it bring in experimentation? As Hong Kong develops, one of the key things will be the knowledge economy, so allowing a creative culture to grow and thrive is incredibly important for its future. **B**

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Some trust in global surveys ...

The Economist Intelligence Unit assessment of the "Best Business Environment" has left some analysts scratching their heads over how the unit formulates its data, writes IAN PERKIN

Here is the news from the Economist Intelligence Unit (EIU) assessment of the "Best Business Environment" in Asia:

Singapore, with no natural hinterland of its own, a competitive Malaysia on one side and a politically and economically distraught Indonesia on the other, as well as an interventionist government and domestic economic problems, will provide the best business environment in Asia over the next five years.

Hong Kong, on the other hand, with the natural hinterland of its sovereign China, a (mostly) free domestic economic environment and a (mostly) non-interventionist government, as well as China's WTO entry and solid financial fundamentals to support it, comes in second.

Given such a reading of the relative rankings of Singapore and Hong Kong, it is hardly surprising the SAR Government reacted with something just short of disbelief to the EIU report, calling it "unfair." However, the SAR Government must be careful not to over-react to such reports, lest people think there is more truth in them.

The latest EIU report on the best global business environments issued on April 26 is one of a series of such surveys that have attempted over the years to rank economies around the globe on their likely future attractiveness to business based on a series of quantitative and qualitative criteria.

In the latest survey, Hong Kong has (according to the EIU) slipped in terms of some criteria when compared with Singapore and other countries. Singapore leapfrogs Hong Kong to take first spot in Asia and Hong Kong slips from fifth to 11th overall in the global rankings, but Singapore also slips two places world-wide.

In fact, when the survey is looked at a little more objectively, there is not much difference between the ranks from one

through to Hong Kong's 11th place with all those in this top section of the 60 strong table being qualitatively assessed as "very good" for business. This is the highest ranking on offer.

Where the Hong Kong SAR Government seems to have been especially concerned is regarding the EIU's specific comments on some Hong Kong issues, including its political leadership and the implementation of the Chief Executive, Tung Chee-hwa's new accountability system for principal officials.

The EIU's key concerns (all of which are highly debatable) seem to be:

POLITICAL EFFECTIVENESS Worsening civil-service morale and the uncertain impact on policymaking of chief executive Tung Chee-hwa's new "accountability" system of political appointees contributed to the drop in the political-effectiveness score for 2002-06.

OPENNESS TO COMPETITION Continuing concern over the government's cosy relationship with certain sectors of the business community, combined with lack of progress in developing a competition law, were among the causes of the expected decline in the competitive environment for businesses.

LABOUR SKILLS The quality of the workforce – in particular, the ability to adapt to the new skills required in a knowledge-based economy – also remains a major worry.

In addition, the EIU says the loss of trade to cheaper ports in China is just one external risk to Hong Kong's continuing competitiveness.

The positives are that Hong Kong is still one of the world's freest economies, with the world's most liberal regimes for tax-

ation and for foreign trade and exchange controls, a fact reflected in its continued No.1 world ranking in both categories.

But Hong Kong's lead in having a liberal and uncomplicated tax regime also may be eroded as the Hong Kong government considers broadening the tax base to reduce the structural budget deficit.

Market opportunities for Hong Kong have also improved "on the back of the increased opportunities, particularly in services, anticipated as a result of China's entry to the World Trade Organisation."

In response, the HKSAR Government probably overreacted somewhat with its view that it "regretted that the assessment on Hong Kong was unfair and biased over a number of issues, in particular in respect of the new Accountability System."

"The new Accountability System for Principal Officials will improve Hong Kong's governance, as well as preserve the integrity of our civil service system," an SAR Government spokesman said in outlining details of the system.

Other government rebuttals included:

TAX STRUCTURE Despite a record budget deficit, the government chose not to increase tax or to introduce a consumption tax in this year's Budget. "As a result, we still have a very simple tax regime as well as one of the lowest tax rates throughout the region, even taken into account any possible changes in the tax regime of Singapore," the spokesman said.

COMPETITION LAW "Hong Kong's competition policy, based on a broad policy framework applicable to all government bureaux and departments and supplemented by sector-specific measures, provides us with the flexibility to take appropriate measures to promote competition, having regard to the circumstances in different sectors. For example, we have introduced competition effectively in the telecommunications sector. With an open mar-

國際調查，可堪信賴？

冼柏堅：《經濟學人》訊息部的「最佳營商環境」調查，令一些分析師對該部的評估方法大感疑惑

《經

濟學人》訊息部最近發表全球「最佳營商環境」評估報告，當中關於亞洲的評論如下：

新加坡沒有一個自己的經濟腹地，一邊是與她競爭的馬來西亞，另一邊是備受政治和經濟問題困擾的印尼。新加坡政府採取干預政策，在本土經濟面對難題。然而，她將是未來五年亞洲最佳的營商據點。

至於香港，背靠一大片自然的腹地宗主國中國，非常自由的本土經濟環境，政府大體上採取不干預政策，再者中國已經入世，香港的金融基礎十分穩健。然而，香港位居次席。

基於以上有關新加坡與香港相對排名的論述，難怪特區政府回應表示《經濟學人》的報告難以置信，有欠公允。然而，特區政府必須避免過分的反應，以免他人誤以為報告內容更可信賴。

《經濟學人》訊息部多年來嘗試透過連串調查，按量和質的指標評估未來全球各個經濟體系對商業的吸引力，該部於4月26日發出的全球最佳營商環境報告便屬其中一個。

在最新的調查中，香港(根據訊息部所述)對比新加坡和其他國家，在某些條件的排名下降。新加坡超越香港，成為亞洲最佳營商地點，而在世界總體排名中，香港從第五位跌至第11位，新加坡則跳升兩級。

其實，若從較客觀的角度來看這個調查，佔據排名榜首的地方與只得第11位的香港差距不大，原因是在60多個評核表中居前列者，按質素計，均評為「優良」的營商據點，得分最高。

特區政府看來最關注訊息部對香港若

干事務的評價，是政治領導層的問題及行政長官董建華提出的主要官員問責制。

報告提出的關注重點(各項皆可堪爭議)涵蓋：

管治成效 公務員士氣日漸低落，加上董特首新聞責制對施政的影響未見明確，致使香港2002至06年在管治成效方面的評分下滑。

競爭的開放程度 訊息部認為港府與一些界別關係密切，加上香港制訂競爭法的進度不前，所以預期本港營商環境的公平競爭程度會下降。

人力資源的素質 報告指出，香港的人力素質，尤其是港人能否學習新的技術，以配合知識型經濟的發展，仍是令人憂慮的問題。

此外，報告指外商逐漸將貨品轉經中國成本較廉的港口運輸，是對香港能否保持競爭力的外來考驗。

報告中給予香港的正面評語，包括仍為全世界最自由的經濟體系，與此同時，亦維持全球最簡單的稅制，和施行最少的外貿及外匯管制。在這兩方面，香港的排名均為世界第一。

不過，報告認為，香港政府考慮透過擴闊稅基來減少結構性財赤，會有損香港多年來藉自由和簡單稅制建立的名聲。

報告亦表示：「中國加入世貿後，香港的市場機會特別是服務業的商機會相應增加。」

政府對評估報告的回應似乎過敏，它駁斥說：「《經濟學人》在很多方面特別是對

即將推行的新聞責制的評論，有欠公允，並存有偏見，對此表示遺憾。」

政府發言人強調：「主要官員問責制可提高香港的管治和維持公務員體制的完整。」

政府的其他反駁涵括：

稅務結構 儘管香港面對前所未有的龐大財赤，政府在今年的財政預算案中，仍選擇不加稅和不引入消費稅。發言人說：「因此，香港仍能維持一個非常簡單的稅制，縱使考慮到新加坡的稅制可能會有所轉變，我們的稅率仍屬區內最低。」

競爭法 「香港的競爭政策乃建基於一個廣闊的政策架構，適用於各政府決策局及部門，亦能補足不同界別所推行的措施，讓我們有彈性地因時制宜，因應不同界別的情況，採用合適的措施，促進公平競爭。我們在電訊界成功引入有效競爭便是一個好例子。由於香港是一個開放及高度競爭的經濟體系，我們認為無需制訂概括性的競爭法或反壟斷競爭法例。」

特區政府發言人又反駁報告指「政府與一些界別關係密切」，並強調政府銳意提供公平競爭機會。

發言人否定香港作為中國轉口港的角色逐漸削弱，並補充說，香港將繼續是區內尤其是對中國內地來說，最優越的財經、物流和商業中心。他說：「正如《經濟學人》在報告中指出，中國加入世貿將為香港提供更多市場商機。」

發言人亦稱讚本港勞動力的素質，表示政府正全力改善人力資源的素質，並且加強校內英語教學和鼓勵在職人士提升英語水平。

B

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ket and highly competitive economy, we do not see the need to enact an all-embracing competition or anti-trust law.”

The SAR Government spokesman also rejected the EIU view that “the government had a cosy relationship with some sectors” and that it instead provided a level playing field for business.

He refuted the view that Hong Kong’s

role as an entrepot for trade with China is diminishing, adding that it will remain as the prime financial, logistics and commercial centre for the region, in particular Mainland China. “As pointed out by EIU in the report, there will be increased market opportunities for Hong Kong as a result of China’s entry into the WTO,” the spokesman said.

The spokesman also commented favour-

ably on the quality of the SAR workforce, noting that the government was committed to improving the quality of Hong Kong’s human resources and English skills in schools and the workforce.

B

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perkin@chamber.org.hk

Avoid becoming a victim of corruption

To help companies put in place internal controls and safeguards against corruption and malpractice, the ICAC provides tailor-made corruption prevention advice free of charge

A recent survey undertaken by the Political and Economic Risks Consultancy ranked Hong Kong as the third least corrupt place in Asia.

The survey, which interviewed 1,000 foreign businessmen working in Asia, illustrates the territory's openness and adherence to sound business principles. But it does not mean that the territory is devoid of corruption.

During the past decade, more than half of the corruption complaints received by the Independent Commission Against Corruption (ICAC) involved the private sector, and the trend appears to be on the rise.

The most common cases involve soliciting illegal commission, splitting inflated procurement prices, disclosing privileged information for personal gain, theft of company property, falsifying accounting records and abuse of authority.

All these problems illustrate the need for private companies to be more wary about the way they go about their businesses. In many cases, it also shows there is a need for effective internal systems and controls.

To encourage and help private companies put in place internal controls and safeguards against corruption and malpractice, the Advisory Services Group of the Corruption Prevention Department of the ICAC provides tailor-made corruption prevention advice to private companies.

The following three cases illustrate clearly just how easy it is for companies to unwittingly become "victims of corruption."

CASE 1 – MERCHANDISING

For quality assurance, an international buying office has the practice of placing repeat orders from buyers with the previous supplier. A merchandiser of the Hong Kong office took advantage of this practice by soliciting a discount from the supplier in return for placing the order with

him, but he billed the buyer the same unit price as the first order and pocketed the difference.

The company was advised to establish procurement guidelines specifying the minimum number of quotations to be obtained for different values and categories of products available in the market. As prices may change over time, the company was also advised to create a timetable specifying the period that the prices would be valid for. The company was further advised to establish a regular liaison channel with its suppliers to maintain a good business relationship and uncover any abnormal activities of its staff.

CASE 2 – TENDERING

In administering a tender exercise for the supply of frozen food, the chef of a restaurant, in return for monetary gains, disclosed the tender prices of other tenderers to one of the bidders.

The company was advised to step up its tender collection procedures to ensure the security and confidentiality of the tenders received. It was also suggested that tenders received should be opened in one go by a tender opening team comprising of at least two persons. In the selection of tenders, they should be systematically assessed to ensure value for money as well as avoid favouritism. The company was also advised to draw up a code of conduct for compliance by staff in which the company's policy on acceptance of advantages and confidentiality of information were clearly stated.

CASE 3 – PURCHASING

A purchasing manager of a department store, in collusion with a warehouse keeper, falsified stock records to steal valuable items.

The company was advised to set up a

proper inventory control system covering receipt of goods and disposal of old stock and damaged goods. The company was also advised to conduct random stock checks by an independent third party in addition to routine stocktakes by the warehouse staff.

CONCLUSION

Corruption and malpractice will not only lead to higher operating costs and loss of profit for a company, but will also tarnish its reputation and image. To remain competitive and to reap the benefits of every business opportunity, local businesses should seriously consider whether they have adequately put in place systems and controls to guard against abuse and malpractice. They should also consider whether their staff have received appropriate training in corruption prevention and are aware of the pitfalls of corruption as well as the anti-corruption laws.

ADVISORY SERVICES GROUP

The Advisory Services Group has extensive experience in providing corruption prevention advice on system controls. Since its establishment in 1985, the group has advised more than 3,000 companies, covering a variety of businesses. The advice given by the group is tailor-made, free of charge and in strict confidence. The company also has full discretion to decide whether or not to act on the group's advice.

Call 2526 6363, fax 2522 0505 or email asgicac@netvigator.com for more information about the group's service. We pledge to respond to requests within two working days.

B

Provided by the Advisory Services Group of the Corruption Prevention Department of the ICAC.

避免成為貪污受害者

廉政公署免費為企業提供切合個別需要的防貪建議，鼓勵和協助它們設立內部監管機制，以預防貪污舞弊

經濟籌劃有限公司最近一項有關貪污的調查顯示，香港是全亞洲第三個最廉潔的城市。

這項調查訪問了一千名在亞洲工作的外商，結果顯示香港是一個開放的城市，一直維持良好的營商法則，不過，這並不表示貪污在香港完全絕跡。

過去十年，廉政公署接獲的貪污投訴中，逾半涉及私營企業，個案數字且有上升的趨勢。

最常見的問題包括非法收受回佣、對分買賣差價、洩露專有資料以換取個人利益、盜竊公司財產、造假賬和濫用職權。

這表明了私人公司須更審慎營商，並且設立有效的內部運作系統和監管機制。

為鼓勵和協助私營企業設立內部監管機制，以預防貪污舞弊，廉政公署防止貪污處的私營機構顧問組特意向私人公司提供切合個別需要的防貪建議。

以下三個案例充分說明，公司極容易誤墮貪污罪網。

個案一 採購

一家跨國採購公司為求質素保證，慣常因應客戶需求，向同一供應商訂貨。該公司一名香港買手乘機私吞供應商提供折扣而得的差價。

顧問組就該公司的採購程序提供指引，建議公司就不同的金額和市場上供應的各類貨品，訂明要求索取報價單的最少數目。由於價格會隨時間浮動，公司應為報價單訂立有效期限，並與供應商建立聯絡渠道，以定期檢討和保持良好的商業關係，藉此及早發現員工任何不正當的行為。

個案二 招標

一名酒樓廚師在處理供應急凍食品的招標過程中，向一名投標商洩露其他投標商的投標價，藉以收取金錢回報。

公司宜儘速制定遞交標書的保密程序，安排標書由一個不少於二人的小組負責開

啟。評審標書時，亦應考慮「物有所值」和避免徇私。公司應為員工制定一套員工守則，內容須包括公司收受利益政策和資料保密條款等。

個案三 採購

一名百貨公司的採購經理與一名倉務員勾結，憑虛假的存貨紀錄盜取高價貨品。

公司宜制定一套正確的貨品存取系統，包括接收貨品及註銷過時或損毀的貨品。公司除須安排倉務員經常盤點存貨外，亦應委派非倉務員隨時突擊點算。

結論

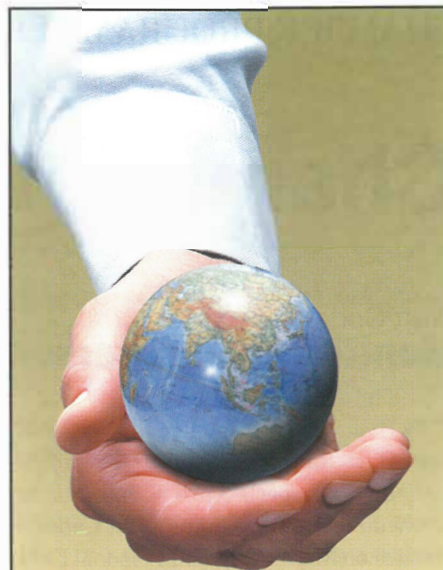
貪污及舞弊行為不單會導致經營成本增加、利潤下降甚至虧損，亦有可能損害公司的聲譽和形象。本地商家要維持競爭力、善於把握商機，以充分受惠，便應切實考慮他們現時是否已有足夠的預防措施，堵塞貪污及舞弊的漏洞。另外，公司亦要考慮員工是否已接受適當的防貪培訓，瞭解貪污的陷阱和相關法例。

私營機構顧問組

廉政公署防止貪污處的私營機構顧問組致力改善企業內部系統控制，以堵塞貪污漏洞，經驗豐富。從1985年成立至今，已為三千多間不同行業的私營機構提供意見，所提供的意見既能針對個別企業的營運狀況，而且費用全免，資料絕對保密。至於企業是否採納顧問組的意見，全由企業自行決定。

查詢詳情，請致電：2526 6363、傳真：2522 0505或電郵：asgicac@netvigator.com與顧問組聯絡。該組承諾在兩個工作天內回應查詢。

資料由廉政公署防止貪污處的私營機構顧問組提供。



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Chamber Programmes 活動傳真

Draft Code of Practice

Monitoring and personal data privacy at work

Privacy Commissioner for Personal Data Raymond Tang discussed at the Chamber's April 30 roundtable luncheon the commission's Draft Code of Practice on Monitoring and Personal Data at Work.

The code will cover monitoring of employees' telephone calls, e-mails, computer usage and close-circuit-TV monitoring, among others. Employees are no doubt uneasy about being spied upon, but employers are also worried that if such a code is enacted, rather than it being a non-legally-

binding guideline, then they will have to invest in considerable resources to comply with the code.

Mr Tang said that in formulating the code of practice, the Privacy Commission is merely recognising a need in certain areas where employers wish to guard against the risk of their company information being abused. He stressed companies should not go about installing pinhole cameras everywhere, but instead should perhaps identify which sections of their company should be monitored, and then implement the lowest form of proportional monitoring.

In a survey conducted by the commission, employees said they felt monitoring of their phone calls would be very invasive. The second most intrusive form of monitoring would be reading of their emails, and thirdly keeping track of calls made at work.

While employees cringe at the prospect of their boss looking over their shoulder,

many may already be being monitored without even knowing it. Mr Tang said the survey showed that 64 per cent of employers have at least one form of surveillance in the workplace, while 33 per cent have two or more forms. However, only 22 per cent of employers have told their employees about it.

"It is valid for employees to feel their privacy is being invaded," Mr Tang said, "but from the employers' side, why should they not have the right to protect their property and information?"

"So the question we have to answer is where do we find the middle ground?"

Once that question has been answered, employers have to be honest, open and transparent in informing staff to what extent they are being monitored, and employees can then decide for themselves if they feel the monitoring is proportional and fair.

Other issues involve the cost and manpower needed to implement a surveillance plan.

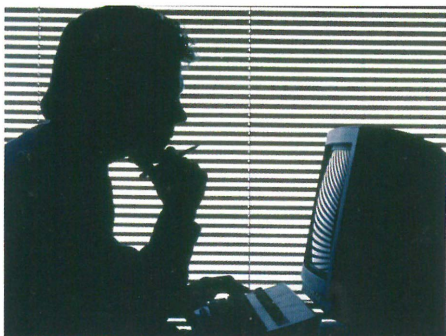
"Major organisations should have no problem setting up, monitoring and producing a written guideline for employees, but SMEs may not have the resources to accomplish this. I believe that the Chamber can help a great deal in this regards," he said.

