



THE HONG KONG GENERAL CHAMBER OF COMMERCE

BULLETIN





IN THE FAR EAST & BEYOND

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THE HONGKONG BANK GROUP

JULY, 1969

THE HONG KONG
GENERAL CHAMBER
OF COMMERCE

The Bulletin

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Australia is building an impressive new opera house in Sydney, a symbol of the country's growing wealth and prestige. The ordinary Australian, also, has money to spend on Hong Kong goods. See leading article.

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A country with one of the highest standards of living in the world, which has increased the real value of its gross national product by 36 per cent in the last six years, and which is expected to experience a strong and growing demand for consumer goods during the foreseeable future —

THIS IS AUSTRALIA

The prosperous Australian worker earns the equivalent of HK\$364 a week. And he is keen to spend his earnings on the good things of life—already most Australian families own at least one car, and a growing number of homes are equipped with telephones, radio and television sets.

Each year the average Aussie—and there are over 12 million of them—spends some HK\$6,200 on consumer and durable goods.

Like his counterparts in other countries with a high standard of living, the Australian is prepared to spend his money freely, if he believes he is getting value for money. Naturally, he is keen to buy Australian-made goods, but he is equally prepared to look at imported goods when they offer benefits in terms of price, quality or design.

Last year Australia imported goods to the value of HK\$20,900 million, an increase of 7.2 per cent over 1967. Three exporting nations only—the US, UK and Japan—between them accounted for almost two thirds of this total. It is hard to believe that an increasing share of the Australian market could not be won by other exporters, if they are prepared to analyse the market requirements logically, and then, having gone-in, to sell aggressively.

Clear Policy

The first point to be kept in mind is that the Australian government has a clearly formulated policy towards imports. In the long term, this is designed to encourage the growth of home industries, and has led to the introduction of customs tariffs to protect local industry.

The future of the tariff policy is currently under debate, but whatever the long-term outcome, it is clear that the best prospects for an immediate expansion in

Hong Kong's exports to Australia lie in the markets that are not significantly served by home industry. The greater part of the Australian textile market comes into this category.

Currently Australia has a favourable trade balance with Hong Kong, despite an encouraging growth in sales of Hong Kong exports. Between 1965 and '68, Hong Kong's imports from Australia increased by 57 per cent. Last year our principal buy from Australia was foodstuffs, accounting for some 40 per cent of total imports from Australia. Wool and metals were also bought in some quantity by Hong Kong, accounting for 19 and 12 per cent respectively.

Fifth Largest Market

Hong Kong's exports and re-exports to Australia increased respectively by 81 and 34 per cent between 1965 and '68, and Australia is now Hong Kong's fifth largest market. Last year the Aussies bought some HK\$242 million-worth of our exports and some HK\$50 million-worth of re-exports.

Exports included textile articles and made-up goods (38 per cent), garments (18 per cent) and toys (8 per cent). Noteworthy areas of recent rapid growth are woven shirts of cotton and man-made fibre, of which Hong Kong more than doubled its sales last year. Book exports increased by the particularly impressive total of 178 per cent. Travel goods and knitted shirts also sold well, going up by some 75 per cent.

Here are some of the points of detail to be kept in mind by potential exporters. They are all taken from a *Country Pamphlet* prepared by the Department of Commerce and Industry. Copies of the full pamphlet are available to members on request.



**Mr. P. R. Searcy, O.B.E.,
Senior Trade Commissioner of
Australia in Hong Kong.**

Tariffs

Hong Kong products are subject to the general rates of duty assessed on f.o.b. port of shipment basis. The mechanism for determining the rate is the Tariff Board. The Tariff Board may recommend increases or decreases in duty rates, or the imposition of quantitative import restrictions. In addition to the duties levied under the customs tariff, additional revenue duties (called primage duties) are imposed at either 5 per cent or 10 per cent on a range of goods. No fixed pattern is discernable in determining which items are to be subject to the levy of primage duty. In the clothing category most items are taxed at 5%.

Sales Tax

A sales tax is levied on goods and commodities sold in Australia, calculated on the sales value of the last wholesale transaction before consumption.

A wide range of goods is exempt from sales tax, including foodstuffs, medicine, surgical goods, plant and equipment for the manufacture of products,

most building materials and goods for use by educational bodies and government authorities. The general rate of sales tax is 12½% but some luxury goods are taxed at 25%. Furniture and household equipment are in a special class, being taxed at 2½%.

Distribution Network

A large proportion of the Australian import trade is con-

proved forms are required for all exports to Australia. It is essential that bills of lading, invoices and other shipping documents are despatched promptly, so that goods can be cleared immediately.

The exporter must endorse on the normal invoice a declaration that the final process of manufacture was performed in the developing country exporting the goods, and not less than half of the factory cost of the goods is



Pictured is part of one shipment of Australian pears on the Samos last month being inspected by the Australian Government Trade Commissioner, Mr. D. M. Walker (third from right), the Chairman of the Australian Apple and Pear Importers' Committee, Mr. Henry Leung (second from left), and others.

ducted by local agents operating on a commission basis or importing on their own account. However there is an increasing tendency for retailers, including department and chain stores, to establish their own buying offices abroad and for manufacturers to import direct. Another channel is through merchant houses, who import goods for resale.

Warehouse Facilities

Accommodation in both bond and free stores is sometimes at a premium and satisfactory arrangements for storage should be made in advance of the arrival of the goods. The Port and Harbour Authorities charge very high rates for goods allowed to remain in the wharf sheds for more than a few days.

Documents

Combined invoices and certificates of value and origin in ap-

represented by the value of labour and materials of developing countries and/or Australia.

