

A HONG KONG GENERAL CHAMBER OF COMMERCE MAGAZINE 香港總商會月刊 www.chamber.org.hk





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management is on the increase as Crown acquires its third storage complex. 2000 - 20 years and two million boxes on, Crown Records Management breaks new ground as the leading confidential document storage company with the launch of a state-of-the-art web tracking system that offers efficient self-monitoring capabilities. 2001 & beyond - Crown's future capabilities include: 1. Establishment of a media center for storing tapes, CD roms and all valuable media records. 2. Development of an imaging service for scanning documents and storing the disc.





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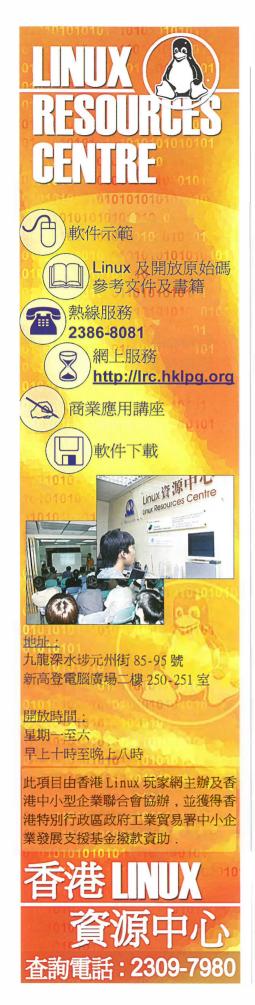
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讀者來鴻

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THANK 'HONG KONG IS MY HOME – SUPPORT FRONTLINE **HEALTHCARE STAFF' COMMITTEE**

During the SARS outbreak in Hong Kong in mid-2003, your Chamber provided strong support to the anti-SARS effort and gave great encouragement to frontline healthcare staff. These were critical factors in our success in combating the disease in Hong Kong. With great enthusiasm about Hong Kong affairs, your Chamber supported the formation of the "Hong Kong is My Home – Support Frontline Healthcare Staff" Committee. In recognition of healthcare staff's selfless dedication and professional spirit, the committee first organised the "Hong Kong is My Home - Salute Healthcare Professionals" Presentation Ceremony in early July to present "Anti-SARS Badges" to the healthcare heroes. Later, the committee published a commemorative book named "Anti-SARS Heroes" and worked with Asia Television to produce an

anti-SARS documentary called "Surviving Difficult Times."

During that period, your Chamber's tremendous support for the frontline healthcare workers not only greatly inspired the community, but also substantially boosted the morale of our staff.

Your Chamber's support has impressed all our healthcare staff profoundly. It is also a reflection of Hong Kong people's unity. With your encouragement, we will continue to do our utmost to protect the health of Hong Kong citizens. Your Chamber is really a strong partner of the Hospital Authority and we hope to maintain cooperation with you in the future to build a better Hong Kong.

> Dr William Ho Chief Executive Hospital Authority

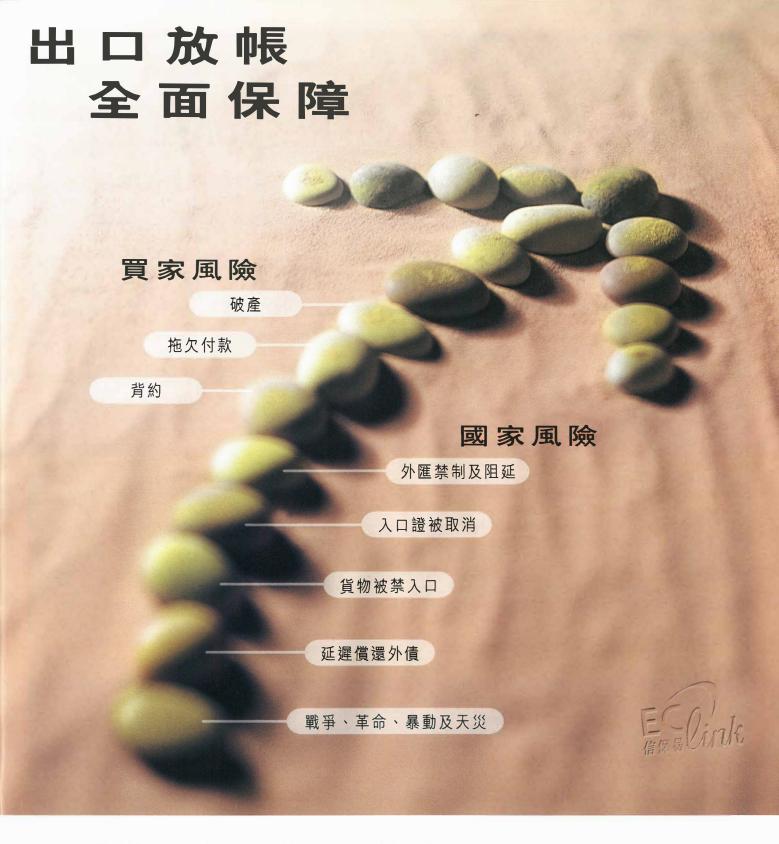
「香港是我家 - 支持前線醫護人員

非典型肺炎於本年中肆虐香港, 貴會積極支持抗炎工作,鼓勵 前線醫護同事,使香港得以在抗炎戰 貴會熱心本港 役中取得階段勝利。 事務,積極參與組成「香港是我家一 支持前線醫護人員」委員會,早於本 年七月初已舉辦了「香港是我家 — 向 醫護人員致敬大會」,頒發抗炎勇士 章,表揚醫護同事在對抗非典時無私 的專業精神。隨後更於十月初出版了 《抗炎勇士 同行有你》紀念集,並與 亞洲電視聯合製作抗炎紀錄片《走出 疫境》。

貴會在抗炎期間各項支持和鼓勵 前線醫護同事的行動不但為社會帶來 極大鼓舞,更今同事們士氣大增。

貴會的支持不但令我們全體醫護 同事深受感動,更彰顯了香港人團結 友愛的精神。有了大家的鼓勵,我們 今後必定繼續竭盡所能,全力保衛香 港市民健康。 貴會實為醫院管理局的 好夥伴, 祈望日後繼續與 貴會保持 合作,共建更美好的香港。

> 醫院管理局行政總裁 何兆煒醫生



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The Return to Fiscal Responsibility

With Hong Kong's economic prospects looking brighter, it is time to return our focus to rebalancing the public accounts, writes ANTHONY NIGHTINGALE

hrough submissions, lobbying and comments here and in other media, your Chamber has taken a firm position on the need to rebalance our public accounts. During the SARS crisis, we recognised the need to act quickly to confront an immediate threat to our economy, and advocated measures to address highly unusual circumstances, realising that in the short term this would exacerbate the deficit situation. Now, with the necessary relief measures in place and economic prospects brighter, it is time to return to our top priority: rebalancing our public accounts.

In the next few months, government will again be drafting the budget, and I believe it is time to get serious about bringing our spending in line with our revenues. Over the past decade, our recurrent revenues increased an average of 1.3 percent a year, while spending grew 9 percent per annum. In the first half of this year, the shortfall on the operating account is likely to be nearly as large as that for all of last year, which at more than 5 percent of GDP, over \$60 billion, may well affect our international credit rating. At this rate, our fiscal reserves will vanish in 2006.

The anticipated switch to accrual accounting, while long over-due, will make the overall deficit look smaller, but doesn't change the pressing need to get serious about bringing spending into line with income. Many people have suggested the use of government bonds to improve the fiscal position, which may be acceptable for the funding of infrastructure projects, but not to cover the operating deficit.

As with any corporate balance sheet, governments have to consider both spending and revenues. In Hong Kong both columns need major surgery. However, unlike companies that can close down unprofitable operations relatively easily, governments are constrained in their cost-cutting actions. Aside from public expectations that services provided in the past will continue to be available (at little or no cost), civil servants are employed on "permanent and pensionable" terms, and cannot easily be laid off.

Our recurrent revenues have been declining for five straight years, while our spending has increased without pause. In this year's five-year forecast, a 7.7 percent average annual rise in operating revenues from government taxes, fees and other sources is projected, nearly three times as fast as the estimated growth in nominal GDP. This is optimistic.

Our shortfall in revenues is closely tied to economic performance, so it should be no surprise that more than 40 percent of the decline in operating revenues in the 2002-03 fiscal year was due to lower profits taxes. If companies are less profitable, higher tax rates will not solve the problem. And, when companies are struggling to recover, taking a larger share of their earnings in taxes slows job creation. We must find another way. It is the spending side that causes the most concern. After five consecutive deficits we have yet to see a major effort to reduce the cost of government. Operating expenses, which are slated to rise 5.4 percent this year, are already up 20 percent, with no relief in sight. It is time to set lower spending limits, not higher targets.

What can be done? First, we need to trim the size of government through significant head count reduction and far greater use of public-private partnerships. We therefore welcome moves to attract private investors to redevelop the Central Police Station, build an ice-sports centre and town park in Tseung Kwan O and create a leisure and cultural centre in Kwun Tong. More such projects need to be added to the list, and quickly. But there are examples of government entities moving in the opposite direction, for example the Housing Authority is now planning to "in-source" certain maintenance projects previously let to the private sector.

Trimming head count is more difficult, but needs to be done. One area is water and sewage, which have been successfully privatised in other communities. Another is highway maintenance, and a third is care for the elderly. These are services paid for by the government, either directly or through subvention that may well be handled by the private commercial sector. While government would still fund the work, private contractors have been proven time and again to be far more economical service providers.

Take it a step further. The trading funds were set up in 1993 to improve public services by putting functions such as land registration on a more business-like footing. They were a neat step to move toward privatisation without having to face the political problems of selling off state assets prior to 1997. With that concern behind us, we are now free to move toward full privatisation, and in doing so, reduce the cost of government services. This is an important point: the objective need not be full cost recovery, but merely cost reduction.

At the same time, the tax base is much too narrow to support even a reduced spending program. Sixty percent of all salaries taxes received are paid by just 10 percent of taxpayers, and less than onethird of all employed people even pay a salaries tax. We need to broaden the tax base. The quickest way to do this is to reduce personal allowances, which are among the highest in the world. Over the medium term, we also need to ensure that our revenues are more robust in the face of economic uncertainty. When times are tough, profits and incomes fall, and so do revenues. It is therefore time to undertake a serious discussion of the overall tax regime, and to start the process of education and consultation on the nature and level of a broad-based consumption tax.

Without a comprehensive and coherent plan to reduce government spending, the budget will never return to balance. Higher tax rates and new sources of revenues will be required, and Hong Kong will begin to lose some of its competitiveness as the best business city in the Asian half of the world. Clearly, the next budget will need to show steady, year-by-year reductions in recurrent spending, and more reliable revenue sources. **B**

Anthony Nightingale is Chairman of the Hong Kong General Chamber of Commerce.



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財赤問題再探

經濟前景轉趨明朗,正是時候再次優先處理公共財政平衡問題

港需要恢復公共財政平衡,是香港總商會一貫的 立場。我們通過致函和游説政府、在《工商月刊》 或其他媒體表達這個觀點。沙士肆虐期間,我們 明白到要馬上抗禦疫症對經濟的打擊。在非常時期下推出 舒困措施,即使短期內令香港財赤惡化,也是值得做的。 目前,必須的紓困措施已推出,經濟前景亦轉趨明朗,正 是時候再次優先處理平衡公共財政這個重大問題。

未來數月,政府會埋首草擬明年的財政預算案,我認為 當局應認真研究平衡收支的方法。過去十年,政府經常收 入每年增長平均 1.3% ,開支增長 9% 。今年上半年的政府 經營赤字看來會貼近去年全年赤字總額,即 600 多億港元,相當於本地生產總值 5% 強。財 赤如此龐大,極可能會影響香港的國際信貸評 級。再者,若赤字繼續按此速度擴大,到2006 年本港財政儲備便會耗盡。

政府料將改行早應實行的應計制會計制 度,但縱使如此,也只會令帳面赤字縮小,平 衡收支依然是當務之急。不少人主張政府通過 發債改善財政,惟此舉或只適用於基建融資, 而非紓解經營赤字。

正如任何企業,各地政府也要兼顧收支。 香港須同時著力處理這兩方面的問題。然而, 企業與政府不同的是,企業較易結束賠錢的業 務,政府則在節省成本上受到掣肘,譬如市民希望政府繼 續現有服務 (只酌量收費或免費),以及公務員按「長工和 長俸」制度聘用,不易辭退。

香港的經常收入已連降五年,開支卻有增無減。今年的 財政預算案估計,未來五年政府可從税收、收費等來源每 年增加經營收入平均7.7%,幾近名義本地生產總值預計增 長的三倍。政府的估算可說樂觀。

政府收入減少與經濟表現有著密切關係,事實上, 2002至03財政年度政府經營收入跌逾四成,便是由於利 得税收入下降。公司盈利下跌,政府提高税率也無補於 事。況且,公司正力圖復興業務,政府加税,只會阻礙他 們創造就業,我們因此須另尋他法。政府開支問題備受關 注。香港接續五年出現財赤至今,我們仍未見到政府大刀 闊斧,減省成本。原先預算今年增5.4%的政府經營開支, 到現時為止已增20%,且未有緩減跡象。要知道,此時只 宜節約開支,不宜增加。

有何對策?首先,政府須縮小規模,大幅刪減人手,多 用公、私營合作方式服務市民。我們歡迎政府招攬私人投 資者參與重建中環警署、興建將軍澳冰上體育中心暨城市 公園、觀塘康樂及文娛中心等項目。政府亦應迅速將更多 項目列入清單。不過,個別政府部門例如房屋委員會卻在 走回頭路,該會計劃將某些原外判給私營機構的保養項 目,改回自己執行。

削減公務員人手的工作更加困難,但必須推行。其中可 考慮削減水務及渠務人手,其他地方早已普遍成功把這類

> 工作私營化。其次是公路保養和照顧老人,這 些服務無論由政府直資或津助,若改由私營界 別執行,也許更為完善。政府提供資助,由私 營承辦商提供更經濟、更有效服務的事例屢見

> 更進一步,政府可參照 1993 年成立的多 個貿易基金,以更商業化的手法提供土地註冊 等公共服務,改善服務素質。這些基金有助推 展私營化,政府亦無需面對被指於1997年前 出售國家資產的政治問題。我們現已無需憂 慮,可邁向全面私營化,從而減省公共服務開 支。當中有一點值得注意,私營化的目的並非 收回成本,而是節省開支。

此外,香港的税基太窄,不足以支持政府的節流措施。 薪俸税收入的六成來自僅一成納税人,而且只有少於三分 之一的受僱者需要納税。所以,税基必須擴闊,最快的方 法莫過於降低個人免税額,香港的個人免税額在全球最高 之列;中期來說,亦須設法確保政府收入在經濟陰晴不定 時亦能保持。困境之下,工商業盈利和僱員收入下降,政 府收入亦不能倖免。政府應仔細檢討税制,並就開徵税基 廣闊的消費稅展開教育和磋商工作。

若政府在節省開支方面欠缺通盤計劃,香港財政就永遠 不能恢復平衡。香港需要加税和開拓新的收入來源,若非 如此,香港作為亞洲最佳營商城市的競爭力難免會被削 弱。下一份財政預算案明顯需要訂出逐年縮減開支的節流 措施,以及更可靠的收入來源。 🖪



Anthony Nightingale 黎定基

黎定基為香港總商會主席。

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Delays in Balancing the Budget **Raises Concerns**

The government needs to grab the budget deficit problem by the horns, and do so quickly, before it gets completely out of control, writes the Chamber's Legco Rep, The Hon JAMES TIEN

hen Henry Tang took up the post of Financial Secretary in August, the community waited in great anticipation for him to reveal how he plans to manage public finances and ax the deficit. Last month, Mr Tang unveiled his blueprint for restoring Hong Kong's fiscal health. He also revealed that the goal of balancing the budget target will be pushed back two years to 2008-09, a move which many, including myself, are concerned about.

To achieve this new target, the government must eliminate its operating account deficit in the next five years. It plans to do this by cutting its recurrent expenditure from HK\$218 billion for 2003-04 to HK\$200 billion by 2008-09, and raise recurrent revenues from HK\$155 billion to HK\$200 billion.

Sharp fall in fiscal reserves

Such a plan, however, runs the risk of seriously depleting our fiscal reserves. Under it, the accumulated operating account deficit will balloon to almost HK\$200 billion over the next five years. As a result, our fiscal reserves will plunge from today's HK\$310 billion to just over HK\$100 billion enough to support the government for just five months.

Low fiscal reserves will put the Third Term SAR Government in a difficult situation when it comes into office in five years' time. Moreover, the deficit will force international rating agencies to lower Hong Kong's credit rating, which will adversely impact the investment market. Aggressive overseas speculators are also waiting to pounce on the chance to make a quick profit when confidence in the Hong Kong dollar weakens. In a nutshell, we cannot ignore the potentially huge risks and adverse business environment that the deficit threatens to create.

Mr Tang says the administration should save for a rainy day and leave a prudent level of fiscal reserves for the next SAR Government. But what is a reasonable level? Many scholars and I believe that our fiscal reserves should be equivalent to at least 12 months of government spending – around HK\$200 billion. Unfortunately, when the next SAR Government is formed in 2007, the budget deficit will most likely still be on the back burner eating away at our shrinking fiscal reserves. This whole situation is very worrying.

Regarding the suggestion of issuing bonds to raise revenue, I think it is a sound idea for funding infrastructure projects that provide economic benefits, but not to cover recurrent spending. If the government issues bonds to finance its

excessive recurrent expenditure, that would be like spending with a credit card that snowballs the deficit.

I understand that the government has postponed balancing its fiscal target because it wants to give the community and the economy more time to recover from the SARS outbreak. Nevertheless, as mentioned above, doing so may have serious repercussions that the government needs to study and adjust again.

Speed up spending cuts

Given the current predicament, the government cannot, of course, increase taxes without the risk of slowing the momentum of the economic recovery. It can, however, step up efforts to cut unnecessary expenditure.

Current public spending accounts for 23 percent of Hong Kong's GDP, which is already too high by world standards – especially when you consider that Hong Kong does not have to pay for national defence or foreign diplomacy. Compared with only about 16 percent of GDP in the 1980s and '90s, the government structure clearly has grown too fat and needs to slim down as soon as possible.

Mr Tang has proposed reducing government operating expenditure by 11 percent over five years, but – even though I think the proposed reduction is not enough – and I am worried that the government will also fall short of this target.

Since all principal officials and the Chief Executive will leave office in 2007, any proposed cuts may be postponed until 2008-09. Furthermore, Mr Tang made no mention of retrenchment or restructuring of the civil service in his announcement, and we all know that if the government is not determined in getting rid of redundant staff, it simply cannot effectively reduce its expenditure.

I, together with other Legco members representing the Liberal Party, have expressed the above concerns during a meeting with the Chief Executive. And when I meet with the Financial Secretary later to give my views on the 2004-05 Budget, I will stress to the government the importance of not just cutting expenditure, but doing so quickly.

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. **B**

James Tien is the Legco Representative of the Hong Kong General Chamber of Commerce.