Members attending the luncheon said they understand the goals of the code in principle, but that they felt the practical issues make it prohibitive. If employers want to check emails, for example, the amount of resources needed to read through thousands of emails makes it almost impossible to do.

Also, by monitoring employees at work, the company may also inadvertently record employees' personal data.

Few people today work from 9-5, and because staff often have to work one or two hours overtime a night, many employees feel their employers should give them some latitude to attend to some personal matters while at work.

Mr Tang said this is where the issue of trust and transparency comes in, because if both sides know the rules, staff will decide whether or not they are willing to disclose some personal data to their employer. **B**



Dow Corning

Finding the right equation

Gary Anderson, chairman, president and CEO of Dow Corning Corporation, explained at the Chamber's April 29 luncheon how his company has managed to find the right equation in responding to customers' needs in today's rapidly changing environment.

In sum, Mr Anderson said businesses first need to continuously listen to customers, and then to assess how to align capacity, services and people to meet customers' needs – the needs that are most important to them.

"If your company now provides only products, consider what services and solutions you can offer to more fully address customers' needs, problems and

opportunities. This will let you strengthen and expand your relationship with customers," he said.

He also suggests companies consider how they can leverage information technology and innovation as a key point of differentiation, and to have the courage to embrace change.

Businesses should also communicate their business strategy with staff, so that all employees can believe in and ensure they know how their role supports it.

"For Dow Corning, the answer was simple: give customers what they want, build on the strengths of our heritage, our people, and our brand. And do it in a unique and differentiating way," he said.



Businesses are all too focused on headline growth coming off a very low base, says Mr Studwell.

周博表示，企業全都著眼於內地本自偏低水平的顯著增幅。

Book review 'The China Dream'

For centuries, the exoticism of China has sent conservative businessmen giddy with the thought of reaping untold riches from selling their wares in the world's most populous country. From the time of Marco Polo to the multinationals of today, people have been saying, "loads of money here," "must go here," or "fantastic opportunity here."

"Even in the late 1500s and 1600s people were beginning to talk in the terms that they are today in the size and potential of the market," author and journalist Joe Studwell said at the Chamber's May 13 roundtable luncheon.

"So this concept of China as a fantastic market has been building up for a long time, but recently it has taken on new prominence."

In his book, "The China Dream: The Elusive Quest for the Last Great Untapped Market on Earth," Mr Studwell says capturing a slice of the China market, for many companies, has proven to be nothing more than an unattainable fantasy.

But he stresses that he is not implying that the China market is a waste of time. Companies that enter the Mainland looking to capitalise on its cheap manufacturing costs and ability to get things done, however, generally do very well.

"That is why the book is called 'The China Dream,' because dreams can come true," he said.

Problems arise when businesses convince themselves that just by entering the China market that they cannot help but succeed.

Logistics Hong Kong vs Singapore

Hong Kong must do a better job at promoting itself as Asia's logistics hub or lose out to Singapore, Peter Levesque, CEO of Hong Kong based V-Logic Limited, told members at the Chamber's May 14 roundtable luncheon.

He believes Singapore is winning the "perception" game of being Asia's logistics hub over Hong Kong by aggressively promoting the Lion City and the companies it has wooed there.

"Things are being done [here in Hong Kong]. The problem is we need to turn up the juice and to get out to where these companies are and tell them about the advantages of Hong Kong," he said.

Hong Kong's geographical location makes it the logical hub for Asia, especially the China market and North Asia, and has many advantages over Singapore, which geographically seems to be the best choice as a hub for businesses concentrated in Southeast Asia. Yet it is also selling itself quite effectively with its marketing campaigns, tax incentives, and links with foreign universities as the hub for North Asia, he said.

Mr Levesque believes many of these companies will likely realise their mistake and come to Hong Kong sooner or later if their focus is the China market, but it high-

lights the need for the SAR to toot its horn a little more loudly.

He also feels that Hong Kong must adopt an open-skies policy – as Singapore has done – if it is to truly call itself the logistics hub of Asia.

"The biggest drawback facing Hong Kong is its no open-skies policy," he said. "The lack of open skies will be a disadvantage in the future when Hong Kong tries to attract large investments."

The territory, with its infrastructure, free-port status and more efficient logistics services, is unlikely to see any threat from the Mainland looking to steal the logistics-hub crown for some years to come. But Mr Levesque said there is scope for Hong Kong to further its advantage by working with the Pearl River Delta.



Hong Kong needs to turn up the juice, says Mr Levesque.
李國維表示，香港須加把勁兒，增強推廣。

He cites the example of General Motors investments in China in 1992, which at that time only 200,000 cars were sold in the country.

"So it gets it into its head that the market for General Motors alone by the end of the decade could be as high as 1 million units. And so they decide they want to build three car plants in China," he said.

Other carmakers were as convinced as GM that the market would skyrocket. Likewise, the insurance sector thought the market would grow by 40 per cent annually and invested a great deal to secure licences for the China market, despite it being smaller than the Taiwan insurance market.

"But no one was focusing on this, they

were all focusing on headline growth which was coming off a very low base," he said.

Because China is coming off a very low base, Mr Studwell said growth and GDP figures in China do not matter a great deal, what ultimately matters is profits.

In his book, he also cites other stories of multinationals and also the stories of the smaller people who went into China with equally powerful dreams.

"But I think the difference is they didn't strategize the market to the same extent. They didn't convince themselves that they could go to Beijing and cut a deal and be handed a great business opportunity," he said.

B

監察活動及工作期間

的個人資料私隱實務守則草擬本

個人資料私隱專員鄧爾邦於4月30日本會小型午餐會上，論述「監察活動及工作期間的個人資料私隱實務守則草擬本」的內容。

守則涵蓋的僱員監察活動，包括僱員使用電話、電郵、電腦的監察措施及閉路電視系統監察等。對僱員來說，被監視固然會感到不是味兒，但僱主也有顧慮，若守則一經制定成文，便不再是不受法律約束的指引。言下之意，僱主須為遵從守則而投放大筆資源。

鄧爾邦表示，個人資料私隱專員公署制定這套守則，主要是瞭解到企業東主有需要提防公司資料在某些方面被濫用的危機。他強調，企業正確的對策不是隨處安裝針孔攝影機，而是界定應受監察的範疇，從而施行最低程度的監察。關鍵在於適量。

公署一項調查顯示，僱員認為最侵犯私隱的措施是電話監察，其次為讀取僱員電郵，第三是記錄僱員在工作期間的電話使用。

調查中僱員表示不喜歡受僱主監視，然而事實上，不少僱員即使已被監察也毫不知情。鄧氏指出，調查顯示64%的受訪僱主已在工作間安裝至少一項僱員監察設施，另外33%僱主安裝兩項或以上，但只有22%僱主已知會僱員。

鄧氏說：「既然僱員感到個人資料私隱應受保護是天公地道的，僱主怎可能沒有保障公司財產和資料的權利？」

「所以，問題的根本是，如何在兩者之間取得平衡。」

問題一旦獲得解決，僱主便須開誠佈公，採取開放及具透明度的方式，通知職員監察措施的具體範疇，由僱員自決監察措施是否適量和公平。



Mr Tang: about 64 per cent of employers already have at least one form of surveillance in the workplace.

鄧爾邦：64%的受訪僱主已在工作間安裝至少一項僱員監察設施。



尋找因時制宜的營商方程式

Dow Corning 主席及行政總裁安德森於4月29日午餐會中，論述該公司如何在當今瞬息萬變的營商環境，以因時制宜的營商方程式，切合客戶需求。

其他涉及的問題，包括實行監察計劃的成本和人手需求。

他說，對大型企業而言，設立僱員監察機制及制定書面指引應不會構成難題，然而中小企卻或沒有足夠的資源，推行這方面的工作。他相信，總商會可助它們一臂之力。

與會的會員表示，他們原則上明白守則的要義，但具體上守則卻難以落實。以檢查電郵為例，翻閱數以千計電郵所需動用

總的來說，安德森認為企業須先聽取客戶的意見，然後研究如何把資源、服務和人力調配得宜，滿足客戶最殷切的需要。

他說：「倘若貴公司是純產品供應商，試想想你為客戶提供哪類服務或方案，從而更全面地滿足客戶的需求，助他們排解疑難及把握機會。若然，你與客戶的聯繫將更形鞏固，而客戶網絡亦會隨之擴展。」

此外，他建議企業須籌謀善用資訊科技及創意，以突圍而出；還要勇於改革，力求創新。

企業亦應向員工闡釋商業策略，務求全體員工明瞭，繼而在各自的崗位上全力配合。

他說：「Dow Corning 的經營之道非常簡單，就是致力滿足客戶需求，並憑恃公司的傳統、人才及品牌，創新手法，別樹一幟。」

的資源，並不是他們能夠負擔的。

此外，在工作期間監察僱員的活動，也會無意間記錄了僱員的個人資料。

鄧氏又說，現今僱員的工作時間已甚少朝九晚五，往往須超時工作一至兩個小時，所以，僱員亦期望僱主給予一些自由，容讓他們在工作期間處理一些私人事務。

鄧氏稱，這正好是信任和透明度問題的核心，若僱勞雙方明白有關規章，僱員自可決定是否願意向僱主披露個人資料。**B**

物流業樞紐：
香港與新加坡的龍虎爭鬥

威絡捷有限公司行政總裁李國維於5月14日小型午餐會上表示，香港要成為亞洲物流樞紐，務須加強推廣，否則會敗於新加坡之手。

他認為，新加坡憑強勁的宣傳攻勢，以及招攬到不少企業進駐，「洞悉力」上已先拔頭籌。

他說：「(香港)也在忙著，但須加添力度，往外地向目標企業大力宣傳香港的優點。」

他說，香港佔有地利和其他多項優勢，可晉身亞洲尤其是中國和北亞的物流樞紐，而新加坡則適宜擔當東南亞地區的物流樞紐。然而，新加坡卻積極透過推廣活動、稅務優惠及與海外大學的聯繫，號稱北亞的物流樞紐，這些措施

顯然頗見成效。

李氏認為，那些已進駐新加坡的機構若立意發展中國業務，遲早會發現部署錯誤，轉而駐足香港。不過，香港必須先壯大聲威。

他亦表示，香港若要成為名符其實的亞洲物流樞紐，便須借鏡新加坡，實施「開放天空」政策。

他說：「香港的最不利之處，是尚未開放空權，日後想吸引龐大資金來港，可能會有負面影響。」

香港擁有基礎設施、自由港及高效率的物流服務，無需恐懼在物流業發展上受到內地威脅。雖然如此，李氏說，香港可加強與珠三角的合作，以進一步提升優勢。

數百年來，中國綻放的異彩引發海外不少守舊商賈的淘金夢想，令他們紛紛將產品拓銷至這個全球人口最稠密的國家。從昔日的馬可勃羅時代到現今的跨國企業，中國均被譽為「遍地黃金」、「必到之地」、「機會天堂」等，有口皆碑。

作家及記者周博於5月13日小型午餐會上說：「早於十六、七世紀，已有人開始大談中國市場如何龐大，蘊藏的潛力多麼優厚，正如今日我們所聽到的。」

「由此可見，中國市場予人刮目相看的印象並非一朝一夕，不過，及至最近，中國市場才再添新貌。」

周氏在其新著作《中國夢—探索全球最後一個極待開發的龐大市場》(The China Dream: The Elusive Quest for the Last Great Untapped Market on Earth)中描述，不少力圖在中國市場分一杯羹的企業，到頭來也是好夢成空。

然而，他強調，並不擬藉此引申投資中國市場是浪費時間。那些看準中國低廉製造成本等好處而涉足內地市場的企業，一般都發展不俗。



他說：「這本著作取名《中國夢》，因為夢想始終可望成真。」

可是，若企業一廂情願地以為打入內地市場後，必會無往不利，問題便出現。

他引述通用汽車於1992年投資中國為例，該公司當時在中國只售出20萬輛汽車。

他說：「不過，通用預計銷量及至2000年時，會達致一百萬輛，於是毅然在中國開設三間車廠。」

其他車商爭相仿效，相信中國的汽車市場將急速蓬勃起來。保險公司亦憧憬中國保險業市場每年會有四成增幅，所以儘管中國的市場比台灣還小，也紛紛在內地大舉投資，申領執照。

他說：「可惜沒有人覺察，他們全都著眼於內地本自偏低水平的顯著增幅。」

周博稱，由於中國的經濟水平一向偏低，故雖正在逐漸冒升，但經濟增長和國內生產總值的象徵意義其實不大，說到底，盈利才是最重要。

他在著作中亦引述一些跨國企業如何在中國擴展版圖，以及一些小商家在中國的奮鬥故事，他們與先前所述的那類企業，同樣對中國存有夢想。

他說：「我想他們與前者之差異，是在內地採行的發展策略有別。他們不會以為到北京後即可談成生意，得享無限機遇。」

B

Congratulations and Welcome to

**THE CHAIRMAN
&
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Malaysian Prime Minister Dr Mahathir Mohamad gives his opening keynote address.
馬來西亞總理馬哈蒂爾博士為年會致開幕辭。



PBEC Hong Kong Chairman, and Chairman of HSBC, David Eldon, at the IGM.
理事會中國香港委員會主席、滙豐銀行主席艾爾敦出席國際年會。



President of the Philippines Gloria Macapagal Arroyo shares her perspectives on the region.
菲律賓總統阿羅約就亞太區事務抒發己見。

4th PBEC Environmental Award winners (left to right) Hyundai Motor Company (Korea), Oji Paper Company (Japan), and POSCO (Korea).
第四屆環保大獎得主(左起): 現代汽車(韓國)、Oji紙品公司(日本)及POSCO(韓國)。

PBEC 2002

Pacific Basin Economic Council adopts paper at its 35th International General Meeting in Malaysia calling for the council to increase its relevance, focus, voice and influence, writes HEIDI LAU

The Pacific Basin Economic Council held its 35th International General Meeting in Kuala Lumpur, Malaysia, from May 3 to 7, under the banner, "Striving for Growth in a Challenging Environment."

Delegates from the 19 economies of the Asia-Pacific region attended the meeting and participated in a series of plenary sessions and roundtable discussions with the region's top government and business leaders.

PBEC Hong Kong Chairman David Eldon led a 13-member delegation from Hong Kong to Kuala Lumpur, members of which were given a special opportunity to network with their counterparts from the United States and China during an intimate breakfast meeting hosted by PBEC US.

Sixteen regional ministers participated

in this year's IGM, 13 of whom shared their observations as speakers during a number of sessions. Among them were Prime Minister of Malaysia Dr Mahathir Mohamad, and the President of the Philippines Gloria Macapagal Arroyo, who both shared their perspectives on the region.

At the opening ceremony, Dr Mahathir singled out rebuilding investor and customer confidence in the current uncertain environment as the biggest challenge for the business world.

"As we work towards rebuilding investor and customer confidence, we must learn to reinvent ourselves in the face of uncertainty or change ... I hope that you will allow yourself the freedom from the constraints of orthodoxy to find ways of achieving growth in these challenging times," he said.

Other important issues discussed at the IGM included: China and the WTO, ASEAN and AFTA, APEC, partnering with China, the war on terrorism, financial markets, environment, corporate governance, fostering FDI, bridging the divides, and rebuilding confidence in the Pacific Basin.

A focal point of the meeting was the presentation of the fourth annual PBEC Environmental Award. Hyundai Motor Corporation of Korea took the Gold Award, Japan's Oji Paper Company the Silver, and Korean steel company POSCO the Bronze.

Among the finalists were CLP Power and MTR Corporation of Hong Kong, Ebara Corporation, Fonterra Cooperative Group, NEC Corporation, and United Plantations Berhad.

The PBEC Environmental Award hon-



Members of the Strategy Committee meet on the second day of the IGM.
策略委員會於年會次日召開會議。

Some PBEC delegates in a private meeting with Malaysian Prime Minister Dr Mahathir Mohamad.
理事會多位會員與馬來西亞總理馬哈蒂爾博士進行閉門會議。





2002 年太平洋地區 經濟理事會

劉鳳慧 報道，理事會在馬來西亞召開第 35 屆國際年會，決議提升理事會的功能、更集中發展核心會務、加強意見表達和發揮更大影響力

ors PBEC member companies that have made outstanding contributions to global environmental protection. Presentation of the award reflects PBEC's commitment to promoting environmentally responsible business practices.

An important development made during internal meetings was the adoption of a concept paper that will provide a new guideline for PBEC to strengthen its role as the independent voice of business in the Pacific. The paper calls for fundamental changes in the structure and organization of PBEC to increase its relevance, and to make the organization more focused, more amplified, more timely and more influential.

PBEC's Steering Committee and Board of Directors adopted policy statements on a number of key policy areas, including trade and security, food security and trade and a renewed commitment to transparency.

At the Board of Directors Meeting, S R Cho, chairman of Hyosung Corporation, was elected Chairman of PBEC.

PBEC's next IGM will be held in Seoul, South Korea, in May 2003. **B**

For more information on PBEC's 35th IGM, visit www.pbec.org

太 平洋地區經濟理事會於 5 月 3 至 7 日在馬來西亞吉隆坡召開第 35 屆國際年會，主題為「在挑戰洪流中奮力求進」。

19 個亞太區國家代表雲集會議，與區內各國政要和商界領袖參與連串全體會議和小型研討會。

理事會中國香港委員會主席艾爾敦率領本地 13 人代表團出席會議，並經理事會美國委員會安排，與中、美兩國同業共進早餐，互相認識和洽談業務。

今年國際年會共有 16 位區內部長級官員出席，其中 13 位發表演說，包括馬來西亞總理馬哈蒂爾博士及菲律賓總統阿羅約，兩人均就亞太區事務各抒己見。

馬哈蒂爾博士於開幕禮上強調，在目前動盪不穩的局勢下重建投資者和客戶的信心，是商業社會迎臨的最大挑戰。

他說：「在奮力重建投資者和客戶信心的過程中，我們須不斷自我創新，以面對各種不明朗的因素或轉變。希望各位能突破理念上的局限，勇於在挑戰的洪流中多方嘗試，爭取成果。」

國際年會其他重要議題包括—中國與世貿、東協、亞洲自由貿易協會、亞太經合組織、與中國合作、反恐戰爭、財經市場、環境事務、企業管治、促進外國直接投資、化解分歧、重建太平洋地區的整體信心等。

大會另一重點環節為第四屆環保大獎頒發儀式，今年金獎得主為韓國現代汽車、銀獎得主為日本 Oji 紙品公司、銅獎為韓國鋼鐵製造商 POSCO。

其餘入圍機構計有香港的中華電力、地鐵；另有 Ebara、Fonterra 合作集團、NEC 及 United Plantations Berhad。

環保大獎的設立，乃為表揚會員機構對全球環保作出的卓越貢獻，同時反映理事會致力推動環保作業的決心。

此外，理事會在內務會議中通過理念書，務求為增強理事會在太平洋地區的定位提供新的指引，強化該會擔當商界喉舌的功能，這是會務的一大進展。概念書促請理事會重組架構，以提升效能，並更貫注核心事務的發展、加強意見表達、更與時並進、發揮更大影響力。

理事會指導委員會及董事會亦通過多項重要政策聲明，主題包括貿易及保安、糧食安全、貿易，以及重新承諾提高透明度。

在董事會議上，曉星株式會社社長趙錫來膺選太平洋地區經濟理事會主席。

下年度國際年會訂於 2003 年 5 月在南韓漢城召開。 **B**

第 35 屆國際年會的詳細內容，載於太平洋地區經濟理事會網站 www.pbec.org。



Malaysia's national dance troupe gives a spectacular performance at the closing gala dinner. 精彩的馬來西亞民族舞蹈表演為結幕晚會生色不少。

MEMBER PROFILE

Arthur Rylands Lowe was a man with ambition. Just four years after the English accountant journeyed from London to Hong Kong to work for then Butterfield & Swire in 1898, he resigned to start up his own business.