Marketing and Labelling Regulations

Regulations require many goods, including foodstuffs, textile products, jewellery, china, porcelain and earthenware, toys, floor tiles and footwear to be marked with the country of origin prominently on a permanent label. Where any weight or quantity is set out, it must specify whether it is gross or net weight. In the case of foodstuffs and medicine, a full and accurate description must also be given.

Credit Insurance

The Hong Kong Export Credit Insurance Corporation is able to offer Hong Kong exporters credit insurance facilities for exports of goods to Australia on documents against payment or documents against acceptance terms.

Chinese Language Examinations

The next Colloquial Mandarin and Cantonese examinations will be held as follows:

Mandarin

Levels: Preliminary, Intermediate and Final.

Date: Friday, 25 July, 1969.

Cantonese

Levels: Preliminary, Intermediate and Final.

Date: Saturday, 26th July, 1969.

Examination Conditions

Details of the syllabus and conditions for these examinations are available on application to the Chamber.

Entries

Candidates must register with the Chamber and should provide particulars of:

- (a) Level
- (b) Firm and address of candidate
- (c) Telephone number at which candidate can be contacted.

Examination Fee

Examination fee of \$30.00 per candidate must accompany each entry. The Committee regrets that entries not accompanied by the appropriate fee cannot be accepted.

Cheques should be made payable to the Hong Kong General Chamber of Commerce and crossed.

Notes on Certification

The Hon. Consul for Costa Rica has informed the Chamber that as from July 1, 1969 all shipments of goods from Hong Kong to ports of the Republic of Costa Rica are required to be covered by Certificates of Origin issued by one of the following issuing authorities: The Hong Kong General Chamber of Commerce, The Indian Chamber of Commerce, the Chinese Manufacturers' Association, the Federation of Hong Kong Industries and The Department of Commerce and Industries.

All certificates must be legalised by the Consul otherwise they may not be accepted by the Customs Authorities at ports of entry.

THE MANAGEMENT CONSULTANT

What is he . . . What does he do . . . Is he worth his hire?



Mr. G. H. Garlick, Assistant Secretary in charge of Public Relations.

The Chamber recently made use of a management consultant to help re-plan the layout of its offices. And the Secretariat's latest recruit — Harry Garlick, who becomes Assistant Secretary in charge of public relations — spent three years working with a leading international firm of consultants. Here he suggests what Chamber members should look for in consultants.

Management consultancy is in many ways the growth industry of the past 20 years. In 1945 — even in Europe and the USA — consultants were few and far between and in most cases had one staple product to offer industry, known usually as work study, which was in itself merely a more sophisticated version of time-and-motion study. Consultants were strongly production oriented and had little to offer their clients in say, marketing, accounting or general management.

Today virtually every leading international name in industry

has employed consultants at one time or another, and in some organisations, consultants are present on a permanent basis, working on one or other aspect of their client's operations. In addition to commercial organisations, consultants' clients include Central and Local Government Departments, state-owned industries, hospitals, churches, political and charitable organisations — even the Royal Opera House, Covent Garden, and the organisers of the Edinburgh Festival.

Nor is the acceptance of consultants limited to large organisations. Garages, stores, book shops, photographers and similar small businesses are among their clients.

From being a specialist in production management, the consultants have become all-rounders able to tackle virtually all problems of organisation, from the top level management structure of an international corporation to the layout of a warehouse or office. Production, sales, accounting, general management, as well as specialist services in say, computers, operational research, diversification planning, etc. all come within their orbit. When appropriate, their operations are international in scope — thus they can assist in, for example, the setting-up of a trading subsidiary in an overseas country, or carry out a survey in a particular export market.

Why have consultants met with such success? Certainly, an important factor — probably the important factor — is the calibre of the men who become consultants. No reputable consultant will employ a man who is not a graduate or equivalent, who has not already sound experience of industry in a managerial capacity, and who does not come up to a minimum level in intelligence and other skills. Because of this, the consulting firms have tended to employ only the cream of

managerial talent. Furthermore, since the rewards of consultancy are usually high, they have no difficulty in attracting high calibre men.

Secondly, the consulting firms spend much time in training and re-training their men. It is not unusual for a consultant, particularly during the early days of his career, to spend one-to-three months out of every twelve in training. The larger firms of consultants also run their own research and development departments, both to keep abreast of current techniques in management and to extend these techniques by developing their own refinements.

Thirdly, the consultant by nature of his occupation moves from company to company and thus acquires a broad cross-section of knowledge and is able to apply the ideas gained in company A to the problems of company B.

In short if any manager is in a position to succeed, then it is by the nature of things the management consultant. This, however, does not mean that he never has failures; nor does it imply that every consultancy assignment is an unqualified success.

To put the consultant's role into perspective, it must be remembered that he does not work in isolation, but with a particular organisation, his client. Clients can be good or bad, and, by and large, most consultants find that their successes arise in the better firms. Furthermore, they would also say that there is a good and bad way of using consultants.

To use consultants successfully, therefore, the onus is on the client. He must appreciate, firstly, what the consultant is able to offer him, and secondly,

Contd. on P. 8

ROUND ABOUT

Hong Kong Trade Statistics

Hong Kong trade statistics for the period of January — May, 1969 analysed from the published figures of the Census and Statistics Department are now available to members. These include H.K. Overall Trade, H.K. Trade with U.K., U.S.A., Canada, West Germany, Sweden, Norway, Denmark, Switzerland, Belgium, Luxemburg, Italy, China, Japan, Australia, Netherlands, New Zealand, South Africa, France, Austria, Portugal, Finland, Spain, Singapore, Indonesia, Taiwan, Philippines, Republic of Korea, India, Thailand, Pakistan, Dominican Republic, Algeria, Ghana, Nigeria, Kenya, Argentina, Sudan, Kuwait, Lebanon, Saudi Arabia, Libya, Zambia, Panama, Mexico, Venezuela, Colombia, Nicaragua, Ecuador, Costa Rica, Guatemala and Uganda.

