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RELAUNCH AND
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**ANTHONY
NIGHTINGALE
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ANNUAL GENERAL MEETING FULL REPORT 會員週年大會匯報

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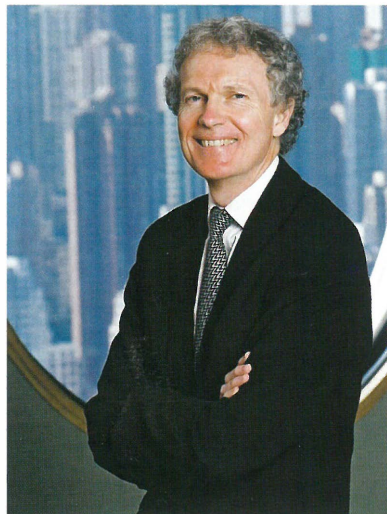
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認識新主席

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Letters to the Chamber 讀者來鴻

Rebuilding confidence in Hong Kong

Last month the Chamber sent over 300 hundred letters to its overseas contacts to provide them with clear and accurate information on the SARS situation here. We also encouraged members to do likewise. Following are some of the responses to those letters.

I would like to show my strong support for the Chamber in rebuilding the confidence of Hong Kong through its connections around the world. It is essential that the right information get across because the news received overseas might be reported or interpreted incorrectly.

The draft sample letter you provided to members is very useful, particularly for SMEs, like my company, to bring the true picture to our associates in Europe and America.

The WHO travel advisory badly impacted our regional activities but there are now clear signs that the community is starting to get back to normal. However the government needs to continue efforts to rebuild the clean, hygienic and healthy image of Hong Kong.

*Charles Chau Kwai Yip, Director
Tech. Vantage International Ltd*

* * * * *

We have been giving updates on the SARS situation in Hong Kong to all our overseas contacts every week. In mid-May, with the continuing decline in the number of new reported cases every day, we stuck our neck out and proclaimed that the situation in Hong Kong should

revert to normal no later than the end of May. On the other hand, we were still worried about the situation in China at that time.

Whilst we support any general PR campaign for the good name of Hong Kong, we do not think that it really makes any difference to the business community overseas. The trouble is that if the advisory warning against travel to China is not lifted, then the attraction to overseas business visitors for a one-stop visit to Hong Kong is not enough.

We think it is more meaningful for Hong Kong to provide as much assistance to China as possible so that they can follow in our footsteps in having the travel warning lifted. A campaign to help China is also good PR for Hong Kong. Our efforts will be admired by the world community, as well as our compatriots across the border, and in doing so create concrete results which be for the good of Hong Kong.

*John Lau, Managing Director
Cargo Services Far East Ltd*

* * * * *

While I fully support all efforts to boost confidence in Hong Kong overseas, I also think more

should be done to re-build confidence among Hong Kong people themselves. Without a positive and confident frame of mind, all kinds of problems will linger on. I know that the Chamber will be working with the government, with the community and conducting your own events to this end, and I hope some of these events will help boost Hong Kong people's confidence and convince them that "Tomorrow will be better."

One of most important things what we should consider is how to create more solid business opportunities in Hong Kong? I think there are two major areas that we should focus on:

1 Domestic growth – Generate more positive business opportunities to stimulate Hong Kong's economy. Since every single business is suffering not only from SARS but also from the worldwide economic slump, only the Hong Kong Government has the means to stimulate business activity and the economy.

2 Overseas growth – more market-specific promotions should be properly executed to highlight and promote a positive image of Hong Kong overseas. There are many business opportunities in Hong Kong, but we need to let businesses overseas know more about these opportunities. In the commercial world, "everyone likes to be a winner," and "everyone likes to do business with a winner." Now, we have to tell and show the world what a winner Hong Kong is.

*Kathy Lo, Managing Director
New Modern Technology Ltd*

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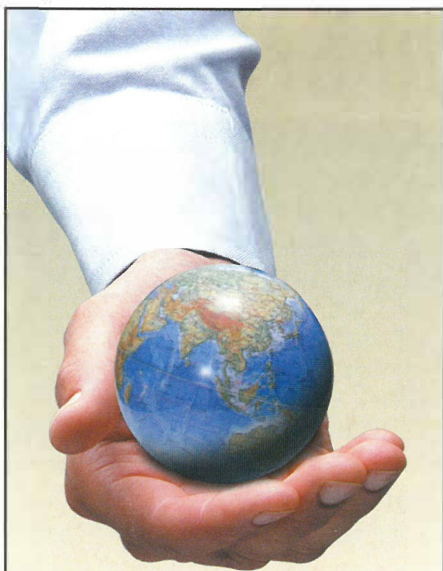
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信心重建

總商會上月去函超過300名海外友好，清楚告知香港防疫實況，亦鼓勵會員仿效，下面為多位會員的回響。

我熱烈支持總商會透過海外聯繫重燃香港的信心，發佈疫情的正確訊息至為重要，避免出現誤導。

總商會向會員發出的信件式樣十分有用，能助我們向歐美生意夥伴報告實情，對像敝公司的中小企尤然。

世界衛生組織發出對香港的旅遊警告，已嚴重影響區內業務。香港社會已明顯開始運作如常，但政府還須繼續努力重塑香港的清潔、健康和衛生城市形象。

特藝佳國際有限公司
董事 葉秋葵

* * * * *

我們每週向海外人士發佈香港的最新疫情。五月中，本地每日新增個案持續減少，我們期待香港於五月底前回歸正軌，可惜中國的疫情確實堪憂。

我們支持任何惠澤香港的公關活動，但卻認為這對海外商界的效用不大。問題是世衛對中國的旅遊警告未除，香港對海外商客的吸引力始終稍遜。

較有意義的做法是盡力施予中國援

手，使得中國的旅遊警告亦早日撤除。舉行以援助中國為主題的活動，亦不失為公關良策。此舉必教世界和兩岸同胞欽羨，所得實際成果定能造福社群。

嘉宏航運有限公司
董事長 劉石佑

* * * * *

在增加海外對港信心的同時，我認為應在回復港人信心方面多做功夫。欠缺積極和自信，所有疑難都不能解決。總商會將為達致這目標，與政府和市民合作，還舉行相關活動。我期盼能藉此振奮港人信心，使全民領略「明天會更好」的真諦。

我們應認真考慮開創商機之途。我認為此中有兩個重點：

香港經濟增長 — 發掘更多商機，刺激本港經濟。各行各業所受困擾不單源於非典型肺炎，也歸因環球經濟衰退。只有香港政府能復興商業活動以至整體經濟。

外圍經濟增長 — 應多推行針對不同市場的宣傳計劃，執行得宜，必能突顯和促進香港的國際形象。香港商機蓬勃，我們應設法令外商知得更多。商業世界裡，「人人皆想稱雄」，亦「人人皆想與皇者交易」。何不立即行動，向世界宣示香港威勢。

新式科技有限公司
董事總經理 盧趙新蓮

廿世紀首十年內創辦的會員公司，請聯絡一名本地記者

《南華早報》今年慶祝創刊百週年紀念。資深專欄作家冼樂嘉正撰書紀念該報百年來服務社群，同時編製多個特輯，於該報創刊日11月6日左右刊載。

冼氏主掌的冼樂嘉新聞資訊有限公司於1990年加入總商會，他現欲聯絡於廿世紀首十年內創立的任何會員公司。（其中一家是香港纜車，纜車服務於1904年開展。）

《南華早報》將於百週年紀念日前後刊登上一個世紀的活動照片。冼氏已搜羅到一張保良局董事會攝於1903年週年大會的珍貴相片，它將與今日的董事會照片一併見報。

冼氏說：「我希望於該十年內創立的總商會會員公司跟我聯絡，與它們談談可否提供一些適合的昔日活動圖片，連同公司簡史一併登於紀念特刊。目的是重現1903年的香港情懷，並彰顯本地卓越機構在香港臻取獨特地位中的貢獻。慈善組織保良局和交通營辦商香港纜車皆是當中表表者。當然，我們還歡迎其他不同類型的公司。」

如會員公司藏有該時期的相片，歡迎與冼氏聯絡，電郵：kevsin@pacific.net.hk。

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Health and hygiene are everyone's responsibility

The World Health Organisation's lifting of its travel advisories on Hong Kong and Guangdong is most welcome news. We've beaten the epidemic this time, and now we can get back to business. While there are still reports of new cases elsewhere, and the WHO has yet to lift the travel advisory for other parts of China, it seems the worst is over for now.

You will notice the words "this time" and "for now" in the above paragraph. This is because, although containing this disease has been very tough, now comes the equally hard part: preventing, or minimizing the next epidemic. It would be both foolish and dangerous to assume that our battle with SARS was a once-in-a-lifetime catastrophe, and that we can go about our lives much as we did before. We need some fundamental changes, in our daily lives, in our work environments, in our public health care system, in our crisis management techniques and in our ability to work together with other countries and jurisdictions to fight this menace. While we still have the Hong Kong and international communities united to fight this danger we need to use that spirit before it slips away.

In our daily lives, we need to continue many of the good habits we practiced this spring. We need to continue to wash our hands frequently and wear face masks if we are ill. There should be strict and heavy fines against people who spit in public, litter or keep an unhygienic home or workplace. In business, we need to ensure we provide a safe working environment for our staff, and do not facilitate contagion. Front-line employees in frequent contact with the public should be encouraged to report any illness to management, and employers should look with compassion on those who might need some time off.

One area that certainly needs attention is our wet markets. We must significantly improve the hygienic conditions in these premises, greatly tighten both regulations and their enforcement, and reconsider activities such as the slaughter of live chickens in such facilities.

In our public health care system we need to guarantee that the heroes putting their lives at risk are provided with the best possible equipment, training and facilities necessary to do their jobs, along with information and intelligence on best practices in dealing with whatever diseases we as a community face. It is unacceptable for a first world society such as ours not to be prepared for emergencies.

Our public health crisis management needs a lot of work. The slow response with which Hong Kong recognized the problem and began to take steps to contain the spread of SARS caused unneces-


sary fear both at home and abroad. We need to recognize that we didn't do enough, early enough, to contain the hysteria. A professional panel to look into how we did in the SARS crisis would be a start to any reform or new initiatives to improve our public health crisis management system.

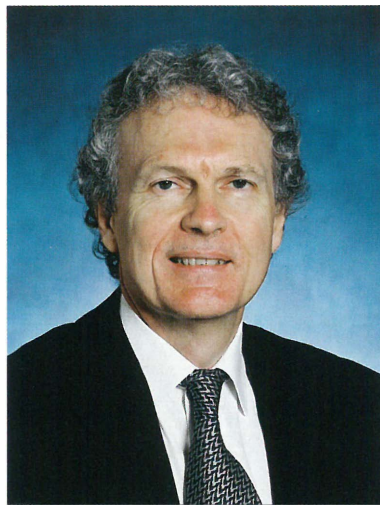
Internationally, we need to step up our efforts to head off the spread of epidemics at an early phase. Disease knows no borders; it doesn't care where sovereignty or jurisdiction begin and end. To this end, we need a much stronger health information network among the societies of Asia, one that allows immediate and direct communication among health care experts anywhere in the region. We need to set aside pride,

and ask for help when help is needed. We need to bring to our neighbors' attention conditions in their jurisdictions that threaten all of us. We need to realize that globalization is more than tariffs and sectoral liberalization. It is also about people movement and disease transmission. And, we need to bring together the best minds available to focus on rapidly finding solutions.

It has been suggested that Hong Kong build a world class infectious disease institution, along the lines of the Centers for Disease Control and Prevention in the USA. This is a step in the right direction, and an excellent long-term plan. But it should do more than research, it should be an intelligence gathering, alert, and crisis management center. Then it will give us the tools to fight disease in the next decade and beyond. Such an ambitious undertaking will not be cheap, and will take years to produce results. Yet, the benefits are clear.

We have the opportunity not only to reduce the impact of future epidemics but also to develop further the SAR as a key regional center. Hong Kong has the unique characteristics required to become a global public health research and management center. We have the ability to draw on people from around the world, not just in our own city. We have the connections to every country in the world that allow us to communicate across political lines. And, we have the impetus, in the form of the economic threat of doing nothing.

Hong Kong is perhaps the world's greatest monument to the positive forces of globalization, but we also receive the less welcome consequences. When the Asian financial crisis struck, we strengthened our response mechanisms to ensure that we would not be a victim of those uncontrollable forces. Now, it is time to tackle another pan-Asian problem. If we do not, if we fail to move strongly forward in improving the hygiene and health care of our city, we will lose the trust of our business partners, visitors and neighbors. 



Anthony Nightingale
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保健強生眾人之責



世界衛生組織撤銷香港和廣東省的旅遊警告，肯定是天大喜訊。我們目下已擊敗非典，商業活動正恢復正常。雖然其他地區仍續發現新個案，世衛亦未撤除中國其他城市的旅遊警告，但最壞的情況暫時已經過去。

您會發現，上文用了「目下」和「暫時」這些字眼，這是因為我們正面對控制疫情更艱巨的任務，就是防止疫潮再次爆發或把這機會減至最低。我們不要以為炎症只是一場一次性災難，並可繼續以前的生活方式，這種想法是不智和危險的。我們需要在多方面徹底轉變，包括日常生活、工作環境、公共醫護制度、危機管理技巧及與其他國家和地區聯手抗擊的能力。今天，香港和全球皆齊心對抗病毒，我們須努力凝聚這股精神，發揮力量。

日常生活方面，我們需保持今春養成的大部分良好習慣，如勤洗手、生病時戴口罩等。在公眾場所吐痰、亂拋垃圾、未能維持家居或工作環境衛生的人，應一律重罰。營商方面，我們需確保工作環境安全，並防止病毒擴散。公司應勸喻與公眾頻密接觸的前線員工，身體不適時向管理層匯報。若僱員因病需要休息，僱主亦應體諒。

街市衛生是另一亟需關注的範疇。我們須大大提高街市的衛生水平，大幅收緊條例和執法，及重新考慮在街市屠宰活雞等舉動。

醫護制度方面，我們需保證偉大的醫護英雄能獲得最佳保護裝備、培訓和設施以執行職務，還要向市民大眾發佈應付社區疾病的正確知識和資訊。香港是世界一流都會，絕對不能欠缺緊急應變的能力。

我們還須策馬加鞭，強化公共健康危機管理。香港對今次事件反應緩慢，未能及時控制病毒蔓延，引起本地和海外不必要恐慌。我們必須承認，在抑制驚恐情緒方面做得不夠好、不夠快。聘請專家小組檢討我們在應付非典危機的表現，應是改革公共衛生危機管理制度的第一步。

對外方面，我們需及早阻止傳染病蔓延。疾病無分疆界，所以我們需鞏固亞洲社會的醫療資訊聯繫網絡，讓全區醫護專家能即時和直接溝通。我們需放下自尊，在必要時尋求援助。我們亦需呼籲鄰近國家和地區關注本身疫情，以防病毒擴散。我們須明白，全球化不但帶來關稅和行業開放，還有利人流和疾病傳染。此外，我們需網羅頂尖醫療人才，盡早尋求抗病良方。

不少人建議香港以美國疾病控制及預防中心為藍本，成立世界級傳染病機構。這是正確的一步，而且有利長遠規劃。不過，它不應只是一家研究機構，更應肩負收發情報、戒備和危機管理多個職責，賦予我們足夠能力抗禦日後的疫症。這個遠大的計劃耗資不菲，並需要多年才見成果，但裨益是清晰可見的。

我們不但可藉今次事件減少未來傳染病的影響，更可進一步把特區發展成為主要的區域醫護中心。香港具備晉身全球公共健康研究和研究中心的優秀條件。我們有能力招攬世界各地人才，並能聯繫全球進行廣泛溝通，而不受政治限制。在經濟低迷之時，我們亦能保持動力，繼續前進。

香港或許是最積極推動全球化的地區，但全球化也給香港帶來若干不良影響。亞洲金融危機進襲時，我們成功增強應變機制，以確保不受外圍因素衝擊。現在是時候解決另一個關乎全亞洲的問題。若我們不馬上行動，著力改善本港衛生和醫護系統，便會失去業務夥伴、遊客和鄰國的信任。



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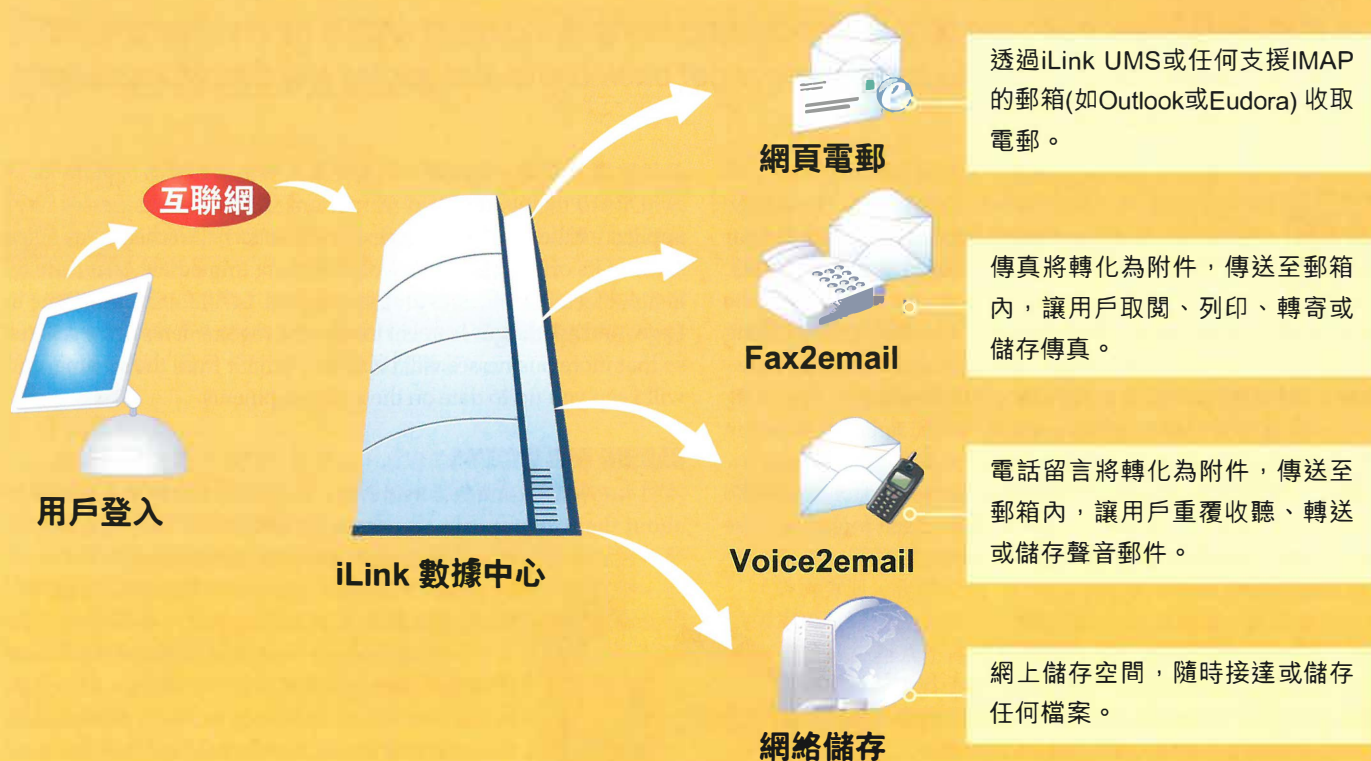
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United we can weather the storm

Now that SARS has been brought under control, Hong Kong must regain its confidence and that of overseas visitors to help the economy get back on its feet, writes the Chamber's Legco Rep, The Hon JAMES TIEN

The outbreak of Severe Acute Respiratory Syndrome (SARS) this March in Hong Kong has badly affected our daily lives, the economy and our health care system. With the SARS situation now under control and the World Health Organisation (WHO) travel advisory against Hong Kong lifted, we now must unite to deal with the challenges following the crisis to revive Hong Kong as soon as possible.

According to the latest government statistics, unemployment in Hong Kong has risen to 7.8 percent, while underemployment now stands at 3.2 percent, which reflects the adverse impact that SARS has had on businesses. Many companies have been forced to close down, cut their headcount or have asked employees to take unpaid leave.

BOOSTING CONFIDENCE TOP PRIORITY

With the lifting of the travel advisory by WHO against non-essential travel to Hong Kong, it is time for the government to launch economic revival initiatives to convince both Hong Kong and overseas citizens that the problem in Hong Kong has been solved. This would boost the confidence of consumers, tourists and investors.

The government's HK\$11.8 billion SARS Relief Package, unveiled in April, has allocated HK\$1 billion for local and overseas promotional campaigns. I have suggested that the government first try to stimulate the domestic economy by subsidizing incentives to encourage spending, such as shopping benefits, lucky draws and free parking services. Once activity in the local market picks up again, the government can start large-scale promotional activities abroad. By doing so, the economy is expected to recover more rapidly.

The government established a HK\$3.5 billion loan guarantee scheme, especially to provide loans to the four hardest-hit sectors – tourism, retail, restaurant and entertainment – so that they can pay staff salaries. While the intention is good, strict application requirements have discouraged businesses from applying for a loan.

For example, employers applying for the scheme are required to provide a personal guarantee, meaning that they have to repay the debt themselves if their company is forced to close down. As such, many employers will choose to suspend business rather than apply for a loan if prospects are poor. Moreover, firms with two or more shareholders, especially restaurants, will find it very difficult to get their shareholders holding 90 percent or more of the equity interested in guaranteeing the loans.

Due to the overly rigid restrictions, far fewer businesses have applied for the loan than were expected. In fact, the scheme has fallen short of its original objectives of providing immediate cash flow relief to affected businesses and saving jobs. I will follow this issue in Legco and ask the government to relax the requirements of the scheme so that more businesses will be able to benefit from the scheme, and will keep you up to date on these developments.

CARING FOR VICTIMS

I know that many businesses are very concerned not only about the economy, but also about SARS victims. Despite financial hardship, many Chamber members donated money to the "Business Community Relief Fund for Victims of SARS."

The fund, which I initiated together with some Chamber members and business friends, offers immediate financial assistance to SARS patients and the surviving family members of victims who died of SARS in a bid to help them overcome their immediate difficulties. The fund has already raised about HK\$30 million, half of which will be used to help local victims and the rest will be used for Mainland victims.

For Hong Kong, the Social Welfare Department has been entrusted to assist in the processing of applications and distribution of funds. The families of deceased patients may receive a one-off donation of HK\$50,000 to HK\$200,000, while recovered patients may receive a maintenance allowance of between

HK\$3,000 and HK\$8,000 for up to three months.

For China, The Red Cross Society of China has been entrusted to do the same job. The families of deceased patients in the Mainland may receive a one-off donation of 10,000 RMB to 20,000 RMB, and recovered patients may be given a one-off maintenance allowance of 1,000 RMB to 2,000 RMB.

I would like to extend my heartfelt thanks to everyone who donated to the fund. If it were not for your active support, the fund would not have raised the considerable sum that it has done in such a short time to help SARS victims. I hope that you will remain united to support the community relief work and help Hong Kong recover its vitality as soon as possible.

If you have any comments or proposals on my views, 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.



James Tien 田北俊

團結一心抗逆境

總商會立法會代表田北俊議員稱，隨著非典受控，香港須重建市民和海外人士的信心，務求本港經濟盡快重納正軌

非典型肺炎在香港爆發多月，對人命、經濟、醫療等各方面都造成嚴重打擊。隨著疫情緩和及世界衛生組織撤銷香港的旅遊警告，我們目前必須同心協力處理艱巨的善後工作，盡快令香港回復正常。

據政府公佈的數字，因受非典型肺炎的影響，失業率和就業不足率已分別回升至7.8%和3.2%高位，反映很多企業受疫症打擊甚大，公司例閉、裁員、放無薪假等情況增多。

首要恢復信心

隨著世衛撤銷香港的旅遊警告，政府的振興經濟措施也是時候陸續推出，務求令市民和海外人士相信本港的問題已經解決，從而恢復消費、旅遊和投資的信心。

在政府早前提出的118億港元救市方案中，有十億港元撥作舉行海外和本地推廣活動。我已建議政府先著力刺激本土經濟，撥款予不同業界，協助他們推出具吸引力的推廣活動鼓勵市民消費，例如購物優惠、大抽獎、免費泊車等。待本地市場重新活躍起來之後，政府才適宜展開大規模的海外宣傳工作，藉此快速起到救市作用。

至於政府特別設立的35億港元貸款擔保計劃，為四個重災行業即旅遊、零售、飲食及娛樂業的經營者，提供貸款作發放薪酬之用，原意是好的，可惜規限過嚴，妨礙有關業界申請。

例如，申請機構的僱主須提交個人擔保，換言之，一旦公司倒閉，欠款便會「上身」，因此僱主若認為前景欠佳，情願暫時結業，也沒有信心申請貸款。而且對於一些有兩名或以上股東的企業，尤其是酒樓、食肆，要持有九成股權的股東為貸款作擔保，是非常困難的。

由於申請規限過嚴，申請的企業遠少於預期，該計劃根本未能達到原訂目標：協助有困難的企業周轉，避免結業及增加失業人口。我會在立法會跟進此計劃的實行狀況，並要求政府放寬規定，務求令更多企業受惠。待有進一步消息，定會向各位匯報。

向受難者表關懷

除了經濟，我知道很多同業也對今次疫症受難者非常關心。即使面對經營困難，難得很多總商會會員仍樂意響應呼籲，捐款予「工商界關懷非典受難者基金」，向受難者伸出援手。

該基金是由我與和一些總商會會員及工商界朋友發起的，目的是幫助非典型肺炎患者和死者家屬，協助他們度過即時的經濟困難。基金現籌得約三千萬港元，其中一半金額用作援助本港受難者，其餘一半則協助內地同樣受疫症打擊的人士。

香港方面，我們委託了社會福利署向有關人士發放援助金。病故者家屬可獲發放五至二十萬港元的一次過資助；而病患者每個月則可獲發放三至八千港元之生活津貼，為期最多三個月。

內地方面，我們已委託中國紅十字會負責處理基金的審批和發放工作。內地的病故者家屬可獲發放人民幣一至二萬元之一次過資助，而病患者每人可獲為數人民幣一至二千元的一次過生活津貼。

我想借此機會衷心感謝每一位捐款人，因為全賴大家熱心捐輸，基金才可在短時間內籌得善款，迅速援助該些有需要人士。希望各位繼續團結一心，支持社會上的援助工作，共同使香港早日恢復生機。

如您對本人的意見有任何評論或建議，歡迎直接向我反映。通訊地址：中環皇后大道中8號立法會大樓；電郵：tpc@jamestien.com；電話：2500 1013；傳真：2368 5292。

B



Bulletin online

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Reinvigorate, Relaunch and Rebuild

It was great news that the World Health Organisation travel advisory against non-essential travel to Hong Kong was lifted on May 23. But in its wake, SARS has left a trail of economic devastation from which Hong Kong needs to recover. And this recovery is not counted in days, but in months and perhaps in years. This is why the Chamber submitted to the Hong Kong Government a plan which is known as the “555” plan. It is so named because of the phasing therein – five weeks, five months, and five years, which correspond to what we describe to be the recovery action of “reinvigorate,” “relaunch” and “rebuild” respectively.

You can find the entire proposed plan on page 24, but basically, the first phase is a communications and confidence phase. This involves not only the government, but all of us telling our overseas contacts that we are winning the war against SARS, that we continue to be confident about Hong Kong and they should continue to do business with us. The Chamber sent over 300 letters to business associations around the world telling them this story in early May, and it also sent out to its 4,000 members a sample letter telling the same story to our members’ overseas contacts.

It also wrote letters to hundreds of newspapers around the world. And it will be working with the International Business Community in Hong Kong and Operation Unite on programs to build confidence during this time—for example, the “celebration” event on June 7.



Dr Eden Woon 翁以登博士

Phase II is when we do a five month promotion, inviting renowned figures in business and culture to come to Hong Kong, and conducting international conferences here. Chamber members will be going to the four corners of the world to talk about our comeback, and Chamber programs will all have the theme: “Doing Business in Hong Kong after SARS.” Business visitors will be encouraged to return, and we would expect Mainland and regional tourists to start coming back too.