On June 2, 1902, he established himself as Hong Kong's first full-time professional accountant, and started what is today the Hong Kong office of the global auditing giant PricewaterhouseCoopers.

It was also during this year that he took up the responsibility of secretary for the Hong Kong General Chamber of Commerce, and for the next five years he worked out of the Chamber's offices, which were then located at the old City Hall next to the HSBC at the head of Queen's Road.

Business flourished and he took fellow accountant J E Bingham as a partner in 1903. When F N Matthews in Shanghai joined the partnership in 1908, the firm became known as Lowe, Bingham & Matthews.

Being virtually without competition in its earlier years, Lowe Bingham & Matthews experienced significant growth, being fortunate to have amongst its clients many of Hong Kong's leading businesses of the time – including China Light & Power, Hong Kong & Shanghai Bank, Hong Kong & Whampoa Dock, Jardines and Hong Kong & China Gas.

In just 20 years, Mr Lowe had managed to build up the largest professional accounting practice on the China coast.

But the winds of misfortune blew and in 1924, Hong Kong's first professional qualified accountant and auditor died from typhoid, aged 50.

The remaining partners invited Scots chartered accountant John Fleming to take over as senior partner in Hong Kong. He continued the firm's expansion, which was brought to an abrupt halt in 1941 with the Japanese invasion of Hong Kong. Mr Fleming managed to safely hide away many of the firm's books before he was interned in Stanley.



Andersen's Managing Partner for China, Albert Ng (left) and Chairman and Senior Partner for PricewaterhouseCoopers, Silas Yang, shake hands after at the official signing ceremony on April 17, which formalised the merger for combining the Hong Kong and China practices of PricewaterhouseCoopers and Andersen.

PricewaterhouseCoopers celebrates 100 years in HK

How Hong Kong would have looked when Arthur Rylands Lowe established his business on June 2, 1902.

Arthur Rylands Lowe 於 1902 年 6 月 2 日來港創業，當時的香江面貌呈現眼前。

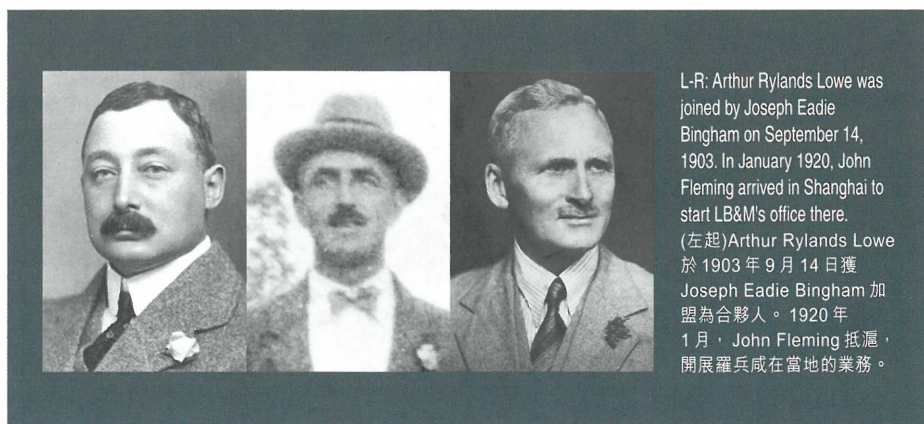


At the end of the war, he recovered the records and reopened the practice. The growth of the firm continued to match that of Hong Kong as a financial and trading centre. With increasing overseas investment here in the years following 1945, it became expedient for the firm to act as local correspondent for the international accounting firms that were expanding from their bases in the U.K. and the U.S.. Lowe, Bingham & Matthews at one time represented six of the then "big eight" accountancy firms.

The boom years of the 1970s created enormous demand for professional business services in the territory and all the big accounting firms, including Price Waterhouse and Coopers & Lybrand – whose Hong Kong operation had grown out of the practice started in 1962 by Sanford Yung – expanded fast to serve the needs of businesses in the territory.



安達信中國主管合夥人吳港平(左)與羅兵咸永道主席兼首席合夥人楊紹信於4月17日簽署法律文件，正式合併雙方的香港及內地業務，兩人在簽署儀式上握手。



羅兵咸永道 在港開業百週年

The alliance of Lowe, Bingham & Matthews with Price Waterhouse was formalised in 1974 by a merger between two firms, although the Chinese name (羅兵咸會計師事務所) remained as it was by then so well known in the community.

In 1998, the global operations of Price Waterhouse and Coopers & Lybrand merged to form PricewaterhouseCoopers.

Silas S S Yang, chairman and senior partner of PricewaterhouseCoopers today, said by going into mergers, the company has been able to expand its resources, size, and pool of talent in a relatively short period of time.

"The challenge is to drive value out of these mergers. The merger of Price Waterhouse and Coopers & Lybrand created a lot of added value for our clients," he said.

The latest merger combines the Hong Kong SAR and China practices of PricewaterhouseCoopers and Andersen, which will officially take place on July 1, 2002.

Mr Yang said he is confident that the PricewaterhouseCoopers and Andersen merger will repeat the success of past mergers, especially given Andersen's strong position in China.

"We always claim we are the leading auditing firm in China, while they claim

Arthur Rylands Lowe 是一位高瞻遠矚的英國會計師。1898年，他從倫敦遠道來港，效力於 Butterfield & Swire，四年後自立門戶。

1902年6月2日，Lowe 率先在香港開辦全日制專業會計師行，即為當今國際核數業巨擘羅兵咸永道會計師事務所的香港辦事處。

同年，他獲本會委聘執行秘書職務，及後五年在本會當時設於香港大會堂舊址的辦公室工作，毗鄰皇后大道起點匯豐銀行總部。

Lowe 事業如日中天，1903年引入同儕 J E Bingham 為合夥人。08年，來自上海的 F N Matthews 亦加入，該行當時名為羅兵咸會計師事務所。

早年，由於基本上全無競爭，事務所迅速崛起，獲得香港多家大企業青睞，包括中華電力、匯豐銀行、黃埔船塢、怡和及中華煤氣。

Lowe 創業 20 年，他的會計專業服務已能稱霸中國沿岸區域。

不過，事務所於 1924 年遭遇挫折，香港有史以來首位專業會計師及核數師 Lowe 因傷寒病逝，終年 50 歲。

現存合夥人遂邀請蘇格蘭特許會計師 John Fleming 接任香港首席合夥人。他致力拓展業務，可惜好景不常，1941 年業務因日軍襲港而陷於癱瘓。猶幸 Fleming 被拘留於赤柱前，已把大部分公司賬簿封藏妥當。

戰後，他把賬簿開封，重整旗鼓。隨著香港晉身金融及貿易中心，事務所亦同步邁進。1945 年以後，流入香港的外資日增，事務所亦適時擔任多家國際會計師行的本地代理人。該等大會計師行當時銳意開拓英、美兩地以外的業務基地。事務所發展一日千里，一度擔任當時「八大」會計師行中六家的代理。

七十年代，香港繁榮昌盛，對商用專業服務的需求甚殷。本港各大會計師行，包括 Price Waterhouse、Coopers & Lybrand (香港業務由容永道於 1962 年創立) 等，急劇擴充，以應本地企業需求。

1974 年，羅兵咸會計師事務所與 Price Waterhouse 合併，公司中文名稱沿用多年，廣為社會大眾熟悉。

1998 年，Price Waterhouse 環球業務與 Coopers & Lybrand 併合成為羅兵咸永道會計師事務所。

事務所現任主席兼首席合夥人楊紹信表示，憑藉業務併合，公司能於短時間內迅速擴張資源、規模和人力。

他說：「挑戰在於如何為業務增值。Price Waterhouse 與 Coopers & Lybrand 合併，為公司客戶增值不少。」

事務所最近的併合行動，是將它與安達信的香港和中國業務整合，2002 年 7 月 1 日正式生效。

楊氏有信心兩者的結合，是事務所的另一次成功合併行動，主要原因是安達信在中國會計業地位顯赫。

MEMBER PROFILE



Staff of Lowe, Bingham & Matthews pose for a group photo to celebrate the firm's 50th anniversary in 1952.
羅兵咸會計師事務所全體員工於 1952 年金禧紀念合照。

they are number one. Now, with the merger, we are the undisputed leader," he said.

The company's growth and alliances have allowed PricewaterhouseCoopers to offer a vast array of professional services to solve complex business problems for its clients in global and local markets. But at heart it remains an auditing firm.

And this is where its strongest growth in the Mainland market will come from. Mr Yang said local accounting firms in China cannot create the same amount of comfort or accountability that overseas investors demand as those of international practice.

"Overseas investors are always looking for foreign auditing firms to give them a clear picture of a company's operations, and I see this is why demand for our services is growing so rapidly in China," he said.

The firm set up a joint venture with Mainland accounting firm Price Waterhouse Da Hwa in 1993. He said goals for expansion in the Mainland are not set in stone, but rather "the firm will go where its clients go."

Mr Yang said he sees great potential in the Mainland and the same traits that have helped PricewaterhouseCoopers, its clients and Hong Kong in general prosper will also work in the Mainland.

"Because we are in the people business, I believe excellent quality of service can add value to our clients' businesses," he said.

"We believe the way to grow is to develop long-term relationships with our clients, and to add value to the client by helping them solve complex business problems," Mr Yang said.

PricewaterhouseCoopers will expand its relationship-building philosophy into the Mainland. The company will continue to help multinationals enter China, but Mr Yang said he is also looking to gain a dominant share in the domestic companies.

He plans to achieve this by looking to help state-owned enterprises add value to their operations, improve efficiency, or attract overseas investors by helping them get listed.

"Apart from helping them get into the international arena, we want to bring in best international practice to these companies so they will be able to compete with the multinational firms," Mr Yang said.

"And finally, we want to help China develop its human capital in our profession. To this end, we will continue to invest and train Mainland talent to develop them into professional qualified accountants of an international standard."

他說：「我們經常自稱中國首屈一指的核數師行，他們亦聲稱是內地業界的一哥，兩者併合後自然成為內地業界的領袖。」

事務所透過業務擴展和不斷與同業結盟，能為國際和本地客戶提供一系列專業服務，助客戶解決營商疑難。不過，核心業務仍為核數。

核數生意在內地市場大有可為，楊氏認為，海外投資者要求國際水平的專業會計服務，內地會計師行未能迎合所需，給予他們足夠的信心。

楊氏說：「海外投資者聘用外國核數師行，在在希望能藉此清晰瞭解本身的運作，這是本公司中國業務急速膨脹的原因。」

1993 年，事務所在內地成立合資會計師行普華大華。楊氏說，內地業務的運作方式靈活，「著力拓展具發展潛力的地方。」

楊氏不僅認為內地市場發展潛力優厚，促使事務所、客戶與香港欣欣向榮的元素亦同樣能在內地發揮效用。

他說：「我們的工作以人為本，高質素的服務能使客戶的業務不斷增值。」

他續說：「業務發展之道在於與客戶建立長遠的關係，並透過幫助他們解決難題，為他們增值。」

事務所的內地業務堅守這種與客戶建立密切關係的營運哲學，協助跨國企業打入中國市場。然而，楊氏強調，公司同時欲成為內地企業的大股東。

他計劃幫助國有企業改善營運和工作效率，或協助他們藉上市招引海外投資者，從而達到上述目標。

楊氏說：「除幫助他們開發海外市場外，亦期望為他們引入國際運作標準，藉此與跨國公司競爭。」

「此外，事務所還希望協助中國發展業內的人力資源，投資及培訓內地人才成為國際認可的專業會計師。」



Company: PricewaterhouseCoopers
Established: June 2, 1902
Business: Professional business services
Year joined HKGCC: 1907
Tel: 2289 8888
email: cynara.tan@hk.pwcglobal.com

公司: 羅兵咸永道會計師事務所
成立日期: 1902 年 6 月 2 日
業務: 商用專業服務
入會年份: 1907 年
電話: 2289 8888
電郵: cynara.tan@hk.pwcglobal.com

iD Innovation Limited

iD Innovation Limited became a member of the Hong Kong General Chamber of Commerce in 2000. The company's CEO, Sean Shek, said the firm's main line of business is computer and Internet related services.

Three of its main products are the Wallet CD, Wallet CD-R, and Video Club, which helped it win a merit award at the Chamber's SME Award in 2001. Winning the award provided good exposure for his company and helped increase awareness of his innovative products. Mr Shek said he finds the Chamber's services and programmes very useful for generating more business, and in the case of the SME Award, he said that such competitions are good for motivating Hong Kong people's creativity and innovation.

He also wants to play a more active role in the Chamber and is grateful for all the assistance the Chamber has given him in this regard.

He has also participated in one of the Chamber's missions to Beijing, which he said was an excellent experience for him to meet top officials and to learn more about doing business in the Mainland.

Company: iD Innovation Limited

Year Joined HKGCC: 2000

Business Nature: Computer and Internet services

Tel: 2216 0214

Fax: 2744 7729

得意科技有限公司

得

得意科技於2000年加入本會，行政總裁石曉虹表示，公司主要經營電腦及互聯網相關服務。

得意科技的先進光碟產品包括 Wallet CD、Wallet CD-R及 Video Club。公司憑這三款產品，榮獲總商會2001年中小企業優異獎。獎項為公司樹立名聲，進一步提升其創新產品的知名度。石先生表示，總商會提供的服務及活動有助公司拓展商機，效益宏大。中小企業獎的設立，能促進良性競爭，激發港人創意。

石先生擬更積極參與本會事務，並對本會之助表示謝意。

他曾隨本會訪京考察，與內地政要會晤，增加了不少在內地營商的知識，經驗寶貴，受益良多。

公司：得意科技有限公司

入會年份：2000年

業務性質：電腦及互聯網服務

電話：2216 0214

傳真：2744 7729

Congratulations and Welcome to

**The Chairman
and
Members of the 2002/2003
HKGCC General Committee**

With the Compliments of

On Kun Hong Ltd

SAR on the road to recovery but the economy faces a number of uncertainties, says Chamber Chairman

“What a year our anniversary year was!” Chamber Chairman Christopher Cheng said in his address to members at this year’s Annual General Meeting held on April 30.

“It began in appropriate fashion with the launch, by SAR Chief Executive Tung Chee-hwa, of an entirely new image for your Chamber, including a new logo and colour scheme, signifying our roots and our dynamism.”

Mr Tung later kicked-off the Chamber’s 140th Anniversary Distinguished Speakers’ Series, which continued throughout the year with speakers of global prominence.

In April, the Chamber held a Gala Ball to mark 140 years of service to the community, at which Li Ka-shing was the special speaker.

Celebrations aside, the Chamber played a key role in promoting the interests of the local business community through a number of initiatives and proposals. These included:

- Informing and educating members on the Mainland’s ultimate accession to the World Trade Organisation through publications, numerous seminars and roundtables and the Chamber’s WTO Corner on its Web site.
- Championing the proposal for a free trade agreement between Hong Kong and the Mainland post-WTO entry, an initiative that is now being discussed by both sides under the name of Mainland/Hong Kong Closer Economic Partnership Arrangement, or CEPA.
- Making a variety of important submissions to government on various issues and consultation papers, including our annual submissions on the Chief Executive’s Policy Address and the SAR Government Budget.
- Lobbying government in support of programmes for Hong Kong’s SMEs.
- Establishing a special ad hoc committee of the General Committee to monitor the various corporate governance proposals now emerging from various government, industry and professional groups.
- Recommending continued wage restraint and a move towards performance-based pay.
- Setting up the Hong Kong Mainland Joint Business Liaison Committee with the China Council for the Promotion of International Trade in Beijing to handle business disputes raised by our members.
- Establishing the Women Executives Club.

THE ECONOMY AND BUSINESS

At the Annual Business Summit in December, the Chamber forecast that the Hong Kong SAR economy would grow by 2 per cent this year.



Annual Gene

Critics said the figure was too optimistic, but as the year progressed, many upgraded their estimates for Hong Kong growth and the consensus forecast is now pretty much in line with the Chamber’s original number.

Mr Cheng said the Chamber has no intention of changing its forecast at this stage as there are many uncertainties ahead. This is in spite of a new leading index of the local economy produced by NTC Research of the U.K. – a Purchasing Managers’ style index along the lines of that widely used in the U.S. – which showed the local economy moving into positive growth territory in February this year. This has continued into March and into April.

“It gives us greater confidence in the future and we still expect a better growth picture in the second half of the year,” he said. “Having said that, we would be remiss not to recognise that the economy faces a number of uncertainties.”

Internationally, these include the world and U.S. outlook, the uncertain global situation, including on the ongoing war against terrorism, and the impact of WTO for China.



會員週年大會

總

商會主席鄭維志在4月30日的會員週年大會上表示：
「本會140週年誌慶，成績美滿，有目共睹！」

「本會率先以全新形象慶賀會慶，行政長官董建華為新徽號主持揭幕，標誌總商會既具深厚根基，亦朝氣勃勃，與時並進。」

董先生還於同日擔任「140週年特邀貴賓演說系列」首位演說貴賓。其後應邀為系列演說的貴賓，皆為國際知名人士。

去年四月，本會舉行盛大舞會，見證140載服務社會矢志不渝，並邀得李嘉誠博士為大會發表演說。

年內，縱使會務繁忙，總商會仍一如既往，致力促進本港工商界的權益，為此推行的工作包括：

- 透過刊物、不同類型的研討會、小型午餐會，及本會網站特設的「中國入世區」專頁，向會員及時傳遞中國入世事務的最新發展。
- 倡議中港於中國入世後訂立自由貿易協議，協議正名為「內地與香港更緊密經貿關係安排」，兩地政府現著手就此展開磋商。
- 就重要事務和諮詢文件，向政府提呈建議，包括每年一度就《施政報告》和政府財政預算提交意見書。
- 為支持各項扶植本港中小型企業的計劃，游說政府。
- 在理事會中特別成立專責委員會，跟進政府、業界和專業團體就企業管治發表的建議。
- 建議繼續壓抑工資增長，並改以工作表現與薪酬掛鈎。
- 聯同北京的中國國際貿易促進委員會，合組香港—內地商會聯席會，處理涉及本會會員的商務糾紛。
- 成立卓妍社。

經濟與商業

在去年十二月舉行的商業高峰會上，本會預測特區經濟今年將有2%增長。

當時，有人認為本會的預測過於樂觀。其後，卻有愈來愈多機構將它們本身的預測數字調高。目前，業界的預測水平大致與本會相若。

鄭主席稱，在現階段，由於很多不明朗因素存在，我們不擬調整先前公佈的預測數字。不過，本港正逐漸普遍採用一個新的指標——香港採購經理指數，來反映整體經濟行情，而指數顯示本地經濟已於今年二月逐步回穩。這個指數由英國NTC Research編纂，類似美國廣泛應用的同類指數。本港經濟回穩之勢持續至三月，四月仍然保持。

他說：「這使我們信心大增，期待特區經濟將於次季起回復增長。然而，我們仍須留意，本港經濟面對很多不明朗因素。」

在國際層面，不明朗因素包括世界和美國經濟前景，以及國際局勢未見明朗，例如反恐戰爭持續、入世對中國的衝擊等。

Mr Cheng: "At this stage it looks as though we are beginning to be on the recovery path."