First Aid Training

Members are reminded that factories employing over 100 workers must have personnel trained in first aid to comply with the First Aid Regulations which will come into effect on 1st October, 1969.

According to these regulations, factories with over 100 workers and not exceeding 200 workers must have at least one person trained in first aid; factories with over 200 workers and not exceeding 300 workers must have at least 2 persons trained in first aid, and so on.

The Commissioner of Labour

has stressed at Legislative Council that he intends to enforce the Regulations when they become effective in October. The penalty for an offence is a fine of \$2,000.

Members who have not yet done so are therefore urged, in their own interest, to send their personnel for training to comply with the regulations.

Simpler Export Documentation

Mr. Ian Tomlin, former Chairman of the Hong Kong Exporters' Association, has announced that the Working Party will hold a series of lectures on Simpler Export Documents in August at the HKEA's office in Star House. There will be two lectures in English and two in Chinese. The time will be at 5.30 p.m. Enquiries to Miss Irene Tam, K-683816.

Navigation in the Pearl River Estuary

In 1960 the People's Republic of China declared the waterway west of the Chiapeng Islands and Tankan Islands (Lima) at the estuary of the Pearl River to be part of China's inland waters. Unauthorised passage by all foreign vessels was prohibited.

Foreign merchant vessels entering or leaving the port of Kwangchow (Canton) through the Wanshan Islands are permitted to pass after approval has been given to application made according to certain rules laid down by the Chinese authorities concerned governing navigation by foreign ships. Information on the approved routes through these waters will be made available on application to the entry and clearance office of the Marine Department.

Journey for Perspective



On 18th June the Chamber was visited by 22 members of various graduate schools of business administration in the United States led by Mr. William H.P. Smith, Vice President, New England Telephone & Telegraph Company.

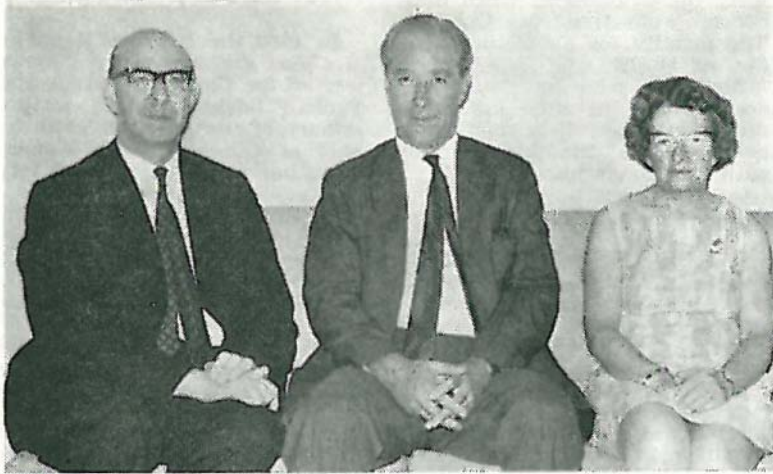
The visitors were received by the Vice Chairman, Mr. G.M.B. Salmon, and the Acting Secretary, Mr. R. T. Griffiths. Mr. Salmon briefed the visitors on the economic, social and constitutional background to Hong Kong and dealt with questions covering a wide variety of topics.

On the same day visitors were entertained to a working lunch hosted by Mr. P.G. Williams, Director of Dodwell & Co. Ltd., supported by Mr. Martin Curran, General Manager of The Hongkong and Shanghai Banking Corporation, Mr. Nigel Rigg, General Manager of Union Insurance Society of Canton, Ltd. and Mr. R.T. Griffiths.

The Journey for Perspective Foundation makes available each year some 20 international study and research fellowships to schools of business administration in the five Universities of Berkeley, Stanford, Los Angeles, Southern California, Washington. The Journey involves a 3-week flying visit to various countries for a concentrated series of comprehensive discussions with leaders of business, government and finance. The students selected must have demonstrated broad capabilities of leadership.

Picture shows Mr Salmon (r.) with two of the students.

Here for Discussion



Mr. G.M.B. Salmon, Vice Chairman of the Chamber, (centre) held talks at the Chamber with Mr. and Mrs. Sam Black, public relations advisors to the London Chamber of Commerce.

Mr. and Mrs. Black arrived in Hong Kong specially to discuss arrangements for the 24th Congress of the Federation of Commonwealth Chambers of Commerce, to be held in Hong Kong from May 4 to 8, 1970. It is expected more than 400 delegates will attend, including one or more Commonwealth Prime Ministers.

Standards Library

The Chamber has been informed that the Federation of Hong Kong Industries has set up a Standards Library, so as to enable both manufacturers and exporters to understand the standards requirements of the countries to which they export.

This library, which is open as a reference library, is stocked with sets of standard specifications of the following national and international standards bodies: The British Standards Institution, The Underwriters Laboratory of the United States, The Standards Association of Australia, The Standards Association of New Zealand, The Danish Standards Institute.

In addition to the above, the library also contains the recently published standards of the United States of America Standards Institute, and the 1969 edition of the published specifications of the American Society of Testing and Materials. The set of ASTM specifications will be complete before the end of this year.