But ultimately, we have to be realistic. This is a city where diseases may strike again, and even this one time has left scars in the minds of many visitors. Therefore, in the next five years, during Phase III, we must turn this place into a model of good environmental health and cleanliness with the ability of managing future health crisis. Our Chairman in this issue laid out some of his thoughts on that. But public education and awareness and a fundamental change in attitude need to accompany deep structural changes here.

Finally, China must control its own SARS problem, and we must communicate with them more clearly on public health issues. And we are also counting on solutions to SARS becoming more and more known with vaccines and cures being available in time.

Without these conditions, all the recovery programs in the world would not work. With these conditions, it still requires hard work from everyone of us for an extended period. Hong Kong cannot have a short attention span. The Chamber promises it will not forget the spring of 2003.

B

重振、重推、重建

世界衛生組織於5月23日撤銷香港的旅遊警告，是大好消息。然而，非典型肺炎對香港經濟造成的巨大破壞，卻明顯需要一段時間，甚或多年後才能消除。總商會特此向港府提出「三五」計劃，倡議分五星期、五個月和五年三個時段，分期「重振、重推、重建」香港的優勢。

建議詳載於本刊第24頁。第一期計劃首重溝通和信心建立，除特區政府外，全港市民須協力聯繫海外人士，告訴他們香港已戰勝疫境，且對香港信心不變，他們應跟香港照常做生意。總商會已於五月初向全球300多間商業機構通報疫症始末，並向4,000名會員發出函件式樣，方便他們去信海外。

本會亦將與香港國際商會和「心連心·全城抗炎大行動」攜手推行項目，以重拾各界對香港的信心，如6月7日的「慶典」。

第二期計劃提倡用五個月進行宣傳，手法包括邀請國際商業和

文化界翹楚來港以及在港舉辦國際會議。總商會會員可將香港蓄勢重來的訊息廣佈世界，本會活動將以「疫後營商」為主題。在鼓勵商務旅客回流的同时，我們期望內地和區內遊客快快重臨。

畢竟，務實才是上策。疫症已在眾多旅客心中留下烙印，甚至有再度蹂躪香江之虞。所以，我們要在未來五年即第三期計劃中，積極把香港重建成為全球衛生與清潔城市的楷模，具有處理各種健康危機的能力。本會主席在今期月刊抒發了一些個人見解，請詳見另文。徹底的制度改革，輔以公眾教育和意識培養，以及根本態度改變，是我們賴以成功的關鍵。

中國須盡力控制非典，我們要就公共保健事宜多與內地溝通。我們期待治療非典的疫苗和藥物能早日研製成功，若療法欠奉，一切復興計劃皆是空談，但即使療法就緒，仍須社會大眾持續努力。香港慣常很快淡忘危難，總商會承諾永不忘記今年的春天。

B

Letter to the Editor:
**Chamber CEO Writes to
Overseas Media**

Spirits soared high in Hong Kong on May 23 as the World Health Organisation lifted its advisory against non-essential travel to Hong Kong and Guangdong. The move came after months of hard work by both Hong Kong and Guangdong to control the spread of SARS. With the travel advisory lifted, the Chamber feels Hong Kong must unite, as it did in the battle against SARS, to tell the world that "we are back" and welcome visitors to do business and visit here again. To this end, the Chamber's CEO wrote to almost 100 newspapers around the world to inform them about the true extent of the situation here.

HKGCC

Hong Kong General Chamber of Commerce
香港總商會 (1861)

May 26, 2003

Dear Editor,

The lifting of the travel advisory against non-essential travel to Hong Kong and Guangdong by the World Health Organization (WHO) on May 23 is a clear indication that both Hong Kong and Guangdong have succeeded in putting the SARS disease under control. In both places, the number of new SARS cases has been either zero or in low single digit for many days now, and the number of recovered patients is growing steadily. Not a single case of SARS has been exported from Hong Kong recently. The Hong Kong General Chamber of Commerce does understand that many may have doubts about traveling to Hong Kong, but with this endorsement from the WHO that Hong Kong has contained the outbreak of SARS, we want to use this letter to ask business visitors and tourists alike to consider coming back to Hong Kong.

The Chamber wants our future visitors to Hong Kong to know that despite this victory, Hong Kong intends to keep up our infection-control alert and to maintain measures to ensure the good health of all who live and visit here. For example, at all border checkpoints and at the airport, temperature is taken of every incoming or outgoing person. Hong Kong has a transparent system with top-notch medical care, and your readers will find that citizens of Hong Kong are well informed on preventative measures to curb the spread of SARS. We will be vigilant to ensure that you will find Hong Kong even safer and cleaner.

Furthermore, the Chamber hopes that some discriminatory practices against travelers and goods from Hong Kong will be dismantled, since there is no reason—and WHO endorses this view—either to quarantine perfectly healthy travelers who come from Hong Kong or to be suspicious about goods shipped from Hong Kong which scientists say cannot possibly contain any virus.

Meanwhile, Hong Kong's strengths as a regional business hub, and its hard-earned reputation for resilience and flexibility, make Hong Kong as important to international business today as it was before the emergence of SARS. It is an excellent location to be a springboard into China. China—and it is beginning to contain its own SARS problem—will continue to be the fastest growing economy in Asia which cannot be ignored by any far-sighted company. And Hong Kong provides business people a comforting and efficient location to do business with China.

Finally, with the WHO travel advisory lifted, the Chamber hopes to see many of you here in Hong Kong soon. Hong Kong business people are all geared up in re-engaging with customers and potential clients. In the next few months, in addition to company travel and dealings, a series of city-wide high profile activities, ranging from trade fairs, mega sales, discount travel packages, large scale international conferences, cultural events, etc. will be organized. You can discover for yourself that Hong Kong, the World City of Asia, remains a magnificent place for you to do business and explore.

Yours sincerely,



Eden Woon
CEO
Hong Kong General Chamber of Commerce

香港總商會
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總商會總裁致函海外傳媒

5月23日，世界衛生組織撤銷香港和廣東省的旅遊警告，全港情緒高漲。港粵多月來努力控制非典型肺炎，現已取得成果。隨著旅警撤除，本會認為港人必須繼續發揮抗災期間的團結精神，告訴全世界「香港重生」，並歡迎海外人士如常來港經商和旅遊。本會總裁為此去信全球近百份報章，講解香港疫症的實情。

For a man who spent a number of his childhood years in France and Germany, laid the foundations of his career in Japan and Saudi Arabia, and visits Singapore, Malaysia and Indonesia almost monthly, the Chamber's newly elected Chairman, Anthony Nightingale, says there is no place like Hong Kong. *The Bulletin* Editor Malcolm Ainsworth spoke with the new Chairman about his career, Hong Kong's economic prospects and the current challenges the territory faces. Following are excerpts from that interview.

THE BULLETIN: You are a bit of an international nomad, having lived and worked around the world. When did you first come to Hong Kong? And where do you call home?

ANTHONY NIGHTINGALE: I first came to Hong Kong in 1969, straight out of university at the age of 21, to start work at Jardine Matheson. I worked in Japan for most of the 1970s, and for five years in Saudi Arabia in the mid-1980s. As a child, I also lived in France and Germany as well as the U.K., but Hong Kong is the place that I call home. I've now lived here longer than I have lived anywhere in my life. I'm very happy here.

Has living in so many countries been a challenge?

I think I have been very lucky in my life and my career in that I have had the opportunity to live in and travel to many places. I do think, because of my experience, I am fortunate to have a very broad international perspective and I am exposed to and see how a lot of people internationally view Hong Kong. And I also have the opportunity through my international connections to try to promote a more balanced view of Hong Kong than sometimes is portrayed in the world media.

Obviously, the biggest challenge facing Hong Kong today is SARS. What do you think of the government's recently announced measures to help companies get through this SARS crisis?

The government's recently announced economic relief measures for companies being badly affected by the SARS crisis, many of which were submitted to government by the Chamber, have been welcomed by business. But if there is one area where I think Hong Kong could have been a bit more generous is to airlines and the operators at Chek Lap Kok, and my understanding – from the Chamber's Economist – is that certain countries have been more generous in that respect. But that is a small, as it were, complaint against the background of generally being satisfied with the government's economic relief measures.

The government has not done much on crisis management and PR work internationally. Is this something that should be left until later?

At the moment, it is quite good news the way that Hong Kong has got its arms around this problem and the number of new cases have fallen dramatically. But instead of the focus on that, you quite often see in the international media the fact that the number of deaths have risen, or that there is a fear that people who have had SARS will have their lungs permanently damaged, and that sort of thing. So if one is not careful the bad news tends to get emphasised rather than the success stories. So I think more work should be put on promoting the positive side of what Hong Kong has been achieving.

The third point that the Chamber is calling for is a proper re-launch of Hong Kong, involving short-, medium- and long-term



strategies. The Chamber on May 12 prepared a paper for government [see page 24] to get the ball rolling with ideas on how this should be carried forward.

Do you think the SARS relief measures may over the short-term exacerbate the budget deficit?

The Chamber is totally in favour of the government's initiatives. When you have a crisis, you have to turn to it and manage that as best you can. There is a time to save and a time to spend, but that doesn't take away the fact that over the medium-term we have a serious problem with the budget deficit.

The whole community has been calling for the government to fo-



認識新主席

總商會新任主席黎定基在法國、德國等地度過童年，事業扎根於日本和沙地阿拉伯，並幾乎每月穿梭新加坡、馬來西亞和印尼，他認為香港是與眾不同的。本刊編輯麥爾康與他暢談事業、香港經濟前景和當前挑戰。訪問節錄於下：

《工商月刊》：閣下足跡遍天下，視野遼闊。您何時來港？那裡是汝家？

黎定基：我於1969年踏足香港。當時21歲，剛大學畢業，便加盟怡和，先於七零年代獲派駐日本，八零年代中調派往沙地阿拉伯五年。我在法國、德國和英國度過童年，但我視香港為家。我在這裡居住的日子比其他地方都要長，生活過得很愉快。

曾居於這麼多地方，是否挑戰？

我覺得自己的人生和事業滿載運氣，有機會到許多地方生活和遊覽。本身經歷令我養成廣闊的環球視野，還讓我瞭解不同國籍人士對香港的看法，我真的很幸運。我又可藉著與海外人士的聯繫，嘗試為香港塑造一個較中肯的形象，平衡各地傳媒對香港的報道。

非典型肺炎顯然是香港當前最大的考驗，您對政府近期公佈的紓困措施有何看法？

政府最近就非典型危機公佈的一系列紓困措施受到商界歡迎，其中大部分與本會早前向政府提交的建議吻合，惟政府應在機場方面多花心思，更用力幫助航空公司和赤鱗角機場的營辦商。我從總商會經濟師得知，若干國家在這方面較為慷慨。各界普遍滿意政府今次的救市措施，就只有這一點美中不足。

政府在危機處理和公關方面看來做得不夠，您認為應如何加強？

香港的疫情已大致受控，每日新增感染宗數大幅減少，這無疑是喜訊。可是，國際傳媒的焦點卻往往在於死亡人數上升，或曾患沙士的人的肺部會永久受損這些憂慮。因此，若我們不小心處理，傳媒便會愈趨報憂不報喜。我認為，政府應更著力宣揚香港的抗災成績。

總商會正呼籲政府推行一項適合的計劃以重推香港，涵蓋短、中和長期策略。本會於5月12日向政府遞交建議書（見第24頁），闡述如何實踐目標。

依您看來，上述紓困措施短期內會否令財赤擴大？

本會絕對支持有關措施。危機降臨，您就要盡全力應付。所謂應花得花，應省得省，但我們仍須面對中期內財赤嚴重這個事實。

社會各界皆促請政府設法節流以減少財赤，尤其是削減經常開支，而不是公共工程開支。對於財赤問題，我還有兩項建議。其一是香港需要擴闊稅基，因為現時的稅收來源太過狹窄，我想這點人人普遍認同。因此，首要目標是減少政府開支，其次是尋求適當方法擴闊稅基。

香港應增強在私人融資方面的創造力。私人融資有別私有化，兩者不應混淆，後者是控制財赤的另一辦法，而前者則由私人界別資助一向由政府承擔開支的發展項目。私人融資已在英國取得顯著成效，我建議香港更積極推動私人融資，藉以減省公共支出。

cus its efforts on trying to bring its expenditure – particularly recurrent, as opposed to public works expenditure – into line to improve the budget deficit. But I would add two more things. One is Hong Kong does need to broaden its tax base, because it is reliant now on too narrow sources of taxation – I think everyone generally would agree with that. So although target one is to reduce government expenditure, target two is to look for the right ways to broaden the tax base.

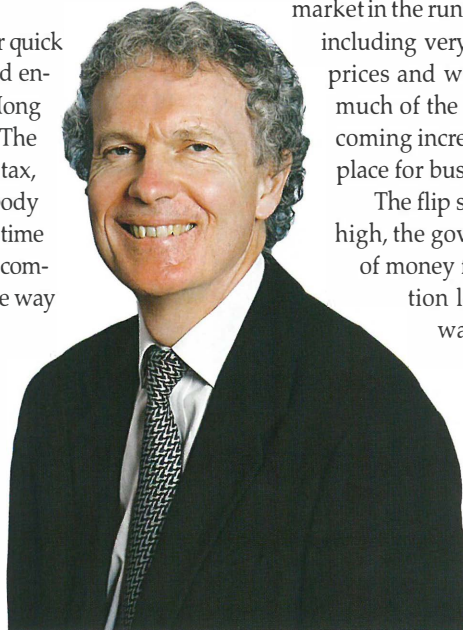
I think Hong Kong could be more creative than it has been in pursuing private finance initiatives (PFI), which should not be confused with privatisation. Although privatisation is another way of managing the deficit, PFI involves getting the private sector to fund projects which, historically in Hong Kong, have been paid for by the

government. PFI has been used to great effect in the United Kingdom and I think Hong Kong could look more actively at PFI as a way of reducing government expenditure.

Why do you think the government has not aggressively pursued these options?

Changing government policies is never an easy or quick thing, because there are a lot of different voices and entrenched thinking in any civil service, not just in Hong Kong. Community views also have to be considered. The community is very divided on bringing in a sales tax, because nobody likes to pay extra taxes, and everybody realises that a sales tax should not be introduced at a time of economic downturn. But at the end of the day, the community understands that Hong Kong must find some way to broaden its tax base.

The Chamber's view, regarding the sales tax, is the government should study and set up the mechanism to get into place a sales tax, because our understanding is it takes two or three years to set up. But it should not be implemented at a time when the economy is weak, and government should not implement a sales tax until it is convinced that it has done everything that it can on the cost reduction side.



Hong Kong seems to have been pummelled by crisis after crisis over the last few years – deflation, recession, falling property prices and now SARS. Do you think we are getting to the end of the tunnel?

One reason, not the only reason, for some of the difficulties Hong Kong has been going through was the over exuberant property market in the run up to 1997, which helped drive up inflation, including very high wage inflation. As a result, property prices and wages in Hong Kong were out of line with much of the region, and therefore the territory was becoming increasingly expensive and un-competitive as a place for businesses to operate.

The flip side of that was, because land prices were so high, the government was able to collect huge amounts of money from land sales, which made its fiscal position look very good, even though that revenue was not recurring and constant in nature.

I think the hangover that came from that is where property prices have gone down, and wages have stayed fairly constant, or in many cases take home pay has actually decreased over the last few years. The plusside of that is it gradually does make Hong Kong a more competitive place to operate.

The minus side to that, of course,



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為何認為政府在這方面未盡全力？

更改政府政策絕非易事，因為其內有眾多不同聲音和根深柢固的思想，這情況也非香港獨有。輿論亦須予考慮。市民對開徵銷售稅意見分歧，因為沒有人想納更多稅，而且人人都認同不應在經濟低迷時這樣做。不過，市民終會明白，香港必須找方法擴闊稅基。

本會認為，政府應就開徵銷售稅進行研究和設立機制，因為據我們理解，此稅需要兩、三年時間籌備。但是，政府不應在經濟疲弱時推行此稅，並應在盡力節流後才這樣做。

過去數年，香港屢受衝擊 — 通縮、衰退、樓價下滑以至今天非典肆虐，問題一籬籬。何時才能雨過天晴？

香港屢逢逆境的原因之一是，樓市於1997年達到高峰，導致通脹上升，工資亦急劇膨脹。因此，香港樓價和工資遠高於亞洲大部分地區，令香港的營商成本變得愈益高昂，逐漸喪失競爭力。

另一方面，由於地價高企，政府可透過賣地賺取大筆收入，保持財政穩健，儘管它不是固定的經常性收入。

我認為過去數年，樓市泡沫爆破令樓價顯著放緩。雖然工資水平大致維持不變，很多市民的實際薪酬已經下調。這個利好因素令香港的營商競爭力得以提高。

壞處當然是影響市民外出消費的意欲，所以香港需在相對穩定的住宅價格和工資水平之間取得平衡。

若香港一切運作良好，此舉不但有助刺激消費開支，還可大大改善營商氣氛。

香港經濟可否回復九十年代的繁榮興旺？

中期內香港經濟將持續增長，但由於本港經濟更趨成熟，增

長將遜於八零年代末和九零年代初的繁榮期。雖然地產業是香港重要的經濟環節，但我們需確保它不會主導經濟，而昔日在某程度上便曾出現此現象。

有企業認為香港無前途，不約而同改在內地設店。內地城市如上海繼續急速擴展，香港的地位會否日漸不保？

有人憂慮內地城市會窒礙香港發展，這是反應過敏。一方面，香港在內地進行龐大投資，給港商帶來巨大機遇。另一方面，中國製品經香港轉口，這有助促進服務業發展，對香港經濟產值貢獻甚大。

現時，中國若干城市和地區皆欲仿效香港過去的經營模式，與香港一爭長短。那是自然的事，對香港也有好處，因為它確能迫使香港保持警覺，並增強在相關行業的競爭力。

那麼，上海又會否取代香港，成為中國主要門戶？

我認為這不會發生。上海這個城市發展蓬勃，某些方面確令人回想起香港七、八十年代的情形。無論如何，今天香港的生活水平依然較高，擁有優質專業人員和基建等眾多優勢，非內地以至全球其他城市所能媲美。

非典爆發會否令社會同時注重經濟增長、環境清潔和生活素質？

事實上，這些工作已經展開。社會各界不單聯手支持醫護人員，還合力清潔香港和發起多個慈善團體，充分彰顯團結精神。

我們應更落力向全球展示這些行動，並告知香港的真實情況，這樣，工商業便會很快運作如常。

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is the feel-bad factor in people's thinking when they are considering whether to go out and consume or not. So Hong Kong needs to reach equilibrium where residential property prices and wage levels are relatively stable.

At that point, providing Hong Kong is functioning well, apart from consumer spending, there should be a significant improvement in mood.

Do you think we'll see a return to the boom years of the 1990s?

Over the medium term, I think Hong Kong will continue to enjoy good growth, albeit not the growth of the boom years of the late '80s and early '90s, because the economy has moved onto a more mature phase. Moreover, although the property market is an important sector of the economy, we need to ensure that it is not a dominant sector, which in some senses in the past it became.

Some businesses feel Hong Kong is finished and they are moving shop to Mainland China. Do you think Hong Kong's importance will diminish as cities such as Shanghai continue their rapid growth?

Concerns that cities on the Mainland will retard Hong Kong's prospects are an over reaction. Hong Kong derived investment in China is immense and provides huge opportunities for Hong Kong businesses. Manufactured goods in China passing through Hong Kong attract services and contribute substantially to Hong Kong's economic output.

At the same time, certain Chinese cities and regions want now,

very reasonably, to do the sort of things that Hong Kong traditionally did in the past and therefore compete with Hong Kong. That is both natural and not wholly a bad thing, because it does force Hong Kong to keep on its toes and become more competitive in those sort of activities.

And what about the concern that Shanghai will surpass Hong Kong as the main gateway to China?

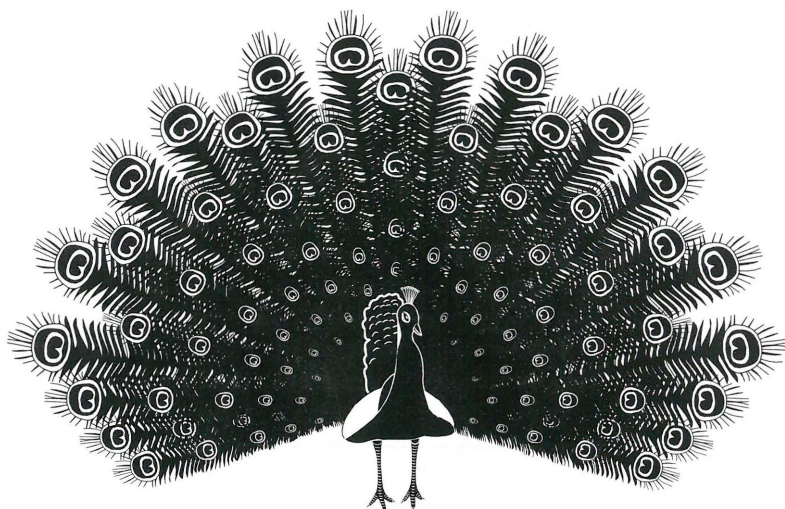
I think that is not true. When you look at a city like Shanghai, and you see the huge growth there, in some ways that does remind one how Hong Kong was in the '70s and part of the '80s. But the fact remains that Hong Kong has today a relatively high standard of living, excellent professional skills and a great infrastructure. It still maintains tremendous advantages over other cities around the world, not just in the Mainland.

Do you think the SARS outbreak will cause society to put more emphasis not just on high economic growth, but also on a clean environment, and the quality of life here?

In some regards, this already started to happen, as the whole community has shown how it can unite, not just behind the medical sector, but also in cleaning up the city and in the number of organisations that have sprung up with a charitable purpose.

More should be done to get news of these moves across internationally, and what the real situation here is like. Then the sooner we can all get back to business as usual.

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Targeting travel and tourism

It is time to get smart about where our advertising money is spent, writes **DAVID O'REAR**

The decision by the World Health Organization to lift its travel advisory on Hong Kong and Guangdong is exactly the shot-in-the-arm our economy needs. It might take a few more weeks, but we are getting back to business as usual. Next, we need to minimize the delays in bringing back our friends from abroad.

To minimize the lag time between the WHO's "all clear" signal and a return to profitability and renewed record-high employment, it is important that the message that Hong Kong is back in business be heard around the world. To this end, the government's decision to hire a public relations consultancy, to advise on the re-launch campaign, is a wise one. While PR firms always want longer lead times and larger budgets, the fact remains that – barring any relapse – the recovery is underway. Now, the challenge is to make the most of it.

Data released by the Hong Kong Tourism Board show first quar-

This is most clearly illustrated with those coming from Taiwan, only 24.7 percent of whom remain as our guests for more than a few hours, down 15 percent from the same period last year. As a rough estimate, every hour reduction in the annual average time visitors spend in Hong Kong costs us about HK\$180 million.

Taiwan and the rest of China are still, at this writing, working hard to contain the epidemic, and so we cannot expect a great surge in tourism from those critical sources. We have to look elsewhere, and get smart about the sources of revenue.

Taking the visitor numbers, and adjusting for 2001 data on purchases (the latest available) gives us an indication of who is spending how much on what, and where we should target in our publicity campaigns. While the visitor arrivals numbers are current to end-March 2003, spending patterns are from 2000 and 2001 data, and so must be treated with caution. Still, the implications are valid.

Based on the average cost of a hotel night (HK\$593 in January-March this year, for all classes of hotels), the increased number of visitors in the first quarter earned us an extra HK\$275 million, up 20.6 percent from a year earlier. If we adjust this for each nationality's likely number of days spent in the HKSAR, our earnings rise an additional HK\$988 million, or 24.6 percent. If the share of visitors staying overnight had remained constant, our take would have been an additional HK\$41 million on hotels alone.

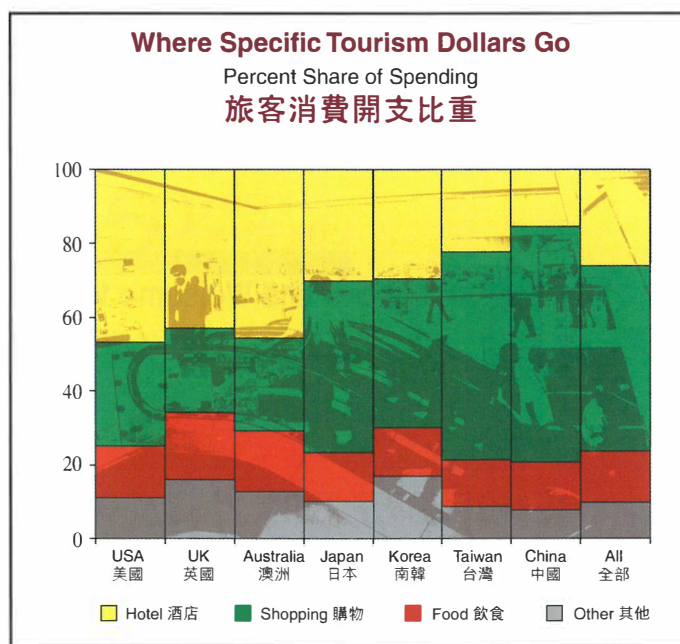
The two graphs show the percent visitors from key markets spend on various purchases, and the average dollar spending. Below, we look at how these-and more detailed-figures should influence our recovery campaign.

In 2001, the best shoppers were visitors from Mainland China (spending HK\$3,295 each), those from Latin America (HK\$2,926) and arrivals from the Middle East (HK\$2,760). Since it may still be premature to target the rest of China, it is tempting to think about what we can do to entice travelers from Latin America and the Middle East.

Yet, a publicity campaign in those markets highlighting shop bargains might only add an incremental amount to total visitor spending in shops. These potential visitors cannot be ignored, but neither are they likely to provide the biggest bang for our advertising bucks.

A quick comparison of average incomes versus spending shows there is a profit to be made targeting the Dutch (HK\$797 per capita spending on shopping), French (HK\$933) and Germans (HK\$1,007). People in these three countries are fairly wealthy, and if we can raise the spending of those who have the money, but are not parting with it in our stores, the results will bring a smile to vendors around Hong Kong. As shopping accounts for half of all spending on the ground, this is an area that needs special, focused attention.

Visitors from the U.K. spend more on hotels – an average HK\$712 per visit – and meals away from hotels (HK\$797) than do arrivals from any other major location. Efforts to increase this particular type of spending among Brits may be futile, whereas up-grading hotel



ter visitor arrivals were up 19.7 percent year-on-year in January-March, but a 69 percent drop in April turned the four-month rise into a 19.3 percent drop. In Q-1, mainland travelers provided all of the increase, and then some: without arrivals from the rest of China, total visits would have declined. Obviously the second quarter will be down sharply, but a look at who our visitors are, and what they spend their money on might help in planning the tourism recovery campaign.

Because of the increasing efficiency of onward travel, the share of visitors remaining in Hong Kong overnight declined in the first quarter, from 65.6 percent to 64.8 percent, or by about 2.5 percent.