延遲滅赤令人關注

香港總商會立法會代表田北俊議員:港府必須儘速滅赤,以免禍延日深

從財政司司長唐英年於八月上任以來,各方都一直 注視著他如何管理政府財政,解決財赤問題。上月 底, 唐司長終於公佈其理財計劃, 其中最引人矚目 的相信是將滅赤限期推遲兩年,即由 2006-07 年度延後至 2008-09 年度,而我也對此表示關注。

為了達到於 2008-09 年度收支平衡的目標,政府的一 個主要措施就是要令經營帳目收支平衡。政府一方面擬把 經營開支由現時本年度的 2,180 億港元減至 2008-09 年度 的 2,000 億港元,另一方面就將同期的經營收入由 1.550 億 增至 2.000 億港元,以期在五年內將經營帳目 的赤字裂縫逐漸縮小以至消失。

儲備勢將大降

不過,這個計劃極可能會令財政儲備大幅 减少。我粗略計算過,按以上計劃,經營帳目 在五年內會有累積赤字近 2,000 億港元。試想 想,目前的財政儲備只有3.100億港元,五年 後減少了2.000億,剩下的便只有千餘億港 元,僅僅可供政府五個月的經常使費。

低水平的財政儲備會產生不穩定情況。首 先, 五年後已是第三屆特區政府的管治時期,

儲備不足必然會妨礙其運作。而且國際評級機構可能會因港 府財赤問題而調低本港的信貸評級,對投資市場構成隱憂; 加上國際炒家在外圍虎視眈眈,正等待金融市場對港元的信 心轉弱時大舉衝擊取利。由此可以想像,嚴重財赤著實帶來 極大危機及不利的營商環境,我們不能等閒視之。

正如唐司長所講,今屆政府應該未雨綢繆,為下屆政府 預留適當水平的財政儲備。何謂適當水平的儲備?我和很 多學者的意見類似,認為至少應有相等於政府 12 個月開支 的儲備,即約2,000億港元,才算較安全、恰當。可惜,下 屆特區政府於2007年組成的時候,財赤仍未消滅,儲備亦 正減縮,情況令人憂慮。

至於有人提出發債開源的建議,我認為政府至多只可為 有經濟效益的基建項目發債,但絕不可為經常開支發債。 經營帳目出現赤字,主要因為經常開支過大,沒有有效控

制,如果為此發債,就如同「碌」信用卡度日,赤字只會 愈滾愈大。相反,如為有穩定回報的基建發債,則有一定 效益,故可予以支持。

我理解政府推遲滅赤,是想讓社會和經濟有多些時間從 沙士疫症打擊中恢復過來。然而,既然上述計劃可能會產 生嚴重影響,政府有必要重新研究,作出調整。

加快節流步伐

James Tien 田北俊

在目前的境況下,政府當然不能貿然開源,以免窒礙得 來不易的復甦勢頭。故此,政府應該做的,除 了要加速推動經濟復甦,以增加税收,更須要

下決心加快原先的節流步伐,盡早減省冗費。

事實上,現時公共開支佔本地生產總值達 23%,按世界準則已屬過高,何況香港毋須負 擔國防和外交開支呢!相比在八十至九十年代 有關比例只約為 16%, 現今的政府架構明顯已 膨脹不少,節流應及早進行。

對於唐司長提出五年內將政府經營開支減 少 11% , 我除了覺得這個目標減幅不足夠, 亦 擔心政府連這個起碼的減幅也做不到,因為各 問責官員與行政長官一樣會在 2007 年離任,

若部門把削減經營開支延至最後一年處理,屆時官員已經 離職,節流最終或不能達標。而且在唐司長的公佈中,隻 字不提裁員、精簡架構、須知一日不落實裁減冗員,根本 不能有效節流。

就以上的關注事項,我和自由黨其他立法會議員早前已 向行政長官提出,並會於稍後會見財政司司長,詳細就下 年度財政預算案表達意見的時候,強調加快節流的重要 性,以敦促政府正視。

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:中環昃臣道8號立法會大樓; 電郵: tpc@jamestien.com; 電話: 2500 1013; 傳真: 2368 5292 ° B

田北俊為香港總商會立法會代表。

It Is Membership Renewal Time Again

As we look back at 2003, companies have more reasons than ever to continue their membership with the Hong Kong General Chamber of Commerce, writes EDEN WOON

ach year at this time, the Chamber begins the annual membership renewal process by sending renewal notices to our members. We naturally look back at the year to see what we have done for members and how we can persuade them to renew their membership. Many of you do appreciate the work we do and the services we provide by signing up

again, but unfortunately - and disappointingly for us – some of you apparently do not believe that there are sufficient reasons for you to renew your membership.

This year, as we look back at 2003, we found more reasons than ever for you to continue your membership in the Hong Kong General Chamber of Commerce. Two acronyms stand out in trying to catalogue what we have done for you this year: SARS and CEPA. One was bad news for Hong Kong, and the other is good news for Hong Kong. And the Chamber worked hard on both of them.

With SARS, we helped members through words and through action. While Hong Kong was

fighting this terrible disease on the medical front, we fought on the economic front. We solicited views, many of them heartwrenching, from our members and suggestions to forward to the government on what it should do – many were adopted by the government. We offered advice to members on what they should do to weather the storm. We told the world of the true situation here in Hong Kong by drafting letters for our members to send out to friends and clients overseas and by speaking out to our international contacts and to the international press. We participated in the Operation Unite

campaign to bring society together, and we offered a 555 Revival plan for Hong Kong that was widely acknowledged as being the appropriate plan to take Hong Kong upwards again.

With CEPA, many people know the Chamber initiated this idea back in 2000. Vice Premier Wu Yi, in our Chamber's meeting with her in early September, told me that this idea

> was "excellent, and had creativity!" The public acknowledges that the Chamber played a persistent and pivotal role in pushing for this agreement to be signed in late June this year. Our education process of our members and of the community went unabated in early 2003 and also in the second half after signing. Many of our members' suggestions were taken aboard by the SAR and Central governments. While we realise that not every member of the Chamber will benefit from CEPA, many will directly and others indirectly. At the very least, confidence has returned to Hong Kong thanks to a large

part to CEPA. Finally, we published a 140-page CEPA Report on November 1 to help members take advantage of CEPA. (See page 21)

So on SARS and CEPA, members can see concrete results from the Chamber's work. These two issues, together with the information, services, and networking opportunities we provide to our members, surely are good enough reasons for all of you to renew. I hope you agree with me by renewing as soon as you receive our renewal notice. We thank you in advance. B



Dr Eden Woon 翁以登博士

Dr Eden Woon is CEO of the Hong Kong General Chamber of Commerce,



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www.chamber.org.hk/bulletin

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續會呼籲

回顧 2003 年,促使會員公司續會的 理由實較過往多 翁以登

' 年此刻,香港總商會皆向會員發出續會通知書, 趁此機會回顧過去一年為會員所做的工作,呼籲 會員更新會籍。大部分會員因認同本會的工作和

服務而續會。可惜,有些會員卻認為沒有充足的理由續會。

綜觀 2003 年,會員實較過往有更多理由繼續香港總商 會的會籍。 SARS (非典型肺炎) 和 CEPA (更緊密經貿關係 安排) 兩個英文縮略詞,可凸顯本會今年為您所做的兩大重 點工作。前者是香港的噩耗,後者則帶來喜訊,但二者都 在總商會工作範圍之內。

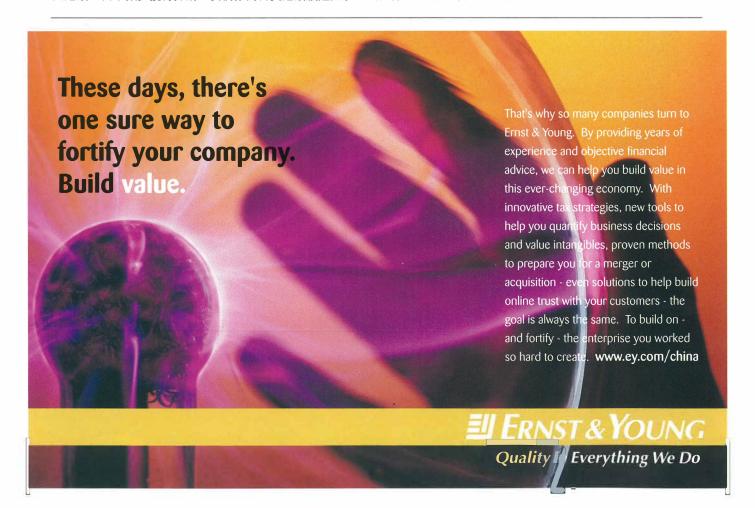
在非典一事上,我們用文字和行動來幫助會員。當香港 醫護界奮力抗擊疫症之際,我們在經濟方面謀策抗患,徵 集會員的意見後 (當中有不少肺腑之言),繼向政府提出紓 困建議,當中頗多獲得採納。我們亦向會員建議渡過逆境

之法。為向全球通報香港的真實疫情,本會不但為會員提 供信件樣本,以便致函海外,還向國際友好和傳媒發佈有 關消息。本會參與「心連心 全城抗炎大行動」,籲請社 會團結齊心,並推出旨在重振、重推、重建香港的「三五」 計劃,計劃獲廣泛認同為一套適切的疫後復甦經濟措施。

「安排」方面,不少人知道總商會早於2000年提出這個 構思。吳儀副總理九月在北京接見本會代表團時,稱讚此構 思「非常好,很有創意!」香港市民亦認同本會在此事上努 力不懈,角色重要,促成了協議於今年六月底簽署。在年初 和下半年「安排」簽訂後,我們一直盡力向會員和公眾闡釋 協議的好處。不少會員的提議得到特區政府和中央政府接 納。雖然並非全體會員都能受惠於「安排」,不少會員也可 直接或間接得益。最重要的是,香港現時恢復信心,「安 排」居功不淺。本會將於11月1日出版一份140頁的「安 排」評估報告,協助會員掌握箇中優勢。(見第21頁)

總的來說,本會在非典和「安排」兩項工作上均取得實 質成果,連帶本會向來提供的各種資訊、服務和聯誼機 會,相信您會肯定我們的工作,延續會籍。懇請各位於收 到續會通知書後馬上行動,謝謝支持。 图

翁以登博士為香港總商會總裁。



You make tough decisi onsevery day. Here's an easy one...





and....

- The Chamber will continue to act as your voice to advise the SAR Government on matters affecting business and the economy
- You and all your staff will continue to enjoy all the benefits and privileges we provide to our members
- You will continue to be kept abreast of the latest industry trends and economic developments through our publications, seminars, workshops, and other business information
- You can continue to develop fellowship in the Chamber and expand your business networks

Remember, we are truly an independent body representing the diverse interests of the entire business community in the HKSAR. Only with your support can the Chamber remain as the largest and most influential business organization in the HKSAR.

Annual renewal fee HK\$4,000 (one year) / HK\$10,800 (3-years: 10% discount before January 31, 2004) * Renewal notices were sent to all corporate members in late-October.

For inquiries please call 2823-1203 or email membership@chamber.org.hk www.chamber.org.hk





2004 Member Benefits Program

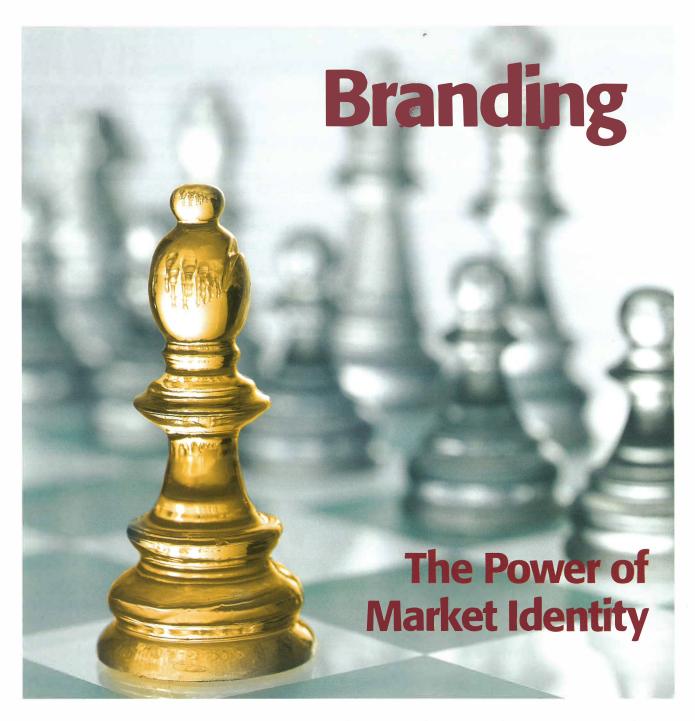
For two years in a row, the Member Benefits Program has proven to be a fantastic tool for members to promote their unique products and wonderful services to HKGCC members by offering exclusive discounts. The total circulation of the program booklets is around 20,000 for the entire year.

Absolutely no charge for participating merchants and companies.

Deadline for submission is November 30, only members are eligible to participate.

Interested members please contact Maggie Fung at 2823 1209. (Fax: 2527 9843 / Email: mfung@chamber.org.hk)





Businesses have long lived by the rule that price is king, but many firms are now starting to discover that price is no match for branding power, writes COLIN BATES

he concept of brand building in Hong Kong is a new idea, but one that is being eagerly discussed by government and businesses alike, and for good reason. The true beauty of brands lie in their ability to create value for their companies, their economies and their countries by changing consumer behavior. Of course this is not true of all brands, but the strongest brands are very powerful indeed.

A recent study of brand value produced jointly by Interbrand, Business Week, Citigroup and Morgan Stanley, estimated that the combined value of the world's top 10 brands was a staggering US\$385 trillion. This is not the value of the companies, nor their factories or stock, it is the value of something completely intangible, their brands.

But we shouldn't need financial studies to convince us of the value of brands. We know from our own experience that we will

創建品牌 智取市場

工商界向以價格至上,但很多企業開始發現,價格不能與品牌匹敵 Colin Bates



香港,品牌建立雖是一個嶄新概念,但它已愈 來愈受政府和工商界垂注,紛紛探索它的好 處。品牌的巧妙功能在於透過改變消費者行 為,為公司、經濟和國家創造價值。當然,並

非所有品牌都具備這種功能,惟強大的品牌確是威力無窮。

Interbrand、《商業周刊》、花旗集團和摩根士丹利最近 聯合進行的一項品牌價值調查顯示,全球十大品牌的價值估 計總達385兆美元,十分驚人。這不是企業、其廠房或存貨 的價值,而是一種無形東西 — 品牌的價值。

我們無需利用財務研究來求證,單憑自身經驗便可知

道,我們往往樂意為心愛的品牌 花較多金錢。這會帶給品牌擁用 人更多收入和盈利;另一方面, 我們亦期望品牌能增添個人價 值。品牌針對人們需要認同和愛 想像的本性,將消費者體驗改 變,其價值可凌駕於「產品質 量丨。

品牌的涵囊

有些人認為品牌是「標誌和 符號」;有些人視它為「滿意和質 量的保證」。這兩種看法皆正 確,但品牌的涵義其實更加廣闊。

品牌的定義可以是非常抽象的,正如「品牌是世上最寶 貴的財產,隱藏於消費者的心坎裡」。簡單來說,品牌「結 合了消費者和其他相關人士的所感所想」。品牌不單指產 品、包裝、廣告、售後支援或合約內容,它是這些東西的總 匯,並包含更多元素。品牌價值既可建立,亦能破壞。

要建立品牌的價值,我們應設法把品牌的一切相關「訊 息和行為 | 植入消費者的腦海中,並符合下列條件:

- 1. 別樹一幟 (與眾不同)
- 2. 具激發作用 (對於消費者)
- 3. 可靠(以事實為本)
- 4. 持久 (對準市場趨勢)
- 5. 富策略意義 (符合業務目標)

若要成功建立品牌,其他「相關人士」如僱員和分銷商, 均須合力維護品牌。所以,品牌也要帶給他們一些獨特和具 鼓勵性的東西。香港經濟愈益依靠服務和企業品牌推動,這 點尤為真確。

香港的成功例子

香港具有建立強勢品牌的能力,成功例子頗多,大致分 為三類 — 傳統中國品牌、服務業品牌和國際品牌。

傳統中國品牌尤其是食物品牌,在香港和海外皆享盛 譽。例如,淘大是世界馳名的食品和醬油品牌,行銷全球逾 40 個國家和地區。

再者,還有眾多成功本地品牌,可能連您也不知道是源

The real success story of branding in recent decades has been the way in which companies have used their brands to turn the satisfaction of complex and even spiritual needs into commercial transactions.

近數十年品牌建立的成功關鍵,在於企業能利用品牌滿足 消費者的複雜甚至心靈需要,從而達成商業交易。

- Simon Anholt, Brand New Justice: The Upside of Global Branding

於香港。很少人知道Binatone Telecom是一家香港公司,但 它在德國、俄羅斯等市場的知名度頗高,在英國更是家傳戶 曉。生產全球三分一滑浪風帆的 Neil Pryde, 是另一個大多 數港人都不認識的香港品牌。此外,香港還有許多成功企業 在區內和國際市場建立了強大、具吸引力的特色品牌,只是 它們沒有表明自己「來自香港」。

標榜原產地?

原產地也可成為品牌的優勢。一個國家的形象往往與產 自該國產品的形象互相呼應,相得益彰。譬如,萬寶路香煙 是個性、自由和精力充沛的象徵,令人聯想到美國,特別是 該國「西部荒野」,有助品牌發揮效力。

德國以「精湛工程技術」見稱,奧迪、保時捷、寶馬等 汽車品牌便是借助這個名聲建立,亦同時彰顯該國的形象。

在亞洲,日本憑藉其科技和設計技術(兩者皆植根於日本

Cover Story 封面故事

pay more, more often, for our favorite brands, creating greater revenue and profitability to the brand owners. In return, we expect the brand to deliver greater value to us. Brand value transcends notions of 'product quality' - it taps into our social and imaginative nature to actually transform the consumption experience.

But what is a brand?

Some people think of a brand as "signs and symbols." Others think of a brand delivering "a promise of satisfaction and quality." Both of these ideas are valid, but a brand can be much more.

A poetic definition might be "a brand is the most valuable real-estate in the world, a corner of the consumer's mind." Simply put, a brand is "a collection of perceptions in the mind of the consumer and other stakeholders." Abrand is not just the product, not the packaging, not the advertising, not the after-sales support, not the contract details. It is all of these things, and many more. Every experience of the brand has the opportunity to build value or destroy it.

To build brand value, everything that a brand "says and does" should work towards a place in the consumer's mind that is:

- 1. Distinctive (from the competition)
- 2. Motivating (to consumers)
- 3. Credible (rooted in the truth)
- 4. Enduring (with a good "fit" to market trends)
- 5. Strategic (in line with the objectives of the business)

We all know that the Disney brand is our most valuable asset. It is the sum total of our seventy-five years in business, of our reputation, of everything that we stand for.

- Michael Eisner, Chairman and Chief Executive, Disney

我們深明,迪士尼品牌是我們最寶貴的資產。它是集團 75 年業務、信譽以及旗下一切東西的結晶。

- 迪士尼主席兼行政總裁 Michael Eisner

To achieve this, other "stakeholders," such as employees and distributors, have to buy into the brand, so the brand has to offer them something distinctive and motivating too. This is particularly true as more and more of our economy is driven by service and corporate brands.

Hong Kong's success stories

Hong Kong has the skills to build strong brands, and there are notable success stories, which tend to fall into three categories traditional Chinese brands, service businesses, international brands.

Traditional Chinese brands, especially in the food category, are well recognised not just in Hong Kong but internationally. Amoy, for example, is one of the world's most recognized food and sauce brands, marketed in more than 40 countries around

In addition there are successful Hong Kong brands that you

probably wouldn't even know are from Hong Kong. Binatone Telecom is a Hong Kong-based company that is hardly known here, but which has significant brand presence in markets such as Germany and Russia, and is a household name in the U.K. There is Neil Pryde, which manufactures almost a third of the world's windsurfing sails, another Hong Kong brand that most people in Hong Kong wouldn't recognize. And there are many others too: successful Hong Kong businesses that have built strong, motivating and distinctive brands in regional and international markets, without communicating that they are "from Hong Kong."

Hong Kong brands, but not always branded from Hong Kong

The country of origin can be a powerful asset to a brand. The image of a country and the image of its brands often work in unison, mutually re-enforcing each other to the benefit of both. For example: the Marlboro cigarette brand is about individuality, freedom and masculinity. The association with America, and particularly the "Wild West" works well for the brand.

German car brands, such as Audi, Porsche and BMW, have built from and contributed towards Germany's reputation for "precision engineering."

And in Asia it is Japan, with its technology and design skills (both with deep roots in Japanese culture) that projects a distinctive

> country image that has benefited Japanese brands as diverse as Sony and Hello Kitty.

> But what of Hong Kong? Our culture is predominantly Chinese and in that respect it doesn't offer a distinctive story to Mainland Chinese consumers, nor does it help us stand out against Mainland Chinese brands when competing in other overseas markets.

It's for these reasons that many existing Hong Kong brands tend to make little reference to their country of origin: quite simply it doesn't offer

a particularly motivating brand story to the consumer.

Developing a distinctive and motivating "city image" is a longterm process, one which Hong Kong has been grappling with for many years. It is an issue for the government and society, and a successful outcome certainly would be of benefit to Hong Kong businessmen as they work to build brands. However, there can be (and already are) successful Hong Kong brands, even if they are not always branded "from Hong Kong."

The process of effective brand management

Brand management, like any other aspect of business, can be thought of as a disciplined and structured process. But it is more than just that, and in some respects brand management encompasses every aspect of what a company does and says.

This perspective is becoming increasingly common, as CEOs shift their thinking away from corporate "vision and mission"

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Cover Story 封面故事

文化) 塑造了獨有的國家形象,令日本各式各樣的品牌受惠, 包括新力、Hello Kitty。

那麼,香港又如何?香港文化根源於中國,故香港品牌 對於內地消費者並不吸引。香港品牌與內地品牌在海外市場 競爭時,亦不能突圍而出。

有鑑於此,大部分現有香港品牌都甚少提及來源地,因 為這確實難以引起消費者的興趣。

塑造獨特和富動感的「都會形象」是一項長遠工作,香 港在這方面已努力多年。它關乎政府和社會的利益。香港若 能成功營造這個形象,政府本身和致力建立品牌的港商均可 受惠。然而,即使不標榜自己「來自香港」,某些香港品牌 仍可 (現實亦早已證明) 取得成功。

有效品牌管理

一如其他業務環節,品牌管理亦涉及嚴謹的規管工作。 在某些方面,它更牽涉整家公司的一言一行。

此觀點日漸普及,現今的企業行政總裁多已擺脱傳統想 法,認為業務成功的動力是企業品牌,而非「理念和使 命一。

不論是企業、服務或產品品牌,都可按下列模式管理

瞭解您現有的品牌 不要只關心客戶,因為您的品牌牽 涉許多群體,僱員、業務夥伴、分銷商、投資者甚至自己以 及客戶都與之有關。極少企業明白這些人對公司品牌的真正 看法,而「現有品牌」往往不會獲得很高評價。在這階段, 企業的目的不是塑造符合本身要求的品牌,而在於如實地反 映品牌現貌。

透過蒐集這類資料及呈交高層研究,公司可加快品牌管 理工作。

界定您渴求的品牌 試問公司內有多少經理能清楚釐定 您想建立的品牌?如他們無法釐定,怎能判斷甚麼行動對建 立品牌最有效?您必須確定想要的品牌,即您希望在相關人 士心目中建立的品牌。

界定您心目中的品牌,需要進行調查、研究、去蕪存菁 和靈感啟發。您要準確釐定如何才能鶴立雞群,兼且激勵 相關人士,藉此貫徹和實現業務目標。

賦予品牌體驗 品牌建立的成功關鍵不單繫於廣告和傳 訊,還在於利用各方面的經驗創造品牌價值,包括使用產品 的感覺、員工和客戶之間的溝通和聯繫。

您的言行舉止皆可助您建立品牌,繼而鞏固公司的市場 地位,保障收入及提升業務價值;反之,如您傳達矛盾和混 亂的訊息,便會削弱品牌的實力。

不管您的公司是只有兩、三名僱員的新公司,還是辦事 處遍佈世界的環球企業,這個道理同樣適用。

堅守正確方向 品牌管理是一項持久工作,而非一次性 活動。最後步驟是評估和監督,藉以瞭解所得成績,以及需 要採取的措施。



"Branding seems pretty hot recently," says Mr Cheung. 張啟華表示品牌建立看來是近日的熱門話題。

If You've Got it, Brand It

any companies confuse branding with design, marketing and public relations, says Eric Cheung, Executive Creative Director of BrandsNation.