鄭維志說：「在現階段看來，特區經濟或許已重拾升軌。」

ral Meeting

總商會主席：特區經濟已呈復甦勢頭，
惟仍存在多項不明朗因素



ANNUAL GENERAL MEETING

Domestically, higher unemployment, weak domestic demand and investment, continuing deflation, and the ongoing restructuring of the economy could affect the economy.

Mr Cheng said the Chamber will continue to closely monitor the economic and business situation as the year progresses, "but at this stage it looks as though we are beginning to be on the recovery path."

KEY ISSUES FOR THE FUTURE

Looking ahead, Mr Cheng said the Chamber will focus on a number of key issues in the coming year, the most important of which is China's entry to the WTO and its possible impact on Hong Kong business.

"As part of this, we will also pay close attention to talks on a Closer Economic Partnership Arrangement (CEPA) between the Mainland and ourselves," he said. "We believe the early conclusion of such an arrangement should assist Hong Kong-based businesses in accessing the Mainland China market under WTO."

The Chamber submitted a detailed proposal to the government on what CEPA might look like, and it will monitor talks between the two sides and make further contributions where necessary.

Another key issue will be to continue to press for greater integration of the SAR and southern China's economies, espe-

cially the Pearl River Delta area, and a more open border between the two for the movement of goods and people, he said.

A Chamber conference, jointly sponsored by the South China Morning Post, in early July will examine this issue in depth, he added.

"Domestically, we will continue to actively pursue all those issues related to the better governance of Hong Kong, with emphasis on the needs of the business sector," Mr Cheng said.

This includes a range of issues, including tackling the Budget deficit problem by spending restraint – and hopefully without resorting to any new taxes – and the overall goal of smaller government.

Downsizing and reform of the civil service, outsourcing of service provision, privatisation of government activities, deregulation and the elimination of unnecessary red tape are all part of this process.

"But I am also of the view that fundamental reform of the civil service requires something more – a complete change of mindset within the service. We must recognise that civil servants are providers of services to the community and should be treated no differently to those in the private sector," he said.

The Financial Secretary has set a reasonable target for bringing down government expenditures (including salary cuts), but Mr Cheng said the Chamber wants to see a more detailed plan showing how he will get to that target. **B**

HKGCC AGM: Christopher Cheng remains chairman; Stephen Ng elected to General Committee

At the inaugural meeting of the new General Committee immediately after the Chamber's 2002 Annual General Meeting on April 30, Christopher Cheng was re-elected chairman of HKGCC. Anthony Nightingale, remains as the Chamber's deputy chairman, while Dr Lily Chiang and David Eldon remain as the two vice chairmen. Stephen Ng, deputy chairman and managing director of Wharf (Holdings) Ltd, and also chairman, president and CEO of Wharf Communications Investments Ltd, was elected to the General Committee at the AGM. Mr Ng replaces Denis Lee, who retired after serving on the Chamber's General Committee for eight years.

總商會會員週年大會－鄭維志連任主席、吳天海加入理事會

在4月30日總商會2002年度會員週年大會後舉行的新理事會第一次會議上，鄭維志膺選連任香港總商會主席。黎定基連任總商會常務副主席。兩位副主席為蔣麗莉博士和艾爾敦。九龍倉集團有限公司副主席兼常務董事、九龍倉通訊有限公司主席、總裁兼行政總裁吳天海獲選加入總商會理事會，接替剛卸任理事李榮鈞。後者已擔任總商會理事八年。

就本地而言，我們須面對的問題包括失業率高企、內需和投資疲弱、通縮持續和經濟轉型。

鄭氏續稱，本會將密切監察經濟和商業形勢，但「在現階段看來，特區經濟或許已重拾升軌。」

未來大事

展望未來，鄭氏談及本會年內有多個關注焦點，最主要的是中國入世及其對香港企業的影響。

鄭氏說：「尤其是中港兩地有關『更緊密經貿關係安排』的磋商，為重點課題。本會認為，『安排』愈早落實，愈能協助以香港為營運基地的企業進軍入世後的內地市場。」

我們已就「安排」的內容，向政府提交詳細建議，未來會密切注視兩地政府的磋商，有必要時再提呈意見。

他說，其次，本會將力促加快香港與華南經濟融合，尤其是珠江三角洲；以及中港進一步開放邊境，推動兩地人流和物流。

他補充，今年七月初，本會將夥同《南華早報》合辦會議，探索這方面的發展。

鄭氏說：「本港事務方面，我們會積極探討各項圍繞促進香港良好管治這一課題的事項，尤其關注商界的要求。」

我們希望無需開徵任何新稅項，藉節流解決財赤，並精簡政府架構。

當中可設想的方法，包括精簡及改革公務員體制、把更多公共服務外判、政府部門私營化、放寬管制和簡化運作等。

他強調：「不過，要全面改革公務員體制，還需另外一些因素配合，包括公務員心態的徹底改變。我們亦認為，公務員專責提供公共服務，他們的待遇不應與私營界別者有別。」

財政司司長已為減省政府開支(包括削減公務員薪酬)定下合理目標。鄭氏說，本會盼望政府能為如何節流釐定較詳細的計劃。 **B**

Exciting year for China Committee

Chamber ensuring members well informed to reap opportunities as Mainland market opens up

The past year was an exciting one for China affairs, China Committee Chairman Stanley Hui said during his report to members at this year's Annual General Meeting.

China's entry into the WTO, Beijing's winning bid to host the 2008 Olympics, and the start of consultations on the Mainland / Hong Kong Closer Economic Partnership Arrangement (CEPA) between the Central and Hong Kong SAR governments all bode extremely well for the Mainland and Hong Kong economies.

"All these developments will create numerous business opportunities for Hong Kong firms," he said.

In July last year, the Chamber launched the "China WTO Corner" on its Web site (www.chamber.org.hk/wto) to alert members to such opportunities and to update them on China's rapidly changing business environment.

Another WTO-related initiative was a series of nine workshops held from September to December last year. Working group members who contributed to the Chamber's report on "China's Entry into the WTO and the Impact on Hong Kong Business" were invited back for a "reunion" to review and update the report based on developments over the past two years.

Expanding upon the chairman's report that the Chamber has been championing the proposal on CEPA, Mr Hui said the China Committee will continue to contribute views as the consultation process goes forward.

The committee organised several missions over the past 12 months to expand the Chamber and members' connections with Mainland officials. For example, a 22-member China Committee delegation to Beijing in February 2001, called on MOFTEC, State Administration of Taxation, and other Central Government administrations.

Other missions to Zhuhai, Zhongshan and Macau; Liaoning and Heilongjiang; Guangxi and Yunnan; and the annual mission to Xiamen, were also very fruitful.

"On each mission, members met with the highest level leaders such as governors, party secretaries, vice governors, and mayors," Mr Hui said.

A number of very distinguished inbound visitors from China helped the Chamber further expand its Mainland network. These included then Mayor of Shanghai Xu Kuangdi, China's former chief WTO negotiator Long Yongtu and then Senior Vice Minister of MOFTEC Sun Zhenyu. Other VIP visitors included Deputy Commissioner of



**Congratulations and welcome to the Chairman & Members
of the 2002/2003 HKGCC General Committee**



中國委員會去年活躍如昔

隨著內地市場日漸開放，總商會致力協助會員洞燭商情，以得享箇中機遇



Dozens of meetings and events provided very good avenues for members to establish connections with key figures from China and to learn about new opportunities in the Mainland, Mr Hui said. 許漢忠說，透過會議和活動，會員不但能認識內地政要，亦可發掘更多在內地營商的機會。

the State Administration of Taxation Cheng Faguang, governors from Anhui, Liaoning, Shandong, Heilongjiang, Henan, and Yunnan and mayors from Shenzhen, Tianjin and Lanzhou, among others.

“Meetings and events were organised and were very good avenues for members to establish connections with these key figures from China and to learn about new opportunities in the Mainland from them,” Mr Hui said.

Roundtable luncheons on China-related topics also allowed members to keep up to date on developments and opportunities in China. Topics ranged from “B-share Market in China” to “Business Opportunities in Shanghai Waigaoqiao Free Trade Zone.”

“In addition, we continued to cooperate with the China Council for the Promotion of International Trade to provide training on ‘Attracting Foreign Funds in China’s Western Development’ to businessmen from China’s western region,” Mr Hui said.

“Besides sharing our international business skills with the Mainland businessmen, our members also had the chance to network with leaders from state-owned or private enterprises in China.” **B**

中國委員會主席許漢忠在會員週年大會上匯報該會2001年度工作時表示，去年，有關中國的重要事項接踵而至。中國加入世貿、北京成功奪得2008年奧運會主辦權，以及中央政府與香港特區政府就訂立「內地與香港更緊密經貿關係安排」展開磋商，均有利中港經濟前景。

他說：「這些事項均會為港商締造大量商機。」

去年七月，總商會網站推出「中國入世區」專頁(www.chamber.org.hk/wto)，幫助會員緊握入世契機、洞悉內地急速轉變的營商環境。

另一項關於世貿事務的工作，乃於去年9至12月期間舉行九個工作坊。本會再度召集協助編製《中國入世對港商的影響》研究報告書的工作小組，檢討過去兩年各個行業的發展情況，從而更新報告書內容。

鄭主席在報告中提及總商會大力倡議設立上述「安排」，許氏補充說，中國委員會將繼續就有關磋商提出意見。

委員會去年籌組多個外訪考察團，藉此增強本會和會員與中國的聯繫。2001年2月，委員會率領22名會員前往北京，拜訪對外貿易經濟合作部、國家稅務總局及其他中央政府機構。

其他考察活動的目的地，包括珠海、中山和澳門、遼寧和黑龍江、廣西和雲南，以及每年一度往訪廈門，成果盡皆豐碩。

許氏說：「每次行程中，會員均得以會晤高層官員，包括省長、書記、副省長和市長。」

卓妍社強勢勃顯去

卓妍社期藉籌辦各式活動，
增強會員的歸屬感



WEC will continue to identify different activities that will appeal to female members, Mrs Chiu said.
趙鍾慧敏說，卓妍社將繼續籌辦多元化的活動，致力迎合商界女會員的喜好。

年五月，總商會就會員對服務的意見進行調查。結果發現，大量會員特別是女會員，希望總商會舉辦更多聯誼性質的活動。為應所求，總商會於2001年9月正式成立卓妍社。

卓妍社主席趙鍾慧敏說：「本社隨即選出六位副主席，組成幹事會。六位副主席的專責範疇，包括商業事務、女士事務、公益慈善及教育事務、康樂事務、總商會事務和會員事務。」

該社自成立以來，會務頻繁，籌辦活動不遺餘力，包括為支持仁濟醫院籌款而舉行的慈善之夜；另外，還邀請多位知名女商為午餐會演說，計有楊敏德、鄭文雅、趙曾學韞和 Laura Aurora。

趙女士說：「最近為我們演說的貴賓，包括余若薇議員和專程從台灣來港的黃淑慧。」

卓妍社籌組的休閒活動，亦大受會員歡迎，當中包括高爾夫球賽、出海暢遊、製餅示範、儀容指導、營養講座、國際婦女日酒會，以及每月一次的 Dinner Extravaganza 晚餐會。

趙女士稱：「展望未來，卓妍社將繼續籌辦多元化的活動，致力迎合商界女會員的喜好。」

除為她們舉辦更多具教育意義的工作坊外，該社亦會構想更多聯誼和拓展人脈的機會，增進會員的歸屬感。

她說：「再者，我們希望能夠實踐回饋社會的精神，藉著參與更多公益慈善活動，幫助有需要人士。」

她強調：「本社將著力利用廣闊的聯繫網絡，號召更多同業加入總商會，並使本社規模不斷茁長。」

B

WEC off to strong start

Women Executives Club expanding Chamber fellowship through wide variety of programmes

A membership survey conducted last May revealed that many members, especially women, wanted the Chamber to conduct more fellowship activities. To fulfil their wishes, the Chamber formally established the Women Executives Club (WEC) in September 2001.

"Six vice presidents handling six interest areas were elected, forming the executive group of the club," WEC President Sylvia Chiu said. "The six interest areas include: business issues; women's

interests; community, charity & education; leisure & recreation; Chamber-wide events; and membership."

Since its inception, the club has maintained a busy schedule, having organised a wide variety of activities, ranging from a charity event in support of Yan Chai Hospital, to luncheon talks featured renowned businesswomen, including Marjorie Yang, Olivia Cheng, Alice Chiu and Laura Aurora.

"Most recently, we had Hong Kong's Audrey Eu and Huang Shu-huei, from Taiwan, speaking to us," Mrs Chiu said.

The club's leisure activities have been equally well received by female members, and so far have included a golf outing, boat trip, pastry cooking demonstration, modelling, nutrition workshop, International Women's Day Cocktail, and a monthly dinner gathering called "Dinner Extravaganza."

"In the months ahead, WEC will continue to identify different activities that will appeal to the tastes of our executive women members," she said.

These will include more educational workshops for businesswomen, as well as organising more networking events to cultivate a stronger sense of fellowship among the club's members.

"In addition, we want to fulfil the spirit of a good corporate citizen and help the needy by getting involved in more community and charity events," she said.

The club will also use its connections and appeal to attract more members to join the Chamber and to help WEC grow, she added.

B

本會年內亦接待多位內地重要貴賓，包括前任上海市市長徐匡迪、前任中國首席貿易談判代表龍永圖，和前任外經貿部常務副部長孫振宇，對擴展本會在內地的人脈網絡收效甚大。其他重要訪客涵括國家稅務總局副局長程法光，以及安徽、遼寧、山東、黑龍江、河南、雲南等省的省長，和深圳、天津和蘭州等市的市長。

許氏稱：「透過會議和活動，會員不但能獲得認識上述內地政要的機會，亦可發掘更多在內地營商的機會。」

本會就多項有關中國的議題，舉辦連串小型午餐會，題目包括「中國B股市場」、「上海外高橋自由貿易區的商機」等，務求讓會員緊貼內地的發展動向和商機。

他續稱：「我們續與中國國際貿易促進會合力為中國西部企業，安排以『利用外資參與內地中西部開發』為題的培訓課程。」

「期間，本會會員既能與內地商家分享國際營商技巧，也能結識內地國企或民營企業的領導。」

B

Making sense of the law

Chamber ideally placed to perform important role in development of corporate governance in Hong Kong, says Legal Committee Chairman

The Legal Committee spent a great deal of time during the past year chewing over the issue of corporate governance, Legal Committee Chairman Tim Gallie said. The principle of the need for improved corporate governance is widely accepted, but finding the most appropriate way to achieve that has been no simple matter.

"We believe that ultimately Hong Kong can only aspire to global levels of governance with major changes of attitude, particularly by the controlling shareholders and boards of directors of listed companies. And we generally believe that some increase in legal obligations will be necessary in order to achieve that," he said.

But the question of how far legal obligations should go, and how far the regulatory authorities should be the driving or deciding force on the introduction and improvement of codes of governance, is a very much more difficult subject, he added.

Earlier this year the General Committee accepted an executive recommendation – in which the Legal Committee was instru-



Mr Gallie: "I personally very much hope that the Chamber will make a major contribution to the balanced development of corporate governance in Hong Kong."

顧歷謙說：「本人熱切期望，總商會能為本港企業管治的平衡發展，作出重大貢獻。」



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法

律委員會主席顧歷謙表示，委員會去年的工作重點是企業監管事宜。委員會雖一致認同有需要提升本港的企業管治水平，但認為要制定最合適的方案，殊不容易。

他表示：「我們相信，香港的企業管治要達致國際水平，必須從根本的態度改變入手，尤其是上市公司的大股東和董事局的心態。我們一致認為，有必要在若干程度上增加他們所須承擔的法律義務。」

然而，他指出，提升法律義務的程度，及規管機構在推動或

決定引入和改善企業監管守則上的角色，則是較難處理的問題。

總商會理事會於今年初接納委員會的建議，在會內設立一個層次較高的工作小組，負責有關工作。原因是此課題較一般法律事項影響深遠，故較宜在商會層面推行，藉此協調會員的意見，進而採取相應措施。

顧歷謙說：「本人熱切期望，總商會能為本港企業管治的平衡發展，作出重大貢獻。我亦深信，總商會能擔此重任。」

法律教育及培訓方面，委員會透過總商會主席署名函件，向政府提呈對香港法律教育顧問報告的意見。

此外，委員會探討多個關於新版權法的事項，包括澄清僱主在非法軟件使用上所須承擔的法律責任；建議修改有關水貨的法例，及報章和雜誌的複印權問題。

顧氏稱：「我們討論政府最近公佈的《公司(企業拯救)條例草案》，得出結論是，草案仍未能完全包涵企業重組專業人士對提升企業拯救行動的效益，從而讓所有有關權益人士受惠所採行措施的意見和建議，委員會感到可惜。」

法律委員會亦向政府提出對《證券及期貨條例草案》的關注重點。顧氏說，委員會發現遇到立法會同樣面對的問題——如何有效地處理長達1,000頁的條例草案文稿，從大量綜合意見和改善建議中，找出關注要點。

顧氏說，委員會努力招募新會員。他承認，委員會需要會員投入大量時間推行會務，不少同業會因而卻步。

不過，他表示：「冀望商務律師能藉加入委員會拓闊視野。」

B



mental – that a senior Chamber working group on corporate governance be established, on the basis that corporate governance has implications that go far wider than legal issues, and that co-ordinated Chamber wide responses, and initiatives, are desirable.

“I personally very much hope that the Chamber will make a major contribution to the balanced development of corporate governance in Hong Kong, and I believe that the Chamber is ideally placed to perform that role,” Mr Gallie said.

On the issue of legal education and training, the committee expressed its views on the consultants report, which were consolidated in a letter signed by the Chamber Chairman, and expanded into wider views on education in Hong Kong.

The committee also dealt with several issues on the new copyright law, including the clarification of employer liability for illegal software use, recommendations for changes in the law on parallel imports, and discussion of reproduction rights in respect of newspaper and magazine articles.

“We looked at a new government attempt at a meaningful Companies (Corporate Rescue) Bill,” Mr Gallie said. “Unfortunately, it failed to meet the views and recommendations of reconstruction practitioners as to viable measures to improve the prospective achievement of a rescue, for the shared benefit of all interest groups.”

A submission on major concerns raised in the committee on the Securities and Futures Bill was also made. But Mr Gallie said the Legal Committee also ran into the same difficulty as Legco of how to tackle 1,000 pages of draft legislation and pick out the points of concern from an unobjectionable bulk of consolidation and improvements.

Finally, Mr Gallie said the committee was continuing to look for new members, but conceded that the time consuming nature of the worked made many people shy away from joining.

However, “hopefully it has the compensation of helping business lawyers to widen their horizons,” he said.

B

THE GENERAL COMMITTEE

Christopher CHENG Wai-chee, OBE, JP **Chairman**

Christopher Cheng is the Chairman of USI Holdings Limited, and also Chairman of Winsor Properties Holdings Limited (SEHK) and Wing Tai Corporation Limited.

He is a Director of a number of international and Hong Kong companies, including New World Infrastructure Limited (SEHK), New World China Land Limited (SEHK), Dao Heng Bank Group Limited, and Gieves & Hawkes plc (LSE).

Mr Cheng plays an active role in public service. He is a member of the Exchange Fund Advisory Committee of the HKSAR Government and is a council member of the Hong Kong Trade Development Council. He presently serves on the following public organisations: Public Service Commission, The Town Planning Board, Council of the University of Hong Kong and Court of The Hong Kong University of Science and Technology. Mr Cheng is also a charter member on the President's Council on International Activities of the Yale University and a member of the International Council of the University of Notre Dame. He is a member of the Advisory Council of the One Country Two Systems Research Institute Ltd. and Chairman of Versitech Ltd., a company established by the University of Hong Kong specialising in technology transfer and incubation.