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世

界衛生組織決定撤銷對香港和廣東省的旅遊警告，正好給香港經濟打了一支強心針。雖然復甦或需多幾個星期，但工商業正逐漸運作如常，下一步我們需要盡快吸引海外友好重臨香江。

我們若果縮減世衛的「旅遊安全」信號到再度錄得盈利和高就業率的時差，實須將香港商業活動已全面恢復的訊息傳遍全球。政府為此決定聘用公關顧問建議重推香港之策，誠屬明智。雖然公關公司慣常部署周詳且花費鉅大，但如疫潮不再大規模爆發，香港經濟應正重踏升軌，故眼前挑戰是如何充分把握契機。

香港旅遊發展局公佈的數據顯示，本年首季訪港旅客人次較去年同期上升19.7%，但四月份訪港旅客人次跌69%，導致一至四月訪港旅客總數下跌19.3%。首季升幅全賴內地遊客推動。如撇除這項因素，訪港旅客總數本應下跌。次季旅客人次顯然會驟減，不過，分析他們的來源地和消費模式，或有助策劃振興旅遊業的方案。

由於經香港前往其他地區旅遊愈益便捷，首季過夜旅客在旅客總數中的比重，由65.6%降至64.8%，跌幅約為2.5%。明顯的例子是，僅有24.7%台灣旅客在香港逗留數小時以上，較去年同期下跌15%。根據粗略估計，每年旅客平均留港時間每減少一小時，本港旅遊業便損失約1.8億港元。

在筆者撰寫本文時，台灣和中國內地仍在努力控制疫情，因此，短期內兩地旅客料難大幅增加。我們須轉攻其他地區，擴大收入來源。

透過分析旅客人數和調整後的2001年消費數字（這是現有最新資料），我們可瞭解各地旅客的消費模式，從而鎖定推廣對象。這些訪港旅客人數乃截至2003年3月底，消費模式的數據則來自2000至2001年，故須小心剖析，但這些資料仍極具參考價值。

按酒店平均每晚房租（今年1至3月為593港元，適用於所有級別的酒店）計算，首季增加的旅客為香港帶來額外2.75億港元收益，較去年同期上升20.6%。若就每個國家旅客預期在香港逗留的日數作出調整，同季收益則增加9.88億港元，升幅為24.6%。如首季過夜旅客人數維持不變，酒店收益本可增加4,100萬港元。

兩圖顯示主要市場旅客的各類消費和平均開支。下文將詳細看看這些數字對旅遊復甦計劃的影響。

2001年，購物消費最多的旅客來自中國內地（每人3,295港元）、拉丁美洲（2,926港元）和中東（2,760港元）。現在主攻內地旅客可能仍未是時候，所以我們應考慮招攬拉丁美洲和中東旅客。

accommodations for Japanese, who spend just HK\$500 on rooms, might yield lucrative results. Hotel accommodation makes up 26.1 percent of total spending, and here the Japanese and Koreans are well behind the level of other visitors of similar income levels. If visitors from North Asia could be persuaded to spend as much on hotels as do Singaporeans, our earnings would rise by more than HK\$1.5 billion.

In the first quarter of this year, we hosted 4.9 percent more Koreans than Singaporeans. But, based on average spending in 2001, those travelers from down south were worth 62.9 percent more, per person, to our restaurateurs. Raising Korean restaurant spending to Singaporean levels would add HK\$130 million to our economy. The

然而，向這些市場展開購物宣傳攻勢，只會令整體旅客零售消費微增。雖然拉丁美洲和中東旅客不容忽略，但他們難望為推廣計劃帶來豐厚回報。

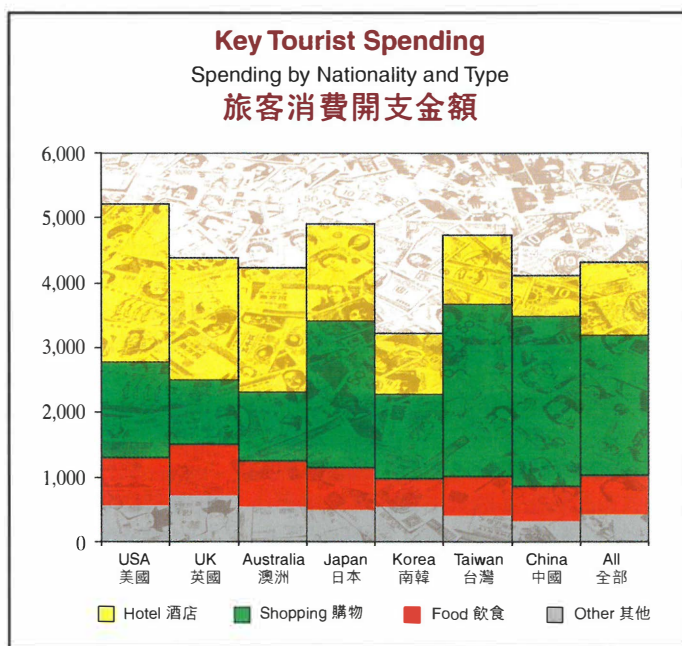
旅客平均入息與消費開支的粗略比較結果顯示，若觀準荷蘭人（人均購物開支為797港元）、法國人（933港元）和德國人（1,007港元），本港旅遊業便可盈利在望。這三個國家的人民相當富裕，若我們能鼓勵當地旅客增加在港的消費，全港零售商將齊展歡顏。購物佔旅客整體消費五成，這方面的廣告宣傳尤須重視。

英國旅客的酒店消費（每次訪港的平均酒店住宿費用為712港元）較其他主要地區旅客為多，他們光顧酒店以外食肆的花費則平均為797港元。因此，鼓勵英國旅客增加酒店消費可能無甚成效，反觀日本旅客的酒店房間開支僅為500港元，故為他們提升酒店住宿服務或許有利可圖。酒店住宿佔遊客總消費26.1%，日韓旅客在這方面的支出遠少於其他入息相若的旅客。如我們能令北亞旅客增加酒店消費，與新加坡遊客看齊，特區旅遊業收益將增加逾15億港元。

今年首季訪港韓國旅客比新加坡旅客多4.9%，但從2001年平均消費來看，新加坡旅客的人均飲食消費卻高出62.9%。若將韓國旅客的飲食開支提高至新加坡遊客的水平，本港經濟將有1.3億港元進賬。這並非表示我們要放棄新加坡旅客，而是應設法增加韓國遊客在本地餐館的消費。

我們對各類旅客消費模式的分析愈仔細，便能愈擬定合適的廣告宣傳計劃，以有效振興香港旅遊業。若單單設計標誌和開展千篇一律的全球廣告攻勢，我們將無法達到目標。

B



point is not to dismiss Singaporeans, but rather to attract Koreans to spend more eating out.

The finer our analysis of the potential spending of each visitor, the better our ability to customize advertising campaigns to effectively re-launch our travel and tourism sector. Simply designing a logo and launching a homogenized ad blitz worldwide will not bring the results we need.

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Tidying up the books

Economic data coming out of China have long been treated with a healthy pinch of scepticism, but plans are afoot to raise the accuracy and transparency of statistics, writes RUBY ZHU

Statistics compiled by China's National Bureau of Statistics have always painted a rosy picture of the Mainland's economy, but the accuracy of its data is often questioned. According to official statistics, China's year-on-year gross domestic product (GDP) in 2001 reached a healthy 7.3 percent. Western economists, however, estimate that it should have grown at the most by 5 percent. That said, foreign companies – despite doubting China's economic data – are still eager to enter the Mainland market to benefit from its strong growth.

One possible explanation for this could be that while foreign enterprises are benefitting from the robust Chinese economy, they maintain reservations about government figures. This is understandable, given that data released by the Chinese authorities has long been obscure and limited to "reporting only the good news and not the bad." Such a practice was clearly seen during the beginning of the SARS outbreak, when the Chinese government tried to conceal the true extent of the crisis in China.

The Central Government stands to gain little from concealing economic growth figures. Conversely, a clearer picture would help it understand more clearly how the entire nation is developing and enable government to better formulate appropriate economic policies. So the real problem seems to stem from the various methods employed in China for collecting statistics, in addition to the integrity of the country's statisticians.

IMPROVING DATA COLLECTION

China used to employ the "physical product balancing method" imported from Russia and Eastern European countries. In the mid-1980s, it gradually introduced a national accounting method based on the system used by most market economies worldwide. Today, these two methods are used simultaneously in China to measure the

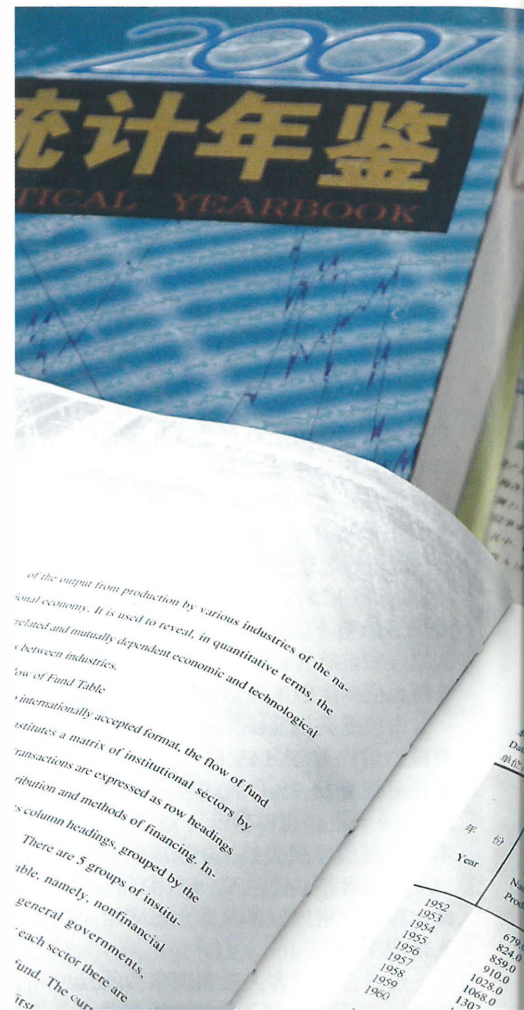
country's planned and market economies.

Another discrepancy is that figures recorded at the provincial and municipal levels are usually higher than those announced by the government. In 2001, all provinces and cities in the country, excluding Yunnan, reported GDP growth higher than the national average. Despite overlapping data of two or more provinces and cities, the discrepancy should have been insignificant, but inflating figures is partly due to the Chinese practice of promoting officials based on the economic performance of their jurisdictions.

The National Bureau of Statistics attributes discrepancies to "the Central Government and local authorities adopting different statistical methods." This suggests that the bureau does not take into account provincial data in compiling national statistics, and does not have a standard data-collection method throughout the country.

Another problem is that some Chinese statisticians lack integrity. As China's official records show, the total number of offences against Statistics Law from May to October 2001 was 62,000. Concerned about inaccurate reporting, then Chinese Premier Zhu Rongji presented a plaque to a statistics college engraved with the words "no false accounts." Despite having a sound monitoring and penalty mechanism to catch inaccurate accounting practices, China needs to tighten the enforcement side of these laws.

Although some statistics are questionable, China's rising foreign exchange reserves demonstrate its rapid economic growth, in addition to expanding retail sales. Some large foreign financial institutions put China's economic growth for 2002 at 10 percent, even higher than the official 8 percent reported by the government. As China's role in the global economy is increasingly important, it needs to be more transparent, and to this end, the National Bureau of Statistics has been working to improve its data-gathering pro-



cess to enhance its international credibility.

Last month, the bureau unveiled a new national accounting method that includes calculating GDP to reflect more accurately the level of national economic development and provide a foundation for macro economic control and decisions.

Compared to the "China Economic Statistical System (Interim Measures)" that came into effect in 1992, the "Chinese Economic Statistical System (2002)" dropped the physical product balancing method. It also revised the classification of "related authorities and industries," restructured the institutional framework, added new variables and modified the design of accounts to match the system unveiled by various international associations in 1993, including the United Nations.

The new system incorporates a host of mechanisms to more accurately reflect the development of China's market economy. Compared to the old system, which mea-

中國提升經濟統計素質

朱丹：內地經濟數據一向受到質疑，中國政府為此致力使統計更加準確和公開

中國國家統計局發放的統計數字慣常顯示內地經濟強勁增長，但數字的真確性往往受到質疑。以中國2001年國內生產總值增長為例，官方數字是7.3%，但西方經濟學家估計這最多應為5%。雖然外商不相信中國的統計數字，卻又十分急切要進入內地市場，以圖在其可觀增長中分一杯羹。

其中一個解釋也許是外商都感受到中國的經濟繁榮，但對官方數字有所保留。按中國一貫的作風，政府運作缺乏透明度，報喜不報憂的意識甚為普遍，故不難理解他們的疑慮。這情況就像非典爆發初期，中國政府沒有公佈疫情的真實數字。

然而，中國的統計數字不僅反映內地經濟的發展狀況，更是政府瞭解國內狀況和制定經濟政策的依據。中央政府沒有理由要改動統計數據，故此中國統計數字遭受質疑的主要理由是，國內採用多種不同的統計方法和會計人員的誠信問題。

改善統計素質

事實上，直到八十年代初期，中國國民經濟核算一直採用產生於前蘇聯、東歐國家的物質產品平衡表體系。八十年代中期以後，中國在繼續實行這一體系的同時，逐步引進市場經濟國家廣泛採用的國民帳戶體系。統計方法如同中國的國情，依然是計劃經濟與市場經濟並存。

各省市的統計數字遠遠超過中央的數字是另一個令人詬病的地方。如在2001年，除了雲南，中國其他省市的生產總值增長都大大超過全國的平均增長率。即使有一些跨省市的經濟活動被重複計算，亦沒有理由出現如此大的差異。這也許與中國的政治體制有關，經濟表現必然是官員升遷的重要依據。

對於中央與地方統計數字的差異，國家統計局的解釋是「我們有我們的統計方法」。言下之意，該局的數字似乎並不來自各地，中央與地方沒有劃一的統計方法。

此外，中國會計師中不乏沒有誠信之輩。據中國官方記錄，僅2001年5月到10月違反統計法的個案就有62,000宗。前總理朱鎔基給會計學校的題字是「不做假帳」。

雖然針對做假帳中國有完善的監督系統及懲罰機制，如同其他法律和法規一樣，執法寬鬆不足以起阻嚇作用。

中國的統計結果雖然不是完全令人信服，但中國持續增加的外匯儲備已表明中國經濟的高速增長，更不用說每年快速上升的社會零售總額。事實上，中國2002年的經濟增長可能被低估，若干外資大行估計增長率應達10%，高於官方公佈的8%。中國在全球經濟的角色愈來愈重要，內地須更趨開放。國家統計局已著手一系列的工作來改善統計質量，以贏得國際社會的認同。

今年五月，國家統計局發佈公告，從是年開始推行新的國民經濟核算方案，當中包括國內生產總值的計算，從而更加準確地反映國民經濟的發展水平和運行情況，為宏觀經濟管理和決策提供可靠的依據。

與1992年的《中國國民經濟核算體系（試行方案）》相比，這部新的《中國國民經濟核算體系（2002）》取消物質產品平衡表體系的核算內容，亦修訂機構部門和產業部門的分類、調整基本框架、增加核算項目，以及修改和細化表式的指標設置，基本上與聯合國等國際組織於1993年推出的國民帳戶體系相接。

新的核算體系摒棄以前那套用於計劃經濟的統計模式，採納更能準確反映市場經濟的新手段。例如，舊的統計數據只有商品的銷售額及進出口額，沒有服務的銷售及貿易數據。舊的統計數據只提供固定資產投資的數字，沒有顯示投資是來自政府還是私人。以往，中國經濟的灰色地帶——地下經濟的數據欠奉，新的統計方法將不再遺漏它們。筆者相信，今年新出版的《2003年統計年鑑》內容將更翔實，這對於一眾經濟學家，無疑是好消息。

誠信不能霎時建立起來。中國統計數據要完全得到外界的認可，還需時日。但經過非典一役，中國政府看來已瞭解真實數字的重要，其連串行動展示變革的決心，所以我們有理由相信，中國的經濟狀況將會更清晰地呈現眼前。

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ured economic growth for a planned economy, it reports the sale and trade of retail services in addition to merchandising. It also differentiates between public and private capital, compared to reporting only fixed asset investment in the old system, as well as gathers data on China's substantial grey, or underground, economy. As a result, the National Statistics Yearbook 2003 is expected to be far more accurate, which is undoubtedly good news for economists.

Integrity cannot be built overnight. China needs time to earn the trust of economists on the quality of its statistics. Because of the SARS outbreak, it appears to have recognised the importance of accurate information, and demonstrated its commitment towards reform. Therefore, it is reasonable to hope that China's economic growth in future can be clearly reflected in its statistics.

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Reinvigorate, Relaunch, and Rebuild Hong Kong

With the end of the current SARS crisis in sight, the Chamber on May 12 proposed to government a three-phased plan to rebuild Hong Kong and to reinforce its leading position as Asia's World City. The campaign should be divided into three phases: "Reinvigorate, Relaunch, and Rebuild" and take place over "5 weeks, 5 months, and 5 years," corresponding to the immediate, short-term and long-term horizons. Following is the complete submission.

INTRODUCTION

There is a need for a long-term campaign to revive Hong Kong after the SARS crisis which would involve action by both the government and the community. This paper lays out a proposed three-phased plan to re-build Hong Kong in order for both local people and the global community to regain confidence in Hong Kong. Through this campaign we also seek to reinforce Hong Kong's leading position as Asia's World City, by facilitating the ongoing cultural, institutional and structural changes that continue to shape the Hong Kong Special Administrative Region as a key city of China and the world with first-class quality of life.

The campaign will be divided into three phases that we shall describe as "Five weeks, Five months, and Five years," corresponding to the immediate, short-term and long-term horizons. The time-span we use is underpinned by the following assumptions:

(I) In five week's time:

- The WHO will lift its travel advisory against Hong Kong because of the continuing drop in infection cases in Hong Kong down to low single digits per day.
- SARS infection in China will begin to stabilize, and the situation will be somewhat in control, both in the Mainland and worldwide.

(II) In five months time:

- SARS infection in Hong Kong is down to zero per day almost always, with a possible occasional few cases in the fall.
- The SARS outbreak is contained both in China and worldwide.
- Improved knowledge about SARS gradually gives the world more comfort about handling this disease, as fear of the unknown turns gradually towards acceptance.

(III) In five years time:

- SARS vaccine is developed, and so is a cure. But, . . .

- There is better awareness in Hong Kong of the importance of public health and the threat of new and recurring infectious diseases.

While the emphasis of each phase will be different, there will be a consistent message to the local community that this is a serious long-term campaign to revive Hong Kong which has key roles for the government, business, and community. In each phase, we will identify who would have a role for which action. The phases are:

Phase I – Immediate (5 weeks): Reinvigorate

Phase II – Short-term (5 months): Relaunch

Phase III – Long-term (5 years): Rebuild

We wish to stress that Phase I, the confidence building phase, must take place before Phase II. Otherwise, the conditions will not be ripe for the activities in Phase II. With respect to the community outside Hong Kong, there will be different programs within each phase to attract different groups of people to have confidence in living, working, visiting, and playing in Hong Kong, including:

- Tourists and business people from the Mainland
- Business travelers from around the world
- Tourists from around the world
- Long-term settlers from abroad, i.e. expatriates and their families

Phase I – Five Weeks: REINVIGORATION – Key message:
"We are confident!"

For the immediate five-week phase one, the key is to reinforce to the community that Hong Kong can cope, and to build up the consensus that "together we can bounce back". This is a necessary pre-requisite for the substantive relaunch activities to come later. A two-pronged emphasis on hygiene and confidence will need to be maintained.



EK MAI, XINHUA, HKTB

PHASE I OBJECTIVES

TO BUILD UP LOCAL CONFIDENCE IN HONG KONG: One aspect of this phase will be primarily directed at the local community, to build up our own confidence in Hong Kong. Hygiene and confidence should go hand in hand.

TO BUILD UP INTERNATIONAL CONFIDENCE IN HONG KONG: The other aspect is full force engagement with outside counterparts and contacts, telling them we are confident in Hong Kong and they should be too. This could involve at least the business community but actually the entire community.

TO PLAN FOR CAPITALIZING ON THE MILESTONE OF THE LIFTING OF WHO ALERT: There should be a planning and build-up of activities to coincide with the lifting of the WHO's travel advisory against Hong Kong.

TO START PLANNING FOR THE LONGER TERM: Work must also begin in planning for the longer term, both to sustain the community effort and to attract visitors back to Hong Kong.

PHASE I IMPLEMENTATION

TIMEFRAME: PHASE I IMMEDIATE:

1. ACTIVATING THE CAMPAIGN. The government has convened the Relaunch Committee under the Financial Secretary. A core group within Operation Unite (OU) and a task force within the International Business Community (IBC) have been formed for the same purpose. (HKGCC is a participant in all three.) There may be other community groups formed to do the same, so there should be an awareness of coordination and cooperation.

2. STRATEGY FORMULATION. The government should hire an internationally known public relations consultant firm experienced in crisis management immediately to advise the government and Hong Kong on how to communicate itself to the world, starting with an assessment of how the international community now views Hong Kong. Plunging into Phase II right away without such expert advice can be disastrous for Hong Kong. The initial assessment should be done by the end of Phase I. (Note: This is of such immediate importance that if there is delay in getting this done, Operation Unite is willing to fund a PR firm now to do at least the assessment work mentioned above.)

3. HYGIENE CHARTER. Launch of the OU Hygiene Charter in the community.

4. COMMUNITY COMMUNICATION. A communication program, e.g. through speeches, articles in the media, advertisements, publications to boost local confidence. Encourage local citizens to consume and enjoy the advantages that Hong Kong offers.

5. INTERNATIONAL COMMUNICATION – PART ONE. The government must send out official communication worldwide on our bounce back. The Chamber, TDC, and other business associations,

especially IBC, together with international chambers and Consulates, to continue disseminating positive information about Hong Kong and SARS to their overseas counterparts. OU can organize a "One person, One email" campaign to ask each Hong Kong resident to email one friend or contact around the world telling them about Hong Kong.

6. COORDINATED FUND-RAISING. Another way to boost community confidence is to ensure that the outpouring of various charity donations find their way to the right recipients in a timely fashion. There is a need for a non-profit charity organization to coordinate this donation.

7. PLANNING AHEAD. Start looking at ways to capitalize on the milestone of WHO lifting the travel advisory.

TIMEFRAME: PHASE I LATER:

8. PLANNING FOR THE NEXT PHASE. Start looking at suggestions for programs and events that can be done in Phase II, tailoring to coordination with the consultant report as to needs and timing.

9. MASK-EDUCATION. The confidence of local citizens should result gradually in the lessening of masks on the streets, a key symbolism of reinvigoration. However, education of citizens that masks are for those not well, rather than for those who are well, should be pursued. This encourages social responsibility.

10. CULMINATION OF PHASE I. A community campaign to coincide with a big-splash relaunch activity by the government at the lifting of WHO travel advisory. Some possibilities are:

- OU organizing a large citywide mask-less rally to signify the re-invigoration theme.
- An extension of the tourism sector's "We love HK" spending campaign.

Phase II – Five Months: **RELAUNCH – Key message:** "We are back!"

Assuming that the end of Phase I more or less coincides with the lifting of the WHO non-essential travel alert, Phase II will build on the momentum of the first five weeks – thus signaling the serious launching of the come-back campaign.

PHASE II OBJECTIVES

TO SUSTAIN CONFIDENCE: To sustain and build upon the confidence of the local people, so as to bring back the international community.

TO DEMONSTRATE THAT HONG KONG IS A CLEAN PLACE: This will be done with a series of programs and activities. With that, the focus of the campaign should gradually shift away from hygiene to confidence-building.

TO ENGAGE IN A MAJOR OFFENSIVE IN PROMOTING HONG KONG: The business travelers should be a special target group initially. Mainland and regional tourists and business travelers will



be a second target group, assuming that the SARS situation begins to be under control in China. Long-haul tourists may be a tougher group to bring back in large numbers initially.

PHASE II IMPLEMENTATION

1. **HYGIENE.** There should be many self-initiated hygiene programs in the districts, facilitated by suitable government or municipal measures (e.g. health inspectors under each District Council.) Enforcement should be strict, with zero tolerance in littering, waste treatment, disposal, etc. There should be a consensus during this phase of refining regulatory measures such as changing the building code.

2. **INTERNATIONAL COMMUNICATION – PART TWO.** Full implementation of the PR consultants' recommendations, especially with business travelers as the target (e.g. organizing business delegation "twin visits" with other cities). This should be implemented in conjunction with the Chambers of Commerce, Invest Hong Kong and TDC. This will include organizing major international business conferences in Hong Kong or participating in major conferences elsewhere to tell the story about Hong Kong.

3. **INTERNATIONAL COMMUNICATION – PART THREE.** This will require quiet work business sector by business sector, working to persuade companies and families that Hong Kong is a "safe" place to work and live, and that our natural economic positioning and pillars of the economy still make this an attractive business center. Invest Hong Kong ambassadors should span the globe issuing this same message, as well as Chambers and specialist associations working with multinational companies in their membership.

4. **TOURISM PROMOTION – PART ONE.** OU will supplement the needs of the Hong Kong Tourism Board, which will necessarily lead this effort. A coherent tourism promotion framework should be gradually put in place, with the realization that the majority of tourists are going to wait some time before coming back. Hence we should not use up all our resources in Phase II on tourism promotion. Some major actions will include:

- a. Some, but not all, of the big tourism projects will materialize during this phase, e.g. a suitable "song and dance" event, some major conferences, more Distinguished Speaker Luncheons. This is aimed at the regional and long-haul tourists.
- b. A promotional campaign targeted towards Mainland visitors, who are likely to be the first to return to Hong Kong en masse.
- c. Start a soft-sell ad campaign globally to tell the story about Hong Kong.

5. **PUBLIC HEALTH STRATEGY.** The formulation of a long-term public health strategy should begin during this phase, possibly with the help of other expert consultants in public health and disaster management. This will include the establishing of a terms of reference for a Hong Kong Center for Disease Control.

6. **SOCIAL STABILITY.** In terms of relief to those affected, the

three-month contingency period would have been over. Recognizing that the adverse economic effects may take some time to be overcome, additional relief measures will have to be devised during this phase by the government.

7. **CULMINATION: SUSTAINABLE STRATEGY.** While individual campaigns go on, a long-term strategy will have to be devised and promoted (e.g. via the policy address)

Phase III – Five years: REBUILD – Key message: "We are quality!"

In this phase, while laying the ground-work for a sustained effort to improve our quality of life, the opportunity should also be taken to confront the longer-term, structural issues with a view to strengthening Hong Kong's ability to deal with any potential public health hazards. All the ideas will be further developed as time goes on, but planning should begin now.

PHASE III OBJECTIVES

TO TAKE STEPS TO ENSURE HONG KONG IS SAFE: To show that Hong Kong is a world class city with the ability to respond to any major public health hazard with quality health care and crisis management.

TO TAKE STEPS TO ENSURE HONG KONG HAS QUALITY: To demonstrate to and convince the international community that Hong Kong is a world class city with a first-class quality of life.

PHASE III IMPLEMENTATION

1. **HYGIENE AND HEALTH.** The sustained community campaign will have fostered a more mature community with respect to attitude towards hygiene. With greater readiness by the public, the government could continue tougher punitive regulation against non-conforming citizens. Public education on hygiene and public health that goes to the heart of culture and society must be introduced early in schools and continued. It should also have developed a mechanism of public health coordination with Guangdong province and the rest of China.

2. **TOURISM PROMOTION – PART TWO.** A sustained Hong Kong Tourism Board campaign, with the support of all Hong Kong citizens, to lure all the tourists back. This should include the following elements:

- a. More of the "song and dance" events
- b. A joint, or at least coordinated, promotional message with China and Asia
- c. Intensive campaigns to target different tourists, e.g. Asian or long-haul travelers.

3. **INTERNATIONAL COMMUNICATIONS – PART FOUR.** Continuation of the communications offensive towards the international community, including expatriate families, with an emphasis on quality of life as Hong Kong's strengths. This may include targeted talks



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to family groups, corporations, with an emphasis not just on business opportunities, but on health management and environment and quality of life here in Hong Kong.

4. A NEW HEALTH CARE. Some structural changes will have to be seriously pursued.

- The government and the Hospital Authority should institute significant suitable structural reform in healthcare sector to strengthen its effectiveness.
- There should be a major reform in health care and health insurance.
- The Hong Kong Center for Disease Control should be established. Personnel should be tapped from the two universities, from the local medical profession, and from the best in public health management in the world. It should not just be a research organization but should be fully equipped to undertake the functions of intelligence, alert, enforcement, critical response and public health crisis management. Research work should be in collaboration with the world so that there will be little duplication.

5. SUSTAINABLE LIVING AND ENVIRONMENTAL PROTECTION.

Some ideas in the planning for lower density and better quality of life should become actionable during this phase, especially as it affects building codes, road planning, harbor filling etc. We should finally pay serious attention to environment issues in Hong Kong, using the Sustainable Development Council to start reversing the destructive way we populate Hong Kong.