"Branding is more than simply a beautiful design, or logo," he explains. "Branding encompasses the core values of a company, its strengths, its vision."

Hong Kong does not have too many well-known brands, which he attributes to businesses desire to make a quick return on their investment. However, smaller companies are increasingly planning for the long-term and are looking to grow their own brands in the Mainland through the window of opportunity that CEPA has presented, he said.

"Branding seems pretty hot recently, especially when we can enjoy the advantage from CEPA. Many companies are planning to penetrate the China market with the 'Brand from Hong Kong' tag, because Hong Kong products and services still have an edge and enjoy positive recognition in Mainland China," he said.

In the 15 or so years that he has been working in the industry, Mr Cheung said branding has never presented as many opportunities for businesses to grow, nor been as important, as it is today.

Ultimately, strong branding is not just a promise to our customers, to our partners, to our shareholders and to our communities; it is also a promise to ourselves... in that sense, it is about using a brand as a beacon, as a compass, for determining the right actions, for staying the course, for evolving a culture, for inspiring a company to reach its full potential.

- Carly Fiorina, CEO, Hewlett-Packard

畢竟,建立強大品牌不但要體現對客戶、夥伴、股東和社區的承 諾,對企業本身也是一項保證。換句話說,企業可將品牌當作指 路燈,藉以確定最適合的行動,堅持到底,孕育企業文化,激勵 企業發揮最大潛能。

- 惠普行政總裁 Carly Fiorina

towards the idea of a corporate brand as the driving force behind the success of the company.

Whether the brand is a corporate, service or product the brand management process is the same in its overall structure:

Discovering your current brand Don't just think of customers. There can be many groups involved in your brand. Your list of stakeholders may include: employees, business partners, distributors, investors, even yourself - as well as customers. Very few companies understand what their stakeholders really think about their brands. And very often this "current brand" doesn't make very pleasant reading. This is not what

the company wants the brand to be, it is "warts and all" - a true picture of the brand as it is now.

Gathering this kind of information, presenting and discussing it at a senior management level, can be a powerful catalyst within the company.

Defining your desired brand How many of your managers can clearly define the brand you are trying to build? And if they can't define the brand, how can they make judgments about what action will most effectively build the brand? It is essential to define your desired brand, the one you are trying to build in the mind of your stakeholders.

香港品牌的前景

香港致力締造經濟和社會價值,品牌的角色和品牌管理 必然重要。毋庸否認,香港商界具備專長和資源,足以維持 和促進香港品牌的發展。 🖪

Colin Bates 是 BuildingBrands Ltd (www.buildingbrands. com) 創辦人兼董事和 "Managing Your Total Brand" 作 者, 電郵 colin.bates@buildingbrands.com。

With many companies believing that their product or service is unique or among the best in the market, branding not only adds value, but also builds up the loyalty and trust of customers who will keep using certain branded products or services, he says. The alternative is discounts and more discounts, which can be very unhealthy.

But isn't branding just for multinational companies with huge budgets?

"That is totally untrue. If any businessman wants to survive and build a sustainable relationship with his customers, then he needs branding, regardless of the size of the business," he said.

Just how much a company should spend on branding depends on the scope and timeframe they have in mind. To brand internationally can be very expensive and takes years, but building a brand locally, or in a single market, does not require a great deal of capital.

"If you are a little café and you make what you consider to be the best steamed buns in Hong Kong, then you could brand your buns by using the tools of quality, uniqueness and the values that went into making them," Mr Cheung explained. "These qualities form the backbone of branding. Again, it is not just about fancy logos and big advertising budgets, it is about the values of the company and customers respect that."

Mr Cheung says a good branding consultant could take almost any product or service and craft a brand building program for that business.

"Of course we cannot cheat the market. If a product is just run-of-the-mill then there is not a lot you can do. But if it has only one unique element, either in function or design, then you can build that into a valuable branded product," he said.

A common mistake businesses tend to make when trying to build a branded product is to cling on to an old idea, service or concept which the boss emotionally considers his baby and just won't let it go.

"They tend to fall in love with something and rely on a beautiful design to market it. Without objectively looking at it and developing a strategic communication plan to build it as a brand, it is bound to fail," he said.

"Branding is all about communicating to customers the most differentiating qualities and uniqueness of your product or service to build a sustainable relationship. The market is evolving every second, so you are fooling yourself if you think putting old wine in a new bottle will make a difference. If you truly reflect your brand's promises consistently with a distinctive look and feel to your customers, then that is branding."

Members can contact Mr Cheung for more information on branding at, eric@brandsnation.com

品牌推廣之道

randsNation 行政創意總監張啟華表示,許多企 業往往把品牌與設計、市場推廣和公共關係混為 一談。

他解釋:「品牌不單指優美的設計或標誌,它其 實涵括企業的核心價值、優勢和目標。」

著名的香港品牌不多,張氏認為原因在於企業渴 望迅速賺取投資回報。然而,他表示,規模較小的公 司愈益為長遠發展規劃,並希望把握「更緊密經貿關 係安排」帶來的機遇,在內地拓展本身品牌。

他説:「品牌建立看來是近日的熱門話題,尤其 因為香港能從『安排』得益。由於香港產品和服務在 中國仍然享有優勢和正面評價,很多企業正計劃借助 『香港品牌』名義,進軍內地市場。」

從事品牌業逾15年的張氏認為,目前,品牌為 各行各業所締造的機遇之多,實屬前所未有,而論重 要程度,也是空前的高。

他説,很多企業都認為旗下產品或服務在市場 屬獨一無二或名列前茅。有鑑於此,品牌建立不但 要能為產品或服務增值,還須爭取客戶的支持和信 賴,長期惠顧某品牌產品或服務。另一辦法是不斷 割價,但此舉會產生不良影響。

品牌策略是否財雄勢大跨國企業的專利?

他説:「這種想法完全不對。無論業務規模大 小,商界若要立足,並與客戶建立長久關係,就需要 建立品牌。」

企業應在品牌建構方面花費多少,取決於它們的 目標範圍和時限。要在國際層面推行這項工作,可能 十分昂貴且需時甚久,但在本地或某個市場,則無需 大量資金。

張氏解釋:「如您經營一間小型咖啡店,專門焗 製自信是全港最好的小圓麵包,那麼您可借助麵包的 品質、特色和營養價值來配合品牌攻勢,這些優點就 是建立品牌的要素。此外,品牌策略不只涉及花巧的 標記和龐大廣告費,同樣重要的是彰顯公司的價值 觀,這正是客戶所重視的。」

張氏説,出色的品牌顧問能推廣任何種類的產品 或服務,為企業度身訂造一套品牌建構方案。

他説:「當然,我們不能欺騙市場。若產品平平 無奇,您所能做的工作不多。但只要產品的功能或設 計擁有某種特質,它便可憑此成為珍貴的品牌產品。 」

企業在建立品牌產品時往往會犯同一錯誤,就是 堅守老闆一向引以自豪、不願摒棄的舊意念、服務或

他説:「他們很容易看中某東西,繼而依靠漂亮 的包裝進行推銷。然而,若不客觀地研究產品及制定 策略傳訊計劃,品牌一定無法建立。」

他總結道:「品牌建立的重點,是要客戶瞭解公司 產品或服務的特質和優點,從而建立產品與客戶間的持 久關係。市場瞬息萬變,若您以為舊酒新瓶能助您脱穎 而出,未免自欺欺人。如您能持續履行品牌承諾,帶給 客戶獨特的產品形象和感覺,品牌才算成功確立。|

如欲查詢品牌建立的詳細資料,請與張氏聯絡,電 郵:eric@brandsnation.com。

Defining your desired brand is a process of research, investigation, distillation and inspiration. You need to get to the point where you can define how you are distinctive from your competitors and motivating to your stakeholders, in a way that will endure and meet your business objectives.

Delivering the branded experience Successful branding is not just about advertising and communications. It is about harnessing every aspect of the experience to create brand value. This includes the product experience, communications and contacts between employees and customers.

Everything that you say and do will either build your brand strengthening your position in the marketplace, securing revenue and increasing the value of your business - or weaken your brand through inconsistent and mixed messages.

This is true whether you are a new company with two or three employees, or a global corporation with offices around the world.

Keeping on the right tracks Managing your brand is an ongoing process, not a one-off activity. This final step is one of measurement and monitoring, to see how successful you are in moving towards your desired brand and the additional steps you may need to take.

Outlook for Hong Kong brands

As Hong Kong seeks to create value in its economy and society, the role of brands and brand management will be vital. The signs are very positive that we have the skills and resources within the business community to continue and accelerate the development of Hong Kong brands. **B**

Colin Bates is Founder and Director of Building Brands Ltd (www. buildingbrands.com), and author of "Managing Your Total Brand." He can be reached at, colin.bates@buildingbrands.com



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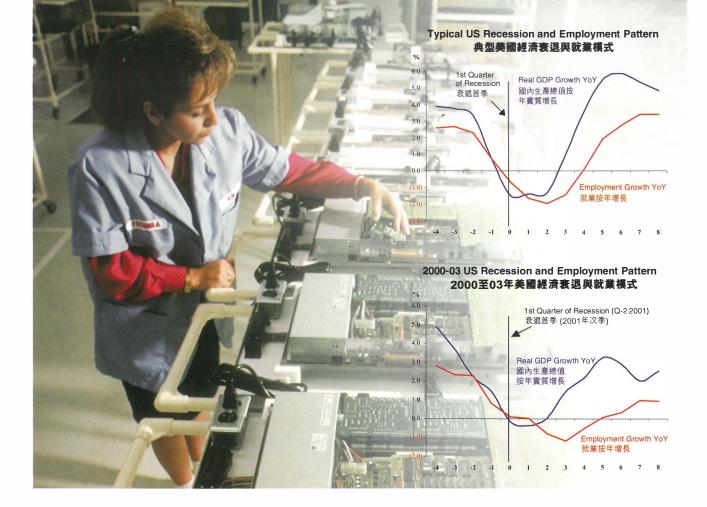
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Trade and Unemployment

The causes of job losses in the United States cannot be solely blamed on imports, writes DAVID O'REAR

hina is being accused of causing U.S. unemployment by selling to American consumers goods that otherwise might be purchased from U.S. manufacturers, and doing so because of an unfairly weak exchange rate. If successful, pressure on China's exports would have profound implications for Hong Kong. But, what is the evidence?

Clearly, Chinese exports to the U.S. are strong and growing, and U.S. unemployment is higher than expected. One year ago, China for the first time contributed a larger share of U.S. imports than Japan. Shortly thereafter, the campaign to reduce China's share of the U.S. market began, first with warnings not to "unfairly" hold down the value of the renminbi vis-à-vis the US-dollar, and lately with threats to impose import duties on Chinese exports to America.

Aside from the historic shift between Japan and China in the U.S. import data, another factor was at play: recession. The first chart shows the typical pattern of job growth in the U.S. during and immediately after a recession. In the seven post-war recessions prior to 2000, the U.S. economy contracted year-on-year for at least three quarters. As growth turned negative, the economy stopped net job creation, with the deepest contraction (usually about 2 percent) coming in the typical recession's third quarter.

As the economy recovered, employment growth was delayed, until the fourth quarter after the on-set of recession, i.e., the second quarters of the recovery. There's nothing unusual about this, as employment is a lagging indicator: companies hire after an up-turn, not in anticipation of one. This time, however, things were different.

Not your typical recession

In the latest U.S. recession, shown in the second chart, the downturn was both shallower and shorter in duration. In fact, it was one of the shortest and mildest on record. Since recessions have the effect of forcing uncompetitive companies – and people - to find something else to do, a short, shallow recession does not adequately shake out the deadwood.

Further, this recession was driven by over-investment (remember the dot.bomb?), rather than the more common pattern where over-consumption leads to corrective interest rate hikes to curb inflation. Investment is far more persistent than consumption, and so there has been a correspondingly sluggish recovery.

On the job front, the first quarter in which the U.S. economy had fewer employed people than a year earlier (call it the "employment recession") did not occur this time until after the recession was over,

貿易與失業

美國失業問題不能完全歸咎於淮口 歐大衛

國指責中國借助不合理的弱勢匯率,向美國消費 者銷售原應購自本土製造商的產品,因而令美國 人失業。若事情屬實,中國出口所承受的壓力將 會給香港帶來深遠影響。然而,美國的説法有何根據?

無疑,中國對美國出口強勁且不斷增長,美國失業率亦 高於預期。去年,中國佔美國進口份額首次超越日本,美國 隨即採取行動以削減中國在美國市場的佔有率,起初警告中 國不要「不合理地」貶低人民幣兑美元的匯率,最近更揚言 要對輸往美國的中國商品實施進口關稅。

除中日兩國佔美國進口份額呈現歷史性轉變外,經濟衰 退這個因素亦左右著局勢。圖一顯示美國職位在衰退期間和 過後的典型增長模式。在二次大戰後至2000年前的七次衰退 中,美國經濟均較上年同期下跌,而且至少持續三季。當經 濟呈現負增長時,新職位便不會增加,最大跌幅 (通常約2%) 見於典型衰退的第三季。

儘管經濟復甦,就業增長仍會延遲,直至衰退開始後的 第四季,即步入復甦後次季才會逆轉。這屬正常現象,因為 就業率是一個滯後指標:企業往往在經濟好轉後才聘請人 手,而非之前。然而,今次情況不同。

不是典型衰退

圖二顯示,最近一次的美國經濟衰退較為輕微,為期也 較短。事實上,這是有史以來最短暫和最溫和的衰退之一。 衰退雖會淘汰低競爭力的企業和僱員,但短暫和輕微的衰退 並不足以引致這後果。

再者, 今次衰退源於投資過度 (記得科網泡沫爆破嗎?), 而非較常見的現象,即過度消費導致需要調升利率以壓抑通 脹。投資遠比消費持久,故復甦相對緩慢。

就業方面,過去美國經濟衰退期間,首季就業人數便較 一年前減少(稱為「就業衰退」),但今次卻在衰退過後才出現 這情形,即在復甦的首季。此外,就業增長率的回升速度亦 遠遠落後於圖一的典型情況。

中國亦非誘因

那麼,今次「無就業的復甦|是否由中國進口引致?不 錯,今年首八個月中國對美國進口較去年同期上升26%,後 者總進口則僅升8.5%。可是,同期美國對中國出口亦激增 26.1%, 而前者總出口只升 2.4%。

綜合計算,,中國對美國進口升幅是美國總進口升幅的三 倍,但美國對中國出口增幅卻接近美國總出口增幅的十一 倍。結果,中國變成今年美國主要的出口市場。

雖然進口增加可能導致失業(或職位增長放緩),但轉向 其他外國供應商採購對減少失業無直接影響。圖三顯示來自 東北亞 (日本、中國、南韓、台灣和香港) 的美國進口長期趨 勢,藍色代表中國以外的供應商,紅色代表中國。兩個現象 是顯然而見的:

- 1. 東北亞 (包括中國) 佔美國總進口份額由 1985至 95年的 30 至 35% 下跌至近年不足 30%。
- 2. 來自中國的進口逐漸取代東北亞其他地區的進口。

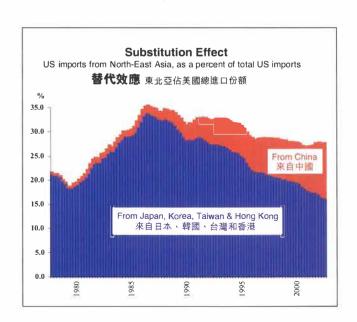
七零年代,美國政客開始指責日本「搶走美國人飯碗」, 但當時,日本是外商極難進佔的市場,進入該國的外資根本 微不足道。今天,美國對中國的指責同樣不能成立,因為前 者 (和其他國家和地區) 對後者的銷貨額正在飆升,外資亦是 締造經濟神話的要素。

中國一半總出口由外資企業生產,這些外企賺取的盈利 自然惠及其國。上述企業的股東人數和受益於價格下降的消 費者遠多於意識到在北卡羅來納州生產工恤競爭力不再的人 士,華府的高調看來已把事實反轉過來。

奎連香港

本欄曾經指出,香港經濟倚賴國際貿易多於本地因素 (見 2003年5月號《工商月刊》)。任何打擊貿易的措施或事件, 如幣值重估、進口關稅、配額、杯葛、港口罷工、非典型肺 炎等,都會對香港造成沉重打擊。為未雨綢繆,我們須設法 使政客明白貿易壁壘的害處。 B

歐大衛為香港總商會首席經濟師, 電郵: david@chamber.org.hk。



in the first quarter of recovery. Moreover, recovery in job growth has been far slower than in the typical scenario shown in the first graph.

Nor China driven

So, is this "jobless recovery" due to imports from China? It is true that U.S. imports from China were up 26 percent in the first eight months of this year, as compared to January-August 2002, and that total U.S. imports were up only 8.5 percent. But, that needs to be balanced against the change in U.S. exports to China, which were up 26.1 percent, while total imports were up just 2.4 percent.

Run those numbers again: U.S. imports from China expanded three times faster than total U.S. imports, but U.S. exports to China expanded nearly 11 times faster than total U.S. exports. China, it turns out, has been a key market for U.S. exports this year.

While a rise in imports may lead to job loss (or, to slower growth in job creation), a shift in purchasing from one foreign supplier to another would have no direct impact. The third chart shows a long-term perspective of U.S. imports from North-east Asia: Japan, China, South Korea, Taiwan and Hong Kong. The suppliers, excluding China, are shown in blue, and China alone in red. Two things immediately are evident:

- 1. The share of total U.S. imports coming from North-east Asia including China declined, from 30-35 percent in 1985-95, to less than 30 percent in recent years.
- 2. Imports from China are replacing imports from other parts of North-east Asia.

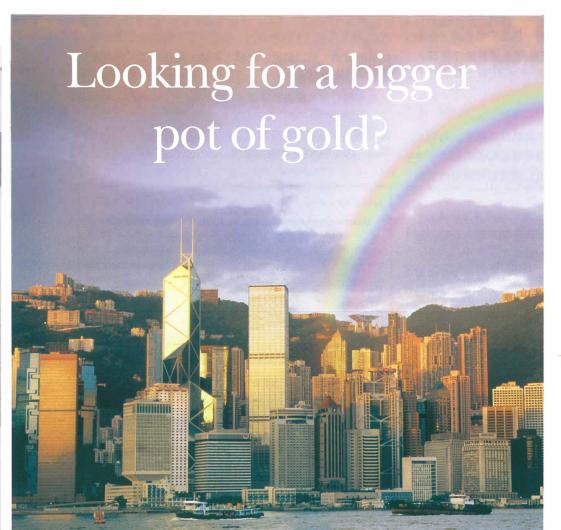
In the 1970s, U.S. politicians began to criticise Japan for "stealing American jobs." At the time, Japan was a very difficult market for foreign companies to penetrate, and foreign investment in the country was quite small. Neither is the case today: U.S. (and other) sales to China are rising very rapidly, and foreign investment has become the stuff of legends.

As half of China's total exports are produced by foreign-invested enterprises, it is difficult to imagine that the profits from those companies are not a benefit to their home countries. The fact that the number of shareholders of such companies, and the number of consumers benefiting from lower prices far out-weigh the number of people discovering that making T-shirts in North Carolina is no longer competitive seems to have been blown away by the hot wind coming from Washington.

Implications for Hong Kong

As has been noted in this column before, Hong Kong depends far more on international trade than on domestic factors ["It could be (much) worse," *The Bulletin*, May 2003]. Any action – revaluation, import duties, quotas, boycotts, port strikes, SARS – that undermines trade tends to deal us a very hard blow. To head off potential disaster, we all need to work to educate politicians on the folly of trade barriers.