He was founding Chairman of Hong Kong Design Innovation Company, and former Chairman of the Clothing Industry Training Board. As former President of the Federation of Hong Kong Garment Manufacturers, he worked closely with the Hong Kong Government in its negotiations over international textile agreements.

He was formerly vice-president of the Chinese Manufacturers' Association of Hong Kong, a member of the Hong Kong Governor's Business Council and the Central Policy Unit of the Hong Kong Government, and served on the Board of Hong Kong Productivity Council and the Textiles Advisory Board.

Mr Cheng holds a Bachelor of Arts degree in Business Administration from the University of Notre Dame, Indiana, USA, and an MBA from Columbia University, New York. He was appointed a Justice of the Peace in 1985 and awarded an OBE in 1992. Mr Cheng, 54, is married and has two children.



鄭維志 **主席**

鄭維志先生是富聯國際集團有限公司主席，亦為南聯地產控股有限公司和永泰製衣國際有限公司主席。

鄭氏是多間國際及香港公司董事，包括新世界基建(於香港聯合交易所上市)、新世界中國地產(於香港聯合交易所上市)、道亨銀行集團及 Gieves & Hawkes plc(於倫敦證券交易所上市)。

鄭氏積極參與公職，現為香港特區政府外匯基金諮詢委員會委員及香港貿易發展局理事會理事。他亦擔任多個公營機構的職位，包括公務員敘用委員會、城市規劃委員會、香港科技大學顧問委員會及香港大學校務委員會。鄭氏現任耶魯大學校長國際事務委員會創會成員，及美國聖母院大學國際事務委員會成員。同時，他亦為一國兩制顧問委員會委員及香港大學成立專責科技培育與技術轉移之公司Versitech Ltd董事會主席。

鄭氏是設計創新(香港)有限公司創辦人兼主席，及製衣業訓練委員會前任主席。此外，鄭氏在擔任香港製衣業總商會會長期間，曾與港府緊密合作，協助官員洽談國際紡織品協議。

鄭氏曾任香港中華廠商聯合會副會長、港督商務委員會委員、港府中央政府研究組成員、香港生產力促進局董事會成員及紡織品顧問委員會委員。

鄭氏持有美國印第安納州聖母院大學工商管理學士學位及紐約哥倫比亞大學工商管理碩士學位，於1985年獲委任為太平紳士，繼於92年獲頒OBE勳銜。鄭氏現年54歲，已婚，育有兩名子女。

Anthony J L NIGHTINGALE **Deputy Chairman**

Anthony Nightingale was born in Yorkshire, United Kingdom, in 1947. He was educated at Uppingham School and graduated from Peterhouse, Cambridge, with a bachelor's degree (Honours) in Classics.

He joined the Jardine Matheson Group in Hong Kong in 1969 and worked in a variety of positions in the financial, trading and property sectors of the group in Hong Kong and Tokyo. In 1982, he was seconded to the Olayan Saudi Holding Company, an affiliate of Jardine Matheson Group in Saudi Arabia, and in 1984 was appointed its President.

In June 1987, he returned to Hong Kong from Saudi Arabia to take up the post of Managing Director of Jardine, Matheson & Co., Ltd.

In 1989, Jardine Pacific Limited was established and he was appointed Managing Director of the company.

In April 1994, he joined the Board of Jardine Matheson Holdings Limited.

He was appointed Chairman of Jardine Pacific Limited in April 1995 and Chairman of Jardine Motors Group Limited in February 1997.



黎定基 **常務副主席**

黎定基先生於1947年在英國約克郡出生，在Uppingham學院完成中學，畢業於劍橋大學Peterhouse書院，獲古典文學榮譽學士學位。

黎氏於1969年加入香港怡和集團，先後在香港及東京負責財務、貿易及物業方面等職務；82年被調派往沙地阿拉伯怡和聯號機構奧利安沙地控股有限公司；84年獲委任為該公司總裁。

1987年6月，黎氏自沙地返港，出任怡和常務董事。

1989年，怡和太平洋有限公司成立，他獲委任為常務董事。

1994年4月，他出任怡和控股董事，並分別於95年4月及97年2月獲委任怡和太平洋主席及怡和汽車集團控股主席。

除在怡和控股擔任要職外，他還出任以下上市公司的董事：合發集團、新加坡MCL Land

Ltd、合發吉星有限公司、Edaran Otomobil Nasional Berhad，以及馬來西亞合成聯合有限公司。他亦為印尼公司Astra International的監理專員。

蔣麗莉博士 副主席

蔣麗莉博士是E1 Media Technology Ltd總裁、太平洋興業集團有限公司及環康集團有限公司主席。

蔣博士在1999年榮獲十大傑出青年及傑出理大校友獎項，2001年更獲選為科技界傑出女士。

蔣博士致力於社會服務，對工商及科技界貢獻良多，除出任香港總商會副主席外，亦是會內工業及科技委員會主席。她現任營商諮詢小組會員、醫院管理局成員及廉政公署香港道德發展諮詢委員會委員。

學術方面，蔣博士除擔任職業訓練局委員及香港中文大學工程學院諮詢委員會主席外，亦是香港大學教研發展基金創會遴選會員、香港理工大學製造工程系客座教授及美國柏克萊大學亞洲領袖會議名譽委員會委員。蔣博士是本港其他多間大學學術委員會的成員，並於多間有名大學擔任榮譽及客座教授。

艾爾敦 副主席

艾爾敦先生1945年生於蘇格蘭，64年在倫敦加入一澳洲銀行集團，開展其銀行事業。他於68年加入滙豐集團的主要成員中東滙豐銀行(前稱中東英格蘭銀行)工作，同年派駐杜拜，前後共四次調往中東地區服務。73年及77年，他先後出任阿拉伯聯合酋長國的沙迦分行及哈伊馬角分行經理。

艾氏於1979年首次調派到香港，在香港上海滙豐銀行總部擔任特別項目經理，其後成為地區經理，主管該行在香港最繁盛的旺角區分行業務。

1984年，艾氏獲委任為沙地英國銀行副常務董事，駐於沙地阿拉伯。他在87年回港，出任國際工商客戶高級經理。88年底，艾氏獲委任為滙豐銀行馬來西亞行政總裁，並於90年獲晉升總經理。92年4月，艾氏再度回港，曾短暫出任香港及中國區總經理，然後升任國際業務總經理。94年1月他獲委任為執行董事，96年

Apart from Jardine Matheson Holdings, he sits on the boards of the following listed companies: Cycle & Carriage Limited, and MCL Land in Singapore and Cycle & Carriage Bintang Berhad, Edaran Otomobil Nasional Berhad, and Hap Seng Consolidated Berhad in Malaysia. He is also a Commissioner of the Indonesian company Astra International.

Dr Lily CHIANG Vice Chairman

Dr Lily Chiang is the President of E1 Media Technology Limited, and is the Chairman of Pacific Challenge Holdings Limited and Eco-Tek Holdings Limited.

Dr Chiang was presented awards at the Ten Outstanding Young Persons Selection Ceremony, Outstanding Polytechnic University Alumni Award of 1999 and the Distinguished Women of Hong Kong 2001 in the High Technology Sector.

With her strong dedication to community services and her untiring contributions to the industrial and technology sectors in Hong Kong, Dr Chiang is Chairman of the Chamber's Industry & Technology Committee. She is also a member of the Business Advisory Group, Hospital Authority as well as Advisory Committee on Hong Kong Ethics Development at the Independent Commission Against Corruption (ICAC).

In the academic field, Dr Chiang is a member of the Vocational Training Council and chairs the Advisory Board of the Faculty of Engineering of the Chinese University of Hong Kong. Meanwhile, Dr Chiang is a Founding Voting Member of the Foundation for Education Development and Research of the University of Hong Kong, Visiting Professor for Department of Manufacturing Engineering of The Hong Kong Polytechnic University, and a member of the Honorary Committee for UC Berkeley's Asian Leadership Conference. Dr Chiang is member of certain other academic committees of various universities in Hong Kong and also the Honorary and Visiting Professor of various famous universities.



David G ELDON, JP Vice Chairman

David Eldon was born in Scotland in 1945. Having started his banking career with an Australian banking group in London in 1964, he joined HSBC Bank Middle East (formerly The British Bank of the Middle East), a principal member of the HSBC Group, in 1968. In the same year he was posted to Dubai, the first of four consecutive postings to the Middle East. He was appointed Manager of Sharjah Branch in 1973 and Manager of Ras Al Khaimah Branch in 1977.

Mr Eldon took up his first position in Hong Kong in 1979 as Manager Special Projects in the head office of The Hongkong and Shanghai Banking Corporation Limited. He later became a District Manager, with responsibility for the bank's branches in one of the busiest districts, Mongkok.

In 1984 Mr Eldon was appointed Deputy Managing Director of The Saudi British Bank, in Saudi Arabia. He returned to Hong Kong in 1987 to take up the position of Senior Manager International Corporate Accounts. At the end of 1988 he was appointed Chief Executive Officer Malaysia, and was promoted to General Manager in 1990. He returned to Hong Kong in April 1992 and after a temporary



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assignment as General Manager Hong Kong and China, he took up the position of General Manager in The Hongkong and Shanghai Banking Corporation's International department. Mr Eldon was made an Executive Director of the Bank in January 1994, Chief Executive Officer in January 1996 and Chairman in January 1999. He was also appointed a Director of HSBC Holdings plc on January 1, 1999.

He became an Associate of the Chartered Institute of Bankers (ACIB) in 1972 and a Fellow of the Institute (FCIB) in 1986. He is also a Fellow of the Hong Kong Institute of Bankers. Mr Eldon is Non-executive Chairman of Hang Seng Bank, a Director of HSBC Bank Australia Limited (formerly Hongkong Bank of Australia Limited), Swire Pacific Limited and the Mass Transit Railway Corporation, a member of the Exchange Fund Advisory Committee, a Steward of the Hong Kong Jockey Club, a Board Member of The Community Chest, a Council Member of the Hong Kong Academy for Performing Arts and the Hong Kong Trade Development Council, and President of the Society for the Relief of Disabled Children. Mr Eldon is also a Justice of the Peace. He is married and has three children.

The Hon James TIEN Pei-chun, GBS, JP **Chamber Representative on the Legislative** **Council of the SAR**

James Tien was born in Shanghai, raised in Hong Kong and graduated from San Jose State University in Chemical Engineering, M.Sc. Mr Tien is Chairman of Manhattan Holdings Limited, Manhattan Garments (International) Limited, Manhattan Realty Limited and Director of a number of private companies.

A Legislative Councillor since 1988, Mr Tien is very active in the community and serves on many associations and committees. He serves on the Legislative Council's Constitutional Affairs Panel, Manpower Panel, Financial Affairs Panel and Economic Services Panel of which he is the Chairperson. He is Chairman of the Liberal Party, Member of Chinese People's Political Consultative Conference, a General Committee Member of the Federation of Hong Kong Industries, Court Member of the Hong Kong Polytechnic University and a council member of the Chinese University of Hong Kong.



Andrew BRANDLER

Andrew Brandler is the Group Managing Director and Chief Executive Officer of CLP Holdings, the parent company of the CLP Group (formerly China Light and Power Company, Ltd).

Prior to joining CLP in May 2000, Mr Brandler had an extensive career as a banker in the energy and utility sector in North America, Europe and, since 1995, in Asia. His experience covers power sector deregulation in the United States during the 1980s, and, moving back to London in 1989, the U.K. electricity industry privatisation and deregulation in the early 1990s.

Mr Brandler has an undergraduate degree from Cambridge University, an MBA from Harvard Business School, and is a member of the Institute of Chartered Accountants in England and Wales.

Immediately prior to joining CLP, Mr Brandler was Head of Asia-Pacific Corporate Finance at Schroders, the U.K. investment bank based in Hong Kong.



1月任行政總裁，並於99年1月成為主席，同時獲委任為滙豐控股董事。

艾氏於1972年成為英國銀行學會會士，後於86年成為該會資深會士，亦是香港銀行學會資深會士。艾氏為恒生銀行非執行董事長、澳洲滙豐銀行、太古洋行及香港地鐵公司董事、公益金董事、外滙基金諮詢委員會成員、香港賽馬會董事、香港演藝學校董會成員、香港貿易發展局理事，以及香港弱能兒童援助會主席。艾氏亦獲委任為太平紳士。他已婚，有三名子女。

田北俊議員

立法會香港總商會代表

田北俊議員在上海出生，在香港成長，畢業於美國聖荷西大學，獲化學工程碩士學位。現時，田氏為萬泰控股有限公司、萬泰製衣(國際)有限公司及Manhattan Realty Ltd主席，並於多家私人公司擔任董事。

田氏自1988年起出任立法局議員，一向積極服務社會，並擔任多個組織和委員會的成員。他現任立法會屬下經濟事務委員會主席，並在政制事務委員會、人力事務委員會和財經事務委員會出任委員。同時，他為自由黨主席、中華人民共和國全國政協委員、香港工業總會理事、香港理工大學創會委員及香港中文大學校董。

包立賢

包立賢先生現任中電集團(前稱中華電力有限公司)母公司—中電控股有限公司集團常務董事及行政總裁。

包氏於2000年5月加入中電，在此之前，他是資深銀行家，曾在北美、歐洲和自1995年起在亞洲等地的能源和公共事業界工作，經驗豐富。他曾經歷八十年代美國開放電力市場，89年返回倫敦後，再體驗九十年代初期美國電力業的改革和私有化。

包氏畢業於劍橋大學，並持有哈佛商學院工商管理碩士學位；此外，亦為英國及威爾斯特許會計師公會會員。

他於加入中電前，曾任英國投資銀行施羅德集團亞太區公司財務顧問駐港主管。

簡皓鴻

簡皓鴻先生現為絡基科技有限公司總裁，該公司為中港兩地主要電腦軟件商，專為全球市場供應各樣提升業務效能的網上應用技術。

簡氏於過去 20 年間致力經營及發展歐亞兩洲的高新科技產業，早期擔任多間業內翹楚的高層，包括 Cable & Wireless、路透社及 PA Consulting。

在最近十年，簡氏為發展微軟企業電腦業務的中堅分子，先後於歐洲及亞洲創辦及發展專業顧問服務，客戶網絡遍佈全球多個行業，它們均成功地憑藉創新科技令業務蒸蒸日上。

簡氏不久前出任微軟香港有限公司總經理，並於兩年半間為公司帶來兩倍半的業務增長。在香港資訊科技界，他同樣舉足輕重，兼任本地多個主要業內諮詢機構的公職，引導本地業界發展。

陳永棋

陳永棋先生為長江製衣廠董事總經理、長江貿易有限公司董事及香港織造有限公司董事，並任第九屆全國人民代表大會香港區代表及香港司法人員推薦委員會委員。

陳氏曾任第八屆全國人民代表大會香港區代表、港事顧問（1993至97年）、全國人民代表大會香港特別行政區籌備委員會委員（95至97年）、香港（85至90年）及澳門（89至93年）《基本法》諮詢委員會委員。

陳氏的其他主要公職，包括香港中華廠商聯合會會長、香港紡織業聯合會永遠名譽會長、香港工商專業聯合會副主席、香港付貨人委員會名譽主席、香港製衣業總商會名譽會長、香港貿易發展局理事，以及紡織業諮詢委員會委員。

張永霖

張永霖先生現年 53 歲，為電訊盈科副主席兼執行委員會成員。在盈科數碼動力有限公司與香港電訊有限公司合併組成電訊盈科前，張氏為英國大東電報局執行董事及香港電訊行政總裁。

他於 1994 年加入香港電訊，之前曾在國泰航空公司服務達 23 年。離開該公司時，就任副董事總經理。

1989 至 90 年間，他獲當時香港總督衛奕信邀請，全職借調入香港政府的中央政策組工

Graham BRANT

Graham Brant is President of ATPATH Technologies Limited, a Hong Kong/China based software company, focused on providing Internet-based business improvement applications to the global market.

Mr Brant has over 20 years' experience in managing and growing innovative high technology businesses in both Asia and Europe. In the early part of this career, he held senior management positions in market leading companies such as Cable and Wireless, Reuters, and PA Consulting.

Over the past 10 years, he was a leading force in the development of Microsoft's enterprise computing business. A key founder creating and growing their professional services business first in Europe and then in Asia, he has worked closely with a wide range of clients in different industries who have successfully adopted new technology to improve their business environment.

Most recently, he was the General Manager of Microsoft Hong Kong Ltd., where he was able to engineer growth over a 30-month period in excess of 250 per cent. In this role, he has also played a key role in the development of the IT industry in Hong Kong and serves on a number of key community related advisory bodies guiding the development of the IT industry in the territory.



CHAN Wing-kee, GBS, OBE, JP

Managing Director of Yangtzekiang Garment Manufacturing Company Limited and Director of YGM Trading Limited, Chan Wing-kee is a Director of Hong Kong Kniters Limited, Deputy to the Ninth National People's Congress of China and a member of the Judicial Officers Recommendation Commission of Hong Kong.

He was also a Deputy to the Eighth National People's Congress of China; a member of Hong Kong Affairs Adviser from 1993-1997; a committee member of the Preparatory Committee of HKSAR from 1995-1997; and a member of Basic Law Consultative Committee both in Hong Kong (from 1985-1990) and Macau (from 1989-1993).

Chan Wing-kee is President of the Chinese Manufacturers' Association of Hong Kong; Honorary Chairman of the Textile Council of Hong Kong; Vice Chairman of the Business and Professional Federation of Hong Kong; Honorary Chairman of the Hong Kong Shippers' Council; Honorary President of the Federation of Hong Kong Garment Manufacturers; Council Member of the Hong Kong Trade Development Council; and a Member of the Textile Advisory Board.



Linus CHEUNG Wing-lam, JP

Linus Cheung, aged 53, is Deputy Chairman of Pacific Century CyberWorks (PCCW), a public company listed in Hong Kong, and also a member of PCCW's Executive Committee. Prior to the merger of PCCW and Cable & Wireless HKT Limited (Hongkong Telecom), Mr Cheung was an Executive Director of Cable & Wireless plc and the Chief Executive of Hongkong Telecom.

Before joining Hongkong Telecom in 1994, Mr Cheung served 23 years with Cathay Pacific Airways.



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He left Cathay Pacific Airways as Deputy Managing Director.

Between 1989 and 1990, Mr Cheung was seconded full-time to serve in the Hong Kong SAR Government's Central Policy Unit under Governor David Wilson's administration. He was appointed an Official Justice of the Peace in 1990, serving one year in this role, and was appointed a Non-official Justice of the Peace in 1992.

Mr Cheung received a BSocSc degree with Honours and a Diploma in Management Studies from the University of Hong Kong. He is currently Council Member of the University of Hong Kong and an Adjunct Professor at the Chinese University of Hong Kong.

Manohar CHUGH

A qualified electronics and radio engineer, Manohar Chugh is founder and Chairman of Nisha Electronic Industries Limited. He was elected to the General Committee at last year's Annual General Meeting, and served on the General Committee and Chamber Council from 1992 to 1995. He was Chairman of the Chamber's Europe Committee from 1997 to 2000, and is present Vice Chairman of the Asia Committee. He is also active in the Industrial and Technology Committee, and Overseas Speaker Group, and has served on the Chamber's various committee's including the SME Committee and Americas Committee. He was appointed by the Financial Secretary's Office to the government's Supply Voltage Advisory Committee. This year he was appointed to the government's Import/Export Advisory Committee.