6. FINANCING. Investment in healthcare reform and infrastructure for sustainable development could be expensive but it should not be curtailed by the Budget deficit. The government should begin to examine options such as issuing bonds or cooperating with the private sector through a “purchase guarantee model”.

7. PRD INTEGRATION. The campaign to integrate with the PRD should be re-launched in a more positive light, paying special attention to problems that emanate from integration – not just fear of losing jobs or property devaluation, but also disease communications through better mobility across the border.

CONCLUSION

In this three-phase plan to re-invigorate, re-launch, and re-build Hong Kong, we must recognize the following principles:

TIMING IS CRUCIAL. We must re-invigorate before we re-launch. Too early a re-launch without the confidence foundation of Phase I means an effectual Phase II, and the “bullet is wasted” – since you only get one shot at a re-launch. We must do Phase I correctly, starting today. However, doing the re-launch too late will make us miss the critical window to attract the world’s attention in a positive way – and WHO lifting the travel advisory is an attractive milestone to take advantage of.

FEASIBLE ACTION. Whatever we do, we must keep in mind developments inside China, around the world, and the state of knowledge about SARS. Hong Kong getting ahead alone is impossible if there is still uncontrolled spread elsewhere and a worldwide fear and paranoia about the disease.

EVERYONE HAS A ROLE. Even though the government has set up a “re-launch the economy” committee and started a “cleaning campaign”, every person in Hong Kong plays a part.

READY FOR A MARATHON. Whether it be cleaning up the city, or adjusting our lifestyle, or telling about the attractiveness of Hong Kong, this effort must be sustained and we cannot be forgetful of the current crisis. We cannot let the tradition of short attention span of the media and of Hong Kong citizens to cause us to confront a similar crisis again in a few years without being prepared. **B**

重振、重推、重建香港

隨著非典型肺炎危機減退，總商會於5月12日向政府提倡一項三期計劃，以重建香港及鞏固香港作為亞洲世界都會的領導地位。計劃名為「重振、重推、重建」，分「五星期、五個月、五年」三期推行，分別針對即時、短期和長期措施。詳文如下：

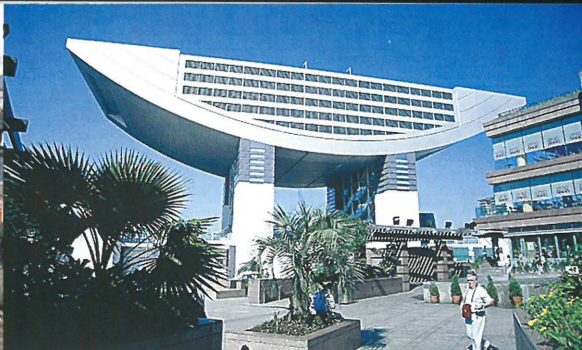
前言

隨著非典型肺炎危機減退，我們需要推行一項長遠計劃以振興香港，政府和市民應聯手行動。本文建議一項重建香港的三期計劃，旨在恢復港人和全球對香港的信心。我們亦希望藉此鞏固香港作為亞洲國際都會的領先地位，透過持續推行文化、機構和結構改革，繼續塑造特區成為中國和全球生活素質一流的主要城市。

這項名為「重振、重推、重建香港」的計劃，分三期進行，分別針對即時、短期和長期措施。我們基於下列假設訂定時限：

(I) 五星期內

- 由於香港每日感染個案持續下跌至單位數字，世衛將撤銷對香港發出的旅遊警告。
- 中國的疫情開始穩定，內地和全球的情況將稍為受到控制。



(II) 五個月內

- 香港每日感染數字持續接近零，秋季可能偶然每日有數宗個案。
- 中國和全球的疫潮皆已受控。
- 全球對非典型肺炎的認識增加，態度逐漸從恐懼變為接受。

(III) 五年內

- 非典型肺炎預防疫苗研製成功，患者能夠治愈。不過...
- 香港市民更加關注公眾健康和新的週期性傳染病威脅。

雖然各期的重點有異，但我們希望向香港社會傳達一致訊息——這是一項認真和長遠的振興香港計劃，政府、工商界和市民各有重任。我們將在下文確定各個界別在不同時期的任務。

第一期 — 即時 (五星期)：重振

第二期 — 短期 (五個月)：重推

第三期 — 長期 (五年)：重建

我們強調，第一期是建立信心期，必須在第二期之前推行，否則就不宜展開第二期工作。每期亦將推行不同計劃以增強各類海外人士對在香港居住、工作和旅遊的信心，包括：

- 內地遊客和商人
- 全球商務旅客
- 全球遊客
- 來自海外的長期居港人士，即外籍人和其家屬

第一期 — 為時五週：重振 — 主要訊息：「我們充滿信心！」

這五星期的工作重點是向市民證明香港能夠應付危機，同時建立「只要齊心，香港定能再起」的共識。這是稍後開展重新推廣香港具體工作之先決條件。加強衛生和信心是這階段的兩大重點。

第一期目標

增強港人對香港的信心：以港人為對象，提高自信心。衛生和信心必須緊扣一起。

加強國際對香港的信心：全力聯繫海外人士，告訴他們我們對香港有信心，他們也應如此。對象包括工商界，如能涵括各類人士更佳。

把握世衛撤銷旅遊警告的黃金機會開展計劃：配合世衛撤銷對香港的旅遊警告，策劃和籌備連串活動。

開始進行較長遠的規劃：必須展開較長遠的規劃工作，藉以凝聚社會力量和吸引遊客重臨香港。

第一期執行大綱

時限：第一期即時：

1. 啟動計劃 政府已成立財政司司長統領的「重建經濟活動策略小組」。「心連心・全城抗炎大行動」(「心連心行動」)和國際商會亦就此分別成立核心小組和專責小組(香港總商會是三者的組員。)，也有其他社區團體本著同一目的組成，故此各方應具有協調和合作的意識。

2. 策略制定 政府應馬上聘請一家國際知名兼富危機管理經驗的公關顧問公司，向政府和香港提議將訊息傳達全球之法，首先是評估目前國際社會對香港的看法。若在末諮詢專家意見的情況下貿然展開第二期工作，可能對香港構成不利影響，故此在第一期結束前應完成初步評估。(註：此事極為重要，不宜耽擱，「心連心行動」願意資助委聘公關公司的費用，以進行上述評估。)

3. 衛生約章 在社區推動簽署「心連心行動」衛生約章。

4. 全民溝通 推行溝通計劃增強市民信心，包括演說、傳媒報道、廣告和出版刊物，從而鼓勵市民消費及利用香港的優勢。

5. 國際溝通 — 第一部分 政府必須向世界各地傳達「香港重生」的官方訊息。本會、貿發局及其他工商社團(尤其是國際商會)將聯同各國商會和領事館，持續向海外同業發放有關香港和非典型肺炎的正面訊息。「心連心行動」可發起「一人一電郵」運動，要求每名香港居民發電郵予一名海外親友或相熟人士，告知香港的情況。

6. 協調籌款活動 增加市民信心的另一方法是確保各類慈善捐款能適時給予所需人士，有需要由一家非牟利慈善機構統籌捐款事宜。

7. 規劃未來 開始研究如何把握世衛撤銷旅遊警告的黃金機會。

時限：第一期稍後：

8. 策劃下期工作 因應顧問報告所述需求和時間，著手尋求可於第二期推行的項目和活動建議。

9. 口罩教育 隨著港人信心回升，街上帶口罩的市民應逐步減少，這是復元的重要象徵。然而，我們應教育市民，若身體不適，還須帶上口罩。此舉有助提倡社會責任。

10. 第一期高潮 推行一項全民運動，以配合政府在世衛撤銷旅遊警告後展開的大型活動。其中一些可行計劃包括：

- a. 「心連心行動」舉辦大型「除口罩」全民集會，以突顯復元的主题。
- b. 擴大旅遊業的「同心為香港」刺激消費行動。

第二期 — 為時五個月：重推 — 主要訊息：「我們恢復生氣！」

假設第一期工作約於世衛撤銷對香港的非必要旅遊警告後結束，第二期將延續前五星期的勢頭，展開大規模的復興計劃。

第二期目標

維繫信心：維繫和加強港人的信心，以吸引世界各地人士重新踏足香港。

證明香港是一個清潔的地方：這目標將透過連串計劃和活動實現。計劃的焦點應由注重衛生逐步轉移至建立信心。

展開推廣香港的大型攻勢：商務旅客應是首批特定對象。假定中國的疫情開始受控，內地和區內遊客將是第二批對象。起初，可能較難吸引大量長途旅客回流。

第二期執行大綱

1. 衛生 各區應自發地推行衛生計劃，並輔以合適的政府或地



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方措施（如各區議會轄下的衛生督察）。執法必須嚴厲，絕不容忍亂拋垃圾、廢物處理和棄置等行為。在這個改善規管措施（如建築守則）的階段，各界意見必須一致。

2. 國際溝通 — 第二部分 全面落實公關顧問的建議，尤應以商務旅客為對象（如與其他城市合辦商務互訪活動），並應與各商會、投資推廣署和貿發局攜手推行。合作形式將包括在香港舉行大型國際商務會議或參與海外大型會議，以講解香港的情況。

3. 國際溝通 — 第三部分 這需由商界推行，努力游說海外企業和家庭認同香港是一個適宜工作和居住的「安全」地方，而且香港將憑藉固有經濟優勢和動力，貫徹其優越的商業中心地位。投資推廣署應將此訊息散播全球，各商會和專業協會亦應向跨國公司會員傳達相同訊息。

4. 旅遊推廣 — 第一部分 這項工作須由香港旅遊發展局統領，「心連心行動」可提供支援，以逐步制定統一的旅遊推廣大綱，但由於大部分遊客現仍採觀望態度，因此我們不應在第二期耗盡資源來推廣旅遊業。主要行動將包括：

- 可於期內實行一些大型旅遊推廣計劃，如適合的「慶祝」活動、大型會議、更多「特邀貴賓演說」午餐會，目標對象是區內和長途旅客。
- 針對內地遊客的宣傳運動，他們料為率先重臨香港的一批旅客。
- 在全球開展軟銷廣告攻勢，講解香港的情況。

5. 公共衛生策略 期內應著手擬定長遠的公共衛生策略，或可求助其他公共衛生和災難處理專業顧問，包括設定香港疾病控制中心的權限。

6. 社會穩定 就給予受影響人士的救濟而言，三個月的應變期應已過去。鑑於負面的經濟影響或許需要一段時間才能克服，政府將須在這期構思更多紓困措施。

7. 總結：持續策略 在個別計劃繼續推行之餘，亦須制定和推廣一項長遠策略（可考慮透過施政報告公佈）。

第三期 — 為時五年：重建 — 主要訊息：「我們是素質的保證！」

在這階段，我們不但須為提高生活素質的持續工作奠定基礎，還應趁此正視更長遠的結構問題，從而增強香港應付任何潛在公共衛生危機的能力。各項建議須逐步落實，但策劃應由現在開始。

第三期目標

採取行動確保香港安全：證明香港是一個世界級都會，醫護服務卓越，危機處理經驗豐富，有能力應變任何重大的公共衛生危機。

採取行動確保香港素質：向全球證明香港是一個生活素質一流的世界級都會。

第三期執行大綱

1. 衛生和健康 持續的全民運動能提高市民的衛生意識。由於公眾已加強防範，政府可繼續對違規的市民實施更嚴厲的懲罰性管制。切合文化和社會需要的公眾衛生和健康教育應盡早在學校持續推行。政府亦應與廣東省和中國其餘地區制定公眾健康協調機制。

2. 旅遊推廣 — 第二部分 香港旅遊發展局在全港市民支持下開展持續計劃，以吸引所有遊客回歸。計劃應包含下列要素：

- 舉辦更多「慶祝」盛事；
- 與中國和亞洲傳達劃一或至少協調的宣傳訊息；
- 採取密集攻勢以招攬各類遊客，如亞洲或長途旅客。

3. 國際溝通 — 第四部分 繼續與國際社會包括外籍家庭溝通，著重宣揚生活素質這項香港優勢。溝通形式可包括為外籍家庭和企業舉行座談會，除商機外，內容還應涉及香港的衛生管理、環境和生活素質。

4. 革新醫護制度 認真實行若干結構改革。

- 政府和醫院管理局應進行徹底和合適的醫護結構改革，以提升營運效能。
- 推行大型的醫護和醫療保險改革。
- 設立香港疾病控制中心，網羅本地兩所大學和醫療界人才以及全球公共衛生管理精英。它不應只是一家研究機構，更應充分裝備，肩負收發情報、戒備、實施、應變和公共健康危機管理多個職責。研究工作應配合世界趨勢，以免重複。

5. 持續發展環境保護 降低人口密度和提高生活素質的構想應在期內落實，尤其是涉及建築守則、道路規劃和填海方面。歸根結柢，我們應密切關注香港的環境問題，借助可持續發展委員會著手扭轉破壞環境的生活模式。

6. 融資 推行醫護改革和建立持續發展所需基建，投資龐大，但不應由政府獨力支付，以免加重財赤。政府應開始研究可行方案，如發債或透過「購置擔保模式」與私營機構合作。

7. 珠三角融合 應從更正面的角度重新推動珠三角融合，著眼於融合帶來的問題，包括憂慮失業或物業貶值，以及如何改善跨境流動避免疾病傳播等。

結語

在這個「重振、重推、重建香港」的三期計劃中，我們必須認同以下原則：

掌握時機至關重要。重新推廣香港前，須先重振信心。在沒有第一期的信心基礎下過早展開第二期工作，不但無法取得成效，而且浪費彈藥，因為重新推廣講求一擊即中，不容有失，所以我們須事不宜遲，由今天開始恰當地開始第一期工作。若過遲開展第二期計劃，我們將錯失引起全球注視的良機，而世衛撤銷旅遊警告正是我們重新推介香港的黃金機會。

行動適宜。無論我們做甚麼，皆須顧及中國和全球的疫情，以及各地對非典型肺炎的瞭解程度。若病毒繼續在其他地區蔓延、全球對疫症仍然恐慌，香港單獨行動是無法取得進展的。

人人有責。政府已成立「重建經濟活動策略小組」和展開「清潔運動」，每名香港市民都應克盡本分。

持久應戰。不論是清潔城市、調整生活方式或宣揚香港的吸引力，所有工作皆須持續。我們亦不要忘記當前危難，傳媒和香港市民須改變迅速淡忘危機的一貫態度，以免重蹈覆轍，被同類事件弄得措手不及。

What does SARS mean for China?

Nowhere is SARS having more impact than on Mainland China. Yet beyond the human toll, its greatest impact may be on China's breakneck economic growth and antiquated political system, writes NEIL J BECK

Since November 2002, Severe Acute Respiratory Syndrome (SARS) has infected over 7,300 people in 30 countries and has killed 514 as of May 25. [m1]Beyond the human toll, it is wreaking significant economic damage across Asia. The Asian Development Bank estimates that East Asia could lose nearly 28 billion dollars in income and output if SARS is not controlled by September. Under such a scenario, aggregate 2003 GDP growth in China, Hong Kong, South

unstopable progression, and Beijing's long concealment of the truth, are exposing economic and political fault lines by simultaneously weakening the economy, damaging the government's credibility, and threatening social stability.

Beijing is now the epicenter of the crisis, both medically and politically. On March 26, authorities admitted for the first time there were SARS cases (10) in the capital. Even as late as April 15, the official number was a

number of newly infected persons has apparently dropped in the last few days. The impact has now spread to other regions.

ECONOMIC IMPACT

China's economy is experiencing a significant impact from the outbreak, and projections are being revised as the epidemic continues. After rapid 9.9 percent growth in the first quarter, China's economy will purportedly shrink 2 percent this quarter. Many economists now predict China's annual growth will fall below 7 percent, the lowest level since 1990. The severity of the current downturn is yet unclear and will largely depend on the progression and length of the outbreak, its impact on long-term investment factors, and foreign perceptions of social and government stability.

The initial impact of the epidemic has fallen primarily on China's services sector, which is particularly vulnerable to consumer confidence and spending. The retail, tourism, hospitality, and entertainment industries have been stricken (average hotel occupancy rates are now reported to be 33 percent) as postponed foreign tourism and business travel is compounded by the shortened May Day holiday week, a ban on domestic tourism, and the recent closure of many of Beijing's entertainment venues. China has been somewhat shielded by the fact that its services sector only comprises a third of the economy, far lower than in Hong Kong.

Manufacturing, which accounts for half of all economic output, initially experienced indirect effects only. Now, there is mounting evidence the economic impact is now reaching manufacturers. For the first time in over a decade, China may run a trade deficit in 2003. Several factories are reporting significant drops in orders, which instead are being routed to Southeast Asia, Turkey, and Mexico, according to Credit Suisse First Boston. Buyers in the United States, Australia, Japan, and Hong Kong are purportedly turning away



China finally admitted on April 20 that it had concealed the true extent of the SARS crisis and agreed to fully cooperate with WHO officials in combating the disease. 中國終於4月20日承認隱瞞非典的嚴重性，並同意與世衛人員衷誠合作，對抗疫病。

Korea, and Taiwan would be cut from 5.6 percent (pre-SARS) to 4.7 percent, while growth in Southeast Asia would drop from 4.0 percent to 2.5 percent.

Nowhere is SARS having more impact than on Mainland China, where the disease started. By May 25, over 4,800 cases and 230 [m2]deaths had been reported there. Yet its greatest impact may be on China's breakneck economic growth and antiquated political system. The epidemic's slow but seemingly

paltry 37. After facing blistering rebukes from the World Health Organization (WHO), the broader international community, and its own medical community, the party leadership finally admitted on April 20 that it had concealed the true extent of the crisis. Both the Minister of Health and the Mayor of Beijing were dismissed for negligence, and the government updated the number of cases to 339. By May 9, the capital's total had risen to over 2,177, with 114 deaths, although the



非典肆虐中國的啟示

環顧全球，中國受非典衝擊最甚，人命損失之餘，其對內地騰飛的經濟和過時政制同樣影響嚴重 Neil J Beck

嚴

重急性呼吸系統綜合症（俗稱非典型肺炎）於2002年11月開始爆發至今年5月25日止，全球已有30個國家7,300人感染，其中514人病逝。除人命外，經濟損失亦席捲亞洲。亞洲發展銀行估計，若本年九月非典仍未受控，東亞將合共失去近280億美元收入和產值。在此情況下，中國、香港、南韓與台灣的2003年生產總值綜合增長將由疫潮前預算的5.6%滑落至4.7%，東南亞增長則由4%跌至2.5%。

綜觀全球，最先發現非典之地中國所受衝擊最大，迄5月25日，內地報稱錄得4,800宗以上感染個案，死亡人數230人。人命損失之餘，疫症對內地騰飛的經濟和過時政制同樣帶來巨大影響。疫症呈緩慢但持續蔓延的趨勢，加上北京初期蓄意隱瞞實情，在在暴露中國的政經失誤，不但削弱經濟實力，更破壞政府的威信，危害社會穩定。

目前，從醫療和政治視角，北京均為疫病中心。北京當局於3月26日首次承認在首都發現個案（10宗），及至4月15日，官方染病數字亦只有37宗。然而，在世界衛生組織、國際社會和本身醫護界連番抨擊後，黨領導終於4月20日承認隱瞞疫症的嚴重性。衛生部部長和北京市市長被指疏忽職守，同難逃革職命運，政府亦同時更新案例為339宗，但迄5月9日，北京感染宗數急增至2,177宗，114人死亡。縱使近日新增個案顯著減少，惟炎症已進襲國內其他地區。

經濟影響

中國經濟備受非典打擊，有關估計隨疫情發展修訂，有指內地經濟於今年首季經歷9.9%高速增長後，將於本季回落2%。不少經濟師現皆推算本年中國經濟增長率將降至7%以下，為1990年以來最低水平。危機的嚴重程度尚未明朗，惟將大大

取決於疫情的進展和歷時長短，其對長遠投資的影響以及海外對中國社會和政治穩定的觀感乃關鍵所在。

中國服務業首當其衝，消費信心削弱，開支減少。零售、旅遊、酒店、娛樂等行業遭受重創，據報現時內地酒店平均入住率僅為33%。海外遊客和商客卻步，連帶五月黃金週假期縮短、國內旅遊禁制、大量北京娛樂場所結業，皆為明顯例子。不過，中國服務業只佔經濟產值三分之一，遠低於香港的比率，故或可將影響淡化。

製造業佔內地經濟產值的一半，起初僅受間接牽連。惟目下已有種種跡象顯示製造商亦遭波及，因此中國或料於2003年面臨十多年來首次貿易赤字。按瑞士信貸第一波士頓所述，數間內地工廠大失訂單，而訂單已落入東南亞、土耳其、墨西哥等地。美國、澳洲、日本和香港的買手亦據說擬棄用中國貨。舉例來說，湖南省農產出口商報稱本年

SPECIAL FEATURE

from Chinese goods. For example, agricultural exporters in Hunan province reported an 87 percent drop in orders for meat products from Hong Kong and Australia during April (year-on-year). Russia has closed some border crossings with China and urged its airlines to halt all flights to the Mainland, Hong Kong, and Taiwan, which could further slow trade.

SARS-related precautions are exacting a premium on the transport of goods across China. According to *The Wall Street Journal*, trucking costs are climbing on main arteries such as the Shanghai-Beijing route (one freighter cites a 66 percent increase for hiring a truck), partly due to medical checkpoints on the highways and special quarantines for trucks with Beijing license plates. Shipping by rail is often cost prohibitive and the timeliness of air transport is not guaranteed, since SARS-related air shipments currently have top priority.

Potentially more damaging in the long run, perceptions of China as a safe, predictable, and high-yield market for investment are now under review. China's mismanagement of the epidemic, and the perceived political and economic instability the leadership has caused, is at least temporarily dampening China's attractiveness to some foreign firms and investors. The value of new contracts for foreign investment could drop 50-80 percent in 2003, according to a recent estimate. Actual FDI in China grew by 56 percent year-to-year in the first quarter, but the frenzied pace of deal making has slowed dramatically in recent weeks. The Canton Trade Fair was cut short on April 19 with US\$3.31 billion in signed contracts, less than 20 percent of last year's total, while signed contracts at the 2003 Guangzhou Trade Fair fell to US\$730 million, just 4 percent of the 2002 total.

Barring a crisis-fueled economic collapse, however, foreign firms and investors largely remain optimistic about China's long-term attractiveness. General Motors continues to invest in new Chinese plants while shedding capacity elsewhere, and several key international players in China's hotel industry have vowed to continue their expansion plans, arguing that the sharp current decline is merely a short-term phenomenon.

Regardless of that optimism, the risks are high enough that the government is now moving to blunt the economic damage. According to press reports, the State Council approved an emergency package on May 8

that offers tax breaks to SARS-affected industries including the travel, tourism, retail, and hospitality sectors. The party reportedly banned firms in affected areas from "firing employees at will" and said workers whose income fell below the poverty level would be eligible for government assistance. These policies are not without long-term costs, however. While the increased public borrowing and spending needed to support the stimulus package could diminish the short-term impact from SARS, the measures could also slow China's efforts to restructure its state sector and clean up the debt-ridden state banks. In reference to long-term impacts, a Chinese government researcher, writing in the *China Daily*, warned of lower productivity and consumer spending combining to erode profits and force significant layoffs, a gloomy scenario that could damage social and political stability.

POLITICAL IMPACT

Beijing's mismanagement of the outbreak has plainly exposed just how far political reform has lagged behind economic development. The crisis is undermining traditional supporters, aggravating old demographic strains, and emboldening detractors to more assertively protest government policy. Because of China's growing interdependence with the world, the current maelstrom is more likely than previous crises to lead to political reforms, but the extent of those reforms will depend on the duration of the epidemic, the severity of the economic impact, and proclivities of the Communist Party that so far appear unaltered by public outrage. Even the government's most consistent supporters are dismayed by Beijing's apparent dishonesty.

Still, China has faced other crises in confidence, such as the Tiananmen Square crackdown, that have not led to significant political reform. Unlike those challenges, the current outbreak is more potent because it endangers the foundation of the Communist Party's legitimacy-meeting the public's expectations of safety and rising living standards.

The party, led by President Hu Jintao and Premier Wen Jiabao, is now moving quickly to counteract the loss in confidence. Before the SARS outbreak, Mr Hu portrayed himself as a populist leader, visiting workers and promising to narrow the growing gap be-

tween the urban rich and rural poor. Now he and the Communist Party have been forced to embrace several powerful concepts:

POLITICAL ACCOUNTABILITY. Minister Zhang Wenkang and Mayor Meng Xuenong were the highest-profile officials fired for negligence-instead of corruption-since Communist Party General Secretary Zhao Ziyang was removed during the Tiananmen protests. Another 120 officials have been fired, demoted, or reprimanded in the last month.

TRANSPARENCY. From Premier Wen to new Beijing Mayor Wang Qishan, the message is consistent: the public must be told the truth regarding matters directly affecting their lives. In what might be a sign of changing times, the asphyxiation deaths of 70 People's Liberation Army (PLA) submariners were reported in the PRC official press on May 3, a highly unusual act of openness.

GREATER RESPONSIBILITY FOR SOCIAL INFRASTRUCTURE. The outbreak has exposed a major flaw in China's model for growth, namely that public infrastructure could be ignored in favor of maximizing national income. More investment has been promised in public health care (US\$420 million alone to set up a nationwide health network) but will increase fiscal pressure on the new PRC leadership that already inherited sizable and rapidly accumulating public debt.