David O'Rear is the Chamber's Chief Economist. He can be reached at, david@chamber.org.hk





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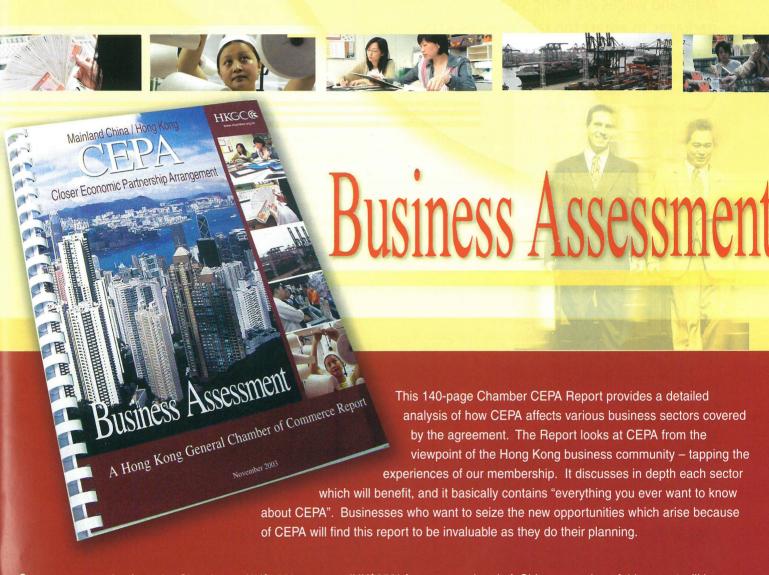
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CEPA Report

Mainland China / Hong Kong Closer Economic Partnership Arrangement



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Is China Losing Its **Cheap Labour Advantage?**

Mainland wages are rising steadily as companies dangle higher pay and better remuneration packages to attract top talent, writes RUBY ZHU

hina's abundant, cheap labour pool has long been a key driver of the country's industrial growth. In recent years, however, investors have grown concerned about spiralling labour cost in the Mainland, which they fear will dampen the low-cost comparative advantage of their investment in the China market.

The latest pay statistics for China show that salaries for middleto high-rank staff working in foreign-owned enterprises have been rising far more rapidly than the Consumer Price Index. Take Beijing for example, average wages there have been rising at an annual rate of 7 percent since 1998, reaching 7.6 percent in 2003. Salaries for senior managers increased by 7.9 percent to about 700,000 yuan per annum, while those for general staff increased by 5.8 percent to around 50,000 yuan per year. Some employees in high technology fields received year-end bonus as high as 500,000 yuan.

As China moves towards a market economy, fierce competition for talent is pushing labour costs higher and adding to the difficulties of doing business there.

Senior Mainland managers are paid 700,000 yuan annually, which is comparable to their Hong Kong counterparts (average annual salary amounts to HK\$780,000). Although the cost of living in Hong Kong is far higher than that of Mainland cities, tax rates here are relatively low, which balances out the level of disposable income. Salaries paid to Mainland talent are also generally higher than that of their counterparts in ASEAN countries, with the highest-paying jobs being concentrated in Beijing, Shanghai, Guangzhou and Shenzhen.

High calibre talent

Pirating of talented managers is rife in China. During the 1980s and '90s, only foreign-owned enterprises in China could afford to attract talented staff with attractive remuneration packages. Private Chinese and state-owned enterprises, on the other hand, faced with limited finances, could barely reward and motivate outstanding staff with pay rises or bonuses.

Today, domestic private enterprises have learned from their rivals that talent is critical to their success. They, too, now offer staff remuneration packages comparable to international levels. Over the past few years, many state-owned enterprises, especially banks, have revamped their remuneration systems to attract talent from home and abroad. This explains why salaries for senior management have been rising constantly in the country.

With China opening its doors to more foreign enterprises

under its WTO obligations, competition for talent to prise open access to key Mainland cities is expected to intensify.

Low-skilled workers

Low-skilled workers in China, however, have been experiencing a fall in pay. A few years ago, most general staff in key Mainland cities fell into the 36,000 to 54,000 yuan salary band. This year, however, most workers are in the 24,000 to 36,000 yuan salary band, meaning 25-30 percent of workers in main cities earn between 24,000 and 36,000 annually.

Wages for low-skilled workers from rural areas, however, have remained stable with annual salaries hovering between 6,000 and 8,000 yuan over the past decade. As China has approximately 700 million peasants, there is ample supply of low-skilled workers, and as such wage levels for this category of workers are expected to remain stagnant.

The cost advantage

With fierce competition for top talent and an oversupply of low-skilled workers, the competitive edge of cheap labour varies from industry to industry.

In the manufacturing industry, room exists for managers' salaries to rise, whereas wages for general staff are predicted to remain unchanged in the years ahead. This will drive production of made in China goods, but it is also why the Closer Economic Partnership Arrangement (CEPA) cannot attract labour-intensive processes to return to Hong Kong, despite zero tariff for made in Hong Kong goods entering the Mainland. Therefore, made in China goods are expected to retain their low-cost advantage.

For the service sector, rising service standards has increased demand for quality people, which in turn has pushed up the general salary level and businesses' operating cost. This trend is threatening China's competitive advantage as an outsourcing service provider for other economies. Nonetheless, with the Chinese economy growing rapidly, services targeted towards Mainland people and businesses offer strong potential for growth.

Because companies in this sector have gradually been losing their low-cost advantage, they may be able to capitalise on the huge customer base in China. Moreover, the liberalisation of 18 service sectors under CEPA will provide Hong Kong service providers with new business opportunities in the Mainland. B Ruby Zhu is the Chamber's Assistant Economist. She can be reached at ruby@chamber.org.hk.

內地低工資優勢不再?

企業爭相以優厚薪酬招攬人才,內地工資因而穩步上揚 朱丹

國所以成為全球工業生產基地之一,低廉的工資成 本是其中關鍵因素,但近年愈來愈多外商抱怨中國 的勞動力成本增長太快,他們憂慮其在中國市場的 投資快要喪失低成本優勢。

從中國最近的薪酬水平調查看,外資公司中高級職員薪 酬的增速遠超消費物價指數。例如北京,自1998年起,平均 工資每年上升7%,今年更達7.6%。其中,高級經理的薪酬 增加7.9%,年薪高達人民幣70萬元左右,普通職員的工資 增加5.8%,年薪約為人民幣5萬元。此外,在一些高科技行 業,員工的年終花紅竟高達人民幣 50 萬元。

在市場化程度愈來愈高的中國,人才競爭十分 激烈,攀升的勞動力成本無疑會增加營商的難度。

內地高級經理的人民幣 70 萬元年薪,已可與 全世界高級經理薪酬水平最高的香港 (平均年薪港 幣78萬元)一較高下。雖然香港的生活成本較內地 大城市高,但這裡税率較低,故實際購買力旗鼓相 當。內地高級人才的薪酬現已高於或相當於東盟國 家的水平,而內地高薪職位多集中在北京、上海、 廣州、深圳等沿海城市。

高級人才

人才競爭在內地十分熾烈。回顧八、九十年 代,外資企業是唯一的高薪職位來源。民營企業和 國營企業受限於財政,根本不可能用薪酬或獎金來 建立僱員表現的激勵機制。

時至今日,民營企業已從對手那裡學到,人才是獲勝的 關鍵,故紛紛採用國際通行的激勵機制。近年,不少國有企 業尤其是國營銀行改革其薪酬制度,進入人才市場,用高薪 吸引本地和海外人才。因此,我們不難理解高層經理人才的 薪酬水平連年上升。

再者,中國加入世貿,吸引更多外資企業進駐各大城 市,人才爭奪戰日趨激烈。

低技術勞動力

與此同時,內地低薪職位逐月增多,致令薪酬下降。過 去數年,全國大城市的普通職工大都賺取人民幣 3.6 至 5.4 萬元年薪,但今年卻降為2.4至3.6萬元,佔全部職位的25 至30%。

非城鎮人口的低技術工人工資水平更是多年不見大的增 長,年薪介平人民幣 6.000 至 8.000 元左右。在中國失業率 高企的情況下,其七億農民源源不斷地供應低技術勞動力, 所以薪酬水平難以上漲。

成本優勢

從高級人才的爭奪到低技術勞動力的過剩,可以了解中 國的勞動力成本優勢因應行業而異。

在製造業,管理層的薪酬仍有上升空間,但普通工人的



薪酬預計在未來幾年都不會有大的變化。這也是「中國製造」 的生命力所在,也是雖然「更緊密經貿關係安排」賦予香港 零關税,但仍然不能吸引勞動力密集工序回流的原因。

至於服務業,隨著服務水平的提升,業界對從業員素質 的要求亦更高,故此整體薪酬水平向上,意味著經營成本亦 愈高。中國作為其他國家和地區服務外判地的優勢,正受威 脅。然而,以內地居民和企業為對象的服務業,得益於中國 經濟的迅速成長,都有巨大增長潛力。

它們的優勢不在於成本,而是廣大的市場;尤因「安排」 對香港18個服務領域的進一步開放,香港服務供應商必可得 享更多商機。 B

朱丹為香港總商會副經濟師,電郵:r uby@chamberor ghk。









Post Impressions

The South China Morning Post this month releases its moving album celebrating 100 years of news reporting in Hong Kong. ANNELIESE O'YOUNG takes a look at this labour of love

n 1906, a huge storm exploded out of nowhere. There was no warning and the Royal Observatory had not predicted foul weather. But at 8:30 a.m. the typhoon gun began to boom out warnings. A few minutes later, a screaming gale hit the harbour. Within three hours, there were 30,000 dead.

Photographs of some of the wrecked vessels left stranded after the storm show the fury of the winds. Another picture in this 260-page vividly illustrated book shows the proud colonial buildings along the Praya, what is now Chater Road, lashed by waves; one building is clearly marked South China Morning Post.

This book by veteran Hong Kong journalist and Chamber member Kevin Sinclair marks the 100th anniversary of the newspaper. It's one of numerous centenary projects in which he was involved. Some of the 360 photographs in the book were used in a collection of 100 postcards distributed to SCMP subscribers. There is a spectacular mobile exhibition which has attracted crowds of thousands in Pacific Place and other malls and which will now go on display in universities, schools and housing estates.

With photographer Chris Davis, Sinclair tramped over Hong Kong to take pictures of sites that had been recorded by cameramen in 1903. He recalls spending several days on The Peak trying to locate the exact spot where colonial mansions had nestled on a triangular mountain.

"We eventually worked out someone had cut the top off the mountain in the 1930s," he recalls. "Only in Hong Kong"

Then there was a 100-page special magazine which focused decade after

Journalists Kevin Sinclair and Prudence Lui Lai-kuen ckecking old headlines in the SCMP library. Research was exhaustive, said the veteran newspaperman, 記者冼樂嘉 (右) 和呂麗娟在南華早報資料室 翻查昔日新聞。資深報人冼氏説研究工作是 decade on the news, views, fashions, disasters and progress of Hong Kong in the century after the SCMP was first published on November 6, 1903.

"I used to fancy that I knew quite a bit about Hong Kong history," Sinclair said at a reception where the book was launched. "But after being immersed in old volumes for a year, I'm now aware how little I knew."

Over the past 20 years, he has written more than a dozen books on Hong Kong and China. These include histories of the Rugby Sevens, Hong Kong Police, the prisons service, the containerisation revolution and salvage in the South China Sea. Others are on the Yellow River, minorities of China, geography and history and best-selling Chinese cookbooks and cultural guides.

"But Post Impressions was different," Sinclair said. "This isn't a history book. It's an attempt to capture the heart, the soul, the feeling of Hong Kong. The Post's Chairman, Ean Kuok, had the idea of dealing with themes, rather than eras. So instead of dividing the century into decades, we settled on themes like life, transport, making a living, crime, disasters, personalities and sport."

Kevin Sinclair stresses that it was a team effort. "I worked with Andrew Rutherford, the former chief designer at the Post, and with Prudence Lui Lai-kuen," he

explained. "Prudence spearheaded the research. She's like a tiger on the hunt when it comes to going through archives and old documents. The first barrier we found, right at the beginning, was a total lack of early pictures. This is a bit of a problem when you're trying to tell the photographic story of a century.

"Pru and I had already written a couple of history books, so we turned to old friends at government's archives, in history museums, university collections and places like the Jockey Club. All of them have extensive files of old photographs. The Swire archives were invaluable. The police were









Post Impressions 新書推介

《南華早報》為慶祝創刊 100 週年,於本月推出插圖集, 歐陽若華細訴編製過程中的苦與樂

906年,一股強烈風暴突襲香港。風暴來臨前並無先 兆,天文台亦無發出警報。但在早上8時30分,維港 開始受颱風正面吹襲,來勢洶洶,數分鐘後便達至疾風 程度,三小時內造成三萬人死亡。

這本生動插圖集共有260頁,當中刊載多幅因狂風擱淺 的沉船照,並呈現飽受風浪沖擊、坐落海堤(即今天的遮打道) 一帶的宏偉殖民地建築舊貌,其中一幢正是南華早報大廈。

此插圖集由香港資深記者兼本會會員冼樂嘉編輯,以慶 祝《南華早報》創刊 100 週年,亦是冼氏有份參與的多個 百週年紀念特輯之一。全冊載有360幀照片,部分用於編 製共 100 張的明信片集,分派給該報訂戶。南華早報早前 於太古廣場和多個大型商場舉辦盛大巡迴展覽,大受歡 迎,其後移師各大學、院校和屋苑繼續舉行。

為拍攝曾於 1903 年見報的歷史遺址, 冼氏與攝影師狄 偉基踏足香港每個角落。他記得二人曾在太平山頂逗留數 天,設法找出昔日殖民宅邸在某座三角形山丘的落腳點。

他回憶道:「我們最終發現,那座山的頂部在三十年代 給人削平了。只有在香港……|

冼氏還製作一本 100 頁特刊,內容圍繞 1903 年 11 月 6 日《南華早報》創刊百年來的香港新聞、景致、潮流、災 難和發展。

冼氏在插圖集發佈會上表示:「我過去一直以為對香港 歷史有相當認識,但是鑽研古籍一年後才發現自己只是一 知半解。|

過去20年,他曾撰寫十餘本以香港和中國為題的書, 記載七人欖球賽、香港警務處、監獄服務、貨櫃運輸業改 革和拯救華南海域的歷史。其他著作講述黃河、中國少數 民族、歷史地理,還有暢銷的中華食譜和文化指南。

冼氏説:「不過, Post Impressions 並非歷史典籍, 它旨在捕捉香港的心靈和感覺。南華早報主席郭孔演提議 從主題方面著眼,而非年代。因此,我們並無將百年歷史 分割開來,反而選取多個主題,如生活、交通、謀生、罪 惡、災難、人性和體育。」他強調, Post Impressions 是 集體努力的成果。

他解釋:「今次,我與《南華早報》前首席設計師安祖 魯以及呂麗娟合作。呂氏負責領導研究工作,她對於搜尋 資料庫和舊文件鍥而不捨。我們一開始便遇到障礙,就是 嚴重欠缺早期相片。但因為您要描繪的是整個世紀的故 事,所以這問題根本微不足道。|

他續說:「呂氏和我寫過幾本歷史書,於是找在政府檔 案處、歷史博物館、大學圖書館和賽馬會等地工作的老朋 友幫忙,這些地方皆收藏了大量舊相。太古的資料庫十分 珍貴,警務處亦於多年前開始拍攝風景和犯罪活動照片。」

他説:「我們建立了一個攝於1903年的照片庫,其中 大部分載於南華早報出版的『當年今日』紀念特刊。特刊 由外國記者會會員狄偉基和我編製,狄氏不但才華橫溢, 而且熱心待人、風趣幽默,跟他合作真是一件快事。」

他表示:「至於製作插圖集,我們就遇到很多問題。例 如,南華早報資料館沒有二次世界大戰前的裝釘本。原因 很簡單,就是大戰期間香港燃料昂貴,早報記者和副編輯 唯有燃燒廢紙和館藏來煮飯。其他庫藏亦遭遇同一命運, 幸而沒釀成火災!|

在受託編製 Post Impressions 前, 冼樂嘉和安祖魯互不 相識。二人的出身和經歷各異,安氏在演藝學校唸書,從事 舞台布景設計,其後在英國開辦出版公司,繼而來港。

他是《Post Magazine》前藝術總監和《南華早報》前 設計總監,早報2000年的全新版面設計便出自其手筆。他 現經營一家設計公司,成績理想。冼氏則是報業人。即使 是同一幅圖片,二人的著眼點亦有不同。

冼氏説:「安氏是藝術家,我是記者。我看一張照片 時,總會想想它對文章的作用。安氏則充滿創意,他會思 考圖像的表達方式和相片要傳達的訊息。」

他續說:「安氏可以花數小時反覆觀看大批照片。他做 事一絲不苟,會細心研究每張相,然後採用不同的陰影、







taking scenic pictures as well as crime shots many years ago.

"We built up a portfolio of pictures taken in 1903, many of which appeared in a special "Then and Now" series published in the Post over the anniversary period. FCC member Chris Davis and I did this; what a pleasure it is to work with a cameraman whose talent is exceeded only by his enthusiasm and good humour.

"Meanwhile, back at the main book, there were problems. The SCMP library doesn't have bound copies until after World War 11. The reason is simple; during the war, fuel was precious in Hong Kong. Post reporters and sub-editors burned scrap paper, then the bound volumes from the library, to cook their scanty rice rations. It's a similar situation in other collections; we're lucky anything escaped the flames."

Before being commissioned to do Post Impressions, Sinclair and Rutherford had never met. They come from very different backgrounds; Rutherford went to acting college, designed sets, then started his own publication in Britain before coming to Hong Kong.

He was art director of the Post Magazine and design director of the SCMP, responsible for giving the paper a completely new look in 2000. He now runs his own successful design practice. Sinclair is a newspaperman. When the two men look at the same picture, they see different things.

"Andrew's an artist," Sinclair says. "I'm a reporter. When I look at a picture, I'm thinking what it adds to the story. He's creative, thinking about how the image appears and what the photograph says.

"Andrew can sit for hours looking at a bunch of pictures, back and forth, back and forth. He's painstaking and meticulous. He can look at a photo and with different shading and cropping and printing create a picture with feeling. But as well as this artistic flair, he's also very knowledgeable about the technical aspects of production."

It was Rutherford who argued strongly and successfully for production in strong black and white to give the book a unified appearance and to make readers see content rather than colour.

As the tireless Prudence Lui produced pictures of the first trams (1904), a meeting of directors of the Po Leung Kuk (1903) and a typhoon that killed 30,000 people and lashed the SCMP waterfront offices with huge waves (1906), Rutherford contemplated some of the 100,000 images and Sinclair researched in-depth captions.

"Many items excited me," Sinclair recalls. "What great stories there have been over the century. Take piracy, which was rampant. It was a damn sight more dangerous to catch a river steamer in 1905 than to fly on a Russian aircraft in the 1990s.

"Pirates sneaked aboard ships disguised as passengers, then

stormed the bridge, killed anyone who opposed them, captured the vessel, steered it to a fleet of waiting pirate junks, sometimes up to 50 boats, stole cargo, kidnapped any passenger they thought worth a ransom, disabled the ship so it couldn't pursue them, then sailed off.

"It happened all the time. Up to 300 passengers and crew could be killed.

"Then there were diseases like plague, measles, tuberculosis, cholera and other killers. I worked it out that you were 40 times more likely to die of plague in 1904 than you were to die of Sars in 2003.

"As I went through the files, there was a lot of laughter as well as grim news. The letters to the editor were a delight; some of the crackpots a century ago could be alive today ranting about the same subjects. I particularly liked one 1907 letter where some cantankerous old nutter demanded that women who wanted the vote should be locked up and birched - and he sounded serious."

For many of his 35 years as a reporter in Hong Kong, Kevin Sinclair has covered the constant flood of refugees and illegal immigrants who risked their lives to reach the territory.

So it's little surprise that his favourite picture in the book is a photograph of a family on the banks of the Shenzhen River. It was taken in 1962 when the Chinese army mysteriously pulled back from its stations along the border. First scores, then hundreds then tens of thousands of people poured over the river. Police were rounding them up and sending them back at a rate of 8,000 a day; many more got in successfully.

One who didn't make it was the wife of a Hong Kong mechanic. She had come with her child amid the exodus from Guangdong to join her husband, who lived legally in Hong Kong. Caught by police on the frontier, she was being sent back. Her son could stay.

Sinclair muses: "On their faces, you can see the agony and desperation faced by so many Hongkongers whose families were torn apart by war or politics or famine. It's a picture of heartbreak. But it's so true and so touching that it was a natural selection for the book.

"Pru and I tried to trace the family in the photograph to see if they were ever again united. We couldn't trace them. I like to think there was a happy ending to this story. But somehow I doubt it."