Regarding community service, Mr Chugh was President of the Lions Club of Hong Kong (Host) between 1987-88; district Chairman for Lions Club International District 303 (Reception Committee) 1988-89, and is presently Director of the "Non-Resident Indian Association in Hong Kong," and is active in several other Indian organisations in Hong Kong. He has also served on the General Committee of the Indian Chamber of Commerce in Hong Kong.

Mr Chugh is married and has two daughters.



Tony FUNG Wing-cheung

Tony Fung, Chairman of Yu Ming Investments Limited, has had a career spanning over 20 years in the investment and securities industry and China trade.

He is also a member of the National Committee of the Chinese People's Political Consultative Conference, and Vice Chairman of the Chinese University of Hong Kong MBA Programmes Advisory Board.



作。90至91年獲委任為官守太平紳士，並於92年獲委為非官守太平紳士。

張氏畢業於香港大學，獲頒授社會科學榮譽學士學位及管理學文憑。他現任香港大學校董，以及香港中文大學兼任教授。

文路祝

文路祝先生是電子和無線電工程師，為莉莎電業製品有限公司創辦人 and 主席。他於去年會員週年大會中獲選加入理事會。文氏曾於1992至95年間，出任理事會和諮議會成員；97至2000年間，擔任總商會歐洲委員會主席，現為亞洲委員會副主席。文氏積極參與本會工業及科技委員會和海外講者團的工作；亦為本會多個委員會，包括中小型企業委員會和美洲委員會的委員。此外，他獲財政司司長委任加入供電電壓諮詢委員會。今年，他獲政府委任加入進出口諮詢委員會。

社會服務方面，文氏於1987至88年，出任香港獅子會(主會)會長；88至89年間，出任國際獅子總會港澳303區(款接委員會)主席；現為非寓居香港印籍社團的總監，熱心參與多個印度協會的活動。文氏亦為香港印度商會理事。

文氏已婚，育有兩女。

馮永祥

馮永祥先生現任禹銘投資有限公司主席，從事投資、證券業務及中國貿易達20多年。

馮氏是中華人民共和國全國政協委員、香港中文大學工商管理碩士課程顧問委員會副主席。

夏利萊博士

夏利萊博士是夏利萊集團主席，亦為香港印度社團領袖，熱心服務社會。

香港特區政府為嘉獎夏博士對公共服務，尤其是對貿易及香港印度社團的長期傑出貢獻，特給他頒發本地二級榮譽—金紫荊星章。夏博士現時亦為選舉委員會委員，該會負責選出六名立法會議員。

夏博士在多個機構及委員會擔任公職，包括香港科技大學及香港大學教育發展及研究基金。

他現為香港印度社團總會、香港善導知友會會長，並擔任印度商會永遠會長。此外，他是中國政府委任的港事顧問，以及負責選出首屆香港特區行政長官的推選委員會委員。最近，他獲委任為尼日爾駐港名譽領事。

Dr Hari N HARILELA, GBS, OBE, JP

Chairman of the Harilela Group of Companies in Hong Kong and abroad, and a leader of the Indian community in Hong Kong, Dr Hari Harilela is very active in the community.

As a tribute to his long and distinguished public service, particularly to trade and to the Indian community in Hong Kong, he was honoured with the territory's second highest honour, the Gold Bauhinia Star (GBS) by the Government of the Hong Kong Special Administrative Region (HKSAR). He is a member of the Election Committee that elected six members of the Legislative Council

Dr Harilela serves on numerous boards and committees, such as the Hong Kong University of Science and Technology, and the University of Hong Kong Foundation for Educational Development and Research.

He is also President of the Council of Hong Kong Indian Associations, Friends of the Society for the Rehabilitation and Crime Prevention, Hong Kong, and Permanent President of the Indian Chamber of Commerce. He was also appointed Hong Kong Affairs Adviser to the People's Republic of China and was a member of the Selection Committee that elected the first Chief Executive of the HKSAR. He was recently appointed Honorary Consul for the Republic of Niger in Hong Kong.



何禮泰

何禮泰先生是太古洋行、國泰航空及太古集團主席。

何氏於1976年加入太古集團，曾在集團的亞洲及澳洲辦事處擔任不同管理職位。93年1月，他調派香港管理集團的船東及貿易業務。在此之前，他出任澳洲太古集團董事總經理。99年起，何氏執掌現有職務。

何氏為香港貿易發展局理事會成員，以及香港大學校董；亦是香港貿易發展局港日經濟合作委員會及港美商務委員會委員、香港總商會理事、航空諮詢委員會及香港港口及航運局成員。他是Community Advice Bureau贊助人及香港紅十字會顧問團成員，亦為香港上海滙豐銀行董事。

何氏於1949年出生，70年畢業於牛津大學，取得英國文學碩士學位。他是英格蘭及威爾斯特許會計師公會會員。

何氏已婚，育有兩女。

James HUGHES-HALLETT

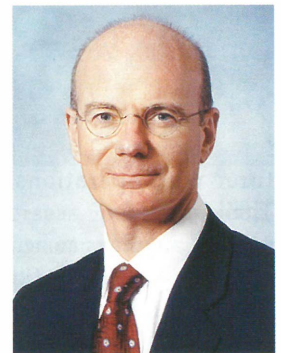
James Hughes-Hallett is Chairman of Swire Pacific Limited, Cathay Pacific Airways Limited, and of John Swire & Sons (HK) Limited.

James Hughes-Hallett joined the Swire Group in 1976. He has held various management positions in the group's operations in Asia and Australia, and was Managing Director of John Swire & Sons Pty. Limited in Australia until January 1993, when he was transferred back to Hong Kong as Director responsible for the Swire Group's ship-owning and consumer trading interests. He assumed his current responsibilities in 1999.

He is a Council Member of the University of Hong Kong, and of the Trade Development Council. He is a member of the Hong Kong/Japan Business Co-operation Committee and Hong Kong/U.S. Business Council of the Trade Development Council, of the General Chamber of Commerce General Committee, of the Aviation Advisory Board, and of the Port and Maritime Board. He is Patron of the Community Advice Bureau and a member of the Advisory Board of the Hong Kong Red Cross. He is also a Director of the Hongkong and Shanghai Banking Corporation.

Born in 1949, Mr James Hughes-Hallett graduated from Oxford University in 1970 with a Master's Degree in English Literature. He is a fellow of the Society of Chartered Accountants in England and Wales.

He is married with two daughters.



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Dr Raymond KWOK Ping-luen

Dr Raymond Kwok holds a Master of Arts degree in Law from Cambridge University, a master's degree in Business Administration from Harvard University, and an honorary doctor's degree in Business Administration from the Open University of Hong Kong. He is Vice Chairman and Managing Director of Sun Hung Kai Properties Limited, Chairman and Chief Executive Officer of Sunvision Holdings Limited, Chairman of SmarTone Telecommunications Holdings Limited, and Vice Chairman of the Kowloon Motor Bus Holdings Limited, a Director of Route 3 (CPS) Company Limited, Airport Freight Forwarding Centre Company Limited, a member of the President's Council on International Activities in Yale University, and a member of the Asia Advisory Board of Harvard Business School.

With respect to his civic activities, he is a Non-executive Director of the Securities and Futures Commission, a Director of the Real Estate Developers Association of Hong Kong, a member of the Hong Kong Port and Maritime Board, and Vice Chairman of the Council of Chinese University of Hong Kong. He is also a member of the Advisory Council of One Country Two Systems Research Institute Limited, and Chairman of the Management Committees of the Police Children's Education Trust and the Police Education and Welfare Trust. Mr Kwok is also a member of the Ninth Chinese People's Political Consultative Conference Beijing Committee.



郭炳聯博士

郭炳聯博士持有劍橋大學法律系碩士學位、哈佛大學工商管理碩士學位及香港公開大學工商管理榮譽博士學位。他是新鴻基地產發展有限公司副主席兼董事總經理，新意網集團有限公司主席兼行政總裁、數碼通電訊集團有限公司主席、九龍巴士控股有限公司副主席、三號幹線（郊野公園段）有限公司及機場空運中心有限公司董事。他亦為耶魯大學校長國際事務委員會及哈佛商學院亞洲顧問團成員。

社會公職方面，郭博士為證券及期貨事務監察委員會非執行董事。他同時出任香港地產建設商會董事、香港港口及航運局委員、香港中文大學校董會副主席、一國兩制研究中心有限公司顧問委員會委員。郭博士亦為警察子弟教育信託基金及警察教育及福利信託基金主席，以及第九屆中國人民政治協商會議北京委員會委員。

Jeffrey LAM, MBE, JP

Jeffrey Lam is Managing Director of Forward Winsome Industries Limited, a locally based toy manufacturer with operations in Hong Kong, China and Thailand.

Mr Lam plays an active role in public and community service. He is Vice Chairman of the Chamber's China Committee, Deputy Chairman of the Federation of Hong Kong Industries, Chairman of the Hong Kong Plastics Manufacturers' Association, Vice Chairman of The Hong Kong Shippers' Council, Member of the Business Advisory Group, a member of the Transport Advisory Committee, a member of the Hong Kong Committee for Pacific Economic Cooperation, a member of the Hong Kong Export Credit Insurance Corporation Advisory Board, and a Court Member of the Hong Kong Polytechnic University. He also serves as Honorary President of the Toys Manufacturers' Association of Hong Kong, is a member of the Hong Kong Toys Council Executive Committee and a member of the Hong Kong Trade Development Council Toys Advisory Committee, and the Hong Kong/Japan Business Co-operation Committee.

Mr Lam holds a Bachelor of Science degree in Mechanical Engineering from Tufts University, United States. In 1989, he was awarded the Hong Kong Young Industrialists Award, and in 1999 received the Hong Kong Toy Industry Outstanding Award. He was appointed a Justice of the Peace and awarded an MBE in 1996. He is the Honorary Consul of the Republic of Estonia.



林健鋒

林健鋒先生是永和實業有限公司董事長。永和實業為本地玩具製造商，業務遍及香港、中國和泰國。

林氏積極參與公共和社會服務，兼任多個公職，包括香港總商會中國委員會副主席、香港工業總會副主席、香港塑膠業廠商會會長、香港付貨人委員會副會長、營商諮詢小組成員、交通諮詢委員會委員、太平洋經濟合作理事會香港委員會委員、香港出口信用保險局諮詢委員會委員及香港理工大學顧問委員會委員。此外，林氏分別出任香港玩具廠商會榮譽會長、香港玩具協會執行委員會委員、香港貿易發展局玩具業諮詢委員會成員和港日經濟合作委員會委員。

林氏於美國 Tufts 大學修讀機械工程，獲理學士學位，並分別於 1989 和 99 年，獲頒香港青年工業家獎和香港玩具業傑出成就獎。96 年，林氏獲委任為太平紳士，並獲頒 MBE 勳銜；現為愛沙尼亞駐港榮譽領事。

李澤鉅

李澤鉅先生現為長江實業(集團)有限公司董事總經理兼副主席、和記黃埔有限公司副主席、長江基建集團有限公司主席及香港電燈集團有限公司執行董事，並出任香港上海滙豐銀行有限公司及合和實業有限公司董事。

李氏為中國人民政治協商會議全國委員會委員、香港策略發展委員會委員、港府營商諮詢小組成員和香港土地及建設諮詢委員會委員。此外，他是巴巴多斯駐港名譽領事。

李氏畢業於美國史丹福大學，獲土木工程學士學位及結構工程碩士學位。

李馬

李馬先生 1934 年在荷蘭出生，在港生活 39 年。他形容自己是典型的香港商人，能代表中小型企業的聲音。李氏於 91 年獲選加入本會董事會，繼於 95 和 99 年兩度連任。他在總商會服務 34 年，兩度擔任歐洲委員會主席，數次率領本會商務代表團出訪歐洲及中東等地。他亦為總商會海外講者團成員及地產及基建委員會副主席，並在香港貿易發展局的知識產權專責小組內擔任總商會代表。

李氏是馬得利洋行董事總經理。洋行由李氏於 1974 年創辦，出口各類在遠東地區製造的消費品，並在中國廣東省自設寵物用品廠。

李氏為業餘鋼琴家，也是香港城市爵士樂隊領隊。他是香港扶輪會前任會長、國際扶輪社第 3450 香港、澳門和蒙古地區副總監、荷蘭協會前任主席、荷蘭商業協會創會成員、赤柱龍舟比賽正式宣佈員、赤柱監獄巡獄訪客、香港航海學校董事局成員，以及香港鄉村俱樂部上任主席。

1996 年 4 月，他榮獲荷蘭貝婭特麗克絲女王頒授奧蘭治・納索爵士勳章。

Victor T K LI

Victor Li is the Managing Director & Deputy Chairman of Cheung Kong (Holdings) Limited. He is also Deputy Chairman of Hutchison Whampoa Limited, Chairman of Cheung Kong Infrastructure Holdings Limited, an Executive Director of Hongkong Electric Holdings Limited, and a Director of The Hongkong and Shanghai Banking Corporation Limited and Hopewell Holdings Limited.

Mr Li serves as a member of the Chinese People's Political Consultative Conference, the Commission on Strategic Development, the Business Advisory Group, and the Land and Building Advisory Committee. He is also Honorary Consul for Barbados in Hong Kong.

Mr Li holds a Bachelor of Science degree in Civil Engineering and a Master of Science degree in Structural Engineering from Stanford University in the United States.



Joop B M LITMAATH

Born in The Netherlands in 1934 and a permanent Hong Kong resident for 39 years, Joop Litmaath is a typical Hong Kong trader and was the first to campaign for a seat as a representative of the small and medium enterprises. He was successfully elected to the General Committee in 1991 and twice re-elected in 1995 and 1999. He has been active in the Chamber for 34 years, twice as Chairman of the Europe Committee and as leader of several of the Chamber's overseas trade and goodwill missions to Europe and the Middle East. He is also a member of the Chamber Overseas Speakers Group, represents the Chamber in the Hong Kong TDC's IPR Taskforce, and serves as one of the Vice Chairmen of the Chamber's Real Estate & Infrastructure Committee.

Founder and Managing Director of Dutch trading company Scarfell Enterprises Limited, established in 1974, Mr Litmaath is an exporter of a wide range of consumer goods manufactured in the Far East, and the company has its own pet products manufacturing facilities in Guangdong Province, China.

In his spare time he is a pianist and leader of the Hong Kong City Jazz Band. He is past President of the Rotary Club of Hong Kong and Assistant Governor of Rotary District 3450 Hong Kong, Macau and Mongolia, past Chairman of the Dutch Association, founding member of the Dutch Business Association (DBA), an official in the Stanley Residents' Association, a registered Stanley Prison Visitor, board member of the Hong Kong Sea School and past Chairman of the Hong Kong Country Club.

In April 1996, he received a Knighthood in the Order of Orange-Nassau from HM Queen Beatrix of The Netherlands.



LIU Guoyuan

Liu Guoyuan is Executive Vice Chairman & President, COSCO (Hong Kong) Group Limited. He has worked for the COSCO Group for over 20 years, and was appointed to his current position on October 11, 2000. Over the years that he has worked with the company, he has accumulated a rich knowledge in enterprise management, and in shipping business management in domestic and overseas enterprises. He also participated in a series of structural reforms, assets reorganising and development programmes of COSCO headquarters.

Mr Liu is a Senior Economist and member of the MOC Appraisal & Nomination Committee for Senior Economists.

From 1984 to 1993, Mr Liu participated in bilateral government talks on shipping issues between China and the USA, in addition to working groups called by UNCTAD, IMO and UNCITRAL under the UN to discuss international shipping issues.

A native of Hebei Province, China, Mr Liu graduated from the Beijing Foreign Languages University in 1975. In 1982, he earned his master's degree (LLM) from the Law School of the University of Washington in Seattle, in the United States.



劉國元

劉國元先生為中遠(香港)集團有限公司常務副董事長和總裁。劉氏在中遠集團工作20多年，於2000年10月11日出任現職。任職期間，他累積了豐富的企業管理和海內外航運業務管理知識，並曾參與多項中遠集團總公司的架構改革、資產重組及發展規劃等重大方案的制定工作。

劉氏是高級經濟師，也是中國交通部高級經濟師評審委員會委員。

1984至93年間，劉氏曾參與中美政府之間的雙邊海運談判，並參加聯合國貿發會議、國際海事組織、貿易法委員會等召開的會議，商討國際海運問題。

劉氏是中國河北人，1975年畢業於北京外語大學；82年獲美國西雅圖市華盛頓大學法學院頒發法學碩士學位。

Dr LIU Jinbao

Dr Liu Jinbao is currently Vice Chairman of Bank of China (BOC), Vice Chairman & Chief Executive of BOC (Hong Kong) Limited, and Chairman of Nanyang Commercial Bank Limited.

Dr Liu joined BOC upon graduating from university in 1976 and has served with the bank for over 25 years. He was transferred to the BOC London Branch as a foreign exchange and gold bullion dealer in 1977 and stayed until 1981, when he returned to Shanghai.

Three years later, he was appointed Deputy General Manager and subsequently promoted to General Manager of BOC Shanghai Trust & Consultancy Company.

In 1988 he became Deputy General Manager of the BOC Shanghai Branch. In 1993 he was promoted to Acting General Manager and one year later to General Manager.

In 1997 he was transferred to the BOC Group in the Hong Kong SAR and Macau SAR. He was then Managing Director of BOC, Senior Deputy Chief Executive of the BOC Hong Kong-Macau Regional Office, and General Manager of the BOC Hong Kong Branch. In December 1998, Dr Liu was appointed Vice Chairman of BOC and Chief Executive of the BOC Hong Kong-Macau Regional Office.

Dr Liu was previously Deputy of the Chinese Eighth National People's Congress of the People's Republic of China.

On October 1, 2001, Bank of China (Hong Kong) Limited (BOCHK) was officially established by merging 13 financial institutions of the former Bank of China Group. While remaining as Vice Chairman of BOC, Dr Liu was also appointed Vice Chairman and Chief Executive of BOCHK.