Still, several important forces in Chinese politics that contributed to the crisis appear unaltered and could weaken any push toward greater accountability and transparency. First, factional politics remain a decisive force in political legitimacy and authority. The incomplete transfer of power from former president Jiang Zemin to President Hu Jintao has left their rival supporters jockeying for influence, and President Hu and Premier Wen are now using the crisis to consolidate their power base. Although the April 20 dismissals of one Jiang confidant (Minister Zhang) and one Hu ally (Mayor Meng) were apparent tradeoffs among the factions, Mr Jiang's reputation has suffered in recent days. During an April 26 speech, he claimed the government had scored important victories against the outbreak. Those comments, which directly conflicted with Mr Hu's and Mr Wen's nightly statements of the grave struggle ahead, were met by significant public criticism. If President Hu and Premier

四月來自香港和澳洲的肉類產品訂單，較去年同期驟跌 87%。俄羅斯已關閉若干與中國接聯的邊境站，還要求當地航空公司停飛所有往中國、香港和台灣的航班，由此推斷，中國貿易將進一步受挫。

非典預防措施令內地運費普遍增加。《華爾街日報》報道，主要路線如京滬線的運費持續提高（一名托運商指稱運費急升 66%），歸因於政府在高速公路設置防疫站，而北京註冊貨車須接受特殊衛生檢查。鐵路運費高昂，企業多不能負擔。航機現時優先運送抗災物資，故貨物空運的時間沒有保障。

若疫情持續，破壞力更大，國際社會已開始動搖對中國的信心，質疑中國仍是否一個安全、可預測和回報高的投資市場。中國在疫情處理上的錯失，連同領導層造成的政經不定局面，多少破壞了中國在一些外資公司和投資者心中的良好形象。根據近期一項預測，2003 年首季的新外資合同總值或較去年同期下降 50 至 80%。儘管首季外商投資較去年同期增長 56%，但近數星期，以往交易頻繁的景象已明顯轉淡。某廣州貿易展將展期縮至 4 月 19 日止，全場簽定合同總值 33.1 億美元，不足去年兩成。2003 年廣州交易會的簽定合同總值則降至 7.3 億美元，僅相當於去年 4%。

非典危機似有導致經濟下滑的徵兆，但外商和投資者仍普遍對中國的長期發展取態樂觀。通用汽車持續投資於其新建的中國廠房，更收縮其他地區的業務。此外，多家國際酒店營辦商銳意在內地大展拳腳，理由是相信當前急劇衰退只是短暫現象。

然而，非典風險其實相當高，中國政府已有所行動，力挽經濟。據傳媒報道，國務院於 5 月 8 日通過應急方案，給予旅遊、零售、酒店等受影響行業稅務優惠；亦稱黨禁止從事受影響業務的公司蓄意辭退僱員，同時收入低於貧窮線下的勞工可申請政府援助。這些措施可能會給國家構成深遠負擔，刺激方案雖能透過增加公眾借貸和開支減弱非典的短期影響，但中國國家改革和消除國營銀行壞帳的步伐也許受阻。一名中國政府研究員在《中國日報》撰文評論非典的長線衝擊，警告生產力和消費開支下降將侵蝕企業的盈利，迫使企業裁員，社會和政治穩定將面臨考驗。

政治影響

北京錯誤應付疫潮，清晰顯露中國政制改革遠遠落後於經濟發展。當前危機不單削弱中國支持者的信心，還激化歷來的人口特質，兼且促使反對者更明目張膽地批評政府施政。隨著中國愈益依賴與世界接軌，是次混亂比對以前同類事件，更有

可能引致政治改革，但改革程度則視乎多個因素，包括疫潮長短、經濟衝擊和目前看來仍未因民怨而改變的共產黨習性。即使是政府最長久忠心的支持者，也因北京這次明顯的不忠實行為感失望。

中國過去面對多次信心危機，如天安門事件，均未導致大舉政治改革。不過，相對而言，非典的影響較前者大，觸及共產黨的管治基礎——滿足人民對安全和提升生活素質的意願。

由主席胡錦濤和總理溫家寶帶領的共產黨，正迅速應變，以抗拒信心流失。非典肆虐前，胡主席將自己塑造為一位親民的領袖，經常探訪工人，並答應縮減城富鄉貧的差距。今天，他與共產黨均需要實踐數個重要概念：

政治問責 張文康和孟學農是繼前黨總書記趙紫陽因天安門事件被免職後，因失職而非貪污被革職的高層官員。在疫症事件中，另有 120 名官員於上月被撤職、降級或訓示。

透明公開 不論是溫總理或新北京市市長王岐山，均致力表明一致訊息——必須讓國民清楚知道直接影響民生事件的真相。這可視為中國與時並進之舉。5 月 3 日，70 名解放軍人員在潛艇窒息致死，經官方報章大肆報道，亦為中國罕見的公開舉動。

社會基建責任加重 災難暴露了中國發展模式的一大弱點，就是增加國家收入凌駕公共基礎建設。政府承諾增加公共醫護方面的投資（動用 4.2 億美元設立全國保健網），但這必加重共產黨新領導人的財政壓力，國家負債目前已非常龐大，且情況日趨惡化。

促成當前危機的多股中國政治動力，目前看來仍沒變動，亦或會削弱增加問責和透明度的訴求。先是權派勢力依然是施政和權力的決定因素，由前主席江澤民到胡主席的權力轉移未盡徹底，使各自的追隨者在你爭我逐影響力，胡主席和溫總理亦乘勢鞏固本身權力基礎。4 月 20 日，江澤民和溫總理均各失去一名盟友（分別是張文康和孟學農），但江的聲譽近日有所虧損。在 4 月 26 日的演說中，他聲稱政府已在抗擊非典中取得重大成果，但這些言論明顯與胡和溫當晚發表的奮力抗災之說背道而馳，故惹來批評如縷。倘胡主席與溫總理趁危機得以增強勢力，他們也許掌握更多籌碼，阻撓改革。

其二，地方政府和分區管治架構亦大大阻礙和無視過去改革和中央政府的指引。他們能否繼續維持現狀，一方面端視高層領導施加的壓力，另一是胡主席或溫總理有否明示本身熱衷改革。

最後一點是共產黨仍控制國營傳媒和監

察網上資訊，故能大力監控內地居民接收的消息和其演繹。由始至終，共產黨從沒顯示有意開放資訊流通。

總結

多名觀察家和權威人士正研究非典會否猶如中國的切爾諾貝爾核電廠事件，激發內地政經改革。兩者的共通點是，蘇聯政府曾力圖隱瞞災難，直至國際壓力迫使莫斯科將事件曝光。一如戈巴卓夫，胡總理上位首年，國家便遭逢厄運。

但此中亦有大異之處。戈巴卓夫當時渴求機會推行改革開放，中國沒有改革領導者，只是進入另一政治階段。蘇聯經濟於八十年代起長期衰退，中國經濟一日千里，前路光明，因非典關係，若干相對優勢得以保持。再者，北京迄今只遭國際施壓，沒有像莫斯科般在切爾諾貝爾事件後大受世界猛烈抨擊。



正因如此，縱然國民需求提高令壓力增加，和世界各地愈趨互相依存促使中國公開真象，政治改革會否隨之而來得視政府對官員增加問責和施政透明度的要求，重於官員對黨和權派的忠誠。顯而易見，溫總理上月向東盟發表的謙恭坦率之詞正好反映，中國政治包括權派之分已起變化。中國要持續融入世界經濟，接受其他價值觀，施行政治改革的壓力必日漸高漲。

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Chinese President Hu Jintao inspects the Tianjin Health and Disease Prevention Center in north China's Tianjin Municipality on May 1. China's officials are now insisting that the public be told the truth about matters directly affecting their lives. 5月1日，中國主席胡錦濤視察天津市衛生防病中心。中國官員目前堅持向公眾如實報道直接影響民生的事項。

Wen emerge from the crisis with greater power, they may have more levers at their disposal to discourage reform efforts.

Second, local governments and turf-conscious bureaucracies have been remarkably successful in resisting and ignoring previous reforms and directives from the Central Government. Their continued success will depend in part on the level of pressure exerted from top leadership, and neither President Hu nor Premier Wen have given many signs that he is a committed reformer.

Third, because the party still controls the state media and oversees online content, it can exert significant control over what the domestic audience hears and how it interprets that information. So far, the party does not appear willing to let go of the information spigot yet.

CONCLUSION

A number of observers and pundits are considering whether SARS might be China's Chernobyl, a landmark catalyst for political and economic reform. There are clear parallels. The Soviet government attempted to hide the disaster until international pressure forced Moscow to disclose the truth, and similar to

President Hu, Mikhail Gorbachev encountered the crisis within his first year in power.

There are also strong differences between the two cases. Mr Gorbachev came into power waiting for an opportunity to implement glasnost and perestroika, but China has no leading reformer just entering the political stage. While the Soviet economy was in a headlong decline by the 1980s, China is experiencing rapid growth with bright prospects, in part due to comparative advantages unlikely to change because of SARS. Also, while Beijing has faced significant international pressure, it is so far not facing the vitriolic condemnation the world directed at Moscow after Chernobyl.

Thus, while growing pressure from a more demanding public and an increasingly interdependent world has forced China to stop concealing its crisis, the extent of any

resulting political reform will depend on whether the enhanced incentives for accountability and transparency among public officials override the traditional incentives for party and factional loyalty. What is clear, as evidenced by Premier Wen's humble pledge of candor last week to ASEAN, is that the calculus of Chinese politics—including factional politics—is in flux. As China continues to integrate with the world economy and accepts other global values, pressures for political reform mount. **B**

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Neil Beck is a research assistant for the Strategic Asia Program at The National Bureau of Asian Research. The author acknowledges the valuable contributions of William Abnett, Richard Ellings, and Joseph Ferguson during the drafting of this report.

Neil Beck 為美國國家亞洲研究局亞洲策略計劃的研究助理，作者對 William Abnett、Richard Ellings (葉銳志) 和 Joseph Ferguson 之助深表謝意。

SARS Relief

Members looking for new and creative ways to promote their products and services can now tap into HKGCC's online services offered for free as part of the Chamber's SARS Relief initiatives, writes **ALFRED CHAN**

More businesses are using HKGCC's SARS Relief initiatives offered to Chamber members to help them through these difficult times. A total of nine special initiatives were announced on May 1 and will run until July 31. The most popular to date have been the free services, but members have also been taking advantage of the special discounts offered on everything from 20 percent off CO services, to free use of online promotional tools.

The most popular of these is the Corporate News Service, which allows companies to post their press releases and newsletters on the Chamber Web site for six months free of charge.

As businesses are now trying to come up with new and innovative ideas of how they can further promote their company without increasing their costs, this service puts news about their products and services under the noses of the 30,000 or so visitors who visit

the Chamber's Web site every day.

Members simply need to fill in their company and membership details – ignoring the payment details – and then upload their press releases or newsletters. It is as simple as that.

For businesses that want to show photos of samples to their clients or potential clients, members can use the e-Catalog service, also for free. Out of the average of over 900,000 page views per month from 130 countries to the Chamber's Web site, over one third of the page views are for the Chamber's Directory, which is the doorway to the e-Catalog.

Other SARS Relief offers for members include discounts for various Chamber services. For a full list, members are encouraged to visit www.chamber.org.hk/sarsrelief.asp

Alfred Chan is the Chamber's Information Technology Manager. He can be reached at, alfred@chamber.org.hk

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總商會特設多項措施，幫助會員紓緩非典型衝擊。措施推出以來，使用者不斷增加。5月1日至7月31日期間，會員可獲享九項活動及服務特惠收費。迄今最受歡迎的首推免費項目，亦有不少會員樂享各項折扣，包括簽證服務八折，和其他網上宣傳工具。

「企業通訊」服務居最受歡迎項目之首，會員公司可在本會網站免費登載新聞稿或通訊，為時六個月。

在現今經濟狀況之下，企業普遍希望出奇制勝，以新招推廣商品或服務，而毋須增加營運成本。本會網站每日瀏覽率逾三萬頁次，當然是理想選擇。

況且，「企業通訊」服務簡便易用，會員只需填寫公司和會籍資料，毋須理會付款細則，即可馬上將新聞稿或通訊上載本會網站。

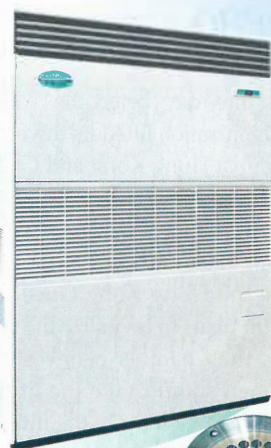
「電子產品目錄」專為展示商品樣本而設，現亦免費提供予會員使用。總商會網站每月平均瀏覽率超過90萬頁次，使用者遍及130個國家，當中三分之一以上登入本會「會員名冊」－產品目錄入門網頁。

其他特惠措施包涵各項服務收費折扣，歡迎會員登入 www.chamber.org.hk/sarsrelief.asp，瞭解詳情。

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Mission to Guangdong

Chamber leads first business delegation to Guangdong since SARS outbreak to show the world that it is business as usual in the PRD, writes EVA CHOW

Just three days before the World Health Organization lifted its travel advisory against Hong Kong and Guangdong on May 23, the Chamber led the first Hong Kong business delegation to visit Guangdong since the SARS outbreak.

While the Hong Kong Government is drawing up plans to revitalize the territory's economy, the Chamber believes that local businessmen should take the initiative to send positive messages to the international community that Hong Kong's business people remain active and, as such, business travel should be resumed.

The 25-member delegation, led by David Lie, Chairman of the Chamber's China Committee and Chairman & CEO of Newpower Group, joined by Chamber Vice Chairman Dr Lily Chiang, as honorary leader, and Chamber CEO Dr Eden Woon, met with the Guangdong Governor Huang Huahua, Guangzhou Mayor Zhang Guangning, and other senior government officials.

Mr Huang lauded the delegation for being the very first business delegation to visit Guangdong since the SARS outbreak. He said that with the SARS situation in Guangdong now under control, businesses were carrying on as usual, and he (then) hoped that the WHO travel advisory on Guangdong would be lifted soon. Mr Zhang also ex-

pressed that he believed the crisis would make both Guangzhou and Hong Kong stronger as the two cities found ways to turn the very challenging times into opportunities.

In terms of future economic development, Mr Huang said he believed that foreign investors trying to break into the huge Chinese domestic market were now eyeing investments in the Yangtze River Delta, whereas foreign investors interested in exporting globally continue to see the advantages of investing in the Pearl River Delta. However, he admitted that Guangdong needs to improve its hard and soft investment environment, and to provide better services to foreign investors if it wants to continue to be the leading region for investment in China.

The delegation took the opportunity during the trip to express some concerns that Hong Kong businesses' have in doing business with Guangdong. Members told Director General of the Department of Foreign Trade and Economic Cooperation in Guangdong Liang Yaowen that they hoped Guangdong could raise its tax refund quota to help businesses recover more of the VAT they have paid. Other key issues discussed included the possibility of further liberalising the banking sector and that foreign SME's be allowed to conduct international trade. Mr Liang also told the delegation that Guangdong is now



allowed to authorise Mainland enterprises' overseas investment plan.

Despite the SARS outbreak, Mr Liang revealed that Guangdong's economy is growing at a steady pace. According to Mainland statistics, Guangdong's trade volume during the first four months of this year amounted to US\$81.1 billion, an increase of 30.1 percent over the same period last year. Exports amounted to US\$42.4 billion (up 28.1 percent), and imports reached US\$38.6 billion (an increase of 32.4 percent). Contractual direct foreign investment from January to April 2003 amounted to US\$4.2 billion[m6], up 35 percent over the same period last year. Realized direct foreign investment increased 28.5 percent, compared to the same period last year, to US\$3.8 billion for the first four months.

Hong Kong is Guangdong's biggest trading partner. The province's exports to Hong Kong accounted for US\$14.8 billion between



Chamber Vice Chairman Dr Lily Chiang (left) meets with Guangzhou Mayor Zhang Guangning. 本會副主席蔣麗莉博士(左)與廣州市市長張廣寧會面。



Chamber CEO Dr Eden Woon (right) chats with Guangdong Governor Huang Huahua. 本會總裁翁以登博士(右)跟廣東省省長黃華華閒談。



Delegates receive a souvenir from Guangdong Governor Huang Huahua (2nd from right).
會員接受廣東省省長黃華華(右二)致送紀念品。

January and April this year, representing an increase of 24.3 percent over the same period last year. Actual foreign direct investment from Hong Kong grew at an even faster rate of 33 percent for the same period.

On returning to Hong Kong, Chamber CEO Dr Eden Woon said: "Despite the SARS outbreak, the PRD region will continue to develop as the world's factory, services and logistics center. With the soon-to-be concluded Closer Economic Partnership Arrangement (CEPA) consultation, more opportunities for a closer integration of the Greater Pearl River Delta region exist, although in future this will involve closer cooperation affecting public health issues."

The SARS crisis has reinforced the importance of a proper integration between Hong Kong and the Pearl River Delta, and there can be little doubt that business exchanges and economic integration between the two areas will continue as usual. Close cooperation between Hong Kong and Guangdong is a key element among efforts to re-launch Hong Kong.

The Chamber will continue to promote Greater Pearl River Delta integration, and members can find out more about these developments on the Chamber's Web site section called PRD Corner, www.chamber.org.hk/prd/ **B**

Eva Chow is Director of the Chamber's International Business Division. She can be reached at, eva@chamber.org.hk

訪粵之行

本會率領非典爆發以來全港首個商務代表團訪粵，
向全球證明珠三角商業活動照常 **周紫樺**

世 界衛生組織於5月23日撤銷香港的旅遊警告，剛於這喜訊公佈前三天，本會帶領非典爆發以來全港首個商務代表團訪粵。

在特區政府部署振興經濟計劃的同時，本會認為香港商界亦應帶頭向國際社會表明，港商活躍如昔，商務旅行應可恢復。

此次一行25人訪問團由本會中國委員會主席、新大中集團執行主席李大壯擔任團長；本會副主席蔣麗莉博士擔任榮譽團長。本會總裁翁以登博士亦隨團出訪，拜會廣東省省長黃華華、廣州市市長張廣寧和其他高層政府官員。

黃省長對於訪問團在非典型疫下代表香港商界首次訪粵，深表欣賞。他表示，廣東非典型疫情已經受控，省市商業活動繼續照常進行，當時他並盼望世衛盡快解除對廣東省的旅遊警告。張市長亦表示，粵港兩地已從今次事件中掌握化危為機之道，實力更強。

前瞻經濟發展，黃氏透露，設法進佔龐大中國本土市場的外資放眼長江三角洲，而主力出口全球的外商則繼續利用珠江三角洲之地利。然而，他承認，廣東要鞏固其中國首要投資地區的位置，就需要改善軟硬投資環境及為外資提供更佳服務。

在訪粵期間，代表團趁機反映港商在粵營商方面的關注。團員向廣東省經貿廳廳長梁耀文表示，希望廣東省能提高退稅額，協助企業追回更多已繳的增值稅。雙方還討論其他多個主要問題，包括可否進

一步開放銀行業和容許外資中小企經營國際貿易。梁氏亦告知團員，廣東省已獲授權批准內地企業的海外投資計劃。

儘管非典型肺炎爆發，梁氏表示廣東省經濟仍穩步增長。內地數據顯示，今年首四個月廣東貿易額達811億美元，較去年同期增加30.1%。出口和進口分別為424億美元(上升28.1%)和386億美元(上升32.4%)。2003年首四月合同外資達42億美元，較去年同期增加35%，已實際利用外資亦增28.5%至38億美元。

香港是廣東省的最大貿易夥伴。今年1至4月該省輸往香港的出口總值為148億美元，較去年同期上升24.3%。同期，源自香港的已實際利用外資升幅更大，達33%。

本會總裁翁以登博士回港後表示：「雖然非典型肺炎爆發，珠三角將能繼續發展為全球製造、服務和物流中心。隨著『更緊密經貿關係安排』快將達成，大珠三角區愈趨整合將帶來更多商機，然而，區內還須在公共健康事宜上加強合作。」

非典危機進一步突顯香港與珠三角適當整合的重要，而兩地的商業交流和經濟整合將如常繼續進行。港粵緊密合作將是重推香港計劃的重點。

本會將繼續推動大珠三角整合，區內發展動態載於本會網站的「珠三角動向」專欄，網址為www.chamber.org.hk/prd/ **B**

周紫樺為總商會國際商務總監，電郵：eva@chamber.org.hk。



Members attend a meeting with COFERT officials. 會員與外經貿委官員會談。

CHAMBER PROGRAMMES



Firms have to manage how SARS impacts their finances, reputation, physical operations and staff risks, says Ms Chan.

陳女士稱，企業必須設法應付非典型肺炎對其財政、聲譽、業務和員工健康的影響。



Mr Yu: "Companies should try to continue with business as usual."
于先生說：「公司應努力維持業務如常。」



The perceived risk of catching SARS is greater than the actual threat, says Dr Merritt.

Merritt 醫生表示，感染非典的實際機會其實遠低於普遍估計。

Business Despite SARS Companies Working Towards 'Business As Usual'

The SARS outbreak has delivered a devastating blow to many companies, and a windfall to a lucky few. But beyond the financial fallout, firms are also having to manage how SARS impacts their reputation, physical presence and staff risk. Nancy Chan, General Manager (Personnel Services), Group Human Resources, Jardine Matheson Holdings, said at the Chamber's seminar "Business Despite SARS," held on May 9.

Jardines has set up a three-prong plan to battle SARS: prevention, staff care, and a business continuity plan. On prevention, it is enforcing a rigorous cleaning schedule and advising staff to avoid overseas travel.

"By law, an employer must, so far as reasonably practicable, ensure the safety and health at work of all employees," she said. "This obviously involves a lot of human resources issues regarding managing the SARS risk."

It has also set up risk management team to provide a centre for communication and emergency decisions. This is manned by people with the authority to take necessary steps should a member of staff contract SARS, Ms Chan said.

The company also provides staff with information on how SARS spreads, how to minimise risk of infection, and special preventive measures for staff in high-risk jobs, such as lift fitters.

Ms Chan said it is important that companies treat staff fairly during these difficult times, otherwise, once conditions improve they will leave the company.

Emil Yu, Director of Keystone Electric Wire & Cable, also speaking at the seminar, said employers must take care of their employees' concerns and establish a mutual trust to get through the SARS crisis. He also stressed that given that the chances of catching SARS is very low, businesses should adopt a proper attitude towards SARS.

"Companies should try to continue 'business as usual'," he said. However, "We have to stay alert and conduct periodic self-assessments of operations to see where potential risks can be minimised."

Mr Yu, whose managers need to travel to Guangdong two to three times a week to visit their factory there, now insists all managers use the company car if they have to take a trip to the Mainland to enable them to drive across the border and avoid public transportation.

He has also got his staff exercising 15 minutes every morning to build up their immune systems. "It's surprising how many people can't even do 15 minutes gentle exercise," he laughs.

For SMEs, he recommends they set up a contingency plan, such as segregating essential operations into minimum teams. "If one person performs a key function, perhaps it is time to start training a second employee in case anything happens," he suggests.

He also suggests companies get staff involved in brainstorming how they can reduce costs and implement new measures to make up for the loss of business.

Also speaking at the seminar was Dr John

Merritt, Principal Medical Officer, Cathay Pacific Airways. The number of people flying has plunged by over 75 percent, but Dr Merritt says the risk of in-flight transmission is actually very low.

Given that fresh air is continuously introduced into the cabin and the entire air circulation in the plane is refreshed every two to three minutes, the chances of a virus spreading on an aeroplane are minimal he said.

The airline and airport authority have



also introduced stringent ground measures to prevent infected passengers from boarding a plane in the first place.

Government announcements requesting that all passengers on a certain flight have to contact the hospital because a passenger suspected of being infected with SARS was onboard add to the public's worries about flying. Such announcements should always be followed up by another announcement informing the public of the results of the alert.

"The perceived risk is far greater than the actual threat," he said. "People always fear the unknown, but they deal with facts and numbers and get on with life."

To illustrate his point, he said that in 2000, 22,000 cases of pneumonia were reported in Hong Kong. Of those, 3,041 people died. "Nobody is shouting about these figures, and if you break it down the mortality rate it is about 14 or 15 percent, which is not that different from what we have now. So we really have to put this SARS fear into context."

B

The Chamber wishes to thank Microsoft for generously sponsoring the coffee break during the seminar.

Simple Remote Office Solutions

Some companies are recommending that their staff work at home to minimise the chances of catching or spreading SARS. Mark Phibbs, Managing Director for Microsoft Hong Kong, said given today's technologies, it is very simple for companies to have staff from home send faxes, check emails, do Internet video calls, and even use their office PC from their home.

Simple applications, and minimal investment can bring substantial returns. For example, Mutual Fit Company Ltd, recently worked with Microsoft to set up a system that allowed the company to seamlessly link up its Hong Kong and Mainland offices, streamline its PO process, and to retain all information about clients and suppliers even after an employee had left.

The system costs HK\$150,000 to set up, but reduced the company's costs by



For minimal investment, companies can cut costs substantially by putting technology to work for them, says Mr Phibbs.

麥先生表示，只需少量投資，企業便可利用科技大大削減經營成本。

an estimated HK\$4.4 million over three years, as well as significantly raising its competitiveness.



Chief Executive visits Chamber

HKSAR Chief Executive Tung Chee-hwa visited the Chamber on May 26 to exchange views with members of the Chamber Council on a number of issues affecting Hong Kong.

行政長官造訪總商會

香港特區行政長官董建華於5月26日到訪，就影響香港的多個問題與諮議會會員交流意見。

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疫境營商之策 公司設法照常營業

非典型肺炎疫潮雖對眾多企業造成沉重打擊，卻為少數公司帶來意外之財。怡和管理有限公司集團人力資源部人事服務總經理陳林詩在5月9日「非典型肺炎－營商對策」研討會上表示，除財政外，企業還須設法應付非典對其聲譽、業務和員工健康的影響。

怡和已制定一套對抗非典的三重方案：預防、員工保健和業務持續計劃。預防方面，該公司正推行嚴格的清潔時間表，並勸喻員工避免外遊。

陳女士說：「法例規定，僱主必須在合理可行的情況下，確保全體僱員在工作時的安全和健康。為應付非典危機，企業實需解決許多人力資源問題。」

她續說，怡和亦已成立風險管理小組，統籌溝通和緊急決策事宜。若有員

作，研究如何把潛在風險減至最低。」

該公司的經理每星期需往廣東兩、三次視察廠房，但由於非典關係，于氏規定所有經理利用公司車往返兩地，避免乘坐公共交通工具。

他亦要求員工每早做15分鐘運動，以增強免疫力。他笑著說：「很多員工連做15分鐘的溫和體操也感吃力，真沒想到呢！」

至於中小企，他建議制定應變計劃，如安排幾個小組分擔關鍵業務。他提議：「若某項重要職務原由一人負責，現可考慮開始培訓另一名僱員，以便在危急關頭執行有關工作。」

他還建議公司鼓勵員工出謀獻計，研究如何節省成本及推行新措施，以彌補生意損失。

另一講者國泰航空首席醫生John Merritt表示，自疫潮爆發以來，飛機載客量已大跌逾七成半，但他說在機上染病的機會其實很低。

他解釋道，由於航機不斷從外抽入新鮮空氣，機艙內空氣約每兩、三分鐘便更換一次，故病毒在機上散播的機會甚微。

國泰和機場管理局亦已厲行地勤措施，防止受感染乘客登機。

目前，每當某航班乘客懷疑受感染，政府便發佈要求所有同機乘客與醫院聯絡，Merritt醫生認為這些公佈加深市民乘坐飛機的憂慮，並建議政府應跟進有關情

遙距辦公簡易方案

現時，不少企業建議員工在家工作，以減少感染或傳播非典型肺炎的機會。微軟香港董事總經理麥頌軒表示，公司可利用現今先進科技，安排員工在家中收發傳真、查閱電郵、進行網上視像會議，甚至遙距使用其在辦公室的個人電腦，十分簡便。

簡單應用加上少量投資，便可帶來可觀回報。例如，卓飛實業有限公司最近與微軟合作建立一個系統，讓前者與其香港和內地辦事處緊密連繫，精簡郵寄程序，及保留僱員離職後所有客戶和供應商資料。

該系統的安裝費為15萬港元，三年內公司可藉此節省約440萬港元成本，同時大大提升競爭力。

工感染疫症，小組負責人有權採取必要行動。

該公司還為員工提供有關資訊，包括病毒傳播途徑和如何減低染病機會，並採取特別措施來保護從事高危工作的員工，如升降機技工。

陳女士指出，面對當前難關，公司須公平對待員工，否則疫情一旦好轉，員工便會離去。

啟東電線電纜董事于健安亦在會上表示，僱主必須體恤僱員的憂慮及與僱員建立互信，以克服今次危機。他又強調，由於感染的機會極低，企業應正確看待此病。

他說：「公司應努力維持業務如常。我們須保持警覺，並定期自行評估業務運

況，再向市民匯報。」

他說：「感染非典的實際機會其實遠低於普遍估計。我們往往對不熟悉的事物感到恐懼，但若有真實數據支持，疑慮便會消弭。」

他以普通肺炎的感染數字來說明此點。2000年，香港錄得22,000宗肺炎個案，其中3,041人死亡。他說：「沒有人會關心這些數字，但分析顯示，肺炎的死亡率約為14至15%，跟非典的死亡率差不多。因此，我們真的要正視大眾對非典的恐懼。」

B

承蒙微軟慷慨贊助研討會茶點，本會謹表謝意。

Challenges and Changes in US-Hong Kong Relations

*The SARS crisis has seriously challenged Hong Kong, but signs on the street suggest that Hong Kong people are getting on with their lives, says **JAMES KEITH***

The Year of the Sheep got off to a rather ominous start. We had both war and pestilence in quick succession, and both dealt blows to Hong Kong's economy. Neither the SARS outbreak nor the conflict in Iraq has been fully resolved, though great progress has been made. SARS presents a severe challenge, but Hong Kong is working hard to overcome it.

Hong Kong's integration with China has been one of the ingredients of its success. Indeed, trade from China through Hong Kong has been crucial for Hong Kong's development as a prosperous, cosmopolitan city. And Hong Kong's economic relationship with the Mainland has contributed to China's successful economic reforms. The two economies are helping each other as their interdependence grows.

SARS has intruded abruptly into this picture. Economic integration with the Mainland has huge benefits, but it has become even more evident that there is risk to be managed as well. Hong Kong has demonstrated impressive assets in the face of this public health crisis, beating back a new disease that broke without warning from across the border. Hong Kong went first and the rest of the world learned from your experience.

Looking ahead, we are encouraged by indications that the general picture is improving in Hong Kong. That is a hopeful and welcome sign, but we must remain vigilant, as the recent news out of Singapore highlights so poignantly. Our collective work on SARS is not yet over, and it may continue well into the future.