It's just one of the portraits of Hong Kong over 100 years that makes Post Impressions a memorable volume. **B**

Words by Kevin Sinclair, design by Andrew Rutherford, research by Prudence Lui Lai-kuen. Published by the South China Morning Post. HK\$380. Order through www.scmp.com









剪裁和印刷手法設計出貫注感情的圖片。除具備這種藝術 天分外,他對製作涉及的技術問題也十分瞭解。|

為給照片塑造鮮明形象和使讀者專注實質內容,安祖魯 主張以黑白兩色印製,其建議亦獲接納。

呂麗娟努力搜集了多幅精彩照片,包括首架纜車 (1904 年)、保良局董事局會議 (1903年) 以及奪去三萬人性命和 吹襲海旁南華早報辦事處的颱風 (1906年)。安祖魯設計了 其中一部分圖像 (我們從 10 萬幀相片中篩選), 冼樂嘉則深 入研究圖片説明。

冼氏回想道:「許多片段都教我難忘。百年來,香港經 歷了很多大事,譬如猖獗的海盜行為。荒謬的是,在1905 年坐輪船竟然比在九十年代乘蘇聯飛機更加危險。」

他續說:「當時,海盜扮乘客偷偷上船後就直搗船橋、 殺掉反抗的人及攻佔船隻,再駛往海盜船隊停泊的地方, 海盜船有時多達 50 艘。他們繼而偷取船上貨物,綁架可勒 索贖金的乘客,並將船破壞以防追捕,然後離去。」

他説:「這種事時有發生,最嚴重者曾導致300名乘 客和船員死亡。|

他續說:「後來,香港又爆發多種傳染病,如瘟疫、肺 結核、霍亂和其他致命疾病。根據我的計算,在1904年死 於瘟疫的機會比 2003 年死於沙士高出 40 倍。」

他表示:「翻閱檔案令我既喜又悲。百年來有些讀者來 函甚富趣味,當中一些怪異之士今天可能仍然活著,為同 一話題大吵大鬧。我特別喜歡 1907 年一個老瘋子的來信,

他在信中嚷著要禁錮和鞭打那些爭取投票權的女人,還好 像非常認真呢!。」

在香港 35 年的記者生涯中, 冼樂嘉採訪過無數難民和 非法移民冒生命危險偷渡來港的新聞。

插圖集中他最喜愛一幀攝於深圳河兩岸的家庭照。該相 攝於 1962 年,當年華軍突然撤離邊境駐守站。起初是幾十 人渡河,隨後是數百以至數萬人蜂擁而至。警方遂採取圍 捕行動,每日遣返約8,000人,但亦陸續有人成功越境。

其中一名失敗者是香港技工的妻子。當時,她趁機和 兒子從廣東偷渡來港,希望與在港合法居留的丈夫團聚。 然而,她在邊境遭警方逮捕,即將被送返內地,兒子卻可 留下。

冼氏若有所思地説:「從他們的神情,您可感受無數港 人因戰亂、政治或饑荒而跟家人分離的痛苦和絕望。這幅 相令人斷陽,但確又能反映現實兼且感人,是插圖集的必 然選材。」

他説:「呂氏和我試過打探那個家庭的下落,看看他們 有否重聚,但不果。我但願是大團圓結局,但總覺得這只 是一廂情願。|

Post Impressions插圖集滿載香江百載情,叫人銘誌。 B

Post Impressions 由冼樂嘉撰文,安祖魯設計,呂麗娟研究 及南華早報出版,售價380港元。查詢詳情,請瀏覽網 址 www.scmp.com。



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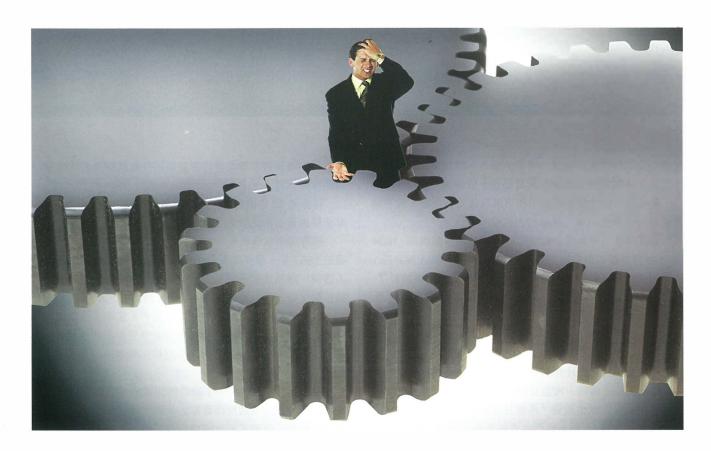
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Business Help Wanted!

Do you have a burning question, but don't know who to ask for the answer? Users of the Chamber's online business bulletin board may just have the answer to your problem, writes ALFRED CHAN

o you know how to get your hands on a list of foreign banks operating in China? Or perhaps you are looking for a manufacturer of soccer balls? You may even be feeling very adventurous and be looking for a supplier of abalone, or even a tutor to teach you the fascinating art of Chinese tea making?

If you answered yes to any of these questions, you should get in touch with the entrepreneurs who posted these questions on the Chamber's "Business Help Wanted" Web page (www.chamber.org.hk/bhw/).

The site attracts over 500 page views a day, from just about every country that you have ever heard of, and some you haven't. Originally started as an online forum where businesses could shoot off a question on a particular issue or problem they faced, it has since become an Arabian bazaar of sorts, where online carpet traders (literally), rub shoulders with IT gurus. As with any bazaar, the chance of coming across a bargain, or in this case brilliant business opportunity, is always just around the corner.

Business Help Wanted is open to all for free, but as is increasingly the case with open forums, this has attracted some spammers who copy-paste their direct marketing pitches.

"We have had one or two obnoxious spammers, but in general our policing of the site catches them before they become too much of a nuisance to serious users," says Stephen Luk, Assistant Manager of the Chamber's IT team.

He believes that a number of postings on Business Help Wanted, judging by the reply threads, have resulted in successful cooperation between users.

"Because we don't track or follow up with people who post messages, we don't know how many deals have actually been struck," he said. "But judging from people's responses posted online, some are obviously very interested in trying to work out a deal before they get in touch with each other privately." B

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

商務疑難求教有門

迫切問題擺在眼前,惟茫無頭緒,不知從何入手?香港總商會「商務疑難求教」網頁 幫到您 陳宗元

樣取得國內外資銀行的名單?如何物色足球生產 ■ 商?鮑魚供應商?中國茶藝導師?這些問題不難找 路之感。

不過,如果您懂得門路,就懇請進入本會網站的「商務 疑難求教」專頁 (http://www.chamber.org.hk/bhw/),與提 出上述問題的人士聯繫,發揮互助精神。

「商務疑難求教」瀏覽頁次每日逾500,訪客遍及世界 各國,有些國家您甚至可能聞所未聞。它旨在設立一個網 上平台,鼓勵工商企業提出疑問,恭候同業賜教。成立以 來,網頁包羅形形色色的問答,參與者來自不同界別,他 們透過平台互相聯繫,覓得商機也非難事。

網頁歡迎各界使用,兼且免收費用,因而亦吸引到一些 宣傳者把直銷訊息濫貼在網頁上。

總商會資訊科技副經理陸宇波説:「我們確有一至兩名 這樣的宣傳者,但基於網頁的政策,他們會輕易現形,不 致對認真的用戶造成困擾。」

根據問答雙方發出的訊息,他相信某些疑難已藉彼此合 作成功得以釋除。

陸氏説。「由於我們不會追查或跟進資料來源,故不知 通過網頁達成的交易數量。然而,按照他們的回應,有些 用戶明顯很想達成交易,才跟對方私下對談。」 图

陳宗元為香港總商會資訊科技經理, 電郵: alfred@chamber.org.hk。



CEPA to Spur **HK-PRD Cooperation**

Mainland authorities are eager to ensure that both Hong Kong and Mainland companies gain the maximum benefit from the Closer Economic Partnership Arrangement, says the Financial Secretary

ooking back over Shenzhen, Dongguan, Zhuhai and Zhongshan's history, it is easy to understand why everyone always marvels at the pace of economic development in the Pearl River Delta. In just two decades, these booming cities have grown out of paddy fields into a production powerhouse manufacturing US\$300 million worth of goods every day.

Their rapid rise also fans fears that they will soon overtake Hong Kong and leave the territory obsolete. But the Financial Secretary, The Hon. Henry Tang, believes that Hong Kong and the PRD are on the verge of a new cycle of growth and prosperity.

"It is a cycle that will be driven by closer economic co-operation between Hong Kong and Guangdong authorities, and the new opportunities offered under CEPA," he told the audience at a Chamber Distinguished Speakers Series luncheon at the PRD Conference on October 17.

In terms of trade in goods, he believes the main opportunities will come for Hong Kong manufacturers already in the Pearl River Delta, as well as Hong Kong and international businesses setting up new operations in Hong Kong to capitalise on tariff-free status under CEPA for 273 products. For Hong Kong companies already in the PRD, and any new entrants, CEPA provides an opportunity to access the burgeoning Mainland market.

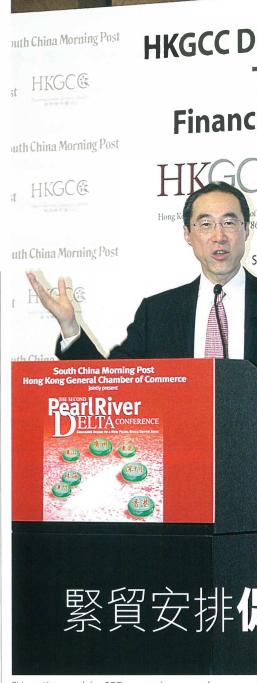
"These concessions will be of particular benefit to industries engaged in the manufacture of brand-name products, or those requiring high intellectual property content where a high percentage of value-added work is carried out in Hong Kong," he said.

Tariff-free access for Hong Kong goods will also help spur opportunities in some of the 18 services sectors being opened up under CEPA, as stimulated demand trickles down to the service sector. Since CEPA was signed on September 29, Mr Tang said 1,200 companies have enquired about applications for the certification of "Hong Kong Service Suppliers to allow them to qualify under CEPA.

"I would like to point out that under CEPA we have also agreed to promote co-operation in trade and investment facilitation. This may not be as interesting as tariff-free or as sexy as enhanced access for services, but it is just as important," he said.

That is because CEPA is a first step for better access, it is not a substitute for other regulatory requirements in the Mainland. He hopes that through further consultations on the CEPA's third pillar, that is, trade and investment facilitation, government will also be able to help Hong Kong businessmen better navigate their way through the Mainland's trade, investment and business regulations and practices.

"I know from my involvement with the CEPA negotiations that our Mainland counterparts are also very eager to ensure that both Hong Kong and Mainland companies are able to gain maximum benefit from this agreement," he added. "I would like to emphasise once and again that the genuine power of CEPA lies not only on the existing agreement itself, but it is an open and continuous process under which the Mainland and Hong Kong can explore new areas of cooperation and to enrich the content of CEPA over time." B



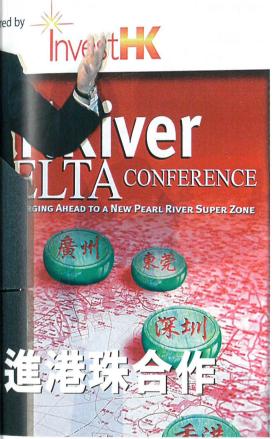
"Hong Kong and the PRD are on the verge of a new cyc of growth and prosperity," says the Financial Secretary.

Broadening

CEPA offers a platform to expand traditional areas of co-operation within the delta to create a powerful trading bloc

inguished Speakers e Hon Henry Tang Secretary of the HK!

South China Mornin



財政司司長説。「香港和珠三角即將步入新的增長 和繁榮期。」

財政司司長表示,內地政府殷望中港企業能充分透過 「更緊密經貿關係安排」獲益

顧深圳、東莞、珠海和中山 的歷史,我們自然明白為何 人人皆對珠江三角洲經濟的 發展步伐感到驚訝。在短短廿年間, 這些城市由遍地稻田發展為每日製造 三億美元商品的龐大生產基地,欣欣 向榮。

這些城市的迅速崛起,亦令人憂 慮它們很快超越甚至淘汰香港。然 而,財政司司長唐英年認為,香港和 珠三角即將步入新的增長和繁榮期。

唐司長在珠三角會議暨香港總商 會「特邀貴賓演説系列」午餐會上表 示:「粤港政府更緊密的經濟合作, 加上『安排』締造的新機遇,將對這 個週期產生推動作用。」

貨物貿易方面,他相信最大得益 者將是早已在珠三角經營的香港製造 商,以及有意在香港設立新公司的本 地和海外企業,以享有「安排」下 273 項產品的零關稅待遇。無論是早 已涉足珠三角的香港公司,或是新加 入者,均可透過「安排」進軍蓬勃的 內地市場。

他説:「這些優惠尤其有利製造 品牌產品或需要高知識產權含量的行 業,因為當中大部分增值工序是在香 港進行。|

進口中國的香港產品獲豁免關 税,由此而引致的需求增加,會惠及 「安排丨開放的 18 個服務行業。唐司 長表示,自「安排」於9月29日簽署 以來,已有1.200家企業查詢申請 「香港服務供應者」的證明書,以符合 「安排」的資格。

他説:「我想指出的是,根據 『安排』,雙方還同意在貿易投資便 利化方面加強合作。此舉可能不及零 關税或放寬服務業准入那麼吸引,但 亦同樣重要。」

這是因為「安排」標誌著中國擴 大市場准入的第一步,而非替代內地 其他監管規定。他希望政府能通過 「安排|第三個核心部分,即貿易投資 便利化的進一步磋商,協助港商理順 內地的貿易投資和營商規例。

他續説:「我從參與『安排』磋 商得知,內地政府亦極渴望確保中港 企業能藉這項協議獲得最大好處。我 再三強調,『安排』的真正優勢不在 於協議本身,反而是能提供一個開放 和持續的平台,讓中港兩地探索新的 合作領域,並不斷充實『安排』的內 容。| B

Members can listen to Mr Tang's entire speech at Bulletin Online, www.chamber.org.hk/bulletin

唐司長演説全文載於《工商月刊》網 頁 www.chamber.org.hk/bulletin。

the Scope of Cooperation

echnology and tourism are two obvious areas where Hong Kong and other cities in the Pearl River Delta can boost development, but local governments should be looking to widen their horizon of co-operation, say city leaders.

Speaking at the Cities Forum at the PRD Conference, Chen Yingchun, Vice Mayor of Shenzhen, said high-tech production in Shenzhen currently accounts for 48 percent of the cities total industrial output.

"Hong Kong holds advantages in

information access and human resources, software and especially in R&D of application software," he said. "So we hope that the two territories can conduct co-operation in high-tech areas."

Mr Chen said he also hopes that, especially under CEPA, Hong Kong's

PRD Conference 珠三角會議

expertise in the tourism industry could be tapped to develop tourism in the PRD, which is growing strongly.

"I suggest that a corridor be set up from Hong Kong to Shenzhen, and Shenzhen to the Pearl River Delta," he said. Once Disneyland opens, the theme park will become a great asset for the tourism industry not just in Hong Kong, but in the Pearl River Delta as a whole, he added.

"So I hope that Hong Kong and Guangdong may be able to set up a branch, or an office that can co-ordinate tourism in Hong Kong and Guangdong."

Chen Mingde, Vice Mayor of Guangzhou, speaking on the panel, said it is important to have a single integrated plan to help steer the development of the Pearl River Delta forward.

"I can see the Pearl River Delta not just competing between one city and the other city, but as a whole region competing against other economic zones and economic regions," he said.

To make that goal a reality, closer co-operation within the delta will be necessary, and CEPA may just be the platform that can make that happen, said Xian Wen, Executive Vice Mayor of Zhuhai.

CEPA has created a platform to allow cooperation within the delta to go beyond city to city, and the area should learn from how Europe has cooperated to compete globally as the largest trading bloc.

"In Europe the boundaries between countries are being blurred and access to each other has been made much easier. If the same conditions are created between us, we will be speeding ahead," he said.

strategic milestone in the co-operation between Zhuhai, Hong Kong and Macau, he feels it is only a bond, and that future co-operation under CEPA should unfold across more fields and with a broader scope.

"The construction of infrastructure is Hong Kong," he added. **B**

Even though the planned bridge is a

not in place simply to enhance the efficiency of communication between us, I think it also solves problems regarding the consolidation, synergy of resources, of different areas, including Zhuhai and

(L-R) Panel moderator Dr Eden Woon, CEO, HKGCC, talks with Chen Yingchun, Vice Mayor of Shenzhen, Chen Mingde, Vice Mayor of Guangzhou, and Xian Wen, Executive Vice Mayor of Zhuhai.

(左起) 香港總商會總裁翁以登博士 (論壇主持) 與深圳市副市長陳應春、廣州市副市長陳明 德及珠海市常務副市長冼文談話。



拓寬合作層面

珠江三角洲可通過「更緊密經貿關係安排」擴闊區內合作 層面,創建強大商貿優勢

技和旅遊是香港與珠江角內 其他城市明顯具有發展優勢 的領域,但各地方政府應致

力擴大彼此合作範圍。

深圳市副市長陳應春在珠江三角 洲會議的城市論壇上表示,高科技生 產現佔該市工業總產出的48%。

他説:「香港在資訊應用、人力 資源、軟件,尤其是應用軟件的研 發方面擁有優勢, 所以, 我們希望 香港與深圳能在高科技領域推展合 作。Ⅰ

陳副市長説,他亦希望在「更緊 密經貿關係安排」下,香港的旅遊業 專才能發揮更大優勢,推動發展迅速 的珠三角旅遊業向前邁進。

他説:「我提議成立一條連貫香 港、深圳以至整個珠三角的通道。當 迪士尼樂園開幕,這個主題公園不單 可成為香港重要的旅遊業資產,對整 個珠三角亦然。」

「因此,我希望香港與廣州可合作 成立一間分公司或辦事處,協調兩地 的旅遊業事務。」

廣州市副市長陳明德在論壇上指 出,制定一個綜合計劃以助推動珠三 角發展,至為重要。

他説:「珠三角內城市不應著眼 於互相競逐,而應是跟其他經濟區競 爭。」

珠海市常務副市長冼文説,要實 現目標,整區須加強合作,而「安排」 可以是實現目標的平台。

「安排」已創立一個平台, 使區 內合作超越城市與城市之間的層面; 整區應學習歐洲各國如何結合成全球 最龐大的貿易區,合力在世界經濟中 比拚。

他説:「歐洲各國間的彊界逐漸 消失,彼此交往亦較前容易。如我們 能在區內塑造相同環境,珠三角必能 更迅速地發展。」

籌建中的珠江/香港/澳門大橋是 區內合作的一個策略性里程碑,但他 認為這只是彼此合作的一個標記。透 過「安排」,區內城市能把合作層面 擴闊,廣及其他領域。

他續說:「我認為基建的興建並 非單單旨在促進城市間的溝通效率, 它也能解決各市資源的妥善運用和配 合,包括珠海和香港。」B



The 'Great Plan' Debate

Where is the PRD heading and what can we expect in 20 years time?

ity governments within the Pearl River Delta are often criticised for surging ahead with their own development agenda. Would a "master plan" to steer the PRD stop each city from jockeying to become the "dragons head" of the region and accelerate development? Or would it dampen growth of the world's fastest growing region?

Panellists in the final session of the PRD Conference shared their thoughts on how the region as a whole has benefited from closer co-operation and exchange of ideas and information. None of the speakers seemed to be able to put their finger on where the region is going, but each had a vision of how they hoped the region would develop.

Panel moderator Dr Eden Woon, CEO, HKGCC, posed the question to each panellist at the end of the conference: "What is your vision for what the Pearl River Delta should be like or would be like in the year 2022?"

Dr Sze Niendak, Executive Director, The 2022

Foundation I can think of three possible scenarios. One is the so-called



business as usual scenario, in that we will be doing the same thing in the next 10 or 20 years. I think this is highly unlikely, but I think we have to do some form of integration. There are a lot of forces shaping the region, but one filter critically important - is government policy, which is very challenging. It really needs inter-governmental policies, joint planning and, at some point, we should even talk about joint implementation, to go forward. If we can pull our act together, I think this will continue to be one of the greatest regions in the next 10 to 15 years. But it does depend on how we pull our act together.

Tang King-shing, Director of Operations, Hong Kong Police Force As integration

progress, there will be further



whole range of things. It will probably be much easier than now to travel within the region, be it by person or by vehicle, and goods will move more freely. So we will see a lot more freedom of travelling, freedom of movement of goods, etc. Sharing of information, sharing of experience are more sorts of joint efforts in a whole range of aspects from say co-operation between the security forces to commercial entities. This will only be confined within the region and there will be a limit because we are still under "one country, two systems." There are things such as legal jurisdiction and administration boundaries limits which we cannot cross.

Dr Leong Che-hung, Chairman, Hong Kong Hospital Authority I think a lot of things can easily be done. As you can see, the economies of the two sides are getting closer and closer. You know, probably in 20 years, we do not even know who is richer. Travel is going to get easier and easier, and a lot of cooperation can be done. Basically, we are all Chinese as our cultures are the same, our way of thinking the same, our core value the same. Now I think if this can really co-ordinate, then the whole thing will really kick off and fly.

Kitty Choi, Head, Hong Kong

Guangdong Cooperation Coordination **Unit, HKSARG**



In 20 years from now, I want there to be perfect flow of people, cargo,

information, finance and services. And I am no economist, I cannot guess the size of the economy, but I want Hong Kong to remain an international city and to be the metropolis of this region.