As the Federation is the Hong Kong member of the International Organisation of Standardisation, the Federation has agreed to act as the local sales agent for the published standards of a number of national standard bodies of the United Kingdom, the United States, Australia, New Zealand, Denmark and India, as well as the ISO, the international standardisation organisation.

Enquiries regarding the standards library and purchase of standards, should be directed to Mr. Cecil Chan, Technical Director of the Federation (Tel. H-234141).

Seminar on Career Prospects

At the invitation of the City District Officer of Kowloon City, the Chamber arranged to hold a seminar on Career Prospects for students in the district.

Topics discussed at the seminar were Salesmanship, Accounting and Shipping etc.

The Chamber is especially grateful to Messrs. T.K. Ho, B. Leung, and S.K. Hung of Dodwell & Co. Ltd, who acted as counsellors at the Seminar.

The Management Consultant

Contd.

he must have a realistic idea of what he expects the consultant to achieve.

Basically, a consultant is able to offer a client only two things — time and a trained, outside point-of-view. Of these the first is the more prosaic, but arguably the more important. Many management problems arise because the man on the day-to-day job, no matter how able or intelligent, just does not have the time to sit back and think things out, much less does he have time to go ahead and put a new plan into operation.

The answers the consultant comes up with may not be absolutely right. The infallible man has yet to be born. But they will be answers that are produced by an intelligent and trained man, and almost certainly, they will have been discussed and vetted by his colleagues, so that they are in effect the result of combined brain power and experience. It would therefore be odd if they were completely worthless.

The rules for the client therefore are:

- before employing the consultant have a clear idea of what your objective is (but not necessarily the means of achieving this objective — if you know the answers yourself, you either don't need or can't work with consultants).
- realise that the assets you are buying are simply time and experience — not a magic wand.
- listen honestly to what the consultant has got to say and observe the way he goes about implementing his job.

But if, after all this, you think the consultant is wrong, by all means stop him. But remember that at this stage you alter the whole nature of his assignment. If you were right, you will have wasted the money spent on fees, but it will give a beautiful boost to your ego. And if he was right, you will, alas, never know it.



THE HONG KONG GENERAL CHAMBER OF COMMERCE

1st July 1969

Commercial News

News from D. C. & I.

Membership

Tenders

Trade Fairs

NEWS FROM D. C. & I.

Commercial Information Circular No. 42/69

Thailand

The Department has received a copy of "Notice of the Ministry of Finance" from Thailand announcing a number of amendments to its customs tariff with effect from 25th April, 1969. Of the items affected the following are of interest to Hong Kong:—

Item No.	Description	Ad Valorem per cent		Rate of Duty Specific Duty (baht per Kg)		Hong Kong's Domestic Exports to Thailand in 1968 (HK\$ Mn)
		Old	New	Old	New	
ex 73.10*	Iron or steel rods for electrode wire industry	20	5	0.60 (HK\$0.176)	0.22 (HK\$0.065)	30.7 (All bars and rods of iron or steel)
ex 73.10*	Iron or steel bars for Chang Kol (hoe) industry	20	2	0.60 (HK\$0.176)	0.06 (HK\$0.018)	

Official Exchange Rate: Baht 100 = HK\$29.3

Note: * Part of Item No. 73.10

In a "Memorandum of the Ministry of Economic Affairs" the Thai Authorities promulgated a consolidated list of commodities for which an import permit into Thailand is required. Of the items which fall within this list, the following is of interest to Hong Kong:—

Item No.	Description	Hong Kong's Domestic Exports to Thailand in 1968 (HK\$ '000)
4	Woven materials in piece, bolt, and roll with 50% and upward of genuine silk content	506.4

(Mr. K. Y. Lee, Tel. No. H-453939)

Israel

The Department has received a copy of the Israeli Free Imports Order, 1969, listing goods which are allowed, with effect from 6th October, 1968, to be imported into Israel without specific import licences. Of these items, the following are of interest to Hong Kong:—

Customs Tariff No.	Description	H.K.'s Domestic Exports to Israel in 1968 (HK\$)
14.01	Vegetable materials used for plaiting	45,078
39.07 — 1020	Articles of foam polysterene	(rattan canes) 293,398
42.02	Travel goods and similar containers of leather, composition leather, of vulcanized fibre, of artificial plastic sheeting, of paperboard or of textile fabric.	38,314
60.02	Gloves, mittens and mitts, knitted or crocheted, not elastic and not rubberized.	124,987
61.10	Gloves, mittens, mitts, stockings, socks and sockettes not knitted or crocheted	38,465
66.01	Umbrellas and sunshades (including umbrellas in the form of walking sticks, sunshades in the form of tents, garden umbrellas and the like)	64,429
67.02	Artificial flowers, foliages or fruit or parts thereof; articles made of artificial flowers, foliage or fruit	51,954
67.03 — 1000	Human hair, combed or otherwise worked	199,431
67.04 — 1000	Wigs	47,525
83.01	Locks and padlocks (key, combination or electrically operated) and their parts, of base metal, excluding those used for motor cars; frames incorporating locks, for handbags, trunks and the like, and parts of such frames, of base metal; keys for any of the foregoing articles, finished or not, of base metal	71,491
85.15 — 4000	Sound receivers of the following kinds:	} 1,529,465 (all kinds of transistor radios)
— 4020	Operated by thermionic valves	
— 4035	Operated by a transistor, suitable to be permanently fitted in a motor vehicle, whether so fitted or not	
85.20 — 2020	Fluorescent tubes	32,880
90.07	Photographic apparatus, photographic flashlights	38,697
97.02	Dolls	31,936
97.03	Other toys, excluding dangerous toys	1,218,692
98.12	Combs, hair-slides and the like	44,620

(Mr. T. H. Chau, Tel. No. H-431233)

Commercial Information Circular No. 40/69

Australia

C.I. Circular No. 46/68 gave notice of a Tariff Board public hearing scheduled on 20th August, 1968 regarding the question whether assistance should be accorded the production in Australia of gloves, mittens and mitts of leather or composition leather (Australian Customs Tariff Item No. 42.03.1). The recommendations of the Tariff Board have recently been reported to the Australian Government which has now announced the following changes in the rates of customs duty:—

Australian Tariff Item No.	Description	Rates of Duty	
		Old	New
42.03.1	— Gloves, mittens and mitts, of leather or composition leather:		
42.03.11	— Of the work type or as worn by golfers	12½% ad val.	30% ad val.