The macroeconomic effects in Asia may not be severe if the spread of the disease can be controlled soon. Major Asian economies might suffer total losses amounting to less than 2 percent of total GDP. Travel, convention, entertainment, retail, and financial

servicesectors, as in Hong Kong, will be hardest hit. This year's Guangzhou trade fair booked a fraction of last year's orders, for example. Even a 2 percent hit might be too optimistic if the tourism sector takes longer to rebound. Long-term damage on the supply side will depend on how quickly the affected economies can restore business confidence. It will take the measured, professional judgment of health professionals to convince people that SARS is not a threat. This is not an evaluation that can be cajoled, negotiated, or demanded. Much will depend on the Hong Kong public health authorities' ability to effectively screen borders and account comprehensively for so-called "sporadic" cases. This is a steep challenge, I know, and one that strikes at the heart of Hong Kong's economic vitality.

Public confidence is one indicator as to what might loom ahead. Signs on the street suggest that Hong Kong people are getting on with their lives. SARS may be here for a while, but Hong Kong has the capacity to adapt to this new factor in every day life. Greater attention to public health will increase the quality of life in the long run, helping Hong Kong combat other diseases such as tuberculosis and dengue fever. As public hygiene improves, so will the lives of the Hong Kong people, and that will be a permanent change for the better.

So let us take stock: yes, SARS has seriously challenged Hong Kong. The terrorist attacks of September 11, 2001 and the Bali bombing hurt Asian tourism and trade. Hong Kong was vulnerable to SARS due to its very openness – its close integration with China, its open borders, and its generally non-interventionist government. Unfortunately, SARS

will be with us for the foreseeable future and the course of the disease on the Mainland will impose significant burdens on Hong Kong's economy. We were buoyed by the cooperation we saw in Bangkok a few weeks ago at the ASEAN-PRC leaders' conference. More of the same will come with the APEC health ministers' conference, scheduled for July. We must learn to live with this new reality in much the same way we all have learned to live with the ongoing war against global terrorism.



"I have seen over the course of the SARS crisis that Hong Kong citizens can unite impressively to confront formidable challenges," says Mr Keith.
 祁氏說：「在非典型危機中，香港市民充分發揮團結精神，勇敢面對和克服三大挑戰。」

Hong Kong has long been an example for the rest of China. Even though it is a city of just 7 million people, it can play a pivotal role for all of Asia. Everyone knows there are more tough times ahead, but Hong Kong has seen this before. Hong Kong's unique history has created a culture that thrives on innovation and creativity. And I have seen over the course of the SARS crisis that Hong Kong citizens can unite impressively to confront formidable challenges. And to overcome them. **B**

Abridged from a speech to the Chamber on May 16 by U.S. Consul General James R Keith. Members can read the full speech at Bulletin Online, www.chamber.org.hk/bulletin

美港關係的挑戰和轉變

祁俊文：非典危機嚴重衝擊香港，但港人逐漸生活如常的跡象已隨處可見

羊年伊始，不幸消息接踵而來，戰爭和瘟疫相繼爆發，兩者皆對香港經濟造成打擊。非典型肺炎和美伊戰事仍未完全解決，不過已取得顯著進展。前者雖帶來嚴峻挑戰，但香港正努力克服。

香港與中國融合，素來是前者成功的因素之一。事實上，經香港轉口的中國貿易，對香港晉身繁榮國際都會至關重要。香港與內地經貿關係密切，亦促使中國經濟改革成功。兩地經濟愈益互相依存，無疑令彼此得益。

非典型肺炎爆發，令情況驟起變化。與內地經濟融合給香港帶來莫大裨益，但事實證明，我們亦須控制箇中風險。面對今次公共健康危機，香港盡顯強者本色。即使內地沒有提出防範新疫症的警告，我們仍能擊退病魔。香港身先士卒，全球各地紛紛從中汲取經驗。

翹首將來，令人鼓舞的是，香港整體疫情正逐漸好轉的徵兆可見。這是好兆頭，但我們必須保持警惕，近日新加坡發出的消息足以為戒。我們聯手抗炎的工作還未完結，應繼續下去。

若疫情很快受控，亞洲宏觀經濟不會受到嚴重影響。亞洲主要地區的總體經濟產值損失應少於2%。旅遊、會議、娛樂、零售和金融服務業受重創，一如香港。例如，今年廣州交易會所得訂單較去年大大遜色。如旅遊業需要更長時間復甦，2%的損失可能過於樂觀。非典型肺炎對供貨的長遠影響，將視乎疫區何時才能恢復營商信心。要令人相信非典不是威脅，醫療專家需作出恰當和專業的判斷。這個判斷無法通過哄騙、談判或強迫手段獲得，反而取決於香港公共衛生當局能否實行有效的跨境檢驗和闡釋所謂「零星」個案的成因。我明白這是一項艱巨的任務，同時切中香港經濟的要害。

公眾信心是反映潛在危機的其中一個指標。市面種種跡象顯示，港人正逐漸生活如常。非典型肺炎可能在香港存在一段日子，但香港適應力強，日常生活不會因此受到干擾。長遠來說，加倍注重公共健康將可提高生活素質，有助香港抗禦其他疾病，如肺癆和登革熱。隨著公共衛生改善，港人生活水平將持續提高。

就讓我們反思：沒錯，非典型肺炎給香港帶來重大考驗。2001年911恐怖襲擊和峇里爆炸事件亦打擊亞洲旅遊業和貿易。由於香港與中國緊密融合，邊境開放，加上政府的普遍不干預政策，故無法倖免於難，被非典波及。非典於可見將來料難消除，內地的疫情將對本港經濟造力沉重負擔。數星期前，東盟與中國領導人於曼谷召開會議，雙方在會上承諾加強合作，共同防治非典，令人振奮。預定於七月舉行的亞太經合衛生部長會議，將進一步探索彼此合作。我們必須學習與這新疫病共處，就像我們努力抵抗持續的全球恐怖行動一樣。

香港向來是內地的榜樣。儘管香港只有700萬人口，卻在亞洲扮演關鍵角色。人人都知道，前面的路會更加崎嶇，但艱難的日子我們曾經歷過。香港獨特的歷史孕育出創意文化和創造力，令香港持續繁榮興旺。在非典危機中，香港市民亦充分發揮團結精神，勇敢面對和克服巨大的挑戰。 **B**

本文摘錄自5月16日美國駐港總領事祁俊文在本會的演說。演說全文載於《工商月刊》網頁 www.chamber.org.hk/bulletin。



**For well over a century, the international business community
has maintained its confidence in Hong Kong,
very often during turbulent and challenging times.**

**And during these difficult days we want the people of Hong Kong
to know that we are as deeply committed to Hong Kong and
confident about its future as we ever have been.**



**We would like to offer special thanks to
the frontline medical staff who are
fighting atypical pneumonia for the benefit of us all.**



American Chamber of Commerce in Hong Kong
Australian Chamber of Commerce in Hong Kong
Belgium-Luxembourg Chamber of Commerce in Hong Kong
British Chamber of Commerce in Hong Kong
Canadian Chamber of Commerce in Hong Kong
Danish Business Association
Dutch Business Association
Finnish Business Council, Hong Kong
French Chamber of Commerce and Industry in Hong Kong

German Chamber of Commerce, Hong Kong
German Industry and Commerce Hong Kong, South China, Vietnam
Hong Kong General Chamber of Commerce
Hong Kong Japanese Chamber of Commerce and Industry
Indian Chamber of Commerce, Hong Kong
International Chamber of Commerce - HK, China Business Council
Irish Business Forum in Hong Kong
Israeli Chamber of Commerce in Hong Kong

Italian Chamber of Commerce in Hong Kong
Korean Chamber of Commerce in Hong Kong
New Zealand - Hong Kong Business Association
Norwegian Chamber of Commerce
Singapore Chamber of Commerce (Hong Kong)
Spanish Chamber of Commerce Hong Kong
Swedish Chamber of Commerce in Hong Kong
Swiss Business Council in Hong Kong

Chamber Visits Cyberport



Fifty members saw firsthand how Hong Kong's flagship IT development project was progressing during a half-day tour to Cyberport on April 29.

Covering 24 hectares, Phase One of the HK\$15.8 billion project at Telegraph Bay is scheduled for completion by the end of 2004. The main Cyberport building provides about 100,000 square meters of grade-A intelligent office space, 27,000 square metres of retail space, and a 173-room Le Meridian Hotel.

Betty Fung, Cyberport co-ordinator, told members during a briefing session that Hong Kong University will in September this year establish a software development school at the site to capitalise on Cyberport's advanced IT facilities.

The project's developer, PCCW, is also eager to attract more overseas companies to

set up office in Cyberport, but stressed that IT-related firms, not supporting service firms, are needed to allow Cyberport to keep to its original vision of building an IT community. However, Ms Fung said support services may consider taking up commercial space in its three-storey shopping mall. Besides office space, the building also has an IT Street, which comprises shared facilities for tenants.

The ancillary residential development, as part of Phase Two, will provide 2,932 residential units which will be completed between 2004-2007.

Following the briefing, members toured the facilities and later paid a visit to Microsoft Hong Kong Ltd, where the company's managing director, Mark Phibbs, introduced the company's operations. **B**

Phase One of Cyberport will be completed by the end of next year.
數碼港一期將於明年底前落成。

Members are briefed on Cyberport's development.
會員專心聆聽數碼港的發展重點。





An interactive school of fish swim in the visitor centre.
一群互動式水生動物在訪客中心暢泳。



A 360-degree Theatre. 360 度環迴視像演講廳

考察數碼港

五 十名會員於4月29日前往數碼港視察半天，親身瞭解這香港資訊科技業旗艦發展項目的進展。

數碼港耗資**158 億港元**，第一期位於鋼線灣，佔地**24公頃**，預計於**2004年底**前落成。數碼港主樓包含約**10 萬平方米**甲級智慧型寫字樓用地、**27,000 平方米**商場和**173 間**客房的**Le Meridian 酒店**。

數碼港統籌專員馮程淑儀在簡介會中向會員表示，香港大學將於九月在該處成立軟件開發學院，以利用數碼港的先進資訊科技設施。

項目發展商電訊盈科亦渴望招攬更多海外企業在數碼港開設辦事處，但該公司強調，數碼港需要借助資訊科技而非服務支援公司，實現其建立資訊科技社區的原先目標。然而，馮女士表示，服務支援機構可考慮租用數碼港的三層購物商場。除辦公室外，主樓還設有「資訊科技街」，為租戶提供共用設施。

第二期的附屬住宅發展部分將提供**2,932 個**住宅單位，預期於**2004 至 07 年**間落成。

簡介會後，會員先後參觀數碼港和微軟香港有限公司，微軟董事總經理麥頌軒藉此向會員介紹公司業務。



A member tries out an electronic guest book.
會員在電子名冊上留名。



An iris scanner identification access machine.
虹彩掃描識別存取器



A fingerprint identification access machine.
指紋識別存取器



Microsoft Hong Kong managing director Mark Phibbs tells members why Microsoft decided to move its head office to Cyberport. After the briefing, members had a look around Microsoft's office.

微軟香港董事總經理麥頌軒向會員解釋該公司總部遷址數碼港的原因。會員於簡介會後參觀微軟辦事處。



Members see how an interactive notice board, complete with real-time video conferencing, works.
互動告示板附設即時視像會議功能，會員細看其操作方式。

Simpson Marine

Hong Kong is blessed by some of the world's most spectacular coastal scenery which only a lucky few manage to enjoy, thanks to their love of sailing

Guy Guillemard, Group General Manager for Simpson Marine

Mike Simpson left the British Army in 1971 to spend the next nine to ten years of his life doing what he loves most, climbing and sailing in far off places that he used to only dream about. Then, in 1980, he travelled to Taiwan to turn a life-long ambition into reality.

The former officer had a passion for sailing and had always wanted to build his own yacht and sail it around the world. He borrowed the money he needed to build his first sailing boat in Taiwan with a girlfriend.

Taiwan, which has quite a strong boat-building industry, provided the ideal location for him to build his first boat. It also gave the polyglot the opportunity to practice his Mandarin. Upon completion, he set sail for Singapore, the first leg in making his dream come true. Soon after dropping anchor in the

island-state, someone made him an offer that he could not refuse.

"So he returned to Taiwan to build a second boat, repaid his loan and set off again, this time in his own boat 'free and clear'," Guy Guillemard, Group General Manager for Simpson Marine explained.

And again, the same thing happened, this time to a buyer from Hong Kong. He delivered the boat to Hong Kong and returned to Taiwan to start again.

He built his third boat and determined to sail off again with his girlfriend to the Mediterranean. But when for the third time someone offered to buy his boat in Singapore, he decided to go into business and bought a shelf company, Charterboats, in Hong Kong. Two years later, in 1984, the name was changed to Simpson Marine Limited.

The business took off and yacht sales, involving the building of new boats as well as brokerage, became – and remains – the main business of the company. But in his early days, Mr Simpson also did a little charter business for a while. He also signed his first dealership with Taiwanese yacht builder Ta Chiao, before going on to acquire a dealership with the leading sail boat maker in France, Beneteau, and soon after Azimut.

From its Hong Kong base, Simpson Marine gradually became the leading yacht dealer and broker in Asia. Mr Simpson also branched into buying and selling second-hand boats, including superyachts, which today account for about half of the company's total transactions of between 70 and 100 boats annually, Mr Guillemard said.

Simpson Marine has also opened offices in Singapore, East and West Malaysia, Australia and Europe, in addition to authorised sales offices in Japan, the Philippines and New Zealand.

Given Hong Kong's fortunes have always been linked to the sea, Mr Guillemard says he is surprised that not more people sail here. When the company was established around 20 years ago, almost all sailors here were expatriates, but over the years that mix changed with locals now outnumbering expatriates by about three-to-one.

In addition to the very strong tradition of marine and sailing clubs in Hong Kong – Aberdeen Boat Club, Aberdeen Marina Club, Hebe Haven Yacht Club, Goldcoast Marina Club, as well as the Royal Hong Kong Yacht Club, which has three club houses – Mr Guillemard says few places in the world are more suited to sailing than Hong Kong.





香港海岸美景怡人，世上罕有，但僅少數航海愛好者才有幸欣賞

“Hong Kong is blessed by one of the finest natural coastlines anywhere – certainly in Asia,” he said. “We have dramatic scenery with the rugged cliffs, dozens of islands and beaches, friendly seas with very few nasty things in it, an all-year round sailing season, good infrastructure, service facilities, and so on. Hong Kong really has every advantage for boating.”

Motor yachts are the pleasure boats of choice for those who do take the plunge into sailing, comprising about 70 percent of all boats sold by the company, with the remaining 30 percent being sailing boats. These range between 40- and 70-foot-long craft. Mr Guillemard says deciding which boat to buy is all about personal preferences and what you want to do with it, which could include water skiing, offshore fishing, entertaining friends and clients, or just getting away with the family for some quality time.

“Sailing is much more of a personal interest than most people think,” he explained. “Some people think of it as their primary pastime; they may have played golf, or have owned half a back leg of a race horse, and now they want to do something else, and this is something that they very often become extremely passionate about for the rest of their lives.”

1971年，Mike Simpson自英軍退役，希望在未來九到十年做一些至愛的事，包括到嚮往的地方攀山和航海。80年，他旅遊台灣，望能圓其畢生夢想。曾是船長的他熱愛航海，一心渴求建造屬於自己的遊艇，駕帆遨遊世界。在台灣，他結識了一位女友，女友借錢給他建造第一艘船。

台灣造船業發達，是Simpson建造第一艘船的理想地方。他能操多國語言，台灣之行給他操練普通話的機會。船建成後，他啟航前往新加坡，踏出實現理想的第一步。然而，他抵達獅城不久，便有人出高價購買其船，教他難以抗拒。

Simpson Marine 集團總經理 Guy Guillemard 解釋：「於是，他重返台灣建造另一艘船，並還清借款，再次啟航。當時，他真的能乘坐屬於自己的船，坦然上路。」

後來，相同事件再度發生，今次買主是香港人。他把船運到香港，然後返回台灣繼續造船。

Simpson建成第三艘船後，決定偕女友往地中海，但在新加坡時有人欲購其船，他遂決定做起生意來，在香港買入一家殼公司 Charterboats。兩年後即1984年，公司易名 Simpson Marine。

生意開始起步，遊艇銷售包括造船和代理至今仍為公司核心業務。早年，Simpson曾兼營租船一段日子，規模不大。他與台灣遊艇建造商 Ta Chiao 簽定公司首份代理合



同，及後亦成為法國領先造船商 Beneteau 的代理，跟著是 Azimut。

Simpson Marine 扎根於香港，逐步發展成為亞洲首屈一指的遊艇經紀和貿易商。Guillemard 表示，Simpson 還兼營二手船買賣，包括超級遊艇，現約佔該公司全年總交易宗數（70至100艘船）的一半。

Simpson Marine 還在新加坡、馬來西亞東和西部、澳洲和歐洲開設辦事處，並在日本、菲律賓和紐西蘭設有特許營銷處。

Guillemard 說香港的成功與海港息息相關，故此他對香港的海員不多感到意外。Simpson Marine 於20年前成立時，幾乎所有本地海員皆是外國人，但這現象逐漸轉變，如今本地人與外籍人約為三與一之比。

Guillemard 表示，香港還擁有多家歷史悠久的航海和遊艇會，包括香港仔遊艇會、深灣遊艇俱樂部、白沙灣遊艇會、Goldcoast Marine Club 及香港遊艇會，後者更設有三間會所。因此，香港可算是全球最適宜航海的地方。

他說：「香港擁有全亞洲最佳的天然海岸線，景致迷人，還有崎嶇峭壁、島嶼和沙灘環抱，而且海面大多平靜、海水清澈，一年四季都適合揚帆出海，配套設施又十分完善。香港的泛舟優勢，真的無出其右。」

對於決心揚帆行駛的人，摩托艇是必然選擇，約佔該公司銷售的遊艇七成，其餘三成是帆船。船的長度由40至70英尺不等。Guillemard 說，購買哪類船完全視乎個人喜好和用途而定，後者包括滑水、離岸垂釣、款待朋友和客戶，或跟家人暫離煩囂，共度一些美好時光等。

他解釋：「多數人都以為航海只是一種個人玩意，其實並不盡然。有些人視它為主要消遣，他們可能打了高爾夫球一段日子，或與他人合資擁有一匹賽馬，現在想嘗試別的東西，而帆船運動往往會令他們愛上一輩子。」



Company: Simpson Marine Limited
Business: Yacht brokers and yacht dealers
Established: 1984
Year joined HKGCC: 2003
Web site: www.simpsonmarine.com

公司: Simpson Marine Limited
業務: 遊艇經紀和代理
成立年份: 1984
入會年份: 2003
網址: www.simpsonmarine.com

Busy year for your Chamber

By CHRISTOPHER CHENG

This is a very challenging time for Hong Kong. Only a few weeks ago we anticipated a steady recovery in our economy and progress in stabilising prices. But since the onset of the SARS epidemic, many of our near-term assumptions have had to be shelved, and it is now clear that the ordering of the Chamber's priorities – indeed, those of Hong Kong as a whole – need to be revised.

[In April] your Chamber has been working very hard to help business and the government focus on the immediate steps necessary to minimise the economic impact of the outbreak of atypical pneumonia. As an organisation, we are not medical experts, and so we leave that work to those who better understand the subject. Rather, we have looked at the most urgent needs of our members and of Hong Kong as a whole, in this time of crisis. We went out to our 4,000 members and almost 200 of you answered us in less than 48 hours. Many of the input were very thoughtfully written, filled with anguish and concern and good ideas. The staff and the General Committee pored over each of them, and then we decided, after considerable deliberation, on the final 26 recommendations which we forwarded to the government [on April 17].

Two issues top our list of priorities. The first is cash flow, par-



NEW GENERAL COMMITTEE LINE-UP

At the inaugural meeting of the General Committee immediately after the Chamber's 2003 Annual General Meeting on April 24, Anthony Nightingale, Chairman of Jardine Pacific Limited, was elected Chairman of HKGCC. He replaces Christopher Cheng, Chairman of Wing Tai Corporation Ltd, who stepped down after the AGM after leading the Chamber for two years.

Succeeding Mr Nightingale as Deputy Chairman is David Eldon, Chairman of the Hongkong & Shanghai Banking Corporation Ltd.

The three Vice Chairmen are, respectively, Dr Lily Chiang, President of E1 Media Technology Ltd, Anthony Wu, Chairman – Far East, Ernst & Young, and K K Yeung, Chairman of K K Yeung Management Consultants Ltd.

At the Annual General Meeting, members elected six members to fill the seats on the General Committee – the governing body of the Chamber – left vacant by those who have stepped down in accordance with the Articles of Association. Among them five are re-elected. They are, Linus Cheung, James Hughes-Hallett, Victor Li, K K Yeung, and Andrew Yuen.

The new member is Michael Berchtold, President of Morgan Stanley Asia Pacific. Mr Berchtold replaced Joop Litmaath, Managing Director of Scarfell Enterprises Ltd, who retired after serving on the Chamber's General Committee for 12 years.

A full list of the new General Committee can be found on pages 54-65.

ticularly for smaller and medium-sized companies that would otherwise remain healthy. To this end, we welcome the announcement by the Chief Executive, Tung Chee-hwa, of a series of measures, many similar to our input, to help good companies remain viable.

The second priority is to reconfirm Hong Kong as the pre-eminent place to do business in Asia. This will take time, as we must first contain the virus outbreak. However, there is preparatory work that can – and should – be undertaken now, before the crisis ends. To minimise the lag between the end of the epidemic and the beginning of the recovery, we need to set in place a co-ordinated campaign to reinvigorate our tourism sector; to relieve pressure on our retail, conference and exhibition offerings; to restore confidence; and to relaunch Hong Kong. I am confident that your Chamber will be an active leader in this endeavour.



其次是重新鞏固香港的亞洲最佳營商中心地位。由於我們要凝聚力量控制疫情，此事或需時日。然而，在危機過去之前，我們能夠，亦應該就此妥善部署。為了能在疫潮終結後迅速復甦經濟，我們需要定出一套協調計劃，重振旅遊業；緩和零售、會議和展覽業的壓力；恢復各界信心，及重新推廣香港。我有信心，總商會在此事上必定扮演積極的領導角色。

工作進程

香港政府於年內相繼提出多項政策倡議、規管改革措施和未來發展策略。全憑會員義務為本會出謀獻策，總商會的意見獲得政府和廣大市民高度重視。這是總商會的首要任務。

去年，總商會探討多個課題，並向當局提交意見，此中包括「內地與香港更緊密經貿關係安排」、珠江三角洲的融合、公共財政、主要官員問責制、股市監管、競爭政策、環保、創意產業、文化與文物、國家安全條例等。這些事項對香港的發展和繁榮有著長遠影響，是我們的關注重點。

理事會方面，去年亦出現若干變動。原屬理事會成員之一的唐英年，年內獲得特區行政長官委任為新聞責制下的工商及科技局局長；本會立法會代表田北俊議員亦受命兼任特區政府行政會議成員。

會務回顧

2002年的會務，非常繁重。年初伊始，總商會啟動連串中國專題項目，計有評估中國入世的影響，及中國人民銀行行長戴相龍在「特邀貴賓演說系列」午餐會講述內地金融改革。這系列活動推行兩年以來，已成為城中矚目焦點，大受歡迎，去年平均每次出席人數逾500人。

綜觀全年，總商會活動推行無間，既有卓妍社舉辦的活動、

總商會去年會務繁重

鄭維志

香

港當前正面臨嚴峻考驗。數星期前，我們預期香港經濟將穩步復甦，且價格逐步回穩，但非典型肺炎疫潮爆發，使我們的短期經濟增長預測難以兌現。總商會明顯需要跟隨本港各界一樣，相應修改工作先後次序。

(四月以來)總商會竭力協助工商界和政府制定即時措施，紓緩疫情的經濟衝擊。我們不是醫療專家，故在此危機中，只會全神貫注於瞭解會員和香港的燃眉之急。本會向4,000名會員徵詢意見，在少於48小時內收到近200個回覆。其中大部分意見皆思考周詳，既表達會員所處境況，又能提出好的解困構思。本會秘書處和理事會經逐一考慮和詳細討論這些意見後，訂出26點建議(於4月17日)提交政府。

總商會的急務有兩個：首先是幫助工商業尤其是中小企業改善資金周轉。行政長官董建華提出的一系列紓困措施，不少與我們的意見相近，本會表示歡迎。

「中國商業系列」研討會，亦有各項小型午餐會，探討企業管治、中東局勢、中小企業感興趣的不同金融和科技發展，包羅萬有。

至於考察活動，本會年內先後帶領會員訪問多個內地和中歐城市，西藏之行尤令會員印象深刻。

除會議和考察團外，總商會亦盡力開拓其他渠道，為香港帶來新機遇。「一間公司一份工」計劃於去年推出，現已演進成為本會網站上一個供會員公司免費登載招聘消息的網頁，前後兩者皆獲好評。

經濟與商業

去年此刻，香港正步出衰退。中國在生產上能滿足各地需求，這使貿易和服務主導的香港經濟首先受惠。

可惜，復甦之始卻適逢疫症肆虐，令旅遊和零售業飽受打擊。我們原定於2003年有機會解決香港經濟的結構性問題，但目前卻明顯有必要重訂工作優次。

誠然，結構性問題一日未除，我們還須不時努力。香港的公共

ANNUAL GENERAL MEETING

PUSHING ISSUES FORWARD

As you know, each year new policy initiatives are put forth, regulatory changes proposed and plans for the future mapped out. Because we are able to draw on the talent and expertise you so willingly and freely give, the Chamber's views are held in high regard, both within government and among the community at large. It is a responsibility that we take most seriously.

In the past year, we have reviewed, discussed and put forth our views on longer term issues such as the Closer Economic Partnership Arrangement – or CEPA – with the Mainland, Pearl River Delta integration, our public finances and accountability system, stock market regulation, competition policy, the environment, creative industries, culture and heritage, and national security legislation. These are issues that will have a lasting effect on the growth and prosperity of Hong Kong, which is your Chamber's main concern.

Within the Chamber there were several changes as well. Under the new accountability system our former General Committee member, Henry Tang, was named Secretary for Commerce and Industry. Moving into the Executive Council is James Tien, the Chamber's own Legislative Council Representative.

CHAMBER ACTIVITIES

2002 was another busy year at the Chamber. The year started with a series of China-related events including assessment of the impact of China's WTO membership and a Distinguished Speakers Series speech by People's Bank of China Governor Dai Xianglong on financial reform. The Distinguished Speakers Series has turned out to be one of the most popular and prestigious in Hong Kong, with over 500 attendees for each of the five distinguished speakers events we held last year.

From the Women Executives Club and the China Business Series to roundtables on corporate governance, the Middle East situation, and a host of finance and technology-related topics of particular interest to SMEs, your Chamber held nearly one event each day of the year.

In addition, your Chamber last year led study missions to several cities in China, especially a fascinating visit to Tibet, and to Central Europe.

Meetings and study tours such as these are not the only ways in which your Chamber works to build new opportunities for Hong Kong. We also launched the "One Company, One Job" Campaign, which has since been expanded into a free job vacancy area in our Web site. In both endeavours, the response was more than satisfactory.

THE ECONOMY AND BUSINESS

At this time last year, Hong Kong was pulling out of recession. Our nimble, trade- and services-oriented economy was among the first in the world to capitalise on the upsurge in world demand and China's role in satisfying that need.

However, the beginnings of the up-turn have now stalled in the face of a dramatic loss of travel, tourism and retail business. Where we previously saw the opportunity for 2003 to be the year for tackling our structural adjustments, there is now clearly a different set of priorities.

Yet, those structural challenges have not gone away, and will still need to be addressed, at the appropriate time. In particular, our public finances remain a major cause of concern, both at home and abroad. Your Chamber has been a strong voice in advocating the urgent need to redress this imbalance, one that we hope is now being heard.

As part of the effort to win some progress on tackling the major issues hampering the HKSAR's return to fiscal health, the Chamber late last year commissioned a highly professional study comparing pay levels in the public and private sector. The results, released early this year, were shocking, to say the least.