Chandran Nair, Chairman, ERM-Asia Pacific, Environmental Resources Management Okay, as a non-Chinese, my 20-year vision will be that this will be a

珠三角發展宏圖

展望珠江三角洲發展方向和未來廿年面貌

三角各市政府經常被批評為 各自為政。事實上,可有一 套「綱領 | 去加速整區發

展,終止各市間的「龍頭」之爭?然 而,若沒有這樣的一套計劃,又會否窒 礙這個全球最迅速發展地區的增長?

在珠江三角洲會議的總結研討環節 中,講者分享他們對整區如何藉更緊密 合作和意見及資訊交流而得益的看法。 講者看來都不能清楚指出珠三角的未來 發展方向,但他們都各有遠見。

主持人香港總商會總裁翁以登博 士向講者提問:您認為或預期珠三角 在 2022 年會變成怎樣?

2022 基金會行政總監施念德博士 我 預期會有三個可能面貌。第一是一切 如常,即我們於未來十至廿年都在做 著相同的事情。這個機會可能性很 低,我認為須有一定的融合。塑造此 區面貌的因素很多,但最重要的是官 方政策。這方面的難度很高,要求各 市政府合力規劃,甚至推行,從而推 進整區發展。若能如此,珠三角便能 在未來 10 至 15 年保持強大,不過這 要視乎彼此合作。

香港警務處行動處處長鄧竟成 隨著珠 三角不斷融合,各方面都會愈趨開放, 譬如,人和車會較現時更容易在區內流 動,物流亦會更加自由。所以,人流和 物流的自由度均會大增。至於資訊和經 驗的交流,則有賴多方面的合作,包括 保安組織以及商業機構。不過,鑑於 「一國兩制」的關係,這方面的流通仍 會局限於區內,且會有所限制。法律和 行政上的界限不能逾越。

香港醫院管理局 主席梁智鴻醫生 我想很多事情都 會易辦。眾所周 知,兩地經濟日 益融合,可能廿 年後,我們都不 知誰較富有。旅



遊亦愈趨容易,可以有多方面的合 作。總的來說,我們都是華人,文 化、思想和價值觀相同。整區若能真 的協調融合,經濟便會進一步躍進。

香港特區政府粵港合作統籌小組組長 廿年後,我預計人、貨、資 訊、金融和服務都會完全自由流動。 我不是經濟師,不能預測屆時的經濟 規模,但我希望香港能保持國際都會 地位,是珠三角的大都會。

太區環境資源管 理) Chandran Nair 從外國 人角度,我預算 廿年後珠三角會 成為中國文化的

匯聚點,融合多

ERM 主席 (亞



元中華文化。但我認為此區的最大特 點會是自給自足,原因是雖然目前我 們能用錢購買所需,但在未來,由於 資源逐漸短缺,即使有錢也未必買 到。所以,無論是水或其他方面的自 給自足都十分重要。此外,區內貧富 差距亦會隨著社會融合而縮窄;此地 的天空亦可能會較為蔚藍,讓我們可 欣賞到偉大的中國文化。B

great hub of Chinese culture, with a great amount of diversity. But the real big thing would be a region in which there is an element of self-sufficiency. Because we all believe we can always import as we create wealth, somewhere in the outer reaches, it is going to get very marginal in the world,

so an element of self-sufficiency - be it water or whatever - is essential. It will also be a place in which the disparities in wealth are narrowed because that creates social cohesion. And it will be a place where maybe the skies are a bit bluer in which we can enjoy great Chinese culture. B



Working in the Pearl River Delta

Two surveys outline the employment opportunities in the Pearl River Delta, and highlight the aspirations and concerns that Hong Kong youths have about pursuing careers there, writes THINEX SHEK

round 20 percent of HKSAR companies have job openings for Hong Kong youths to work in the Pearl River Delta, yet they would only consider working in the Mainland if they were unable to find a job here.

Moreover, even though they realise that pursuing a career in the PRD is a rising trend, many parents are unwilling to allow their children to take up jobs there, because they fear the Mainland is not as safe as Hong Kong.

These are some of the findings of two surveys conducted by HKGCC and the Hong Kong Federation of Youth Groups (HKFYG) earlier this year. The results, released at a briefing luncheon on October 13, provide a vivid picture of how much Hong Kong youths know about working in the delta and their attitude toward doing so.

Speaking at the luncheon, former

HKGCC Chairman Christopher Cheng said that Hong Kong must provide more opportunities for youths and help them become talented professionals.

"Now that the details of the Closer **Economic Partnership Arrangement** (CEPA) between Mainland China and Hong Kong have been clarified, we need more talented youths who have confidence in their abilities and a good understanding of Mainland China to help drive Hong Kong's economy forward," he said.

Peter Wong, director of Standard Chartered Bank, sponsor of the event, added: "With the standard of living in the Mainland rising, coupled with the strong growth potential of the Mainland market as well as the 'CEPA effect,' a new 'going north' tide is not far away. To capitalise on this trend, not only do enterprises need to transform,

but they also need talent to help them accomplish it."

Over 300 companies and 1,500 young people were polled for the studies, "Employment of Hong Kong Youths in the Pearl River Delta (PRD)." earlier this year. The results show that for the most part, Hong Kong youths' attitude toward working in the Mainland is still immature, though more open and pragmatic than before.

However, even if they opt to explore career prospects in the PRD, Mainland employers are reluctant to take on Hong Kong youths over Mainlanders because of their poor Mandarin skills and highsalary expectations.

Based on the results of the surveys, a number of suggestions have been put forward to the government, the business community and the academia to help youths go north. These include

organising educational visits, internships and other training activities to help youths better understand opportunities in the Mainland and to help them establish their own network in the PRD.

With the implementation of CEPA, economic growth and prospects for cooperation between Hong Kong and the Mainland look extremely attractive. This will drive job opportunities for the able.

HKGCC CEO Dr Eden Woon said if Hong Kong youths want to grasp opportunities in the Mainland, they must not only have international business skills, but also possess a sound understanding of China.

"They also need to be far-sighted when pursuing careers in the Mainland and ask for reasonable starting salaries and remuneration packages when applying for jobs," he said.

To help youths learn more about building careers in the Mainland, HKGCC and HKFYG have produced a "Guidebook on Living and Working in the PRD." The free, 64-page guidebook provides detailed information on working and living in the Mainland, professionals that are in demand there, job seeking channels, job interview skills, employment procedures as well as living in a new culture, medical care and the law.

HKGCC and HKFYG will also organise a "Youth Study Mission to the PRD" in late December for about 100 Hong Kong youths. During the threeday trip, participants will meet with Guangdong and local government officials in charge of business and youth affairs, learn about the job opportunities, visit local enterprises and

see first-hand the lifestyle of Hong Kong citizens working in the Mainland. B

Details of the "Pearl for Youth" project and the studies are available at www.chamber.org.hk/pfy.

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北上珠三角就業

兩項研究勾劃了香港青年在珠三角開墾事業的機會,亦同 時點出他們的理想和關注 石平梯

_ 然約有兩成本港企業提供職 位空缺予青年到珠江三角洲 工作,但求職者只會在香港 找不到工作的情況下,才會考慮轉往 內地發展。

即使香港青年都知道往珠三角發展 事業是大勢所趨,很多家長並不鼓勵 子女北上,主要是考慮到治安問題。

上述是香港總商會與香港青年協 會早前分別進行研究所得的部分結 果。兩份研究報告已在10月13日發 佈會上公佈,充分反映本港青年對珠 三角人力市場的了解程度,以及他們 對北上就業的取態。

總商會前主席鄭維志在發佈會上 説:「我們要為青年人提供機會,培 育他們成為專才。內地與香港簽訂 『更緊密經貿關係安排』後,我們更加 需要具幹勁、自信和熟悉內地的人 才,以助香港經濟邁進。」

贊助機構渣打銀行董事王冬勝 説:「內地生活水平不斷提升,市場 發展潛力龐大,加上『安排』效應,

> 新一輪的北上潮 勢將捲起。在此 大趨勢下,企業 要轉型,也需 要人才襄助以 達目標。」

> > 兩項有關 「香港青年北

上珠三角就業」的研究合共訪問了超過 300 家企業和 1,500 名青年人。結果顯 示,本港青年對北上發展事業的取態普 遍尚未成熟,惟已較前開放和務實。

然而,縱使他們選擇到珠三角探 索就業機會,內地僱主會因為他們的 普通話水平不足及高薪要求而寧選內 地青年。

兩份報告分別提出多項建議,促 請政府、商界和學界為有意北上的青 年人提供支援,例如透過教育、考 察、實習和其他培訓活動,培育青年 人進一步認識在內地的發展機會,並 協助他們在珠三角建立人脈網絡。

「安排」的落實,令香港與內地的 經濟發展與合作前景更趨樂觀,為具 實力者帶來更多就業機會。

總商會總裁翁以登博士稱,香港 青年人若要把握機遇,必須積極裝備 自己,既要增強國際技能,亦要加強 對中國的瞭解。

他説:「青年亦要放眼將來,在 起步薪酬和待遇上作出合理的要求。」

此外,總商會與青協推出《香港青 年北上珠三角就業及生活指南》,免費 派發。全書64頁,詳述北上就業和生 活須知事宜,包括珠三角人才需求、求 職渠道、面試技巧、就業手續,以及有 關衣食住行、醫療、法律等生活常識, 誠為有意北上發展青年人而設的天書。

兩會將於 12 月下旬合辦為期三天 的珠三角考察活動,約 100 名本港青 年將可藉此拜訪廣東省和地方政府掌 管經貿和青年事務的官員,了解珠三 角發展為本港青年帶來的就業機會, 亦會參觀當地企業和觀摩北上港人的 生活狀況。 B

「珠三角●青雲路|計劃和研究詳情, 載於 www.chamber.org.hk/pfy。

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HKGCC Mission to France, Spain and Portugal

European businessmen are extremely interested in exploring opportunities offered under CEPA, writes HEIDI LAU

13-member HKGCC delegation led by Chamber CEO Dr Eden Woon concluded a nine-day business mission to France, Spain and Portugal on October 5.

Besides exploring new business opportunities in these countries, the delegation also promoted Hong Kong as the main gateway to China, and the new business opportunities offered by the Closer Economic Partnership Arrangement (CEPA).

"With SARS behind us and the conclusion of CEPA, which opens up new dimensions for the Hong Kong economy, I cannot think of a better time for us to reach out to the international community and reaffirm Hong Kong's unsurpassed competitiveness," Dr Woon said.

"We understand from the visit that while these three countries are eager to expand their markets in China, they are still generally sceptical about doing business with China. Therefore, they showed keen interest in the benefits offered by CEPA and in cooperating further with their Hong Kong counterparts," he added.

And that's where the opportunities for Hong Kong businessmen lie. Hong Kong businesses, who have vast experience and knowledge in doing business in China, can fill the gap for their European counterparts. Moreover, Hong Kong businessmen should make use of the competitive advantages provided by CEPA and proactively look for business counterparts as investment partners, either in Europe or China, he suggested. B

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法國、西班牙和葡萄牙考察

歐洲商界渴望探索「更緊密經貿關係安排」締造的機遇 劉鳳慧

港總商會 13 名會員在總裁 翁以登博士率領下,於10 月5日啟程前往法國、西 班牙和葡萄牙,展開九天商務考察 之旅。

代表團除旨在探索三地的商機 外,還向三地推廣香港作為中國主要 門戶的獨特地位,以及「更緊密經貿 關係安排|締造的新機遇。

翁博士説:「非典受控,加上 『安排』落實,香港經濟得以開拓新的 發展方向。香港擁有的競爭優勢,他 地難以超越,在此時向國際社會重新 推介香港的強項,真的適合不過。」

他續說:「我們從此行了解到縱 使三國渴望打開中國市場,但對於與 內地做生意,仍普遍存有疑慮,他們 因此對『安排』提供的優惠更感興 趣,希望與香港同業加強合作。」

他表示,港商極富中國營商經驗





和知識,能與歐洲同業互補不足,商 機遂由此而來。再者,港商也應好好 借助「安排」提供的競爭優勢,積極 在歐洲或中國尋找投資夥伴,一起拓 展業務。 B

劉鳳慧為香港總商會國際商務經理, 電郵: heidi@chamber.org.hk。



Chamber CEO Dr Eden Woon speaks on opportunities for French companies under CEPA at a luncheon co-hosted by the Paris Chamber of Commerce and the French Enterprises Association.

總商會總裁翁以登博士在巴黎商會和法國企 業協會合辦的午餐會上,講述法國企業可從 「更緊密經貿關係安排」獲享的機遇。





e-Commerce in **Real Life Roadshow**

KGCC's "e-Commerce in Real Life" roadshows got off to a flying start on October 11 at an opening ceremony in Shatin. The roadshows, which form part of the ongoing e-Commerce Adoption Campaign, aim to raise awareness of SMEs and consumers regarding the power and versatility of e-commerce.

Speaking at the opening ceremony, Dr Y S Cheung, Senior Director, Operations of HKGCC, said past studies conducted by the Chamber have shown that consumers ultimately drive e-commerce traffic and the adoption rate.

"Without a critical mass of consumers, businesses will find it difficult to justify expenditure on ecommerce solutions. For the moment, the bulk of Hong Kong online consumer purchases are conducted via foreign sites. These roadshows are intended to showcase what Hong Kong businesses have to offer in order to encourage

consumers to transact with local businesses," he said.

The eight local companies that showcased their e-commerce capabilities at the roadshows included Blue Cross, Chow Sang Sang, eBay, Hongkong Post, Hong Kong Ticketing, Priceline, Pricerite and YesAsia.

Official guests at the opening included Eugene Fung, Assistant Director-General (Industrial Support) of the Trade and Industry Department; George Leung, Acting Chief Systems Manager of Community, Education and Industry Liaison Division, Information Technology Services Department; Dr Y S Cheung; Mr Charles Mok, e-Commerce Adoption Campaign Committee Member; and Miss Hong Kong 2003 Mandy Cho, First Runner Up Rabee'a Yeung and Second Runner Up Priscilla Chi. B

For more information, visit, www.chamber.org.hk/ecac



港總商會之「e食住行 網上實行」巡迴展覽 10 月 11日在沙田掀起序幕。是 項展覽屬「網上商貿普及運動」其 中環節,旨在加強中小企業和消費 者對網上商貿廣泛功能的認識。

本會營運副總裁張耀成博士在開 幕禮致辭時指出,根據總商會過往 調查得知,網上交易和使用最終乃 由消費者帶動。

他表示:「若無足夠消費者支 持,企業便難以評定網上商貿的成 本效益。目前香港大多網上消費者 均從外國網站選購商品,因此主辦 機構望能透過展覽向公眾展示本港 企業提供的網上商品和服務,從而 鼓勵消費者與本地企業進行網上交 易。|

參展的八間本地機構包括:藍十 字、周生生、eBay、香港郵政、快 達票、Priceline、實惠和 YesAsia,他們在展覽中展示其在 網上提供的商品和服務。

主持典禮的嘉賓包括:工業貿易 署助理署長 (工業支援部) 馮建業、 資訊科技署社區、教育及聯絡事務 部署理總系統經理梁威兒、張耀成 博士、「網上商貿普及運動」委員



Guests get the "E-Commerce in Real Life" Roadshow underway in New Town Plaza on October 11. The roadshows aimed to raise awareness of e-commerce among the public and SMEs. Pictured at the opening ceremony are: (L-R) Charles Mok, Miss Hong Kong 2003 runner up Rabee'a Yeung, Eugene Fung, Miss Hong Kong 2003 winner Mandy Cho, YS Cheung, Miss Hong Kong 2003 2nd runner up Priscilla Chi and George Leung.

「網上商貿普及運動」之「e食住 行 網上實行」展覽 10 月 11 日在 新城市廣場揭幕,嘉賓雲集(左至 右) 莫乃光、2003年度香港小姐 亞軍楊洛婷、馮建業、2003年度 香港小姐冠軍曹敏莉、張耀成、 2003年度香港小姐季軍戚黛黛和 梁威兒。

會委員莫乃光、2003年度香港小姐 冠軍曹敏莉、亞軍楊洛婷和季軍戚 黛黛。 B

查閱詳情,請瀏覽 www.chamber. org.hk/ecac º



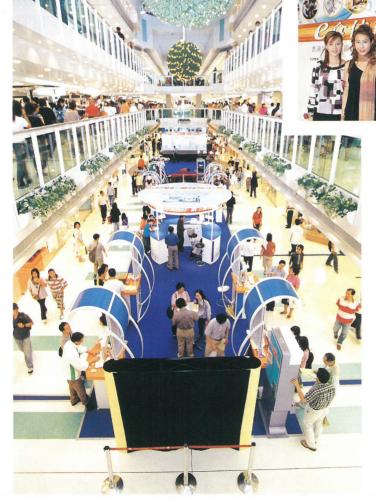












Chamber Diary 香港總商會 日記簿

This management diary is an ideal gift for yourself and your clients. Designed to match the Chamber's corporate colours, this diary comes in Chamber red with a flowing grey spine. It is packed with essential information for doing business in the Mainland and Hong Kong, including important telephone numbers – government offices, consulates, airlines, hotels and banks in Hong Kong – as well as a world weather guide, international airport, IDD codes, conversion guide, international time zones and international holidays, among other details. It also includes beautiful full-page colour photos of Chamber events and scenery in

香港總商會行政人員日 記簿設計精美,送禮自 奉兩皆宜。日記簿貫徹 採用總商會專用色彩, 以棗紅簿面配搭銀灰弧 形書脊,典雅大方。內 附中港營商重要資訊, 包括香港各大政府機 構、領事館、航空公 司、酒店及銀行的主要 電話號碼,並印有世界 氣溫表、國際機場簡 寫、國際直撥區號、換 算表、國際時區、全球 各地假期等詳細資料; 此外,亦附本會活動和

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Media Industry

Metro Delivering Eyeballs to Advertisers

he newspaper business is an extremely challenging industry. Papers are constantly redesigning their layout and adding new pages to maintain old readers and attract new eyeballs. Yet just the opposite is true for Metro International, which has been thriving since its launch in Sweden 10 years ago by going against the conventional wisdom of the industry.

Pelle Tornberg, President and Chief Executive Officer of Metro International, speaking at a joint Chamber luncheon on October 13, said many newspapers are losing advertising income to television channels which have more attractive demographics than newspapers.

"In Europe, especially, the profile of newspaper readers is basically people like me: too fat, too old, too maleish and so on," he said. "So what we have done, is to deliver the audience that is forgotten by the newspapers: young people and females."

Some 49 percent of Metro's readers are in the 13-34 age group, compared to 30 percent for the industry average.

"The business game here is to deliver readers that advertisers want to talk to," he said. "Our readership is more similar to TV rather than paid-for newspapers."

With a global circulation of 4.1 million newspapers daily, Metro ranks as the third-largest paper in the world. Mr Tornberg said his ambition is not to become the world's largest newspaper, but most profitable, and to arrive at that goal, the paper will stick with its current formula of producing a thin newspaper.

He said studies have revealed that people are actually spending less and less time reading newspapers, while top papers around the world have compensated for this by adding pages. As a result, only between 20 and 30 percent of a newspaper is actually read.

"If you compare the thickness of [leading newspapers] and Metro, you might say Metro has too few pages. But as the average reading time has been lowered, ads have a greater impact because people read 100 percent of the paper," he said.

Despite branding and advertising

Electronic Commerce

Can Smart ID Card Spur e-Commerce?

Many SMEs still do not perceive the need to go e-commerce, and their reluctance is holding back the development of electronic commerce in Hong Kong, say IT analysts.

Despite all the machinery being in place, certain companies simply have no interest in going down this road. Part of the problem lies in immature IT regulations, not just in Hong Kong, but regionally, Yvonne Chia (right) and Angus Forsyth (centre), Partners of Stevenson, Wong & Co., said at the Chamber's roundtable luncheon on October 10.

Questions about the legitimacy of agreements and transactions are always top of business-owners' minds. The government's efforts to give full-legal backing to electronic agreements with its e-certificates have not met with much success to date, which Mr Forsyth attributes to the complex procedure of applying for a digital certificate.

"But with the ongoing implementation of the e-certificate being imbedded in the new smart identity cards, we could see a substantial development in e-certificate usage in the near future," he said.



網上商貿

智能身分證是電子商貿動力?

資訊科技分析員指出,不少本 地中小企業仍認為無需推行網上 商貿的想法,局限了香港電子商 貿的發展。

史蒂文生黃律師事務所合夥人 霍璽律師 (中) 和謝天懿律師 (右) 於 10 月 10 日本會小型午餐會表 示,雖然網上商貿設施齊全,某 些公司依然無意循此方向發展。 問題可多少歸因於香港以至區內

資訊科技條例欠成熟。

公司東主最關注的問題,多是 網上協議和交易的法律地位。政 府竭力確立其電子證書在締結協 議方面的合法性,惟迄今尚未可 算成功。霍律師認為,根由在於 申請數碼證書時的繁複手續。

然而,他説:「隨著新的智能 身分證加入電子證書,後者的應 用會在不久將來大為普及。」

mindshare, Mr Tornberg said that advertisers are only interested in whether they can sell more products though ads in one paper than in the other.