Australian Tariff Item No.	Description	Rates of Duty	
		Old	New
42.03.12	— Dress type	12½ % ad val.	12½ % ad val.
42.03.19	— Other:		
	— Of a kind worn solely or principally for sporting purposes	55 % ad val.	} 7½ % ad val.
	— Other	37½ % ad val.	

Hong Kong's domestic exports to Australia of the item concerned were valued at HK\$1,167,797 in 1968 and HK\$341,498 from January to April, 1969.

(Mr. T. K. Chau, Tel. No. H-431233)

Singapore

The Department has received copies of the Singapore Government Gazette Subsidiary Legislation Supplement No. 25 and No. 30 dated 18th April and 17th May respectively, which contain a number of amendments to its customs duties. Of the items affected by these changes the following are of interest to Hong Kong:

Item No.	Description	Customs Duties	
		Old Rate Full & Preferential	New Rate Full & Preferential
893 202 — 1	Toilet cisterns	(Not applicable)	S\$8 each ton.
893 202 — 9	Other than those falling within code 893 202—1	(Not applicable)	Nil
899 531	Slide (zip) fasteners	1 cent per inch per doz.	Nil
899 532	Parts of slide (zip) fasteners	20 % ad val.	Nil

In 1968, Hong Kong's domestic exports of slide (zip) fasteners (and parts), and articles made of plastics which include toilet cisterns, etc. to Singapore were valued at HK\$875,232 and HK\$445,784 respectively.

(Mr. K. Y. Lee, Tel. No. H-453939)

Australia

Tariff Preference to Less-Developed Countries

C. I. Circular No. 48/68 gave a consolidated list of all items included in the Australia preference scheme for imports from less-developed countries. A subsequent extension of the scheme, as well as certain amendments to it, were notified by C. I. Circular No. 68/68 dated 29th August, 1968. A total of forty-five further items have now been included in the scope of this scheme.

For ease of reference a consolidated, up-to-date list of all items included in the Australian preference scheme is attached as Enclosure 1. This list gives details of the preference quotas, the preferential rates of duty and imports into Australia from Hong Kong of the items concerned.

In addition to quota items, the preference scheme also grants duty free entry without

quota limitation to certain specified handicraft products i.e. certain traditional, hand-made products of cottage industries, for which prior applications are not required. Details of these items are set out in Enclosure 2.

All less-developed countries which are entitled to benefit from the preference scheme are listed at Enclosure 3. Hong Kong is included in the list, but is excluded from preferential treatment on the following items:—

70.12.000	Glass inners for vacuum flasks	94.01.130	} Other furniture
85.09.400	Dynamos as used in lighting sets	94.01.199	
85.09.510	Bicycle lamps	94.01.220	
85.09.590	Lamps used in lighting sets	94.01.292	
85.09.600	Warning devices and reflex rear lights for vehicles etc.	94.01.299	
94.01.191	} Chairs and lounges of wicker bamboo and cane, with or without legs	94.03.200	
94.01.210		94.03.900	
		97.03.900	Toys
		98.15.000	Vacuum flasks and parts

Since quotas are allocated only to importers in Australia, exporters wishing to benefit from the preference scheme should contact their importers. The closing date for Australian importers to lodge their applications with the Australian Customs authorities for allocation of quotas for the six-month period commencing 1st July 1969 in respect of the goods specified in Enclosure 1 is 1st June 1969.

Goods entering under the preference scheme are subject to certain origin rules and documentation and certification requirements. For quota items in Enclosure 1, which is available at the Chamber, the exporter

must endorse on the normal invoice a declaration to the effect that the final process of manufacture was performed in Hong Kong and that not less than half of the factory or works cost of the goods is represented by the value of labour and materials of less developed countries and/or Australia (the country or countries concerned must be named and may include other less developed countries as specified in Enclosure 3). No further endorsement is required. For handicraft products in Enclosure 2, certification is required to confirm that they are hand-made and traditional products of a cottage industry in Hong Kong. In this connection, this Department is the recognised certifying authority and will, on request, issue Certificates of Hong Kong Origin with the required endorsement where the facts allow.

(Mr. T. H. Chau,
Tel. No. H-431233)

Commercial Information
Circular No. 41/69.

U. S. A.

Fair Packaging and Labelling Act

Further to Commercial Information Circular No. 34/69, the U.S. Federal Trade Commission has published the following list of commodities which are subject to control under the Fair Packaging and Labelling Act which will come into effect on 1st July 1969:—

Brooms and mops. Fertilizers of the speciality type. Shoes. Automotive replacement parts. Ink containers. Liquefied petroleum gas. Textile fibre products. House fixtures. Motor oil. Antifreeze. Metal beds. Metal cots. Metal springs and dual purpose sleeping equipment. Elastic fabric (braided, knitted, woven). Stationery and other paper products including greeting cards and gift wrapping. Paint, varnishes, and lacquers. Ammunition. Automotive chemical products. Lubricants for home use. Plastic shelf paper, plastic table cloths. Safety flares (for auto and pleasure boating use). Solvents and cleaning fluids for home use. Toys. Waxes for home use.