In public and in private, we have time and again stressed the need for a more business-like approach to the civil service employment, management and remuneration system; further progress in out-sourcing non-critical government functions; and a shared commitment to bringing the SAR back to fiscal health.

On a wider scale, the on-going threats to world peace were brought home in a number of ways during the year, most tragically in the Bali night club bombing in September that cost so many lives, among them some of our friends.

As the most international city in the world, we are not immune to affairs far from home. Beyond sluggish economic growth and war, the international business community faced intense scrutiny during the year, as major corporations and accounting firms abroad were found to have misstated accounts to an unprecedented extent. In comparison, Hong Kong's record as perhaps the best regulatory regime in Asia stood up well.

At our December Business Summit, we predicted a gentle easing of deflation this year and a mild rise in economic activity, resulting in 2 percent real growth in GDP. Now, both of those key factors appear too optimistic and we have thus revised our forecast to 1.5 percent.

Yet, the fundamentals that make Hong Kong work – the excellent regulatory environment, the superb physical and institutional infrastructure and our unassailable position as the international business centre for China – remain secure.

Throughout the year, newspapers, magazines, the electronic media and renowned commentators pressed forward the theme of China's emergence as the most important new manufacturing site in the world. The Mainland's role as the key consumer of our services was never more important, and so the outlook for this year bodes well for Hong Kong.

If we are successful in our efforts to contain the virus outbreak, and to re-launch Hong Kong to the world at the appropriate time, we will be able to look back on this time as a turning point in our society. Never, in my memory, have I seen such a willingness to pull together on a single issue, to tackle the challenge and work for the good of all sectors of our society. It is that spirit, the spirit of Hong Kong, that gives me confidence.

In this time of difficulty, it is up to us, as leaders of the business community, to continually and consistently remind the world- and ourselves-of the numerous unique advantages Hong Kong has to offer.

B

Abridged from a speech to members by Christopher Cheng, then HKGCC Chairman, at the Chamber's Annual General Meeting on April 24, 2003.

理事會成員新組合

怡和太平洋有限公司主席黎定基在4月24日會員大會後舉行的新理事會第一次會議上，膺選總商會新一屆主席，接替兩年任期屆滿的前主席—永泰出口商有限公司主席鄭維志。

香港上海滙豐銀行有限公司主席艾爾敦繼黎氏出任總商會常務副主席。

總商會三位副主席為 E1 Media Technology Ltd 總裁蔣麗莉博士、安永會計師事務所遠東區主席胡定旭，以及楊國琦管理顧問有限公司主席楊國琦。

按照總商會組織細則，今年有六位理事須退出理事會（總商會最高管治組織），但當中五位獲選連任，分別是張永霖、何禮泰、李澤鉅、楊國琦和袁耀全。

一名會員新加入總商會理事會，他是摩根士丹利亞太區總裁白德邁，替代已加入理事會 12 年，並於今年退任的馬得利洋行董事總經理李馬。

理事會成員簡歷載於本刊第 54 至 65 頁。

財政難題已備受本地和海外人士關注。總商會不斷力促政府立時正視收支失衡，現在看來本會的努力已得到回響。

為助特區紓解阻困，回復財政健康，本會於去年底委託專業機構進行調查，比較公、私營機構薪酬水平，所得結果令人震驚。調查報告已於年初發表。

本會在公開和私人場合再三強調，政府需以更商業的手法革新公務員招聘、管理和薪酬制度、進一步把非核心公共服務外判，以及全港市民須分擔恢復特區財政穩健的重任。

宏觀而言，年內接連發生威脅世界和平的事件，對香港造成多方影響。最令人沈痛的是，九月峇里島夜總會爆炸奪去不少性命，當中或有我們的同僚和親友在內。

香港是全球最國際化的城市，深受外圍影響，難以獨善其身。除了經濟不景氣和戰爭威脅，年內外多家大型企業和會計師行遭揭發嚴重虛報賬目，令國際商界遭到更認真的審核。相比之下，香港素有亞洲最佳企業管治地區的稱譽，當之無愧。

總商會在去年十二月舉行的商業高峰會中，估計今年通縮將會緩和，經濟溫和回升，取得 2% 實質增長。可是，依據當前狀況，這些預算似乎太過樂觀，我們因此修訂今年經濟增長率至 1.5%。

然而，香港的種種優越條件，如良好的規管環境、出色的軟硬基建、作為中國國際商業中心的突出地位，依然穩固。

中國晉身世界首要新興製造中心，乃大勢所趨，世界各地報章、雜誌、電子傳媒和知名評論員年內紛紛深入探討。中國是香港服務業的主要對象，地位日顯，由此推斷，今年特區經濟應有不俗表現。

當疫病受控之時，我們需要適時重新推廣香港，亦應視此役為香港社會的一個轉捩點。在我的記憶中，香港市民從沒這樣齊心合力，就單一個問題如此面對挑戰，服務全民。就是這股精神，一股象徵香港的精神，使我對香港滿懷信心。

在此艱難之際，我們身為工商界領袖，尤須不斷提醒世界各地和全港市民，香港其實有著眾多獨特的優勢。

B

本文摘錄自香港總商會前主席鄭維志於 2003 年 4 月 24 日本會會員週年大會上的致辭。

Productive year for China Committee

By STANLEY HUI



Last year, besides looking at the opportunities, challenges and other implications of China's WTO membership for China and Hong Kong, the Chamber continued to pursue the swift conclusion of the CEPA consultations. In this connection, several focus group meetings were conducted with members in various sectors at the beginning of the year to collect views from the business community on CEPA. A Hong Kong business community's wish list was submitted to the government in March last year. A free media workshop on WTO and RTA was organised. A series of WTO training courses were also organised for members to learn more about WTO and China's legal system and the changes in the system following China's accession to the WTO.

PRD INTEGRATION

Another major issue that the China Committee has worked on is Pearl River Delta Integration. A PRD Conference was organised last year, attracting over 300 members. We were glad to see that the HKSAR Government has also put great emphasis on the integrated development of the region. This year, we will continue our PRD programs in order to provide more up-to-date information and business opportunities to our members.

CHINA BUSINESS PROGRAMS

One of the highlights of the Chamber's China events in 2002 was the third biennial China Business Conference in November on "One year after China's WTO membership."

Another major event organised by the China Committee was the working mission to Beijing in January. It was the largest HKGCC China Committee mission to Beijing with 50 members meeting with Central Government officials and the Beijing 2008 Olympics Committee. Other missions included a visit to Anhui and Henan in April, Guangzhou and Shenzhen in June, Tibet in July, Xiamen for the 6th China's International Fair for Investment and Trade in September, and to Shanghai and Zhejiang in December.

Although at this difficult point in the year some of our China programs have been affected, we all hope that the situation will be under control as soon as possible, and the China Committee will continue our efforts to provide the best programs and business opportunities for Chamber members. We believe Mainland China will continue and present tremendous business opportunities as the country continues its economic growth.

B

Abridged from a speech to members by Stanley Hui, HKGCC China Committee Chairman, at the Chamber's Annual General Meeting on April 24, 2003.

中國委員會成果豐碩

許漢忠

年內，總商會除繼續探討中國入世為內地和香港帶來的機遇、挑戰和其他深遠影響外，亦努力推展「更緊密經貿關係安排」的磋商，冀中港兩地能盡快達成共識。總商會於年初召開多個集思會議，諮詢各行業會員對「安排」的看法，繼於去年三月向特區政府提交意見書，陳述香港工商界對「安排」的期望。此外，我們還為傳媒特設免費工作坊，講解世界貿易組織和自由貿易協議，兼且開辦一系列世貿培訓課程，加深會員對世貿和中國法制的瞭解，尤其是中國入世後法制的轉變。

珠江三角洲的融合

中國委員會年內另一工作重點是推展珠江三角洲的整合，就此舉行的珠三角大型會議吸引逾300位會員參加。我們喜見特區政府十分重視與珠三角的整合發展，本會今年將繼續推行珠三角專題活動，讓會員掌握新的資訊和商機。

中國商業活動

2002年總商會中國商業系列活動的焦點之一，為十一月舉行的中國商業會議，主題是「中國入世一週年」。

委員會另一重要工作為北京考察團。去年一月的中國委員會訪京團是歷年規模最大的，50名會員隨團拜會中央政府官員和北京2008年奧運組委會。2002年內，委員會還舉辦了其他多個內地城市考察團，包括四月的安徽和河南考察團、六月的廣州和深圳考察團、七月的西藏訪問團、九月前往廈門參加第六屆中國國際投資貿易洽談會，以及十二月的上海和浙江考察團。

香港目前處境嚴峻，總商會若干中國專題計劃因而受到影響。我們盼望事件能盡早受控，中國委員會定必繼續為您們策劃最佳的活動項目，並且發掘商機。我們相信，隨著中國內地經濟持續增長，我們將繼續得享龐大商機。

本文摘錄自香港總商會中國委員會主席許漢忠於2003年4月24日本會會員週年大會上的致辭。

'Wasting no opportunities'

By JAMES GRAHAM

If I were to give a title to this short presentation, I would name it "wasting no opportunities." This is because, for a committee, we have organised quite a few activities, thus making us quite busy. But just as importantly, waste management has been a key theme of the committee in the past year.

Given our high-density population and limited land capacity, waste management is one of the most pressing environmental problems for Hong Kong. The growing amount of waste is generating enormous pressure on our waste disposal facilities and resources. Our landfills are rapidly filling up and will run out of capacity not long after the next decade or even sooner.

Based on the polluter-pays principle, we submitted a position paper to the HKSAR Government in May 2002, supporting landfill charging as part of a comprehensive package to reduce waste. We urged the government to develop a proactive program to encourage waste reduction and recycling, and took the initiative ourselves to promote waste management by organising a mentoring seminar for SMEs, as well as a waste policy roundtable. In addition, we organised speaking engagements with the Waste Reduction Committee and conducted an interesting visit to, of all places, a landfill. We are now formulating a second position paper on waste management to help government develop sound policies to implement waste management.

WIDE RANGE OF ACTIVITIES

Moreover, a number of events were organised with high-level officials like the Environment and Transport Minister Dr Sarah Liao, and other senior personalities speaking on air pollution, renewable energy, emissions trading, cross-boarder environmental issues and responsible corporate citizenship. The Chamber is also an organiser of the "Eco-Business Award," and we continue to provide the secretariat to support the Business Coalition on the Environment.

LOCAL JOURNALIST WOULD LIKE TO HEAR FROM ANY CHAMBER MEMBER WHOSE FIRM WAS FOUNDED IN THE FIRST DECADE OF THE 20TH CENTURY

The South China Morning Post is this year celebrating its 100th anniversary. Veteran columnist Kevin Sinclair is writing a book commemorating the newspaper's century of service to the community. He is also working on a number of other projects which will be published in the paper around the time of the anniversary, which is on November 6.

Mr Sinclair, whose firm Kevin Sinclair Associates has been a member of the chamber since 1990, would like to hear from any Chamber member whose firm was founded in the first decade of the 20th century. (One of these is Hong Kong Tramways; their vehicles started running in 1904.)

Around the time of the anniversary, the SCMP will be publishing photographs of events which took place a century earlier. For example, Mr Sinclair has unearthed a fascinating picture of the

Board of the Po Leung Kuk at their AGM in 1903. That will be published alongside a picture of the Board today.

"I would like any member whose company was founded in the first decade of the century to contact me," he said. "I am very interested in talking to them about old photographs they may have in company archives that would be suitable for printing about this time, along with a short history of their company. We are trying to recreate the feeling of Hong Kong as it was in 1903. We are also anxious to show the lasting influences of the great institutions that make Hong Kong unique; the Po Leung Kuk in charity and the Tramways in transport are two good examples. We would like others."

Any member whose company archives contain photographs of the era can contact Kevin Sinclair at kevsin@pacific.net.hk

SUSTAINABLE DEVELOPMENT

Amongst these activities, I want to mention one aspect in particular, that of "sustainable development," the concept that binds together environment, business and social responsibility. This is a concept that everybody agrees to in principle, but it is very difficult to understand the full implications in practice. So we have begun with understanding the issues. The Chamber supported the "International Symposium on Sustainable Development" organised by the HKSAR Government, and we organised a seminar on Sustainable Development Reporting to introduce the concept of "triple bottomline reporting." We are heartened to see that the government has stepped forward to establish the Council for the Sustainable Development, which includes a Chamber presence among its membership.

Promoting environmental protection to the business community is a very interesting and challenging task. It is not only about green forests, white dolphins and a blue sky. It is also about responsibility, and with that comes rewards. **B**

Abridged from a speech to members by James Graham, HKGCC Environment Committee Chairman, at the Chamber's Annual General Meeting on April 24, 2003.

機會無浪費

關正仕

若

要給這個簡報命題，我會稱之為「機會無浪費」。原因是本委員會去年抓緊時機，舉辦了不少活動，會務相當繁忙，工作重點是廢物管理。

鑑於香港地少人多，廢物管理是其中一個最急需解決的環保問題。廢物與日俱增，正對香港的廢物處置設施和資源造成沉重壓力。本港的堆填區使用率急升，吸納量十年後便會飽和，甚至更早。

根據污者自付原則，我們於2002年5月向特區政府提交立場



"We are now formulating a second position paper to help government develop sound policies to implement waste management," says Mr Graham.

關氏說：「我們正擬訂第二份立場書，協助政府制定合適的廢物管理政策。」

書，支持將堆填區收費納入全面的減廢計劃，並促請政府制定前瞻方案，鼓勵減廢和循環再造。我們本身亦帶頭推廣廢物管理，包括舉行中小企廢物管理研討會和廢物管理政策論壇，委員會並與減少廢物委員會磋商及舉辦堆填區參觀活動。透過以上工作，我們正擬訂第二份立場書，協助政府制定合適的廢物管理政策。

活動多姿多采

此外，我們還邀請高層官員如環境及運輸局局長廖秀冬博士和其他資深環保人士發表演說，內容涵括空氣污染、可再生能源、排放交易、跨境環保問題和企業的公民責任多個範疇。總商會也是「環保企業獎」的協辦機構，而我們亦繼續擔任商界環保大聯盟秘書處，提供支援服務。

可持續發展

在芸芸環保事務中，我想特別談談「可持續發展」。這是一個結合環境、商業與社會責任的概念，基本上人人皆予認同，但實際涵義卻難以理解。因此，我們已著手加深各界對有關事項的認識。除支持政府舉辦「可持續發展國際研討會」外，我們亦舉行可持續發展報告研討會，推動「三維盈虧報告」的概念。最近政府成立可持續發展委員會，令我們感到振奮，該會成員包括總商會代表。

向工商界宣揚環保，是一項極富趣味和挑戰性的任務。環保工作並不是只著眼於維護青蔥森林、白海豚和藍天，而是推廣一份責任感，而履行責任是會帶來回報。 **B**

本文摘錄自香港總商會環境委員會主席關正仕於2003年4月24日本會會員週年大會上的致辭。



中國國際技術智力合作公司香港代表處 中智香港美唐有限公司

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■ 中智香港美唐有限公司是中國國際技術智力合作公司(簡稱中智)在香港的獨資公司。中智公司為中國國務院屬下內地外企服務最具有競爭力的中央大型企業，是中國人力資源領域最具有實力和影響的國際集團。公司總部設在北京，在上海，廣州，成都，深圳，廈門，青島，江蘇，香港，澳門，日本等地設有分支機構。合作夥伴遍及全國各個省市。中智公司發揮集團網絡化的優勢，為客戶提供跨地區和國際化的服務。中智的服務是您最佳的選擇。

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THE GENERAL COMMITTEE

Anthony J L NIGHTINGALE 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.

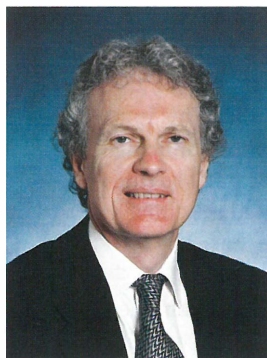
In June 1987, he returned to Hong Kong from Saudi Arabia to take up the post of Managing Director of Jardine, Matheson & Co., Ltd.

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.

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.



黎定基 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、貿易及物業等方面職務；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。

David G ELDON, JP Deputy 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 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. Mr Eldon was also appointed a director of HSBC Holdings plc on 1 January 1999.

Mr Eldon 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,



艾爾敦 常務副主席

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。1973年及77年，他曾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有限公司的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年獲晉升為總經理。92年4月，艾氏再度回港，曾短暫出任香港及中國區總經理，然後升任香港上海滙豐銀行有限公司國際業務總經理。94年1月，他被委任為該行執行董事，96年1月任行政總裁，並於99年1月1日成為主席，同時獲委任為滙豐控股有限公司董事。

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。他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、澳洲滙豐銀行有限公司、太古洋行有限公司及香港地鐵公司董事、香港總商會常務副主席、外匯基金諮

詢委員會成員、香港賽馬會董事、公益金執行委員會主席、香港貿易發展局理事，以及香港弱能兒童援助會主席。艾爾敦亦被委任為太平紳士。艾氏已婚，有三名子女。

a Director of HSBC Bank Australia Limited (formerly Hongkong Bank of Australia Limited), Swire Pacific Limited and the Mass Transit Railway Corporation, Deputy Chairman of the Hong Kong General Chamber of Commerce, a member of the Exchange Fund Advisory Committee, a Steward of the Hong Kong Jockey Club, Executive Committee Chairman of The Community Chest, a member of 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.

Mr Eldon is married and has three children.

蔣麗莉博士

副主席

蔣麗莉博士是 E1 Media Technology Ltd 總裁及環康集團有限公司主席。

蔣博士在 1999 年獲選香港「十大傑出青年」，2001 年獲選科技界傑出女士。她亦是美國南加州大學及香港理工大學傑出校友。

蔣博士致力服務社會，對本港工商、科技及學術界貢獻良多，現任香港總商會副主席、可持續發展委員會委員、營商諮詢小組會員、珠三角研究小組成員及醫院管理局成員。學術界方面，蔣博士是本港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。

Dr Lily CHIANG

Vice Chairman

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

In 1999 she enjoyed the distinction of being selected as one of the "Ten Outstanding Young Persons" in Hong Kong, and received the "Outstanding Polytechnic University Alumni Award." She was also named one of the "Distinguished Women of Hong Kong - 2001" in the High Technology Sector. In addition, she received the "Alumni Merit Award" presented by the General Alumni Association from the University of Southern California.

Reflecting her dedicated contributions to Hong Kong's industrial, technology and academic sectors, Dr Chiang is Vice Chairman of the Hong Kong General Chamber of Commerce and is a member of Council for Sustainable Development, Business Advisory Group, CPU Panel on the Pearl River Delta and Hospital Authority. Within the academic sector, Dr Chiang is member of certain academic committees of various universities in Hong Kong and also the Honorary and Visiting Professor of various famous universities.



胡定旭

副主席

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，亦積極支持社會工作。他是香港醫院管理局董事局成員及該局旗下財務委員會主席、香港教育學院校董會成員及司庫。他最近被委任為中國聯合國協會全國委員會之董事局成員。胡氏亦是英國牛津大學基金會名譽司庫及委員。

胡氏的其他公職包括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。

Anthony WU

Vice Chairman

Anthony Wu is the 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, the governing body of Ernst & Young Global.

Mr Wu is a National Committee member of China's People's Political Consultative Conference, and he actively supports community work organisations. He is a board member of the Hospital Authority and Chairman of its Finance Committee. He is also a council member and treasurer of the Hong Kong Institute of Education. He has also recently been appointed a board member of the United Nations Association of China. He is also a trustee and council member of the Oxford University Scholarship Fund.

Mr Wu is also a member of the following Hong Kong organisations: Insurance Advisory Committee; Disciplinary Panel, Hong Kong Society of Accountants; Municipal Services Appeals Board; and the Veterinary Surgeons Board.



THE GENERAL COMMITTEE

K K YEUNG

Vice Chairman

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. He is also a member of the Equal Opportunities Commission.



楊國琦

副主席

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，亦為平等機會委員會委員。

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 was appointed as a Non-official Member of the Executive Council in 2002, and elected as a Central & Western District Councillor in 2000. He is very active in the community and serves on many associations and committees. He serves on the Legislative Council's Constitutional Affairs Panel, Planning, Lands and Works 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.



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，2002年獲委任為行政會議非官守成員，亦於2000年當選中西區區議員。田氏一向積極服務社會，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、規劃地政及工程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。

Michael J BERCHTOLD

Michael Berchtold is President of Morgan Stanley Asia Pacific and in addition runs its investment banking division. He joined Morgan Stanley in 1987, was elected Managing Director in 1996 and has worked in a variety of banking-related roles that have taken him to New York, Los Angeles, Tokyo, Singapore and Hong Kong, where he has lived for eight out of the past ten years.

Mr Berchtold has been intimately involved in the development of Asia's capital markets and the maturation and globalisation of many of its leading corporations, becoming a trusted advisor to a number of CEOs. Early to spot the trends of restructuring and consolidation, he has overseen some of region's most significant mergers and acquisitions. Mr Berchtold has also supervised the raising of more than US\$20 billion in new investor capital for Asia's governments and corporations.



白德邁

白德邁先生現任摩根士丹利亞太區總裁兼區內投資銀行部主管。他在1987年加入摩根士丹利工作，96年獲選董事總經理。白氏先後在紐約、洛杉磯、東京、新加坡和香港工作，擔任多個與銀行業務相關的職位。過去十年，他有八年時間在香港生活。

白氏一直積極推動亞洲資本市場的發展，幫助亞洲領先企業走向成熟和全球化，成為眾多首席執行官信賴的顧問。在最初期的購併業務中，他負責領導區內一些最重要的購併項目，此外更為亞洲區內的政府和企業向新投資者籌集了200多億美元資金。

白氏以優等生資格畢業於洛杉磯加州大學歷史系本科，並獲該校Anderson商管學院碩士學位。

Mr Berchtold graduated magna cum laude with a B.A. in history from the University of California, Los Angeles (UCLA) and earned an MBA from the Anderson Graduate School of Management at UCLA.

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。

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.



陳永棋

陳永棋先生為長江製衣廠有限公司董事總經理、長江貿易有限公司董事、香港織造有限公司董事、長江鋁業有限公司董事長及亞洲電視有限公司行政總裁。

陳氏現任中國人民政治協商會議第十屆全國委員會常務委員、香港特別行政區推選委員會委員、香港司法人員推薦委員會委員、香港特別行政區中小型企業委員會主席。此外，陳氏亦曾任第八屆及第九屆全國人民代表大會香港特別行政區代表、港事顧問、全國人民代表大會香港特別行政區籌備委員會委員、香港及澳門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、香港工商專業聯會副主席、香港紡織業聯會名譽會長、香港製衣業總商會名譽會長、香港付貨人委員會名譽會長、香港貿易發展局理事、紡織業諮詢委員會委員、中國香港(地區)商會-廣東永遠名譽會長、香港出口商會名譽會長、澳門經濟委員會委員。

CHAN Wing-kee, GBS, JP

Chan Wing-kee is Managing Director of Yangtzekiang Garment Manufacturing Company Limited, Director of YGM Trading Limited, Director of Hong Kong Knitters Limited, Chairman of Yangtzekiang Aluminium Corporation Limited, and Chief Executive Officer of Asia Television Limited.

Mr Chan is a Standing Committee Member of The People's Political Consultative Committee of The People's Republic of China, a Member of The Selection Committee of the HKSAR, a Member of the Judicial Officers Recommendation Commission of Hong Kong, and Chairman of Small and Medium Enterprises Committee of the HKSAR. He was also a Deputy to the 8th and 9th National People's Congress of China, a member of Hong Kong Affairs Adviser, a committee member of The Preparatory Committee of the HKSAR, and a member of Basic Law Consultative Committee both in Hong Kong and Macau.

Mr Chan is The President of Chinese Manufacturers' Association of Hong Kong; Vice-Chairman of Business and Professional Federation of Hong Kong; Honorary Chairman of Textile Council of Hong Kong; Honorary President of Federation of Hong Kong Garment Manufacturers; Honorary Chairman of Hong Kong Shippers' Council; Council Member of Hong Kong Trade Development Council; Member of Textile Advisory Board; Life Honorary President of Hong Kong Chamber of Commerce in China/Guangdong; Honorary Chairman of The Hong Kong Exporters' Association; and a Member of Economic Council of Macau.



THE GENERAL COMMITTEE

Christopher CHENG, OBE, JP

Christopher Cheng is the chairman of USI Holdings Limited, a diversified company listed on the Stock Exchange of Hong Kong (SEHK), which is involved in apparel manufacturing, distribution and retail in Europe, Asia and the United States and property development and telecommunications in Hong Kong. He is also Chairman of Winsor Properties Holdings Limited (SEHK) and Wing Tai Corporation Limited.

Mr Cheng is a director of a number of international and HK companies, including NWS Holdings Limited (SEHK), New World China Land Limited (SEHK), Dao Heng Bank Group Limited, and Gieves & Hawkes plc. Gieves & Hawkes is an international brand and operates London's finest menswear shop.

Mr. Cheng plays an active role in public service. He is a steward of the Hong Kong Jockey Club. He is also 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 specializing in technology transfer and incubation.

He is the immediate past Chairman of the Hong Kong General Chamber of Commerce.

He was founding Chairman of Hong Kong Design Innovation Company, a government-backed commercial consultancy that acts as a catalyst in promoting better product design to add value to Hong Kong industrial products. As former Chairman of the Clothing Industry Training Board, he helped to set up the Clothing Industry Training Authority, which has trained more than 90,000 operators and technicians for the industry since 1978 and, 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.

Mr. Cheng 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 BA 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 O.B.E. in 1992. Mr. Cheng, 54, is married and has two children.



鄭維志

鄭維志先生是富聯國際集團有限公司主席。富聯國際在香港交易所上市，經營多元化業務，包括在歐洲、亞洲及美國從事成衣製造、分銷及零售，以及在香港從事物業發展及電訊業務。鄭氏亦是南聯地產控股有限公司和永泰出口商有限公司的主席。

鄭氏是多間國際及香港公司董事，包括新創建集團有限公司（於香港交易所上市）、新世界中國地產有限公司（於香港交易所上市）、道亨銀行集團有限公司及 Gieves & Hawkes plc. Gieves & Hawkes plc. 經營倫敦高級男士服裝店的國際服裝名牌 Gieves & Hawkes。

鄭氏積極參與公職，現為香港賽馬會董事、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。鄭氏現時是耶魯大學校長委員會國際事務創會成員，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。

鄭氏剛卸任香港總商會主席。

鄭氏是設計創新（香港）有限公司創辦人兼主席。該公司是一間政府資助的商務諮詢公司，負責推廣優秀的產品設計，以提高香港工業產品的素質。他曾任製衣業訓練委員會主席，並協助成立製衣業訓練局，該局自 1978 年以來已培訓出九萬多名製衣業從業員與技術員。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，92 年獲頒 OBE 勳銜。鄭氏現年 54 歲，已婚，育有兩名子女。

Linus CHEUNG Wing-lam, JP

Linus Cheung, 54, is Deputy Chairman of PCCW Limited, a public company listed in Hong Kong, and also a member of PCCW's Executive Committee. Prior to the merger of Pacific Century Cyberworks Limited and Cable & Wireless HKT Limited (Hongkong Telecom), Mr Cheung was the Chief Executive of Hongkong Telecom and an Executive Director of Cable & Wireless plc.

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



張永霖

張永霖先生現年 54 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，張氏為香港電訊行政總裁及英國大東電報局執行董事。

他於 1994 年加入香港電訊，之前曾在國泰航空公司服務 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**間出任理事會和諧議會成員；**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。去年，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廿多年。

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。

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. Last 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 Finance Committee of the Chinese University of Hong Kong and Vice Chairman of the Chinese University of Hong Kong MBA Programmes Advisory Board.



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.



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。

James HUGHES-HALLETT

James Hughes-Hallett is Chairman of Swire Pacific Ltd., Cathay Pacific Airways Ltd. and of John Swire & Sons (H.K.) Ltd.