"This gives advertisers more reason to advertise with you," he said. "It is all about delivering the required eyeballs that advertisers want to talk to." B

Logistics Industry

UPS Launches Direct Hong Kong-Europe Service

On October 28, UPS launched a landmark direct flight service connecting Hong Kong and Europe. The negotiations that led to this agreement were long and hard, says Mike Eskew, Chairman & CEO, UPS, but the United States and Hong Kong governments recognized the need for more liberalized air service between these two key markets.

Speaking at the Chamber's Distinguished Speaker Series luncheon on October 21, Mr Eskew said he believes these new air rights will enhance competition and improve service by forging strong links between Hong Kong and his company's European and Asian hubs.

"For Hong Kong, greater connectivity to the world means a freer flow of trade and investment across borders. Greater integration of the global



economy expands economic freedoms and encourages competition," he said. "For many outside aviation, Hong Kong has always been a hub. Now, for UPS, it will serve as our Asia-Europe hub."

物流業

聯合包裹推港歐直航貨運

聯合包裹運送服務公司於10月 28 日推出往來香港與歐洲的直航貨 運服務, 開拓新業務領域。該公司 主席兼行政總裁 Mike Eskew 表 示,協議磋商過程漫長,且障礙重 重,但美國和香港兩地政府認同需 要開放這兩個主要市場之間的航空 貨運服務。

Eskew 在香港總商會 10 月 21 日的「特邀貴賓演説系列」午餐會 上說,他相信通過香港與其公司歐 亞樞紐的密切聯繫,這些新的航空 權可促進競爭和提升服務水平。

他説:「對香港來説,與世界各 地更緊密聯繫,意味跨境貿易和投資 更加自由。環球經濟更為整合,自會 增加經濟自由,促進競爭。香港向來 是對外航運服務的中心,現更成為聯 合包裹的亞歐樞紐。」

傳媒業

Metro 瞄準廣告商目標

土口 業是一門極富挑戰的行業,報紙 **辛**文不斷更新版面設計、開闢新版, 就是為了鞏固和拓展讀者群。但在瑞典 創辦10年以來,Metro International一 直致力突破業界傳統,改革報業面貌, 成就可觀。

Metro International 總裁兼首席執 行官Pelle Tornberg於10月13日商界 聯合午餐會表示,電視基於本身特 色,較易吸引觀眾,故廣告商多傾向 在電視賣廣告,致令不少報章的廣告 收入下降。

他説:「此情況在歐洲特別顯著, 當地的報章讀者一如本人:不是太胖、 太老,就是太男性化。因此我們著力對 準青年人和女性這些同業大多遺忘了的 讀者。|

Metro 讀者中約有 49% 年屆 13 至

34 歲,行業平均數為 30%。

他説:「我們的宗旨是針對廣告商 的目標對象。本報的讀者群與電視而非 一般出售報章的較為相似。」

Metro 每日全球流通量410萬份, 為世界第三大報業集團。但 Tornberg 透露公司的抱負並不是成為規模最大, 而是盈利最高,手段是堅持版數不多的 方針。

他説有研究顯示讀者的閱報時間其 實正逐漸減少,可是某些世界頂尖報章 的應對之法卻是增加版數,故此讀者只 會閱讀一份報紙的兩至三成。

他説:「比對Metro與該些報紙的 厚度,您或會説Metro實在太薄,但由 於目前讀者的平均閱報時間減少, Metro讀者能閱畢全報,廣告效力便相 對較大。」



Newspapers tend to forget about young people and females, says Mr Tornberg. Tornberg 説,報紙普遍忘記了青年和女 性讀者。

Tornberg 説,縱使品牌與廣告關 係密切,廣告商只著重可通過某一份報 章廣告賣出的商品數量。「所以,您愈 能瞄準廣告商的目標對象,他便愈會選 擇在您的報紙登廣告。」B

HKGCC Member Cocktail

Almost 500 members turned out for the Chamber's Member Cocktail on October 10 at the Hong Kong Club, hosted by HKGCC Membership Committee Chairman David Eldon. Also attending the cocktail were Chamber Chairman Anthony Nightingale and other General Committee members. As an added bonus, British Airways donated two, roundtrip business-class tickets to London for a surprise lucky draw.

















五百會員蒞臨酒會

近五百名會員於10月10日齊集香港會所,出席 本會會員關係委員會主席艾爾敦主持的「總商會 會員聯誼酒會」,本會主席黎定基和其他多位理 事也蒞臨與會員暢聚。英國航空公司捐贈兩張香 港至倫敦來回商務客位機票予酒會,作為幸運抽 獎禮品,給與會者帶來驚喜。



















CEPA Workshop Rules of Origin

tarting January 1, 2004, made in Hong Kong goods falling under one of 273 product codes exported to the Mainland can enjoy zero tariff. For product categories not currently covered, manufacturers can, starting January 1 next year, submit applications for zero tariff to the Trade and Industry Department (TID).

Charmaine Lee, Assistant Director-General of Trade and Industry, TID, told members at a Chamber CEPA workshop entitled, "Rules of Origin Under CEPA," on October 8, that goods covered in subsequent phases under CEPA can include products currently in production in Hong Kong, as well as products intended to be manufactured here.

"Provided that the products meet all the CEPA rules, starting January 1 next year, manufacturers can apply for zero tariff treatment," she said.

For goods currently being produced, manufacturers should provide a product description and product code to the TID. Manufacturers planning to manufacture goods also need to provide production capacity and the estimated workforce to produce the goods, among other data.

"Before June 1 each year, we will submit the consolidated list to the Mainland, and both sides will enter into consultations on the rules of origin of applicable products," she said. "Both sides will complete the consultations before October 1 each year and make a public announcement before December 1."

For goods already being produced, tariff preference will be granted beginning January 1 of the year following the announcement. For products intended to be manufactured in Hong Kong, zero tariff will be granted beginning January 1 of the following year after the products have come into production.

Of the 273 Mainland product codes enjoying zero tariff preference starting 2004, 187 product codes will adopt Hong Kong's existing process-based origin rules, 46 will use the "Change in Tariff Heading" approach, and the remaining 40 will use the "30 percent value-added" requirement.

"The definition of 'Change in Tariff Heading' is: the product has been manufactured to the extent that its classification falls in a different four-digit tariff heading from the classification of the constituent materials used," Ms Lee explained. "The 30 percent value-added content is: value of raw materials, plus value of component parts, plus labour costs, plus product development costs."

Chan Woon-san, Senior Director of Certification, HKGCC, also speaking at the workshop, said 68 percent of products jewellery, textiles and garments, plastics, paper, cosmetics, and pharmaceuticals will retain their existing rule of origin classification.

All manufacturers, however, must apply for a certificate of origin to export their goods to the Mainland.

"Applications for CO will be largely the same as existing arrangements. The new CO will be light green, have the embedded wa-



Manufacturers can apply for other products to receive zero tariff treatment, says Ms Lee, 李女士稱,製造商能為其他產品申請零關稅

termark of the issuing organisation on it, and be in English and Chinese," he said. "It will also be valid for 120 days from the date of issue, and can include five product codes"

All manufacturers planning to export to the Mainland under CEPA must also apply for factory registration with the Trade and Industry Department to verify their operations, he added. B

緊貿安排研討坊 **原產地規則**

2004年1月1日起,273項內地 税目涵蓋的香港產品可以零關税 輸入內地。至於目前不包括在內的產品 類別,製造商可於明年1月1日開始向 工業貿易署提出豁免關税的申請。

工貿署助理署長李佩詩在本會 10 月8日舉行的「更緊密經貿關係安排-原產地規則」研討坊上表示,在「安排」 未來階段獲取消零關税的產品,可包括 現已生產和擬投產的產品。

她説:「只要產品符合『安排』的 原產地規則,製造商可於明年-月起申 請零關税待遇。」

對現有生產的產品,製造商應向工 貿署提供產品説明和編號。擬投產產品 方面,製造商還須提供產量、估計所需 人力等資料。

她説:「每年6月1日前,我們會 向內地提交產品名單,然後雙方會就申 請產品是否符合原產地規則展開磋商。 每年10月1日前,雙方會完成磋商, 繼於12月1日前公佈細則。」

現有生產的產品,可在名單公佈後 一年的1月1日獲取這項優惠。擬在香 港投產的產品,則可於產品投產後一年 的 1 月 1 日開始享有零關税。

2004年起降税的273項內地税目 涵蓋的香港產品之中,187項產品沿用 現有香港原產地規則, 46項產品採用 「關税項目轉變」方法,餘下40項產品 採用30%附加值規定。

李女士説:「『關税項目轉變』是指 產品經加工製造後,該產品所屬的分類 與製造時使用的非原產組成材料,分屬 不同的四位數字税目。 30% 附加值則 計算原材料和組件的價值,及勞動力和 產品開發成本。|

研討坊另一講者香港總商會簽證副 總裁陳煥燊説, 68% 的珠寶首飾、紡 織成衣、塑膠、紙張、化妝品、醫藥等 產品,可保留原先的原產地分類。

然而,所有製造商須先申請香港 原產地證書,才可把產品輸往內地。

他稱:「簽證申請手續與目前大致 相同。新簽證是淺綠色的,中英雙語, 上有簽發機構的機壓水印。有效期為簽 發日起120日,可列載五個產品編號。」

他續稱,擬按『安排』規定出口內 地的製造商,必須向工貿署申請廠房證 ,以核證其在香港營運。 B



Chamber Happy Hour

The Chamber Happy Hour, held on the last Thursday of every month, continues to attract new and interesting people - even our Chairman Anthony Nightingale popped in for a drink after work last month. Although not as crowded as previous gatherings that used to be held on Fridays - which is not altogether a bad thing - the social get-together for members is still a great way to network and make new friends. Our next get-together will be on Thursday, November 27. See you there!









歡聚良機接踵來

逢每月最後一個星期四舉行的「總商會歡樂時光」,不斷有新面孔加入,黎定基主席也不遑 多讓,在工餘駕臨,輕鬆一下。雖然聚會改在週四舉行後,參加人數較於週五舉行時減少, 但歡樂氣氛依然瀰漫,與會者無不感受得到。11月27日,會員又可再聚,敬請光臨。













CEPA Roundtable Workshop

Crafting a Mainland Tourism Strategy

s many as 10 million Mainland tourists could visit Hong Kong annually, once the cogs of the Closer Economic Partnership Arrangement (CEPA) are fully oiled and running smoothly, predicts Legislative Councillor Howard Young.

Given the rapid growth in arrivals since 1999, his bullish prediction may even end up seeming conservative. Last year, 6.83 million Mainlanders visited Hong Kong, up from 3.21 million in 1999.

"With the abolition of the Hong Kong Group Tours Quota and the opening up for more travel agents to organise these tours, Mainland arrivals reached 6.8 million in 2002, which accounted for 41.2 percent of all arrivals during the year," he told the audience at a Chamber CEPA roundtable workshop on October 20.

The SARS crisis cut the legs from under this growth, and the market didn't start to recover until June, when CEPA was signed. The agreement allows Mainland residents in a number of provinces to visit the HKSAR in their personal capacity (FIT programme).

Three of the five phases of the FIT programme have already been implemented. Dongguan, Foshan, Jiangmen and Zhongshan residents have been allowed to travel to Hong Kong since July 28. Guangzhou, Huizhou, Shenzhen and Zhuhai residents since August 20, and Beijing and Shanghai residents since September 1. The fourth phase, which will allow Chaozhou, Heyuan, Qingyuan, Maoming, Shantou, Shaoguan, Zhanjiang and Zhaoqing residents to visit Hong Kong, should have started on October 1, but has been delayed. Come July 1, 2004, all Guangdong counties and towns will be added to the programme.

As a result of the programme, "946,122 Mainland arrivals were recorded in August 2003, a remarkable 43.4 percent growth over the same month in 2002," he said.

More Mainland FIT travellers coming to Hong Kong will provide a shot in the arm for the tourism industry here and stimulate confidence and consumption among Hongkongers, he predicts. However, he doubts if it will increase spending pro rata, given that Mainland tourists who traditionally bought goods for their relatives, friends



We need to add value to the Hong Kong brand and be passionate about it, says Mr Hobson, Hobson 稱,我們要為香港品牌增值,並深

and neighbours when coming here, will no longer need to do so as they will be free to travel here whenever they wish.

While CEPAhas had a direct impact on the number of Mainland visitors coming to Hong Kong, Mr Young feels the agreement contains little direct benefit to travel agents.

"Under the agreement, travel agents in Hong Kong can establish business in the Mainland, but only for inbound or domestic travel," he said. "But it is the potentially huge outbound market that Hong Kong travel agents are hoping to get a piece of."

Michael Hobson, Group Sales & Marketing Director, Mandarin Oriental Hotel Group Ltd, also speaking at the luncheon, said we mustn't get too carried away with visitor arrival figures, as up to one-third of arrivals simply pass through Hong Kong. More emphasis should be put on room nights, which also adds value to the Hong Kong tourism product, he suggests.

In 1995, tourists spent an average of 3.9 nights in Hong Kong. That dropped to 3 nights in 2000, and climbed back to 3.6 nights today. He attributes this rise to Mainland tourists, who besides spending more than average tourists, also tend to stay longer.

"Some people think of the Mainland



Mr Young predicts 10 million Mainland tourists will visit Hong Kong annually. 楊孝華預算每年訪港內地旅客會達一千萬

tourism market as a cheap business coming to Hong Kong," he said. "In my experience, I can assure you that they are very comparable and even ahead of guests from other countries."

To ensure that Hong Kong continues to attract Mainlanders and tourists from other destinations, Mr Hobson suggests that more attention and planning be placed on the Hong Kong brand to include product, price, promotion and place.

As a product, Hong Kong needs to enhance its infrastructure and planning. We also need to pay more attention to enhancing the harbour, which is Hong Kong's greatest asset, as well as things like outdoor dining, and the whole tourism package, especially with the opening of Disney. The industry should also not allow Hong Kong to be perceived as a cheap destination by continually slashing prices.

"If we add value to the product, we will command a premium for the Hong Kong brand. We can't simply keep discounting," he said. "We also need to be passionate about Hong Kong and look at the opportunities that CEPA brings, especially with the Mainland being on our doorstep, and we need to put into place a China strategy to make the most of this fantastic opportunity." B

緊貿安排研討坊

吸引內地旅客來港之策

法會議員楊孝華估計,當「更緊 **〉** 密經貿關係安排」全面實行時, 每年訪港內地旅客會多達一千萬人次。

訪港內地旅客人數於 1999年起開 始飆升,他的樂觀預測最終可能會變得 過於保守。去年,訪港內地旅客共683 萬人次, 1999年為321萬人次。

楊氏在10月20日本會「安排」研討 坊上表示:「隨著香港遊限額取消和經 營權開放,現有更多旅行社提供這種服 務。2002年,訪港內地旅客達680萬人 次, 佔全年各地訪港旅客人次41.2%。」

然而,非典型肺炎阻礙了旅遊業的 增長,待六月「安排」簽署後旅業才開 始復甦。「安排」允許內地多個省的居 民以個人身分訪港 (個人遊)。

個人遊五個階段的其中三個已經推 行。首階段於7月28日展開,開放地 點包括東莞、佛山、江門和中山。接著 是8月20日,包括廣州、惠州、深圳 和珠海。再次是9月1日,範圍擴至北 京和上海。第四階段原訂 10 月 1 日起 施行,但已延遲,地點包括潮州、河 源、清遠、茂名、汕頭、韶關、湛江和 肇慶。明年7月1日起,所有廣東省內 縣市居民均可自由來港。

楊氏説:「由於個人遊,2003年8 月香港錄得內地旅客946,122人次,較 去年同月大增43.4%」

他預期,以個人身分訪港的內地 旅客增加, 會為本地旅遊業注入強心

針,振興港人信心和消費。不過,他 懷疑消費額會否按比例增加,內地旅 客慣常在港購買手信給親友和鄰居, 但現時他們將可隨時來港,故無需一 次過大筆花費。

楊氏認為,雖然「安排」直接影響 到訪港內地旅客的人數,但不會直接為 旅行社帶來太大益處。

他説:「按照協議,香港旅行社可 在內地開業,但只能經營國內或本土 遊。香港旅行社想分一杯羹的,其實是 那極富發展潛力的巨大國外遊市場。」

研討坊另一位講者-文華東方酒店 集團銷售及市場推廣總監 Michael Hobson 表示, 不要因訪港人次數字過 於興奮,因為三分之一的旅客只是途經 香港。他建議著眼點反應放在旅客留港 過夜的時間長短,因此舉會為香港旅遊 產品增值。

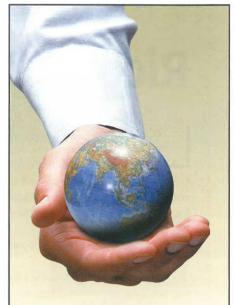
1995年,旅客平均在港逗留3.9 晚,2000年跌至3晚,目前回升至3.6 晚。他歸因於內地旅客增加,他們的消 費比一般旅客多,留港時間亦較長。

他説:「有人認為在內地發展旅遊 是一門平價生意,但依本人經驗,我敢 肯定內地旅客的消費事實上與其他國家 或地區的旅客不相伯仲,甚至過之。」

香港如要繼續吸引內地和其他地方 的旅客到臨, Hobson 建議應多從產 品、價格、宣傳、地點等方面推廣香港 品牌。

若把香港當作一件產品,我們需改 善基建和規劃,並且美化香港的最寶貴 資產-海港,以及提供戶外飲食、旅遊 配套等設施,特別是廸士尼樂園。業界 亦不該持續削價,使香港變成一個廉價 旅遊點。

他説:「要為產品增值,就必須增 加香港品牌的身價,而不要一味單靠減 價招客。我們要熱愛香港,並且發掘 『安排』帶來的機遇。香港與內地只是 咫尺之遙,故須制訂一套切合中國市場 的策略,以盡掌這個珍貴的契機。」B



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Ricoh Hong Kong Limited

et's be honest, talking about office photocopiers, printers and fax machines is about as exciting as watching paint dry. But sit in a room with Aaron Yim for an hour to discuss the subject, and his passion for office equipment, or "total document solutions" as he likes to call it, becomes contagious.

"Office equipment has come a long way since the days when everyone would trudge over to a corner of the office to copy or fax a document," the Managing Director of Ricoh Hong Kong Limited says. "We have been using multifunction digital solutions since

1995, which basically revolutionised the way we work in the office."

The next big thing in office document solutions will be colour, he says.

"The cost of colour laser printers and copiers has come down by about half over the last two to three years, and companies are really finding it extremely useful for promoting their business," he says.

Public relations agencies, restaurants, hotels, and just about any business that uses colour in its printed literature and promotions are finding they can save time and money by using colour laser printers instead of sending everything to the traditional printer.

Nice as they are, and with a printing speed of 28 pages per minute in full colour, companies are not always convinced that investing in this expensive equipment is worth the cost.

"No matter how good our presentation to management in the boardroom about the equipment is, they need to touch and feel it to really understand how it can benefit their business," Mr Yim explains. "That is why we offer companies free trial installations so that they can judge for themselves its effectiveness, and nine times out of ten they take it."

Service

Throughout its 40-year history in Hong Kong, Ricoh has learned that businesses do not just want to buy a product, they want a solution to their

Mr Yim says many of the innovations that Ricoh has developed have been a direct result of it working with a company to find a solution to its needs. The company puts great emphasis on training its technicians who maintain its customers' equipment to not just keep the machines running smoothly, but also keep its customers running smoothly as well.

"Most of our customer feedback comes from our 300 technicians. They are the ones who interact with our customers, so it is important that they keep them happy as well as listen carefully to any problems they may be experiencing," he said. "This is a value-added part of our relations with our customers, which we work very hard to build and maintain long-term relations with."

In recognition of its "Customer for Life" mission, the company won the 2002 HKMA Quality Award.