(Mr. A. T. S. Cheung, Tel. No. H-247316).

Finland

Adjustment of Specific Duties

As a result of the change in the exchange parity of the Finnish currency in October, 1967, the Government of Finland, with the concurrence of the Contracting Parties of the General agreement on Tariffs and Trade, has made adjustments to the specific import duties while the ad valorem rates of duty remain unchanged.

Details of the tariff adjustments of interest to Hong Kong are given in the enclosure which is available at the Chamber. It covers the following:—

- (a) Items comprised by the Kennedy Round negotiations where there are tariff concessions, listing — (i) the base rates; (ii) the rates at present in force; (iii) the rates that will come into effect on 1st January 1970, 1st January 1971 and 1st January 1972 respectively.
- (b) Items not comprised by the Kennedy Round negotiations, listing — (i) the old rates of duty; (ii) the rates at present in force.

Full details of all the tariff changes to be made by Finland are available in the Department's Economic Information Centre, Fire Brigade Building, 2nd floor, Hong Kong.

(Mr. P.H. Lee, Tel. H-451919)
Commercial Information
Circular No. 38/69

Singapore

The Department has received a copy of Singapore Notice to Traders No. 7/69 dated 17th May, 1968 which announced that imports of sheet and plate glass is now subject to quota restriction based on 120% of 1968 imports. Licences will be issued to registered quota holders up to 7/12 of the annual quota and will be valid up to 31st December, 1969.

Consignments of sheet and plate glass already shipped from the countries of export or for which irrevocable Letters of Credit were established before 17th May, 1969 will be permitted import.

In 1968, Hong Kong's domestic exports of glass (including sheet and plate glass) to Singapore were valued at HK\$102,269. (Mr. K. Y. Lee, Tel. No. H-453939)

Australia

The Department has received information that in relation to the Australian Tariff Board's inquiry into whether assistance should be accorded the production in Australia of knitted or crocheted articles of apparel (Australian Tariff Items 60.05.1 and 60.05.2) and of knitted or crocheted shirts (Australian Tariff Item 60.04), a further public hearing will be held at the Public Enquiry Room, Tariff Board, Kings Avenue, Canberra at 10.00 a.m. on Monday, 21st July, 1969. Copies of evidence which witnesses intend to give at this hearing should be lodged with the Board not later than 7th July, 1969.

The Department will report on any further developments as they become known.

(Mr. T.H. Chau,
Tel. No. H-431233)

MEMBERSHIP

Change of Address

Dammy Hair Products Co., Ltd. 910 Cheungshawan Road, 5/F, Kowloon. (Formerly 1509 Union House)

Heem Yick W. B. Company Rm. 402 China Underwriters Life Bldg., 51-57 Des Voeux Road C, Hong Kong. (Formerly Rm. 501 Chung Nam House)

Nansan Enterprises Ltd., Room 408 Takshing House, 20 Des Voeux Road C, Hong Kong. (Formerly 604 Takshing House)

Pan Pacific Products Corp., Room 202 Queen's Bldg., Queen's Road C, Hong Kong. (Formerly Rm. 305, 10 Stanley St.)

Sang Tsoi & Company, Hang Lung House, 9th floor, 184-192 Queen's Road C, Hong Kong. (Formerly 97 Queen's Rd. C.)

Sunlight Trading Company, Rm. 1002 Prosperous Bldg., 48-52 Des Voeux Road C., Hong Kong. (Formerly 111 Alexandra House)

Vorarat Company Ltd., Rm. 803 The Hong Kong Chinese Bk. Bldg., 61-65 Des Voeux Rd. C., Hong Kong. (Formerly 1002 HK Chinese Bk. Bldg.)

Woo Brothers, Room 510 & 504 Great China House, 14-14A Queen's Road C., Hong Kong. (Formerly 1335 Central Bldg.)

Bhojsons & Co. (H.K.) Ltd.
304 Hing Fat House, 8-10
Duddell Street, Hong Kong.
(Formerly 504 Hing Fat
House)

China Underwriters Life &
General Insurance Co., Ltd.
China Underwriters Life Bldg.,
51 Des Voeux Road C, Hong
Kong.

(Formerly Gloucester Bldg.)
General Exports Ltd. 1130-
1132 Prince's Bldg. 5 Chater
Road, Hong Kong.

(Formerly 2424 Prince's Bldg.)
Herbert Kees Limited, Star
House, 19th floor, Kowloon.

(Formerly 9 Ice House Street)
Manchu Gems Ltd., 373, To
Kwa Wan Rd., 11th floor, Block
"B", Kowloon.

(Formerly 231, Nathan Road,
2nd floor, Kowloon.)

Ming Ming Trading Co., 401
Takshing House, 20 Des Voeux
Road C, Hong Kong.

(Formerly 1303 Takshing
House)

Myer & Co. (HK) Ltd., Room
1201A Takshing House, 12th
floor, Hong Kong.

(Formerly 602, 6th floor, Tak-
shing House, Hong Kong.)

Oriental Enterprises Co., Ltd.
53 Hung To Road, 4/F, Kwun
Tong, Kowloon.

(Formerly 31 San Shan Road)
Oriental World Trading Co.,
Ltd. Room 1032 Prince's Bldg.
10 Chater Road, Hong Kong.

(Formerly 510 Great China
House)

St. George's Building Ltd. St.
George's Bldg. 3rd floor, 3 Ice
House Street, Hong Kong.