In serving the Hong Kong financial sector, Dr Liu is Chairman of the Hong Kong Association of Banks, Director of the Hong Kong Exchanges and Clearing Ltd, Director of Hong Kong Note Printing Ltd, Director of Hong Kong Interbank Clearing Ltd, and Vice President of the Hong Kong Institute of Bankers. He is also a member of the Hong Kong Exchange Fund Advisory Committee, Banking Advisory Com-



劉金寶博士

劉金寶博士現任中國銀行副董事長、中國銀行(香港)有限公司副董事長兼總裁、南洋商業銀行董事長。

劉博士於1976年大學畢業後，即加入中國銀行工作，迄今已逾25年。77年被調派往中國銀行倫敦分行，從事外匯和黃金買賣業務，81年返回上海。

三年後，劉博士出任中國銀行上海信託諮詢公司副總經理，及後擢升總經理。

1988年，劉博士任中國銀行上海分行副行長，93年任代行長，翌年任行長。

1997年，劉博士來港工作，任中國銀行港澳管理處常務副主任兼中國銀行香港分行總經理。98年12月起，任中國銀行副董事長、中國銀行港澳管理處主任兼中國銀行香港分行總經理。

劉博士曾任第八屆全國人大代表。

2001年10月1日，中國銀行(香港)有限公司正式成立，併合中國銀行集團旗下13間金融機構。劉博士任中國銀行副董事長，中國銀行(香港)有限公司副董事長兼總裁。

在香港金融界，他為香港銀行公會主席、香港交易及結算所有限公司董事、香港印鈔有限公司董事、香港銀行同業結算有限公司董事、香港銀行學會副會長。他亦為香港外匯基金諮詢委員會、銀行業諮詢委員會，以及香港金融管理局發鈔諮詢委員會成員。

劉博士於1998年獲委任為土地發展基金諮詢委員會及策略發展委員會委員；亦為香港機構管理局及香港貿易發展局理事會成員。

劉博士參與多項商界服務，為香港中國企業

協會會長、港日經濟合作委員會及港美商務委員會（香港區）委員、中國青聯常委、中國紅十字基金會副會長以及香港紅十字會顧問團成員。

劉博士榮獲1988年「上海市十大傑青年」、92年「全國十大傑出青年」，以及94年「世界十大傑出青年」。

吳天海

吳天海先生自1994年起出任九龍倉集團有限公司副主席兼常務董事。自九龍倉通訊於九十年代成立後，吳氏專注管理集團積極發展的通訊、媒體及娛樂核心業務。

吳氏於1981年加入九龍倉集團以來，先後擔任多個要職。87年獲委任董事及財務總監，89年5月獲委任為常務董事，繼於94年6月成為集團副主席。

他是港美商務委員會會員、香港董事學會理事會成員，以及國際匯商副主席。國際匯商是新加坡電訊旗下亞洲區主要B2B電子商貿服務供應商。

吳氏曾就讀於美國威斯康辛州Ripon書院，並在1971至75年間，就讀於德國Bonn大學，主修數學及經濟。吳氏已婚，育有兩子。

唐英年議員

唐英年先生畢業於美國密西根大學，現任半島針織廠有限公司及美維科技集團有限公司主席，曾於1991至97年間擔任立法局議員，並於97年起出任行政會議成員。

唐氏於1989年榮獲青年工業家獎，現為香港工業總會名譽會長。他是上海政協委員，以及香港賽馬會董事。唐氏於98至99年間出任行政長官的創新科技委員會成員。

mittee and the Banknote Issue Advisory Committee of the Hong Kong Monetary Authority.

Dr Liu was appointed a member of the Land Fund Advisory Committee and Member of the Commission on Strategic Development in 1998. He is also a member of the Airport Authority Hong Kong and Council Member of the HKTDC.

As for his contribution to the commercial sector, Dr Liu is Chairman of the Hong Kong Chinese Enterprise Association, member of the Hong Kong/Japan Business Co-operation Committee and Hong Kong/U.S. Business Council (Hong Kong Section), Managing Director of the China Youth Federation Committee, Vice President of the Chinese Red Cross Foundation and a member of the Hong Kong Red Cross Advisory Board.

Dr Liu was awarded as one of the “Ten Top Outstanding Youths of Shanghai” in 1988, “Ten Top Outstanding Youths of China” in 1992, and “Ten Top Outstanding Youths of the World” in 1994.

Stephen T H NG

Stephen Ng has been Deputy Chairman and Managing Director of The Wharf (Holdings) Limited since 1994, with principal responsibility for the group's CME (communications, media and entertainment) business core since the early 1990s, when Wharf Communications was established.

He joined Wharf Holdings in 1981 and held various positions in the group. In 1987 he became Director and Chief Financial Officer of Wharf Holdings. He was appointed Managing Director in May 1989 and Deputy Chairman in June 1994.

Mr Ng is a member of the Hong Kong/United States Business Council and a council member of the Hong Kong Institute of Directors. Mr Ng is also Vice Chairman of SESAMi Inc., one of Asia's leading B2B e-commerce service providers led by Singapore Telecom.

He attended Ripon College in Ripon, Wisconsin, USA, and the University of Bonn, Germany, from 1971 to 1975, majoring in mathematics and economics. He is married and has two sons.



The Hon Henry TANG Ying-yen, JP

Henry Tang graduated from the University of Michigan, USA, and is Chairman of Peninsula Knitters Limited, and Meadville Technologies Group Limited. He served as a Legislative Councillor from 1991 to 1997, and has been an Executive Councillor of the Hong Kong SAR since 1997.

An awardee of the Young Industrial Council in 1989, Mr Tang is Honorary Chairman of the Federation of Hong Kong Industries. He is also a member of the Chinese People's Political Consultative Conference Shanghai Committee. He is a steward of the Hong Kong Jockey Club. Mr Tang also served on the Chief Executive's Commission on Innovation and Technology from 1998-1999.



THE GENERAL COMMITTEE

Anthony WU

Anthony Wu is Chairman of Ernst & Young Far East. He is also Chairman of Ernst & Young Hong Kong and China, and a member of the Global Executive Board of Ernst & Young International.

Mr Wu is a National Committee Member of the China's People's Political Consultative Conference, and is active in community work organisations. He is a board member of the Hospital Authority and Chairman of its Finance Committee. He is also a member of the following organisations: Insurance Advisory Committee; Disciplinary Panel, Hong Kong Society of Accountants; Municipal Services Appeals Board of Hong Kong; and the Veterinary Surgeons Board of Hong Kong.

Mr Wu is a council member of the Hong Kong Institute of Education, a trustee and council member of the Oxford University Scholarship Fund, and honorary advisor of the Business Student Union Board, Hong Kong University of Science and Technology.



胡定旭

胡定旭先生現任安永會計師事務所遠東區、香港及中國主席，也是安永國際董事局成員。

胡氏為中國人民政治協商會議全國委員會委員。其他公職包括香港醫院管理局董事局成員及該局旗下財務委員會主席、保險業諮詢委員會成員、香港會計師公會紀律小組會員、市政服務上訴委員會委員及香港獸醫管理局委員。

胡氏是香港教育學院校董會成員、英國牛津大學基金會名譽司庫及委員、香港科技大學工商管理系學生會名譽顧問。

Alex YE Long-fei

Born in 1942, Ye Longfei joined the Kerry Group in 1995. Currently he is Chairman of Shangri-la Asia Limited, Kerry Holdings (China) Limited, and Director of Kerry Beverages. Prior to joining the Kuok Group, Mr Ye was the Chief Executive of the "Shanghai Desk" in Hong Kong, a promotion office of Shanghai City, from 1991 to 1995. Before taking up his assignment in Hong Kong, Mr Ye had served in various positions in the Shanghai Municipal Government. Mr Ye graduated with a Bachelor of Science degree and a Master of Science degree from the Shanghai Fudan University.



葉龍蜚

葉龍蜚先生於1942年出生，95年加入嘉里集團，現為香格里拉(亞洲)有限公司、嘉里集團(中國)有限公司主席，也是嘉里飲料有限公司董事。加入郭氏集團之前，葉氏為上海市政府駐港推廣機構Shanghai Desk行政總裁。葉氏於香港任職前，曾出任上海市政府多個職位。他持有上海復旦大學理學學士學位及理學碩士學位。

Anthony K K YEUNG

Anthony KK Yeung is Chairman of KK Yeung Management Consultants Ltd, and Wall Street Resources Ltd, and their group companies in Hong Kong, PRC, Thailand, USA and U.K. He is also a Managing Partner of KK Yeung Partnership, CPA.

Mr Yeung is a fellow of the Chartered Institute of Management Accountants; and a Council Member of the Chartered Institute of Management Accountants, U.K.; a fellow of the Chartered Association of Certified Accountants; fellow of the Chartered Institute of Secretaries and Administrators; fellow of the Hong Kong Society of Accountants; fellow of The Taxation Institute of Hong Kong and a Certified Public Accountant, Hong Kong.



楊國琦

楊國琦先生是楊國琦管理顧問有限公司及華爾街資源有限公司主席。兩家公司在香港、中國、泰國、美國及英國的旗下機構，也由楊氏出任主席。他亦是楊國琦合夥人會計師事務所的常務合夥人。

楊氏為英國特許管理會計師公會、英國特許執業會計師公會、英國特許秘書及行政人員公會、香港會計師公會和香港稅務學會等多個團體的會員。楊氏為香港執業會計師。

袁耀全

袁耀全先生於香港大學修業，獲榮譽文學學士學位，其後前往英國深造，獲英國沃里克大學工商管理碩士學位。

袁氏於1977年創辦安勤行有限公司，主要業務為進口及分銷冷藏食品，現為該公司主席。

他於1989年成立惠仁有限公司，製造及出口高射投影器。

袁氏於1983年加入香港總商會，95至98年間任亞洲委員會主席，並由98年至2001年出任美洲委員會主席。他於99年5月當選理事會成員。

1996至97年間，他擔任獅子會第一分域主席，並由92年起出任入境事務審裁處審裁員。

Andrew YUEN Yiu-chuen

Andrew Yuen graduated with a Bachelor of Arts degree from the University of Hong Kong. He then went on to study for an MBA at the University of Warwick, U.K.

He founded On Kun Hong Limited in 1977, which is an importer and distributor of frozen food, and is its Chairman.

He is also the founder and co-owner of Edcom Limited, a manufacturer and exporter of overhead projectors, which was established in 1989.

Mr Yuen has been a member of the Hong Kong General Chamber of Commerce since 1983; Chairman of the Asia Committee from 1995 to 1998; Chairman of the Americas Committee from 1998 to 2001; and a General Committee member since May 1999.

He was a Zone 1 Chairman of the Lions Club International from 1996-7 and has been an Adjudicator of the Immigration Tribunal since 1992.



Congratulations and Welcome to

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Ms Deborah ANNELLS

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Chamber Overseas Speakers Group

Mr David RIMMER

e-Committee

Ms Elizabeth QUAT

Economic Policy

Mr George LEUNG

Environment

Mr James GRAHAM

Europe

Mr David RIMMER

Hong Kong-Taipei Business Cooperation

Dr Lily CHIANG

Human Resources

Mr Alan LUNG

Industry and Technology Committee

Dr Lily CHIANG

Legal

Mr R T GALLIE

Membership

Mr David ELDON

Pacific Basin Economic Council

China Hong Kong

Mr David ELDON

Real Estate/Infrastructure

Mr Victor LI

Mr Peter CHURCHOUSE

Retail and Distribution

Mr Anthony NIGHTINGALE

Shipping/Transport

Mr Neil RUSSELL

Small & Medium Enterprises

Mr K K YEUNG

Taxation

Mr Kaushal TIKKU

HK Coalition of Service Industries

Executive Committee

Mr Stanley KO

Financial Services

Mr David RUAN

Information Services

Mr Tony AU

Professional Services

Mr Ian ROBINSON

Real Estate Services

Mr Nicholas BROOKE

Travel/Tourism

Mr James LU

HKGCC SIGNS MOU WITH HUBEI CCPIT

Hubei Governor Zhang Guoguang, Vice Governor Han Zhongxue and Wuhan Standing Mayor Li Xiansheng called on the Chamber on May 8 and were received by Chamber Chairman Christopher Cheng, and Chamber Director Dr Eden Woon. At the meeting, the Chamber signed a Memorandum of Cooperation with Hubei CCPIT.

Here, the VIPs witness the signing of the MOU by HKGCC Director Dr Eden Woon (front, right) and Deputy Chairman of Hubei CCPIT Chen Yiyun (front, left).

Earlier in the day, Dr Woon had attended the Hubei-Hong Kong Economic Cooperation Fair, and the Wuhan Investment Environment Introduction and Projects Promotion Fair as a VIP guest as the Chamber is a co-organiser of both fairs.

本會與貿促會湖北分會簽署合作協議備忘錄

湖北省省長張國光、副省長韓忠學及武漢市代市長李憲生於5月8日到訪本會，由本會主席鄭維志及總裁翁以登博士接待。會上，本會與貿促會湖北分會簽訂合作協議備忘錄。

多位貴賓見證本會總裁翁博士(前排右)與貿促會湖北分會副會長陳一雲(前排左)簽訂合作協議備忘錄。

翁博士於同日較早時間以貴賓身分出席「鄂港經濟合作洽談會」及「武漢市投資環境介紹暨項目洽談會」，本會為兩個會議的合辦機構。



AMERICAS

A six-member Mexican delegation visited the Chamber on April 16 for a business-matching meeting with members. Eva Chow, chief of International Business, briefed the delegates on the role of the Chamber before member companies discussed possible business cooperation opportunities with the visitors.

Consul General Julio Alberto Ocampo of Peru visited the Chamber on May 9 with a five-member delegation for a business-matching meeting with members, and was received by Eva Chow, chief of International Business.

ASIA/AFRICA

Bangladeshi Commerce Minister Amir Khosru M Chowdhury introduced the investment climate of his country at a special business briefing meeting for mem-



bers on April 18. The minister, who was very candid, pointed out that Bangladesh has many duty-free access agreements with the world's major markets and that all of its industries – except arms – are open to foreign investment.

The Asia/Africa Committee organised a fellowship evening at the Chamber's Happy Valley Race Box on April 24. Committee Chairman Deborah Annelles and Vice Chairman Manohar Chugh welcomed members who had a very enjoyable evening.

An Indian delegation visited the Chamber of April 25 for a business-matching meeting with members. The 12-member delegation, which was received by Eva Chow, chief of In-

Chamber 總商會



in Action 動態

美洲

墨西哥代表團一行六人於4月16日到訪本會，與會員在商務選配會議中會晤。本會國際商務部主管周紫樺向代表團簡述本會角色，隨後代表團成員與會員機構洽談合作機會。

秘魯駐港總領事奧坎波於5月9日率領五位代表到訪本會，在商務選配會議中與會員會面，由國際商務部主管周紫樺接待。

亞洲及非洲

孟加拉商務部長喬杜里於4月18日本會特備的商務簡報會上介紹該國的投資環境。部長坦言，該國已與全球多個主要市場達成免稅准入協議，除軍備外，其他業務均開放予外商投資。

亞洲及非洲委員會於4月24日本會跑馬地賽馬廂房舉行聯誼晚會。委員會主席戴諾詩及副主席文路祝接待會員，共度愉快良宵。

印度代表團於4月25日到訪本會與會員洽談商機，由國際商務部主管周紫樺接待。團員一行12人與會員探索合力發展班加羅爾機械器材業務的機會。

Solomon Smith Barney HK Ltd常務董事兼經濟及市場分析部主管Donald Hanna於4月30日本會工作坊上，分析中東危機及油價上升對香港以至全球經濟的啟示。

南非工貿署署長夏爾馬與該署其他官員於5月2日會晤本會首席經濟師洗柏堅，雙方論及中國入世及其對香港、亞洲與全球的影響。洗氏亦向訪者簡介「內地與香港更緊密經貿關係安排」的磋商進展，夏氏表示，有意與本會加強合作。

印度工商聯會主席洛德哈及秘書長米特拉博士於5月9日與本會主席鄭維志及總裁翁以登博士會面，商討彼此在聯合出版、商務外判、區域合作、合辦活動等事務上的合作機會。本會並於該晚與香港貿易發展局及香港印度商會合辦聯誼酒會，讓會員與訪客聚首一堂。



中國

桂林市副市長陳建軍於4月22日與本會總裁翁以登博士會晤。陳氏概述在桂林投資的好處。桂林是內地旅遊勝地之一，他希望本會日後組團前往考察。

吉林省副秘書長徐大新於4月25日到訪本會，推廣於本年11月舉辦的「香港—吉林週」活動。本會總裁翁以登博士對這項盛事表示支持，並期望本會與該省進一步加強合作。

廣東省外經貿廳副廳長招玉芳與處長宋曉軍於4月15日本會的非正式會議上，向會員詳述「中國廣東—德國投資推介會」的細

香港總商會

委員會 主席

理事會
諮議會
鄭維志

美洲委員會

洪克有

亞洲及非洲委員會

戴諾詩

中國委員會

許漢忠

總商會海外講者團

萬大衛

e-委員會

葛佩帆

經濟政策委員會

梁兆基

環境委員會

關正仕

歐洲委員會

萬大衛

香港—台北經貿合作委員會

蔣麗莉博士

人力資源委員會

龍家麟

工業及科技委員會

蔣麗莉博士

法律委員會

顧歷謙

會員關係委員會

艾爾敦

太平洋地區經濟理事會

中國香港委員會

艾爾敦

地產及基建委員會

李澤鉅

卓百德

零售及分發委員會

黎定基

船務及運輸委員會

羅理奧

中小型企業委員會

楊國琦

稅務委員會

丁嘉善

香港服務業聯盟

執行委員會

高鑑泉

金融服務委員會

阮清旗

資訊服務委員會

區煒洪

專業服務委員會

羅賓信

地產服務委員會

蒲祿祺

旅遊委員會

呂尚懷

CHAMBER IN ACTION

ternational Business, discussed possible business cooperation opportunities in the machine tool market in Bangalor.

Donald Hanna, managing director and head of Economic and Market Analysis, Salomon Smith Barney HK Ltd, shared with members at the Chamber's April 30



workshop his insightful analysis of the Middle East crisis and the implications of rising oil prices on the Hong Kong and global economy.

South African Department of Trade and Industry Director Iqbal Sharma, and other officials from his department, met the Chamber's Chief Economist, Ian Perkin, on May 2. Mr Perkin discussed with the visitors China's recent WTO entry and its implications on Hong Kong, Asia and the world. The visitors were also briefed on the progress of the Mainland/HK CEPA consultation. Mr Sharma said he was keen to establish closer cooperation with the HKGCC in the future.

Federation of Indian Chambers of Commerce and Industry (FICCI) President R S Lodha, and Secretary General Dr Amit Mitra, met Chamber Chairman Christopher Cheng and Director Dr Eden Woon on May 9. The two sides discussed mutual co-operation between the two business organisations in the areas of joint publication, business outsourcing, regional cooperation and participation in programmes organised by the two parties. HKGCC also co-organised a cocktail reception for the FICCI delegation with HKTDC and the Indian Chamber of Commerce in Hong Kong later in the evening to provide an opportunity for members to mingle with their Indian counterparts.

CHINA

Guilin Deputy Mayor Chen Jianjun met Chamber Director Dr Eden Woon on April 22. Mr Chen outlined the advantages of investing in Guilin – one of China's most attractive tourist cities – and said he hoped that the Chamber would organise a mission to the city in the future.

Jilin Province Deputy Secretary-General Xu Daxin called on the Chamber on April 25 to promote "Hong Kong-Jilin Week," which will be held in November 2002.

Chamber Director Dr Eden Woon said the Chamber would help support the event and that he looked forward to strengthening relations between the Chamber and Jilin Province.



Department of Foreign Trade and Economic Cooperation of Guangdong Province Deputy Director General Zhao Yufang, and Division Chief Song Xiaojun, briefed members at an informal meeting at the Chamber on April 15 about the details of the "Seminar on Economic, Technology Cooperation & Trade between Guangdong, China and Germany." The seminar will be held in Frankfurt, Germany, on June 13, 2002.

Chamber Director Dr Eden Woon was among the VIP guests invited to attend the "Business Symposium of Guangdong-Hong Kong Economic, Technology and Trade Cooperation" on May 13. The Chamber was one of the co-organisers of the symposium.

The Guangdong delegation, led by Guangdong Vice Governor Tang Bingquan and Secretary General Chen Jan comprised of high-level officials in charge of customs inspection, taxation, foreign exchange, development and planning, trade, industry and commerce, and land and labour in Guangdong Province. In the afternoon, Chamber Chairman Christopher Cheng participated in the high-level Guangdong-Hong Kong Business Roundtable chaired by Governor Tang. The chairman raised issues such as Guangdong's role in the Mainland / Hong Kong Closer Economic Partnership Arrangement and cooperation and economic integration between Hong Kong and Guangdong.

Party Secretary of Zhuhai City's Xiangzhou District, Qiu Shuhong, called on the Chamber on May 14. Xiangzhou, which is the largest district in Zhuhai City, is focusing on developing its service indus-

tries and its government would like to foster closer connections with the Chamber, Mr Qiu said.

At the 2002 Anhui (Hong Kong) Trade and Investment Fair, held on May 14, Chamber Director Dr Eden Woon gave a speech in which he encouraged more investors to explore opportunities in Anhui Province. He also shared with participants his experience from the recent Chamber mission to Henan and Anhui.