"We are always looking to go beyond customers' expectations, and to do this we have to understand their business, which will allow us to try and solve any problems they may be having," he said. B



理光 (香港) 有限公司

謹言,對筆者來說,談論 辦公室影印機、打印機和 傳真機,就如等結曲漆乾 透那麼沉悶。然而,當筆者與嚴創基 在辦公室裡圍繞這個話題討論一小時 後,卻不禁被他對辦公室設備,或他 稱之為「數碼文件管理方案」的熱情 所感染。

理光 (香港) 有限公司常務董事嚴 創基説:「自昔日人人鑽進辦公室角 落影印或傳真文件以來,辦公室設備 已取得重大發展。我們於 1995 年起採 用多功能數碼方案, 徹底改革了辦公 室的運作模式。」

他説:「接著是引入色彩,為辦 公室文件管理方案帶來重大革新。」

他説:「過去兩、三年,彩色鐳 射打印機和影印機的售價已下降近五 成。事實上,企業亦發覺兩者對推廣 業務十分有用。|

公關機構、食肆、酒店,以至任 何需要印製彩色文件和宣傳品的行 業皆洞悉,相比起傳統印刷商,利 用彩色鐳射打印機能助他們節省金 錢和時間。

不過,儘管彩色鐳射打印機優點 眾多,包括每分鐘可列印 28 頁全彩色 文件,要使企業相信投資這種昂貴設 備是合平成本效益, 並不容易。

嚴氏解釋「無論我們推介得多

麼出色,企業管理層仍渴望親身體會 設備對其業務的裨益。因此,我們為 企業提供免費試用服務,待他們自行 評估箇中效用,結果十居其九都會購 置。」

服務

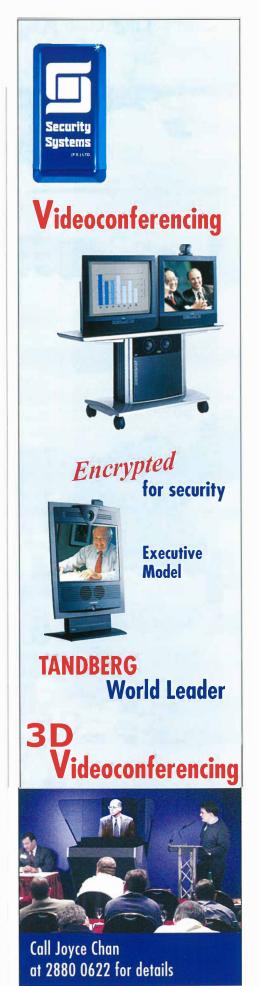
在香港已有40年歷史的理光明 白,企業購買產品的真正目的,是希 望獲得一套解決問題的周全方案。

嚴氏透露,理光開發的創新產 品,大都是該公司與客戶合作尋求解 決方案的直接成果。該公司非常重視 技術員工的培訓,後者不但要跟進客 戶所購買的設備,也要確保機件和客 戶業務運作暢順。

他説:「客戶意見大多來自旗下 300 名維修人員。由於他們是客戶的 主要聯繫對象,所以必須時刻令客戶 滿意,並細心聆聽客戶可能遇到的問 題。我們一直努力與客戶建立和維持 長遠關係,這是給予客戶的增值服

理光憑著「以客為本」的營運理 念,贏得香港管理專業協會的「2002 年度優質管理獎大獎」。

他總結道。「我們一向盡力做到 最好,甚至超越客戶的期望。為達到 目標,我們須瞭解客戶的業務,才能 助他們解決各種問題。」B



Company: Ricoh Hong Kong Limited **Business:** Office document solutions

Established: 1963

Year joined HKGCC: 2001 Web site: www.ricoh.com.hk 公司:理光(香港)有限公司

業務:辦公室文件管理方案

成立年份: 1963 入會年份: 2001

網址: www.ricoh.com.hk

Chamber in Action 商會動態

The Hong Kong General Chamber of Commerce

Chamber Committees Chairmen

General Committee Chamber Council Mr Anthony NIGHTINGALE

> **Americas** Ms Janie FONG

Asia/Africa Mr Barrie COOK

> China Mr David LIF

Chamber Overseas Speakers Group Mr David RIMMER

> e-Committee Mr Mark PHIBBS

Economic Policy Mr Andrew BRANDLER

Environment

Mr. James GRAHAM Europe

Mr Paul CLERC-RENAUD Hong Kong-Taipei Business

Cooperation Dr Lily CHIANG

Industry and Technology Mr Oscar CHOW

Legal

Mr Kenneth NG

Manpower

Ms Marjorie YANG

Membership Mr David ELDON

Pacific Basin Economic Council China Hong Kong Mr David ELDON

Real Estate/Infrastructure Mr Robert WONG

Retail and Distribution Mr Y K PANG

Shipping/Transport Mr Neil RUSSELL

Small & Medium Enterprises Mr Emil YU

Taxation

Mr Kaushal TIKKU

HK Coalition of Service **Industries Executive** Committee

Mr KWOK Kwok-chuen

Financial Services Mr Adrian LI

Information Services Mrs Cindy CHENG

Professional Services Mr Ian ROBINSON

Real Estate Services Mr Kyran SZE

> Travel/Tourism Mr Alan WONG

Americas

Jose Pepe Diaz, Miami Dade County Commissioner, Florida, led a delegation to visit the Chamber on September 23. The visitors were welcomed by Eva Chow, Director of International Business, who briefed them on the latest CEPA developments. A number of members also attended the meeting to explore possible business opportunities with the visitors.

Lily Chan, Film Commissioner, San Francisco, led a delegation to the Chamber on September 23, and was welcomed by Dr Eden Woon, CEO of the Chamber. The delegation was in Hong Kong to learn more about the film industry, tourism and environmental protection here.

Nine senior journalists from major North America media institutions attended a briefing luncheon on September 23 to learn more about the latest developments of CEPA from Chamber CEO Dr Eden Woon.

Claude Larose, Municipal Councillor, Quebec City, Canada, and his delegation called on the Chamber on September 29. The visitors were received by Eva Chow, Director, International Business. Prior to coming to Hong Kong, the delegation was in Xian and Changchun in the Mainland.

Asia/Africa

Javad B Kian, Consul in Charge of Commercial Affairs of the Consulate General of



Forum on Economic and Trade Cooperation between Guangdong and Hong Kong

David Lie (3rd from right), Chairman of the Chamber's China Committee and Dr Eden Woon (3rd from left), Chamber CEO, spoke at the "Forum of Economic and Trade Cooperation between Guangdong and Hong Kong" in Guangzhou on September 25. The forum, hosted by Guangdong Deputy Governor Tang Binguan, was used as a platform for Hong Kong businessmen to share their views on the investment environment in Guangdong. Mr Lie and Dr Woon also attend a luncheon hosted by Guangdong Governor Huang Huahua (centre) on the same day.

the I. R. of Iran, met with Eva Chow, Director of the Chamber's International Business Division, on September 26. Mr Kian was looking for ways to expand cooperation between Iran and the Chamber.

Satoshi Torigoe, Director and Representative of the Hong Kong office of Japan Kagoshima Prefectural Government, and Mike T Mizoguchi, President of MRT Group, spoke at the Chamber's Asia/Africa Committee meeting on September 29 about the business environment in Kagoshima.

China

A joint meeting between **Guangzhou and Hong Kong** chambers was organized by the Guangzhou Bureau of

Foreign Trade and Economic Cooperation and Guangzhou CCPIT on September 18. Chamber CEO Dr Eden Woon spoke at the meeting and signed a memorandum of understanding with Guangzhou CCPIT.

Luo Qingquan, (photo) Governor of Hubei and Liao Dafeng,



Vice Mayor of Yichang, respectively called on the Chamber on September 22. Chamber CEO Dr Eden Woon met the delegations and discussed further cooperation opportunities between Hong Kong and Hubei under CEPA. The Chamber is planning to organise a mission to Yichang to visit the Three Gorges Dam next year. The Hubei delegation was in



粵港經貿合作研討會

本會中國委員會主席李大壯 (右 三) 和本會總裁翁以登博士 (左三) 於9月25日的「粵港經貿合作研 討會」發表演説。研討會由廣東 省副省長湯炳權主持,旨在為港 商提供渠道,分享對廣東省投資 環境的看法。同日,李氏和翁博 士亦出席廣東省省長黃華華(中) 主持的午餐會。

美州

佛羅里達州 邁阿密縣議 員 Jose Pepe Diaz 於9月23日 帶領代表團



探訪本會,由國際商務總監 周紫樺接待。會上, 周氏向 團員簡述「更緊密經貿關係 安排」的最新發展,本會多 名會員亦出席會議,與團員 合探商機。

三藩市政府影視委員會委員 陳麗麗於9月23日率領代 表團到訪,由本會總裁翁以 登博士接待。代表團是次來 港,旨在瞭解本地電影業、 旅游業和環保事項。

來自北美主要傳媒機構的九 名資深記者於9月23日出 席午餐簡報會。會上,本會

總裁翁以登博士向他們講解 「安排」的最新發展。

加拿大魁北克市議會議員克 洛德 • 拉洛斯和其代表團於 9月29日造訪本會,由國 際商務總監周紫樺接待。代 表團來港前,曾訪問中國西 安和長春。

亞洲及非洲

伊朗伊斯蘭共和國總領事館 商務領事 Javad B Kian 於9月26日與本會國際商 務總監周紫樺會面。 Kian 表示希望擴大伊朗與本會的 合作領域。

日本鹿兒島縣政府香港事務 所所長兼首席代表**鳥越哲**和 MRT 集團總裁 Mike T Mizoguchi,於9月29日 本會非洲及亞洲委員會會議 上談論鹿兒島的營商環境。

中國

廣州市對外貿易經濟合作 局和貿促會廣州市分會於9 月 18 日合辦粵港商會聯席 會議。本會總裁翁以登博 士在會上發言,並與貿促 會廣州市分會簽署合作協 議備忘錄。

湖北省省長 羅清泉和宜 昌市副市長 廖達鳳(圖) 分別於9月 22日到訪本



會。本會總裁翁以登博士與 代表團會面,並商討鄂港的 進一步合作事宜。本會又計 劃於明年組團往宜昌市,視 察三峽工程。湖北代表團是 次來港,旨在參與9月24 日舉行的「鄂港經濟作洽談 會」,本會副主席胡定旭擔 任揭幕禮貴賓。

天津市政府副秘書長陳宗勝 於10月9日探訪本會。會 上,本會總裁翁以登博士和 陳氏就香港與天津在「安 排丨下的合作機會交流意 見。此外,本會打算於今年 底或明年初率領代表團訪問 天津。

寧波市市長金德水於 10 月 10日到訪,與本會總裁翁 以登博十和中國委員會會 員會面。翁博士亦擔任同 日舉行的甬港經濟合作論 壇的主持。

廣西壯族自治區民政廳副廳 長農生文於10月13日帶領 代表團探訪本會,此行是世 界宣明會贊助的行程之一。 訪客由本會國際商務總監周 紫槿接待,他們渴望瞭解如 何仿傚本會在香港的運作模 式和角色,以協助改革內地 的工商組織。

鄭州市副市 長王福成於 10月14日 到訪,與本 會總裁翁以 登博士詳談



香港與華中鄭州的未來合 作事宜。

深圳市委政策研究室副主任 李旦明於 10 月 15 日造訪本 會,由國際商務總監周紫樺 接待。李氏正研究深圳能如 何改善其投資環境,以藉 「安排 | 吸引更多香港服務 企業在當地投資。

歐洲

比利時領事館總領事**奈斯** 於9月26日與本會主席黎 定基和本會總裁翁以登博 士會面。奈斯於八月在香 港履新,之前任職比利時

香港總商會

委員會 主席

理事會 諮議會 黎定基

美洲委員會 方文靜

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 麥須軒

經濟政策委員會 句文图

> 環境委員會 闊下什

歐洲委員會 祈浩能

香港一台北經貿合作委員會 蔣麗莉博士

> 工業及科技委員會 周維正

> > 法律委員會 伍成業

人力委員會 楊敏德

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

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中小型企業委員會 干健安

> 税務委員會 丁嘉善

香港服務業聯盟 執行委員會 郭威全

金融服務委員會 李民橋

資訊服務委員會 鄭韓菊芳

專業服務委員會 羅賓信 地產服務委員會

> 施家殷 旅遊委員會 黃家倫

Hong Kong for the "Hubei Trade Fair," which was held on September 24, at which Anthony Wu, Chamber Vice Chairman, was guest of honor at the opening ceremony.

Chen Zongsheng, Vice Secretary General of Tianjin, called on the Chamber on October 9. During the meeting, Chamber CEO Dr Eden Woon and Mr Chen exchanged views on cooperation between Hong Kong and Tianjin under CEPA. The Chamber is planning to lead a delegation to Tianjin at the end of this year, or in early 2004.

Jin Deshui, Mayor of Ningbo, called on the Chamber on October 10 and met with Chamber CEO Dr Eden Woon and members of the China Committee. Dr Woon also attended the "Ningbo-Hong Kong Forum," held on the same day, to act as moderator at the seminar.

Nong Shengwen, Deputy Director of the Department of Civil Affairs of Guangxi Zhuang Autonomous Region, led a delegation to visit the Chamber on October 13 as part of a trip sponsored by World Vision. Eva Chow, Director of International Business, welcomed the visitors who were eager to learn how the operational side and role of the Chamber in Hong Kong can be used as a model to help them reform business associations in the Mainland.

Wang Fucheng, Vice Mayor of Zhengzhou called on the Chamber on October 14. Chamber CEO Dr Eden Woon had an interesting

discussion with Mr Zheng on future cooperation between Hong Kong and Zhengzhou, which is in central China.

Li Danming, Deputy Director of the Policy Research Institute of the Shenzhen Municipal Party Committee, visited the Chamber on October 15 and was received by Eva Chow, Director of International Business. Mr Li was conducting research on how Shenzhen can improve its investment environment to attract more Hong Kong services companies to Shenzhen under CEPA.

Europe

Belgian Consul-General Patrick Nijs met with Chamber Chairman Anthony Nightingale and Chamber CEO Dr Eden Woon on September 26. Mr Nijs took up the posting in Hong Kong in August, before which he worked at the United Stations desk at the Ministry of Foreign Affairs in Belgium.

Bernd Riegerl, Project Director, Hamburg **Business**



Development Corporation, spoke at a Chamber luncheon on October 15 to promote Hamburg as the gateway to Europe.

SME

Clement Leung, Deputy Director General for Trade and Industry, and Eugene Fung, Assistant Director General for Trade and Industry, attended the SME Committee's meeting on September 17 to hold informal discussions with members on issues affecting SMEs.

Raymond Li, Executive Director, Banking Development of the Hong Kong Monetary Authority, Gordon Lam, Chairman of the HKMA Working Group on CCRA, spoke at the Chamber's roundtable luncheon on September 29 on commerical credit reference agency.

Environment

Thomas Chow, Deputy Secretary for Environment Transport and Works, spoke to members of the Chamber's Environment Committee at their meeting on September 30 about the government's consultation paper on the nature conservation policy.

Industry

The judging interview for the Hong Kong Award for **Services: Innovation** took place on September 26, with nine shortlisted companies presenting their applications before a judging panel chaired by Chamber Vice Chairman Dr Lily Chiang. Five companies were selected as finalists and submitted to the Central Judging Panel for final judging next month.

Service Industries

The HKCSI Executive **Committee** met on October 7 to discuss the promotion of services, WTO and CEPA, among other subjects. It was noted that the Financial Secretary has decided to disband the Services Promotion Strategy Group. **B** 外交部的 United Stations 辦公室。

漢堡經濟促進公司項目經理 李格於 10 月 15 日本會午餐 會,推廣漢堡為進軍歐洲的 門戶。

中小企

工業貿易署副署長梁卓文和 助理署長馮建業於9月17 日出席中小型企業委員會會 議,與會員討論影響中小企 的事項。

香港金融管理局銀行業拓 展部助理總裁李令翔和商 業信貸資料庫工作小組主 席林偉中於9月29日小型 午餐會,介紹商業信貸資 料庫。

環境

環境運輸及工務局副秘書長 周達明於9月30日出席本 會環境委員會會議,向會員 闡述政府的自然保育政策諮 詢文件內容。

工業

由本會副主席蔣麗莉博士主 持的「香港服務業獎:創 意」評審委員會於9月26 日會見九家候選公司,選出 最後五強進入決賽,名單已 提交中央評審委員會,得獎 結果將於下月評定。

服務業

香港服務業聯盟執行委員

會於10月7日召開會議, 商討服務業推廣、世貿、 「安排」等事宜。委員會在 會上公佈, 財政司司長已 決定解散服務業推廣策略 小組。 B

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2003			MARC	CH	
ОСТС	BER		Sun	7 Mar	Day
Wed	1 Oct	Day	Sat	13 Mar	Day
Sun	5 Oct	Day	Sun	21 Mar	Day
Sat	11 Oct	Day	Wed	24 Mar	Night
Sun	19 Oct	Day	Sat	27 Mar	Day
NOVEMBER			APRIL		
Sun	2 Nov	Day	Sat	3 Apr	Day
Sat	8 Nov	Day	Sun	11 Apr	Day
Wed	12 Nov	Night	Wed	14 Apr	Night
Sat	15 Nov	Day	Sun	25 Apr	Day
Sat	22 Nov	Day	Wed	28 Apr	Night
Sun	30 Nov	Day	MAY		
DECEMBER			Sat	1 May	Day
Wed	3 Dec	Night	Sat	8 May	Day
Sun	14 Dec	Day	Sun	16 May	Day
Sat	20 Dec	Day	Sat	22 May	Day
Fri	26 Dec	Day	Wed	26 May	Day
2004			Sun	30 May	Day
JANUARY			JUNE		
Thu	1 Jan	Day	Sun	6 Jun	Day
Sun	4 Jan	Day	Sat	12 Jun	Day
Sat	10 Jan	Day	Sun	20 Jun	Day
Sun	18 Jan	Day			
Sat	24 Jan	Day	6000	10	
FEBRUARY					
Sun	1 Feb	Day			
Sat	7 Feb	Day			
Sun	15 Feb	Day			
Sun	22 Feb	Day			
Sat	28 Feb	Day			

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What's On 活動預告

UPCOMING EVENTS

18 November

IT Strategy Roundtable Luncheon for SMEs (Cantonese)

Hong Kong-Taipei Business Cooperation Committee's Networking Dinner 「香港-台北經貿合作委員會 | 交流晚宴

Advanced Media Training: What To Sav & How To Say It?" (For Senior Executives) (English)

Training: How to Handle "Difficult People" at Work? (Cantonese) 如何在工作上處理「難應付之人」? (廣東話)

19 November

CEPA Seminar on Trade in Goods CEPA 下貨物貿易研討會

Workshop Series: Reviewing Your Thinking on HR - (III) Performance Management & HR Planning (Jointly organized with Jardine Matheson Ltd) (English)

20 November

Lunch with Liaoning Governor Mr Bo Xilai 遼寧省省長薄熙來午宴

Trade and Economic Development of Hong Kong and Taiwan under CEPA - 14th Joint Meeting of the Hong Kong-Taipei Business Cooperation Committee (Mandarin) CEPA 下的港台經貿發展 - 「香港 - 台北經 貿合作委員會」第十四次聯席會議 (普通話)

HKGCC Seminar - Privatisation of Hong Kong International Airport '香港國際機場私有化"研討會

Training: Coaching for Performance (Cantonese)

Training: Quality Customer Service (Cantonese)

25~26 November

The 2nd Shanghai & Hong Kong Metropolitan Development Conference (Mandarin with English Interpretation) 第二屆滬港大都市發展研討會

26 November

Roundtable Breakfast: "Project & Risk Management - The Keys to Business Success in the New Economy" (Cantonese) 項目及風險管理 - 企業在新經濟體系中成功 之道 (廣東話)

26 November

e-Workshop: "Smart Supply Chain Management for SMEs"

27 November

Chamber Happy Hour

28 November ~ 17 December

English Workshop: Minutes made Easy (English)

1 December

Americas Committee Cocktail Reception in honour of Consuls General of Countries of the Americas in Hong Kong

Conversation with a General Committee Member - Marjorie Yang

Training: How to set up foreign trade companies in the PRC (Cantonese) 培訓課程:如何在國內設立外商貿易公司 (廣東話)

2 December

CEPA Seminar on the Service Industry CEPA 下服務業研討會

Training: Employment responsibilities imposed on Hong Kong residents in the Mainland (Cantonese)

培訓課程。港人內地就業應注意的責任承 擔 (廣東話)

3 December

Training: Persuasive Presenting (Cantonese) 成功演講技巧講座 (廣東話)

Training: Handling tax investigation in the PRC and avoiding punishment (Cantonese) 培訓課程:內地稅務調查的重點及如何避 免處罰 (廣東話)

4 December

Training: Saving taxes in China (Cantonese) 培訓課程:內地經商節税之道 (廣東話)

5 December

培訓課程《內地外滙管制及外資公司資金 運作解決方案 (廣東話)

8 December

Dinner Club (Cantonese) 聖誕一二八聯歡晚宴 (廣東話)

COMMITTEE MEETINGS

18 November

Economic Policy Committee Meeting

24 November

General Committee Meeting

26 November

Legal Committee Meeting

27 November

e-Committee Meeting

8 December

Industry and Technology Committee Meeting

8 December

Manpower Committee Meeting

9 December

Shipping and Transport Committee Meeting

Regular committee meetings open to respective committee members only, unless otherwise specified

MARK YOUR DIARY

2~6 December

HKGCC Study Mission to Hebei and Tianiin

10 December

HKGCC's 10th Annual Hong Kong **Business Summit**

18~20 December

"Pearl for Youth" Study Mission to the Pearl River Delta and Youth Conference

「珠三角•青雲路」香港青年珠三角 考察團暨北上就業研討會

10 December

The 10th Annual Hong Kong Business Summit

11 December

顧客投訴處理講座Ⅱ「替火爆顧客即時降 溫!](廣東話)

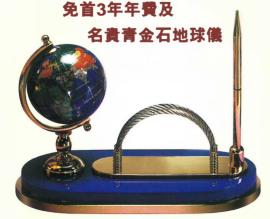
Training: Getting Everything You Want -Playing Your Way to Financial Freedom (English)

12 December

Training: Growth & Expansion - "Buy, Sell, Dilute, Merge Your Business" (English)







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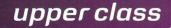
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