(Formerly Lane Crawford
House)

Ziang Kong Co. Ltd., Room
533, Star House, 3 Salisbury
Road, Kowloon.

(Formerly Keystone House,
2/F., No. 6, Hankow Road,
Kowloon.)

TRADE FAIRS

SYRIA The 16th Damascus
International Fair will be held
from 25th August to 20th
September 1969. For further
information contact the Fair's
Director General, 67 Avenue de
Bagdad, Damas, Syria.

TAIWAN The Electronics Ex-
hibition will take place in
Taipei from 24th November to
5th December 1969. For details
contact Mr. Richard Tsing, 415
Central Building, Hong Kong,
or telephone H-243337.

EAST GERMANY The 1969
Leipzig Autumn Fair will be
held from 31st August to 7th
September 1969.

UNITED KINGDOM. A
calendar of forthcoming exhibi-
tions from June 1969 to March
1971 to be organised by Brintex
Exhibitions Limited, 3 Clement's
Inn, London WC 2, England, is
at the Chamber for interested
members to read.

IRAN The Second Asian Inter-
national Trade Fair will be held
in Tehran from 5th to 24th
October 1969. Details at the
Chamber.

FRANCE A calendar of Ex-
hibitions for 1969-1970, organized
by the Association Francaise des
Salons Specialises, 22 Avenue
Franklin Roosevelt, 75 Paris
8e, is at the Chamber for
interested members to read.

WEST GERMANY The In-
ternational Household Goods and
Hardware Fair will take place
in Cologne from 12th to 14th
September 1969.

TENDERS

Hong Kong

Tenders are invited for the
following:—

Supply of Chinese Books for
Hong Kong Government.

Supply of Wax Floor Polish.

Supply of Name Plaques for
Parks and Playgrounds.

Making up of Uniforms re-
quired by the Marine Depart-
ment.

Purchase from the Hong Kong
Government of Miscellaneous
Railway Stores.

Supply of White Disinfectant
Fluid.

Supply of Cotton Pullovers
and Woollen Socks.

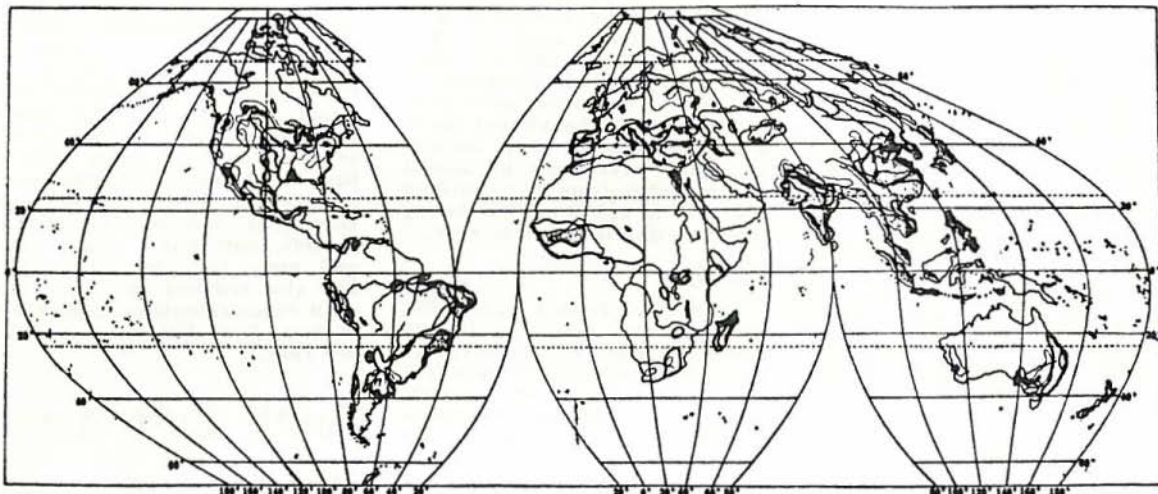
Tender forms and further de-
tails are available from the
Procurement Division, Govern-
ment Supplies Department, Oil
Street and the Public Enquiry
Centre in Kowloon and Hong
Kong.

Notice to Exporters

The Commerce & Industry Department has issued the follow-
ing Notices To Exporters. Members are reminded that if they
wish to receive these notices, please write to the Commerce &
Industry Department, Fire Brigade Building, Hong Kong, stating
the series they require.

SERIES NUMBER	SUBJECT	DATE OF ISSUE
Series 3(E.E.C.) 7/69	Exports of Cotton Woven Tex- tiles to Federal Republic of Germany	20 May 1969
Series 3(E.E.C.) 8/69	Ex-Quota Shipments of Grey Fabrics to Benelux Countries for Processing and subsequent Re-Export	2 June 1969
Series 6(E.F.T.A.)15/69	Exports of restrained non-cotton Garments to Sweden for the period 1st July 1968 to 30th June 1969	2 June 1969
Series 4 No. 2/69	Export of Cotton Textiles to Canada	4 June 1969
Series 1 (Britain)	10/69 Export of Restrained Cotton Textiles to Britain	16 June 1969
Series 1 (Britain)	11/69 — do —	— do —
Series 3 (E.E.C)	9/69 Exports of Woollen Knitted Outerwear to Fed. Republic of Germany	10 June 1969
Series 4 No. 2/69	Export of Cotton Tex- tiles to Canada	4 June 1969
Series 6 (E.F.T.A.)	16/69 Exports of restrained non-cotton garments to Sweden	9 June 1969

Economic Report: World Round Up



Kenya

At the end of June 1968, sales in the commercial sector were 14 per cent below those of the first six months of 1967. Unemployment grew in all non-agricultural sectors except commerce. Kenya now faces the dilemma of increased local manufacturing facilities with a deterioration in the standards of distribution. The situation will probably worsen as a result of the measures taken in trade licensing.