Mr 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. Ltd. 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, the Trade Development Council, and the HK Academy for Performing Arts. 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, the General Chamber of Commerce General Committee, the Aviation Advisory Board and of the Port and Maritime Board. He is an Honorary Fellow of the University of Hong Kong. He is Patron of the Community Advice Bureau and a member of the Advisory Board of the Hong Kong Red Cross. He is an advisor to the Employers' Federation of Hong Kong. He is also a director of the Hongkong and Shanghai Banking Corporation.

Born in 1949, James Hughes-Hallett graduated from Oxford University in 1970 with a degree in English Literature. He is a Fellow of the Society of Chartered Accountants in England & Wales and an Honorary Fellow of The University of Hong Kong.

He is married with two daughters.



何禮泰

何禮泰先生為太古股份有限公司、國泰航空有限公司及香港太古集團有限公司主席。

何氏於1976年加入太古集團，曾在亞洲及澳洲出任集團的不同管理職位；93年1月調回香港前，擔任澳洲太古集團有限公司董事總經理。回港後，他擔任董事，負責太古集團的船務及消費貿易業務，99年起執掌現有職務。

何氏為香港大學校董、貿易發展局理事、香港演藝學院校董、貿易發展局香港/日本經濟合作委員會及港美商務委員會委員、香港總商會理事會成員、航空諮詢委員會委員、港口及航運局委員、香港大學名譽大學院士、社區輔導處贊助人、香港紅十字會顧問團成員及香港僱主聯會顧問。他亦為香港上海匯豐銀行有限公司董事。

何氏於1949年出生，70年畢業於英國牛津大學，取得英國文學學位，現為英格蘭及威爾斯特許會計師公會的資深會員及香港大學名譽大學院士。

他已婚，育有兩名女兒。

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，亦是數碼通電訊集團有限公司主席、九龍巴士控股有限公司、三號幹線(郊野公園段)有限公司及機場空運中心有限公司的董事。

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、香港總商會理事、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。郭博士亦擔任警察子弟教育信託基金及警察教育及福利信託基金主席。他是第九屆中國人民政治協商會議北京委員會委員、耶魯大學國際事務首腦委員會成員及哈佛商學院亞洲顧問委員會委員。

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、香港出口信用保險局諮詢委員會主席、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；現為愛沙尼亞駐港名譽領事。

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 Sunevision Holdings Limited, Chairman of SmarTone Telecommunications Holdings Limited, and a Director of the Kowloon Motor Bus Holdings Limited, Route 3 (CPS) Company Limited, and Airport Freight Forwarding Centre Company Limited.

With respect to his civic activities, Mr Kwok 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, 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.



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, Chairman of the Hong Kong Export Credit Insurance Corporation Advisory Board, a member of the Business Advisory Group, a member of the Transport Advisory Committee, a member of the Hong Kong Committee for Pacific Economic Cooperation, 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.



THE GENERAL COMMITTEE

Victor Li

Victor Li is the Managing Director & Deputy Chairman of Cheung Kong (Holdings) Limited. He is also the Deputy Chairman of Hutchison Whampoa Limited, Chairman of Cheung Kong Infrastructure Holdings Limited, an Executive Director of Hongkong Electric Holdings Limited, Chairman of CK Life Sciences International (Holdings) Inc, and a Director of The Hongkong and Shanghai Banking Corporation Limited.

Mr Li serves as a member of the Standing Committee of the 10th People's Political Consultative Conference. He is also a member of the Commission on Strategic Development, the Business Advisory Group, and the Land and Building Advisory Committee for the Hong Kong Special Administrative Region. Moreover, he is the Honorary Consul of 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.



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、香港電燈集團有限公司執行董事及長江生命科技集團有限公司主席，並出任香港上海滙豐銀行有限公司董事。

此外，李氏為中國人民政治協商會議第十屆政協常務委員。他同任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。李氏並為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。

LIU Guoyuan

Liu Guoyuan, 51, joined COSCO (Hong Kong) Group Limited as the Executive Vice Chairman and President in November 2000. He is also the Vice Chairman of COSCO Pacific Limited (1199) and COSCO International Limited (517).

After graduating from Beijing Foreign Languages University in February 1975, he joined COSCO in the same year. In August 1982, he earned a Master of Laws degree (LL.M) from the Law School of the University of Washington, USA. Since 1984, Mr Liu has been the General Manager of the Law & Policy Research Department, the Executive Division and the Planning & Project Division in COSCO Head Office. In 1990, he was awarded the qualification of Senior Economist by the Ministry of Communications of China. In 1991, Mr Liu was promoted as the Senior Commercial Director of COSCO Head Office. Afterwards, he became the Senior Deputy Managing Director of COSCO Tianjin, Senior Vice President and Vice Chairman and President of COSCO Europe GMBH.

Mr Liu has accumulated rich knowledge on corporate management, shipping business management and investment management from his over 28 years' working experience in COSCO.

He is a member of the Hong Kong Port and Maritime Board, the Hong Kong Logistics Development Council, Council member of Hong Kong Management Association, Council member of the Hong Kong General Chamber of Commerce, as well as Secretary General of the Hong Kong Chinese Enterprises Association.



劉國元

劉國元先生51歲，於2000年11月加入中遠香港集團任職常務副董事長兼總裁，並擔任中遠香港旗下中遠太平洋(1199)和中遠國際(517)兩家上市公司副主席。

劉氏在1975年2月畢業於北京外語大學，同年進入中遠總公司工作；82年8月獲美國華盛頓州華盛頓大學法學碩士學位。自84年起，劉氏先後於中遠總公司擔任政策法律處處長、總經理辦公室主任及企劃部經理；90年獲中國交通部授予高級經濟師資格；91年提升為中遠總公司總經濟師，之後曾擔任天津遠洋運輸公司副總經理及中遠歐洲有限公司董事副總裁、副董事長和總裁。

劉氏在過去28年的中遠工作歷程中，積累豐富的企業管理、航運業務管理和投資管理經驗，現為香港港口及航運局委員、香港物流發展局委員、香港總商會理事、香港管理專業協會理事及香港中國企業協會秘書長。

劉金寶博士

劉金寶博士現任中國銀行副董事長、中銀香港(控股)有限公司及中國銀行(香港)有限公司副董事長兼總裁、南洋商業銀行有限公司董事長。

劉博士於銀行業累積27年經驗。他於1976年在北京對外經濟貿易大學畢業，取得學士學位後，隨即開展其於中國銀行的事業。1994年出任中國銀行上海分行總經理；97年8月起出任中國銀行港澳管理處常務副主任，繼於99年2月晉升為主任。自1988年12起，劉博士任中國銀行副董事長及中銀董事會風險管理委員會成員，負責中銀香港整體業務及營運。

劉博士曾任中國第八屆全國人大代表。他在港積極參與多項金融和商界服務，包括代表中銀香港出任香港銀行公會委員會委員，先後於1992年及2002年任香港銀行公會主席。現為香港交易所非執行董事、上海商業銀行有限公司董事、香港銀行同業結算有限公司董事、香港印鈔有限公司董事、香港金融管理局外匯基金諮詢委員會委員、銀行業諮詢委員會委員、香港特別行政區策略發展委員會委員、香港中國企業協會會長及香港機場管理局董事會成員。

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」及94年「世界十大傑出青年」，94年取得上海社會科學院博士學位。

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。

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。

Dr LIU Jinbao

Dr Liu Jinbao is currently Vice Chairman of Bank of China (BOC), Vice Chairman & Chief Executive of BOC Hong Kong (Holdings) Limited and Bank of China (Hong Kong) Limited, and Chairman of Nanyang Commercial Bank Limited.

Dr Liu has 27 years' experience in the banking industry. Upon graduation from the University of International Business and Economics in Beijing 1976, he started his career with the Bank of China. He became the General Manager of BOC Shanghai Branch in 1994 and was appointed the Senior Deputy Chief Executive of BOC Hong Kong-Macau Regional Office in August 1997 and later Chief Executive in February 1999.

As a Vice Chairman of the Board of Directors of BOC since December 1998, Dr Liu is a member of the Risk Management Committee of the Board and has overall responsibility for the business operations of BOCHK.

Dr Liu was formerly a Deputy of the Chinese Eighth National People's Congress of the People's Republic of China. He has been serving for the financial and commercial sectors in Hong Kong for many years. Among other things, Dr Liu is the designated representative of BOCHK to the Committee of Hong Kong Association of Banks and presided as Chairman in 1992 and 2002. He is a Non-executive Director of the Hong Kong Exchanges and Clearing Limited, Shanghai Commercial Bank Limited, Hong Kong Interbank Clearing Limited, and Hong Kong Note Printing Limited. He is a Member of the Hong Kong Monetary Authority Exchange Fund Advisory Committee, Banking Advisory Committee and a Member of the Commission on the Strategic Development under the Hong Kong Government. Dr Liu is Chairman of the Hong Kong Chinese Enterprises Association and a Member of the Board of the Airport Authority Hong Kong.

Dr Liu was elected one of the "Ten Top Outstanding Youths of Shanghai" in 1988, "Ten Top Outstanding Youth of China" in 1992, and "Ten Top Outstanding Youths of the World" in 1994. He obtained a Ph.D. degree from the Shanghai Academy of Social Sciences in 1999.



Stephen 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.

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 GENERAL COMMITTEE

Patrick WANG Shui-chung, JP

Patrick Wang is the Chairman and Chief Executive Officer of Johnson Electric Holdings Limited. He is a member of the Exchange Fund Advisory Committee of the Hong Kong Monetary Authority, a board member of Kowloon-Canton Railway Corporation, a member of Hong Kong/European Union Business Co-operation Committee, a member of Hong Kong/United States Business Council, a council member of the University of Hong Kong and a council member of The Chinese University of Hong Kong.

Mr Wang is also a Non-executive Director of The Hongkong and Shanghai Banking Corporation Limited and Vtech Holdings Limited.

He obtained his B.Sc. and M.Sc. degrees in Electrical Engineering from Purdue University in Indiana, USA.



汪穗中

汪穗中先生現任德昌電機控股有限公司主席及行政總裁，並擔任外匯基金諮詢委員會委員、九廣鐵路公司管理局成員、香港／歐盟經濟合作委員會委員、港美商務委員會委員、香港大學校務委員會成員、香港中文大學校董會校董。

汪氏亦是香港上海滙豐銀行有限公司及偉易達集團有限公司非執行董事。

汪氏在美國印第安納州 Purdue 大學攻讀電機工程，獲理學士及碩士學位。

Marjorie YANG Mun-tak

Marjorie Yang, 50, is Chairman and CEO of Esquel Group, a leading textile and apparel manufacturer with operations throughout the world.

After growing up in Hong Kong, Ms Yang went to MIT, where she earned a Bachelor of Science degree in pure mathematics. In 1976 she received an MBA from Harvard Business School. She returned to Hong Kong in 1978 and became a founding member of Esquel Group. She was named Chairman of the group in 1995.

Ms Yang currently sits on the boards of The Gillette Company and Swire Pacific Limited, and is a member of the New York Stock Exchange International Advisory Committees. She is also a member of the MIT Corporation, the Board of Directors of the Associates of Harvard Business School, and the Court of the Hong Kong University of Science and Technology. Since 2001, she has been highlighted on Fortune magazine's annual international list of the top 50 most powerful women in business for her significant achievements in running a global operation employing 47,000 people.

Ms Yang is a Member of the National Committee of the People's Political Consultative Conference of China. She has an immense interest in conserving the country's environment and culture, especially in Xinjiang, western China.

Ms Yang is also concerned with the promotion of education, with a particular interest at this point in the development of young managers. She has been very involved with the MBA programs at Harvard, MIT, Tsinghua, Fudan and Lingnan universities, and sits on the various advisory boards of these institutions.



楊敏德

楊敏德女士現年 50 歲，是國際首屈一指的紡織及成衣製造商－溢達集團董事長兼首席執行官。

楊女士在香港長大，後赴美國麻省理工學院攻讀純數，取得數學學士學位。1976 年，她在哈佛大學商學院獲得工商管理碩士學位；78 年回港，成為溢達集團創辦人之一；95 年成為集團董事長。

楊女士現為吉列公司、太古股份有限公司董事局成員及紐約國際股票交易所顧問委員會委員；麻省理工學院、哈佛商學院及香港科技大學校董會成員。2001 年起，楊女士更被《財富雜誌》評選為全球 50 位最具影響力的商界女強人之一，她所經營的環球業務聘有 47,000 人。

楊女士乃中華人民共和國政協常務委員，對環境及文化遺產的保護，尤其是在新疆地區，不遺餘力。

她亦熱衷於推動教育普及化，特別是在培育年輕一輩的管理人才方面。她多年來均為麻省理工、哈佛、清華、復旦及嶺南等多所大學的委員，積極參與發展它們的工商管理碩士課程，促進各學府的學術交流。

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。他畢業於上海復旦大學。

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 from the Shanghai Fudan University.



袁耀全

袁耀全先生於香港大學修業，獲榮譽經濟學士學位，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，主要業務為進出口及批發冷藏海產食品，現為該公司主席。

他於1989年成立惠仁有限公司，製造、出口及批發高質視聽器材。

袁氏於1983年加入總商會，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。

袁氏已婚，育有一女。

Andrew YUEN Yiu-chuen

Andrew Yuen graduated with a Bachelor of Arts degree in Economics 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, established since 1990, a manufacturer, exporter and distributor quality visual presentation equipment.

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.

Mr Yuen is married and has one daughter.



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Financial Services

Mr David RUAN

Information Services

Mrs Cindy CHENG

Professional Services

Mr Ian ROBINSON

Real Estate Services

Mr Nicholas BROOKE

Travel/Tourism

Mr Alan WONG

AMERICAS

David McNamara, Consul & Senior Trade Commissioner of the Consulate General of Canada in Hong Kong, called on Chamber CEO Dr Eden Woon on May 14. At the meeting, the possibility of the Chamber sending a business delegation to Toronto and the Canadian office organising a business mission to Hong Kong was discussed. This would demonstrate to the world that it is safe for businessmen and tourists to visit both cities.

CHINA

Yang Liu, Managing Director, Atlantis Investment Management (HK), shared her experience and predictions on "China's Asset Management Industry" at a Chamber roundtable luncheon on April 17.

More than 100 members turned up for the "China Committee and Mainland Professionals Night" Chamber Happy Hour on April 25 at Va Bene.

E-COMMITTEE

Jack Lee, Managing Director & General Manager for Greater China, FreeMarkets, discussed at the Chamber's May 16 roundtable luncheon how businesses can reduce their costs without cutting corners or headcount.



Stephen Ho, Executive Vice President, Operations, CITIC Pacific Communications, and CEO of CPCNet Hong Kong, explained at the Chamber's April 25 roundtable luncheon how companies should choose a network strategy that is right for their business.

CHAMBER BUSINESS POLICY

During the month atypical pneumonia began to show signs of abating, although Hong Kong continued to suffer from the effects of the outbreak. As a policy division, we continued to provide input into the Chamber's effort in responding to the social and economic challenges arising from the outbreak, in addition to the division's regular activities of deliberating on business policy issues.

SARS

The Chamber on April 16 submitted a paper to the government "In View of the Ef-

Town Hall Forum with Joseph



Joseph Wong, Secretary for Civil Service, exchanged views with members at the Chamber's Town Hall Forum on April 28. The Chamber is organizing the series to help members better understand the responsibilities of the SAR's Principal Officials. To encourage a free dialogue, the members only series is closed to the media.

Chamber 總商會

fect of SARS on the Hong Kong Economy," proposing a package of measures to provide relief to those affected by the SARS outbreak. The division and some of the committees it administers have contributed to the Chamber paper. Many of the Chamber recommendations were later adopted by the government when it unveiled its own economic rescue package.

The division contributed to the "Comeback Campaign" for Hong Kong by contributing to the Chamber paper on "Reinvigorate, Relaunch and Rebuild," which was submitted to the Chief Executive on May 9 (see page 24).

The Travel/Tourism Committee met on May 12 to continue discussions about the post-SARS relaunch campaign for Hong Kong.



議事論壇 — 王永平

公務員事務局局長王永平於4月28日出席本會「議事論壇」，與會員交流意見。本會舉辦此系列論壇，旨在協助會員加深瞭解政府主要官員的職責。論壇僅供會員參與，在謝絕傳媒採訪的情況下，鼓勵與會者盡抒己見。

in Action 動態

美洲

加拿大駐香港總領事館領事及高級商務專員麥禮賢於5月14日到訪，與本會總裁翁以登博士會面。雙方在會上討論兩項建議，其一是由本會派遣商務代表團訪問多倫多，其二是由加拿大辦事處籌組商務團訪港。此舉可向全球證明，香港和多倫多皆是安全的營商和旅遊地區。

中國

西京投資管理集團董事總經理劉央於4月17日小型午餐會，與會員分享個人經驗和預測中國資產管理業前景。



逾百名會員出席4月25日假Va Bena舉行的「總商會歡樂時光」，當晚主題為「中國委員會與內地專業人員之夜」。

e-委員會

FreeMarkets大中華區總經理李世傑於5月16日小型午餐會，談論企業如何能在不裁員的情況下節省成本。

中信泰富信息科技有限公司執行副總裁暨CPCNet Hong Kong行政總裁何偉中，於4月25日小型午餐會講解企業應如何選擇適合其業務的通訊網絡策略。



本會工商政策

月內，非典型肺炎開始呈現緩和跡象，但香港仍然受到疫病的影響。工商政策部繼續就非典型肺炎導致的社會和經濟問題，向本會提供建議，同時定期審議工商政策事項。

非典型肺炎

本會於4月16日向政府提交紓緩非典型對香港經濟影響的建議書，臚列一系列措施以助受影響人士解困。工商政策部連同其下多個委員會就此提供意見。本會大部分建議獲政府納入其後公佈的救市方案。

該部亦為復興香港出謀獻策，協助草擬本會於5月9日向行政長官呈交的「重振、重推、重建香港」建議書（見第24頁）。

旅遊委員會於5月12日召開會議，繼續探索疫後重推香港的方略。

工業及科技

「2003香港服務業獎」已於5月5日起接受報名，本會是「創意獎」組別的主辦機構。為宣傳後者，本會於4月25日和28日安排傳媒訪問。

珠江三角洲

工商政策部於4月30日與中央政策組舉行專注小組會議，共有20名專家參與，一起討論珠三角的營商便利。

該部還與大學和政府官員成立專注小組，分析有關本會對香港青年在珠三角就業機會的研究，這是「珠三角·青雲路」計劃的其中環節。此外，該部繼續「北上珠三角就業及生活」指南的策劃工作。

服務業

香港服務業聯盟執行委員會於5月5日舉行集思會，探討聯盟的角色和定位。與會者包括工商服務業推廣處新主管周淑貞。B

香港總商會

委員會
主席

理事會
諮議會
黎定基

美洲委員會

洪克有

亞洲及非洲委員會

高保利

中國委員會

李大壯

總商會海外講者團

萬大衛

e-委員會

葛珮帆

經濟政策委員會

包立賢

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

吳克儉

工業及科技委員會

周維正

法律委員會

伍成業

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

彭耀佳

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

郭國全

金融服務委員會

阮清旗

資訊服務委員會

鄭韓菊芳

專業服務委員會

羅實信

地產服務委員會

蒲祿祺

旅遊委員會

黃家倫

INDUSTRY AND TECHNOLOGY

The 2003 Hong Kong Award for Services was launched on May 5. The Chamber is the leading organiser of the Innovation category of the awards. To promote the Innovation Award, press interviews at the Chamber were arranged on April 25 and 28.

PEARL RIVER DELTA

The Division organised a focus group discussion of 20 experts with the **Central Policy Unit's PRD Panel** on April 30 to discuss business facilitation in the PRD.

As part of the Pearl for Youth Project, a focus group with university and government officials was convened to discuss the Chamber study on Hong Kong youth's employment opportunities in the PRD. Planning work continued on the production of the "Living and Working in the PRD" guidebook.

SERVICE INDUSTRIES

The **HKCSI Executive Committee** held a brainstorming meeting on May 5 on the role and positioning of the HKCSI. Participants also included Mary Chow, new head of the BSPU.

A Conversation with Chamber Chairman Anthony Nightingale



Anthony Nightingale, Chairman of Jardine Pacific Limited, and also the newly-elected Chairman of the Chamber, exchanged views with members at the second "A Conversation with a General Committee Member" series of discussions on May 27. To encourage a free dialogue, this members only series was off the record.

總商會主席黎定基 與會員對話

怡和太平洋有限公司主席兼本會新任主席黎定基於5月27日出席「與理事會成員對話」系列第二次聚會，與會員交流意見。聚會僅供會員參與，以鼓勵與會者暢所欲言。

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FICCI
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Members of Operation Unite's "Take Off With Hong Kong" campaign flap their hands above their heads to signify that the territory will rise above the recent difficulties.

「心連心・全城抗炎大行動」之「香港再起飛」運動的成員高舉雙手，示意疫後的香港必能再度振翅高飛。

Eye Spy 活動花絮



Right: Chamber Vice Chairman K K Yeung (right) presents U.S. Consul James Keith a small souvenir to thank him for his speech on May 16, after which he chatted with members (above).

美國駐香港總領事祁俊文(上圖左)於5月16日親臨本會演說，本會副主席楊國琦(右圖右)向他送上紀念品以表謝意。演說後，祈氏與會員輕鬆交談。



CHAMBER MISSION TO GUANGDONG 總商會訪粵之行

Members of the Chamber's Mission to Guangdong on May 20, met Guangdong Governor Huang Huahua, Guangzhou Mayor Zhang Guangning, and other senior government officials. 本會會員於5月20日訪問廣東，拜會廣東省省長黃華華、廣州市市長張廣寧及其他政府高層官員。





Call for Entries for the 2003 Hong Kong Award for Services: Innovation

The Hong Kong General Chamber of Commerce is inviting entries for the Innovation Category Award of the 2003 Hong Kong Awards for Services. The Chamber launched the Hong Kong Awards for Services in 1997, which has become the "Oscars" of the service industries, to promote excellence in the sector.

The Innovation Award promotes innovative culture and creativity among Hong Kong's service industries. The organiser is looking for innovative service products or advances in the way an established service is delivered, with demonstrable commercial achievements and contribution to the wider business community.

The award, which has been running for seven years, has never been more important. The difficult

circumstances that companies find themselves in due to the recent war in Iraq and the SARS outbreak, although out of their control, heighten the need to break down conventional wisdom and to develop new ways for businesses to operate. Hong Kong services providers, from both traditional and modern sectors, must demonstrate excellence in all aspects to stay ahead in the rapidly changing business environment.

The award is a recognition of excellence. Through this prestigious scheme, we aim to identify outstanding and innovative companies to set the benchmark for other services providers. The deadline for applications July 16, 2003.

For details, visit www.chamber.org.hk/inn, or call the Award Secretariat on 2823 1228.

「2003 香港服務業獎：創意」開始接受報名

香

港總商會誠邀本港服務機構參與競逐「2003香港服務業獎」的「創意獎」。總商會於1997年創立「香港服務業獎」，這獎項現已成為香港服務業的奧斯卡，銳意表彰業界的卓越成就。

「創意獎」著重推動本地服務業的創意文化和創造力。主辦機構尋求開拓先河的創新服務，或提升服務經營的創新手法，而該等創意能夠帶來商業成就，為業內以至商界作出貢獻。

這獎項設立七年以來，對服務業愈來愈重要。近日的伊拉克戰爭和非典型肺炎肆

虐，令業界體會到當前險境縱非本身所能控制，但要排除險阻，就必須突破傳統智慧、創新營商手法。因此，不論是經營傳統或現代化服務的本地供應商，皆應講求質素卓越，藉以在急速轉變的營商環境中突圍而出。

這顯赫的獎項正是本著表揚卓越的宗旨，確認服務業的傑出創新表現，為業界樹立模範。截止報名日期為2003年7月16日。

查詢詳情，請瀏覽www.chamber.org.hk/inn或致電「香港服務業獎」秘書處，電話：2823 1228。



As part of our initiatives offered to members to ease the distress from the SARS outbreak, the Chamber is now offering special discounts for members who join our programs or subscribe to our Chamber services.

From May 1 to July 31, the following discounts are available for Chamber members.

SARS Relief

For Chamber Members

Free use of e-Catalogue *(original price \$900 per annum)*

Free use of Corporate News Service *(original price \$100 for 6 months hosting)*

50% off e-Catalogue photography service

25% off the price of all Chamber programs and luncheons
(excludes training and overseas missions)

25% off Room Rental

25% off mailing label service

25% off Web mart advertising

25% off advertising rates in The Bulletin

20% off CO services

HKGCC 

Hong Kong General Chamber of Commerce
香港總商會 1861

For further inquiries, please contact Belinda Chow, at tel: 2823 1262 or visit www.chamber.org.hk/sarsrelief.asp

CHAMBER FORECAST

UPCOMING EVENTS

- 16 June**
Roundtable Luncheon: "Asia Regional Threat Assessment" (English)
- 17 June ~ 9 September**
Training: "Mandarin Speaking Group for Managers <Intermediate>" (Mandarin)
培訓課程: 行政人員普通話 (中級) (普通話)
- 19 June**
Visit to Intelligent Home Showroom at the Hong Kong Polytechnic University
- 19 June**
Chamber Golf Outing at Xili Golf and Country Club
- 19 June**
Training: Quality Customer Service (Cantonese)
- 19 June**
Training: Getting Best Results From Your Working Team (Cantonese)
培訓課程: 動力十足! (廣東話)
- 20 ~ 22 June**
A Weekend in Shanghai
- 24 June**
Dinner Club
- 26 June**
Making The Web As Your Powerful Communications Tool Seminar (Cantonese)
「利用網上媒介 — 締造商業良機」講座 (廣東話)
- 26 June**
培訓課程: 「最緊要腦力!」企業人創造新意講座 (廣東話)
- 26 June**
Roundtable Luncheon: "Zero Cost Concept" to Build a Bullet Proof SHIELD for Your Firm
小型午餐會: 如何運用「零成本」的概念為企業創造一個堅固的防護盾
- 26 June**
Training: Practical Mandarin for Beginners (Mandarin)
培訓課程: 初級實用普通話會話班 (普通話)
- 27 June**
Chamber Happy Hour
- 30 June**
Briefing Luncheon on Marking Scheme & Selection Criteria of the 2003 Hong Kong Award for Services: Innovation (English)
- 10 July**
Training: The Art of Communicating & Influencing (English)
- 10 July**
Training: Handling Explosive Customer Complaints (Cantonese)
- 14 July**
Training: Evaluation on Environmental Factors for Your PRC Business (Cantonese)
國內營商及投資 — 環境因素的評估 (廣東話)
- 14 July**
Training: Professional Assistant to Top Management (Cantonese)
- 15 July**
Training: Evaluation on Administrative Issues for Your PRC Business
國內營商及投資 — 行政因素的評估
- 16 July**
Training: Taxation in the PRC — Practical Guide and Common Problems
中國稅實與常見問題探討
- 17 July**
Training: A Guide to Setting up a Private Venture in the PRC for Hong Kong Investors
如何在內地設立私營企業
- 24 July**
Town Hall Forum Series with HKSARG Principal Officials — Session VIII: The Hon Stephen Lam, Secretary for Constitutional Affairs

COMMITTEE MEETINGS

16 June

Chairman's Committee Meeting

17 June

Real Estate and Infrastructure Committee Meeting

18 June

Membership Committee Meeting

18 June

Legal Committee Meeting

19 June

Real Estate Services Committee Meeting

23 June

General Committee Meeting

24 June

Europe Committee Meeting

24 June

SME Committee Meeting

25 June

Financial Services Committee Meeting

26 June

HKCSI Executive Committee Meeting

8 July

Americas Committee Meeting

9 July

Information Services Committee Meeting

10 July

China Committee Meeting

10 July

e-Committee Meeting

Regular committee meetings open to respective committee members only, unless otherwise specified



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- 著名教授任教，兼具中外思維，理論與實踐相結合
- 中港兩地授課，齊集各方精英
- 現屆學員包括中國電信、小天鵝、中興通訊及德賽集團等國內企業的領導
- 中英文雙語教學，增進理解
- 加深對國情的瞭解，助你建立國內人脈



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*香港科技大學的MBA課程於2001至2003年均被英國《金融時報》評為亞洲第一。