Denis Brock, managing partner, and Ariel Ye, registered foreign lawyer, of CliffordChance, spoke at the Chamber's May 8 roundtable luncheon on "PRC Dispute Resolution." The speakers provided a frank assessment of the legal system in China and shared with participants their experiences in handling litigation in China.

e-COMMITTEE

Elizabeth Quat was elected Chairman of the e-Committee at its May 9 meeting, while Jonathan Cheng and Graham Brant were elected Vice Chairmen. The committee expressed its gratitude to both Cindy Cheng and Yolanda Chan for their great leadership role in steering the committee in past years. Ms Quat stressed her working plan for 2002 involves raising IT awareness in Hong Kong, and supporting business development for IT companies.

EUROPE

Executive Director of the Hong Kong Association in the UK Captain Robert Guy met on May 6 the Chamber's Europe Committee Chairman David Rimmer, who updated him on the latest economic developments in Hong Kong and the role of the Chamber. Mr Guy took over as Executive Director of the Hong Kong Association in January 2002.

David Rimmer was re-elected Europe Committee Chairman at the committee's meeting on May 14, while Paul Clerc Renaud and Michael Lintern-Smith were also re-elected as Vice Chairmen.

The meeting was followed by a roundtable luncheon on "Foreign Trade and Investment in Ukraine" at which Yevgen Andrukhovskiy, trade representative, and Victor F Shkuro, economic counsellor of the

Embassy of Ukraine in Beijing, answered members' questions in great detail about the business and investment climate in the country.

PBEC

Peter Van de Velde, senior client partner (Board Services), Korn/Ferry International Australia, spoke at a PBEC Hong Kong luncheon on "Board Effectiveness and the Non-executive Director" on May 14.

HKTBC

Deputy Secretary-General of Taiwan Federation of Industries Cai Hongming met with Chamber Director Dr Eden Woon, and International Business Chief Eva Chow on April 23. Taiwan Federation of Industries is HKGCC's counterpart of the Hong Kong-Taipei Business Cooperation Committee. Dr Woon briefed Mr Cai on the progress of the CEPA consultation between the HKSAR and Central governments.

ENVIRONMENT

Chamber Manager Thinx Shek attended the Eco-Business Award Organising Committee meeting on May 14 to prepare for the new round of the award. The Chamber is an organiser of the award together with Environment Campaign Committee and the HKPC. On April 16, the Chamber submitted a report to the organising committee commenting on the last award scheme and offering suggestions on the way forward.

INDUSTRY AND TECHNOLOGY

The Organising Committee of the Hong Kong Award for Services - Innovation, of which the Chamber is the leading organiser, met on April 17 to discuss ideas for promoting the award. Among other things, the committee agreed to organise a University Students Business Innovation Contest as part of the promotion programme.

SMALL AND MEDIUM ENTERPRISES

The Chamber submitted its comments on April 16 to the government on the **SME Business Installations and Equipment Loan Guarantee Scheme**. A separate submission was also made on the Chamber's comments on the Mentorship Programme for SMEs, organised by the government. **B**

節，研討會定於本年6月13日在德國法蘭克福舉行。

本會總裁翁以登博士獲邀以貴賓身分出席5月13日舉行的「粵港經濟技術貿易合作交流會」，本會為研討會合辦機構之一。

廣東省副省長湯炳權及秘書長陳堅率領代表團到訪，團員包括當地海關、檢察、稅務、外匯、發展規劃、經貿、工商、土地及勞動等部門的高層官員。同日下午，本會主席鄭維志出席由湯副省長主持的工商界代表座談會。鄭主席提出的議題包括廣東在「內地與香港更緊密經貿關係安排」中的角色，以及香港與廣東的經濟整合及合作。

珠海市香洲區委書記丘樹宏於5月14日到訪。他表示，香洲是珠海市最大的區域，正全力發展服務業，並期望加強與本會的聯繫。

「2002年安徽(香港)貿易投資洽談會」於5月14日舉行，本會總裁翁以登博士獲邀於會上發表演說，他鼓勵投資者前往安徽省探索商機，並和與會者分享最近河南及安徽之行的經驗。

高偉紳律師行合夥人白樂德及註冊外國律師(中國)葉淥於本會5月8日小型午餐會上，以「處理中國商務糾紛」為題發表演說。他們剖析內地法制，並向與會者分享處理中國訴訟事務的經驗。



e-委員會

葛珮帆於5月9日會議上膺選主席，鄭兆俊與簡皓鴻獲選副主席。委員會對鄭韓菊芳和Yolanda Chan多年的領導致謝。葛女士強調委員會年內將致力加深港人對資訊科技的認識，及支持業界拓展業務。

歐洲

駐英香港協會執行董事Caption Robert Guy於5月6日會晤本會歐洲委員會主席萬大衛，瞭解香港最近的經濟發

展動向及本會角色。他自2002年1月執掌該會的執行董事職務。

萬大衛(右)於5月14日歐洲委員會會議上連任該會主席，副主席祁浩能及史密夫亦再次連任。

會後舉行小型午餐會，題為「烏拉圭外貿及投資」，由貿易代表Yevgen Andrukhovskiy(中)及烏拉圭駐京領事館商務參贊什庫羅(左)主講。他們詳盡解答會員有關該國營商及投資環境的問題。



太平洋地區經濟理事會

Korn/Ferry International Australia 首席合夥人(董事會法律服務)Peter Van de Velde於5月14日理事會中國香港委員會舉辦的午餐會上發表演說，題為「董事會效能及非執行董事」。

香港—台北經貿合作委員會

香港—台北經貿合作委員會的對口單位—台灣工業總會副秘書長蔡宏明於4月23日會晤本會總裁翁以登博士及國際商務部主管周紫樺，翁博士向蔡先生簡述中港兩地政府就「內地與香港更緊密經貿關係安排」的磋商進展。

環境

本會經理石平倂於5月14日出席香港環保企業獎籌備委員會會議，以開展新一屆獎項的準備工作。獎項由本會與環境保護運動委員會及香港生產力促進局合力籌辦。本會於4月16日向籌備委員會提交報告，檢討上屆活動及就未來發展提出建議。

工業及科技

香港服務業獎—創意籌備委員會於4月17日召開會議。本會作為主辦機構，與其他成員商討獎項的推廣工作，包括舉辦「香港總商會—大專學生商業創意比賽」，以助宣傳。

中小型企業

本會於4月16日分別就中小型企業「營運設備及器材信貸保證計劃」及「營商友導」計劃向政府提呈建議。 **B**

Welcome new members

加入商會 盡享權益



China Aerospace International Holdings Ltd

航天科技國際集團有限公司

Mr Xiaochun Lu

陸曉春先生

主席兼總裁

Manufacturing, Trading



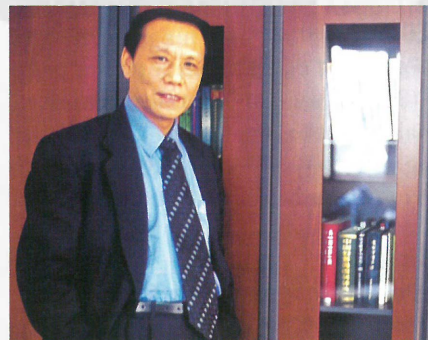
Patel's Wall Street Exchange Ltd

栢圖氏找換有限公司

Mr Asgar Shakoor Patel

Director

Services



Tsienli Group Co Ltd

津聯集團有限公司

Mr Si-chun Zhou

周思純先生

Deputy Chairman

副董事長

Investment Company, Trading

Asian Licensing Partners Ltd

Mr Jay Smith

President

Services

AOL Time Warner Hong Kong Ltd

AOL時代華納

Mr Hugh Stephens

司徒凡先生

Senior Vice President, Int'l Relations &

Strategic Policy, Asia Pacific

Services

Armitage Technologies Ltd

萬達資訊科技有限公司

Mr Felix Shun-hon Lee

李信漢先生

Chairman

Services

Alliance Management Consulting Ltd

聯合企管有限公司

Mr Jimmy Pang

彭偉樂先生

Principal Consultant

Services

BBA Nonwovens Asia Pacific Ltd

BBA亞太無紡布公司

Mr Michael Sing-hock Wong

黃聲福先生

Vice President

Trading

Boeing International Corporation

波音國際公司

Mr Yeh Huang

黃曄先生

Vice President

Manufacturing, Services

China Airlines Ltd

中華航空公司

Mr Hourngjiun Fei

費鴻鈞先生

General Manager

Services

Documentum International Inc

Mr Dominick Martinetti

Regional Marketing Director

Services

ebizal (Holdings) Ltd

Mr Sin-just Wong

黃森捷先生

CEO

Services

Executive Leasing

Hong Kong Ltd

Mr Kevin Hicks

Managing Consultant

Services

Fugro (Hong Kong) Ltd

輝固(香港)工程顧問有限公司

Mr Peter Chak-wa Choy

蔡澤華先生

Financial Director

Services

Forum Asia Ltd

Ms Yvonne Yam

Director - Business Development

Services

Grunenthal (Hong Kong) Ltd

Mr Dominic Chan

陳志釗先生

Manager

Trading

Hyperion Solutions Asia Pte Ltd

Ms Veronica Chu

朱勵怡小姐

Regional Marketing Manager

Services

CONTACT US

For information on membership, call Sharon Chung on 2823 1203, or email membership@chamber.org.hk
如有垂詢，請聯絡會員部鍾小姐（電話：2823 1203；電郵：membership@chamber.org.hk）



2002

Hong Kong Eco-Business Awards

Green Innovative Practice Award

Green Property Management Award
(Private Housing)

Green Office Awards
(Large Organisations)
(SMEs)

Goal of the Awards

The Hong Kong Eco-Business Awards are designed to honour businesses in Hong Kong that have demonstrated a commitment to environmental management and to educate organisations regarding the benefits of environmental management.

Sponsor: Award Organisers:



Award Co-organisers:

Business Environment Council, The Chinese Manufacturers' Association of Hong Kong, Consumer Council, Hong Kong Association of Property Management Companies, Hong Kong Council of Social Service.

"Hong Kong Eco-Business Awards" logo is designed by the renowned architect Dr Ho Tao.

Reply Slip (Please complete and return by fax to 2788-5608)

Yes! Our company is interested in the 2002 Hong Kong Eco-Business Awards, please send us further information on:

- ☐ Green Office Award (Large Organisations) ☐ Green Office Award (SMEs) ☐ Green Property Management Award (Private Housing) ☐ Green Innovative Practice Award ☐ Wastewi\$e Scheme ☐ Eco-Business Seminars (Free of charge)

Name: _____ Organisation: _____

Address: _____

Contact person: _____ Position: _____ Tel. no: _____ Fax no: _____

Activity	Date
2002 Hong Kong Eco-Business Awards Launching Ceremony cum Wastewi\$e Logo Presentation	10/6/2002
Eco-Business Seminars	25/6, 26/6, 3/7/2002
Application Deadline	15/8/2002
Preliminary Screening and Detailed Assessment	16/8/2002 - 11/2002
Final Judging	12/2002
Award Presentation	1/2003

Wastewi\$e Scheme

Concurrent with the Hong Kong Eco-Business Awards Scheme is the Wastewi\$e Scheme. The Wastewi\$e Scheme aims to commend and recognise waste reduction efforts of commercial and industrial companies and to promote waste minimisation, collection/recycling of recyclables and buying/manufacturing of recycled products.

Wastewi\$e Scheme Organisers:



UPCOMING EVENTS

- 19 June**
培訓課程：「最緊要腦力！」企業人創造新意講座(廣東話)
- 19 June**
Training: Effective Communication and Presentations Skills (English)
- 21 June ~ 10 July**
Training: Professional Business Writing Skills: Persuasive Reports and Proposals (English)
- 22 June**
Heart Health at Work – Health Check and Educational Talk
開心之旅－心臟健康推廣活動
- 22 June ~ 14 September**
Training: Mandarin Speaking Group for Beginners (Mandarin)
初級普通話會話小組 (普通話)
- 25 June**
Seminar: "The Americas: Expanding Hong Kong's Horizon" Followed by Cocktail Reception in Honour of Consuls General and Commercial Consuls of American Countries in HK (English)
- 25 June**
Cocktail Reception with Consuls General and Commercial Consuls of American Countries in Hong Kong
- 25 June**
Free Roundtable Luncheon on Marking Scheme & Selection Criteria of the 2002 Hong Kong Award for Services: Innovation (English)
「2002香港服務業獎：創意」評選準則介紹會 (英語)
- 26 June**
Training: Be Professional – Business Etiquette That Brings You To The Top (English)
- 28 June**
Distinguished Speakers Series – Luncheon with Mervyn Davies, Group Chief Executive, Standard Chartered PLC
- 2 July ~ 17 September**
Training: Business Dialogues in Mandarin (Mandarin)
行政人員商業普通話交流班 (普通話)
- 8~9 July**
Pearl River Delta Conference: "Pearl River Delta: Forging A New Force"
- 8 July ~ 21 October**
Training: Practical Mandarin for "Expatriates" (Beginners) (Mandarin)
- 8 July**
Training: Guidelines to Foreign Enterprises for Their Operation in PRC (Cantonese)
中國外資企業營運應注意的問題 (廣東話)
- 9 July**
Training: Setting Up a Small Business in the PRC (Cantonese)
如何在內地成立公司 (廣東話)
- 10 & 24 July**
Training: 5S Auditors Training Program (Cantonese)
業務管理五常法 (廣東話)
- 10 July**
Training: Requirement on Representative Office in China (Cantonese)
常駐大陸代表處應注意的操作規範 (廣東話)
- 11 July**
Training: Revision to the Value Added Tax Regime in China and Its Implications on Foreign Enterprises (Cantonese)
如何應用、申報內地增值稅及節省策略 (廣東話)
- 12 July ~ 27 September**
Training: Mandarin Speaking Group for Managers (Intermediate) (Mandarin)

COMMITTEE MEETINGS

- 21 June**
Retail and Distribution Committee Meeting
- 27 June**
HKCSI Executive Committee Meeting
- 27 June**
Membership Committee Meeting
- 5 July**
WEC Executive Group Meeting
- 9 July**
Shipping and Transport Committee Meeting
- 15 July**
China Committee Meeting
- 15 July**
Chairman's Committee Meeting
- 17 July**
Economic Policy Committee Meeting
- 18 July**
e-Committee Meeting
- 22 July**
Europe Committee Meeting

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

MARK YOUR DIARY

- 17 June**
Distinguished Speakers' Series Luncheon with HKSAR Chief Executive, Tung Chee-hwa
- 28 June**
Distinguished Speakers' Series Luncheon with Mervyn Davies, Group Chief Executive, Standard Chartered PLC
- 8~9 July**
HKGCC & SCMP Conference
"Pearl River Delta: Forging a New Force"

OUTBOUND MISSIONS

- 17~19 June**
Mission to Shenzhen & Guangzhou
- 16 ~ 17 July**
HKCSI Annual Visit to Beijing (tbc)
- 27 July ~ 1 August**
Mission to Tibet

Hong Kong General Chamber of Commerce South China Morning Post

jointly present

Pearl River DELTA CONFERENCE

"PEARL RIVER DELTA : FORGING A NEW FORCE"

Monday July 8, 2002 and Tuesday July 9, 2002

VENUE: Hong Kong Convention and Exhibition Centre

The Pearl River Delta is experiencing extraordinary economic growth. A vast labour market, massive foreign investment and progressive policies are creating an environment for unprecedented growth and potential. With Hong Kong poised to derive massive benefits from the integration, the South China Morning Post and Hong Kong General Chamber of Commerce are joining forces to host a one-and-a-half day conference, "The Pearl River Delta: Forging a New Force". This gathering of senior businessmen, politicians and academics from across China will cast a new light on the dynamics driving our region. Come and share their vision.

PROGRAMME SCHEDULE

MONDAY JULY 8, 2002 [ROOM 201]

0850-0900

Welcome Remarks

Mr. Christopher Cheng, Chairman,
Hong Kong General Chamber of Commerce
and Mr. Tad Beczak, Deputy Chairman,
South China Morning Post

0900-0930

Opening Keynote Address

The Hon. Tung Chee-hwa, Chief Executive,
HKSAR

0930-1045

Cities Forum

1. Mr. Song Hai, Vice-Mayor of Shenzhen
 2. Mr. Zhang Shunguang, Vice-Mayor
of Dongguan
 3. Mr. Liu Zhixing, Vice-Mayor of Shunde
 4. Mr. Zhou Benhui, Vice-Mayor of Zhuhai
- Moderator: Dr. Eden Woon, Director,
Hong Kong General Chamber of Commerce
Q & A at end of the forum

1045-1115

Coffee Break

1115-1230

Plenary I on "Social Implications of Pearl River Delta Integration"

1. Livelihood issues and social welfare
The Hon. Leung Chun-ying,
Convenor of The Executive Council, HKSAR
2. Property and retail: Where are the
opportunities?
Dr. Raymond Kwok, Deputy Chairman &
Managing Director,
Sun Hung Kai Properties Limited
3. Building a strong labor market
Mr. Cheng Yiu-tong, President,
Hong Kong Federation of Trade Unions

Moderator: Prof. Michael Enright, Professor
of Business Administration, School of
Business, The University of Hong Kong

Q & A at end of all three presentations

1245-1415

Luncheon Presentation on "Pearl River Delta Integration: Exploiting Cluster Opportunities" (Room 301)

Mr. Anthony May, Vice President,
Monitor Group

1430-1615

Plenary II on "Pearl River Delta as Logistics Hub" (Room 301)

1. Constructing advanced infrastructural
facilities and logistics network

- Prof. Zheng Tianxiang, Professor,
Zhongshan (Sun Yat-Sen) University
2. Building the infrastructure for development
Dr. Victor Fung, Chairman,
Hong Kong Airport Authority
 3. Growing the logistics industry
Mr. Ang Keng Lam, Chairman,
Kerry Logistics Network Limited

Moderator: Mr. Tom Mitchell, Guangzhou
Bureau Chief, South China Morning Post
Q & A at end of all three presentations

TUESDAY JULY 9, 2002 [ROOM 201]

0900-1000

Special Session on "Multinational Companies' Development in Shenzhen"

1. Investment trends and business
opportunities in Shenzhen for
multinational enterprises
Mr. Wang Zhile, Researcher, Economic
Academy, Ministry of Foreign Trade and
Economic Cooperation
2. The booming services sector and the
improving investment environment in
Shenzhen
Ms. Huang Rupu, Partner,
PricewaterhouseCoopers Consultant

(Shenzhen) Ltd.

1015-1200

Plenary III on "The Role of Pearl River Delta in China"

1. China development trends and central
government policies
Dr. Fred Hu, Managing Director,
Goldman Sachs (Asia) L.L.C.
2. Relative merits: Shanghai versus the Pearl
River Delta
Mr. Tung Chee-chen, Chairman,
Orient Overseas (International) Ltd.
3. Environment: How to make a clean start
Ms. Christine Loh, CEO, Civic Exchange
4. The implications of the Closer Economic
Partnership Arrangement (CEPA)
Mr. Stanley Ko, Chairman, Hong Kong
Coalition of Service Industries

Moderator: Dr. Eden Woon, Director,
Hong Kong General Chamber of Commerce

Q & A at end of all four presentations

1200 **End of conference**

For enquiries, please call Ms Kitty Fok at (852) 2565 2410 or Ms Jodi Cheng at (852) 2823 1227.
Please visit the Chamber website at www.chamber.org.hk for information about the latest program.

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