It is evident the Trade Licensing Act is being carefully considered to ensure that established business run by non-citizens but which are unlikely to be Africanised soon should be granted licences for a longer period—from two to three years—without being subjected to annual renewals. However, some of the 730 Asian businessmen whose licences to trade were not renewed for 1969 have appealed against the decision or for an extension of time. Many of them, nevertheless, have closed down their shops on the March 31st deadline. Confusion continues, however, because many formerly total Asian businesses have taken in a nominal African partner and claim to be genuine African businesses now, possibly with a change of name.

During the first eight months of 1968, Kenya continued to suffer from a large trade imbalance but exports of domestically produced goods rose by 10 per cent. Almost two-thirds of this increase went to Great Britain. There has been almost a 25 per cent growth in imports from Japan compared with the first eight months of 1967.

Hong Kong's exports to Kenya amounted to HK\$33.84 million in 1968, an increase of 54 per cent. Our re-exports totalled \$4.92 million, an increase of 72 per cent. However, our imports from this sensitive market at \$15.25 million fell by 47 per cent, mainly because our imports of raw cotton from Kenya declined by almost 75 per cent. Our major export items in 1968 were clothing and cotton fabrics.

Nigeria

At the end of January 1969, Nigeria's foreign exchange reserves amounted to US\$101 million, around which figure the reserves have hovered since the end of 1967. Nigeria has managed to keep the reserves fairly steady by delaying the remittance of foreign exchange. During the last half of 1968, Nigeria's traditional exports were running well below the level of a year earlier. The cocoa crop was small but the prices paid for it were high.

The cotton crop was also small because of bad weather conditions. The peanut crop was poor but conditions enabled the surplus from the previous year to be moved to market. However, by the end of December, exports of crude petroleum had reached 60 per cent of what they had been in June 1967.

In spite of the fairly severe import restrictions, Nigeria incurred a trade deficit during the third quarter of 1968 because exports were down. It has been announced that no further concessions will be given for the import of grey baft or other raw materials for the production of printed fabrics. It is hoped that local cloth will replace imports entirely by 1970 and intended to ensure that textile printers are able to produce their own baft, thereby saving large amounts of foreign exchange.

Hong Kong's exports to Nigeria for the first two months of 1969 amounted to HK\$3.55 million, a decrease of 26 per cent compared with the same period in 1968. Our re-exports at \$10.41 million have decreased by 30 per cent. One of our export items which has shown a significant increase during this period has been enamel frits which is used in the making of glass and porcelain. Exports of this item

in the first two months of 1968 amounted to \$300,000 but in 1969 it has already reached \$990,000. Textile machinery has also increased from \$100,000 to \$310,000 although our re-exports of this item are down. Most other items of export have decreased, particularly clothing and cotton fabrics.

The expansion of the oil industry is likely to be remarkable in the next six months. By the end of January, total oil production had already reached almost 500,000 barrels per day.

Nigeria's balance of trade for 1968 was similar to that in 1967. The export surplus was US\$51.5 million as compared with \$53.5 million for the previous year. There was a significant reduction of \$95.5 million in the value of crude oil exports because production of oil did not resume in earnest until September. Foreign exchange earnings of cocoa and raw cotton exports were down by \$8.4 million each. Increases were shown in peanuts, tin and palm kernels. There was a 13.6 per cent fall in the cost of imports, the result of stringent import restrictions. With the revival of oil production, the continued good prices paid for cocoa, and improved peanut shipments, Nigeria has recorded a trade surplus of more than \$56 million during the first quarter of 1969.

Hong Kong's exports to Nigeria have declined by 28 per cent during the first quarter. They reached HK\$4.43 million at the end of March, compared with \$6.13 million for the same period last year. Our re-exports have also dropped, as have our imports. All categories of our major exports have declined with the notable exception of enamel frits, which have improved.

Uganda

No import licences have been issued since the beginning of February for cotton textiles manufactured outside East Africa or for textiles made from other materials if their landed price in Mombasa was less than 2'6 per square yard. This restriction is designed to improve the market for local textile producers who are going through a difficult period at present. Trade generally has been good during the past quarter although smaller traders are finding difficulty in meeting commitments

and importations are noticeably decreasing.

While Hong Kong's exports to this market improved by 25 per cent last year, to reach HK\$4.62 million, our trade during the first quarter of 1969 has fallen by 49 per cent, compared with the first quarter of 1968. The figures were \$580,000 this year, compared with \$1.13 million for last year. Our re-exports have also declined, though not to as great an extent. Our imports of cotton have risen by almost 300 per cent from \$3.23 million last year to \$12.78 million during the first quarter of this year.

Zambia

With effect from 1 April 1969, the Zambian Government has raised the rates of customs duty on a group of textiles which will affect the Hong Kong exporter. The fabrics concerned are those containing more than 50 per cent cotton such as twills, drills, printed or manufactured from coloured yarns, grey cloth and bleached cloth. The duties have been raised from HK\$0.40 and HK\$0.60 per sq. yard to HK\$0.96 per sq. yard.

South America Colombia

Aid to Colombia is estimated to have reached about US\$350 million in 1968. The country is seeking a further \$410 million for this year. The cost of debt serving, which amounted to some 13 per cent of export receipts in 1968, is not expected to become too heavy a burden on the reserves of Colombia. It may rise to more than 17 per cent during the next few years.

The gross gold and foreign exchange reserves of Colombia rose from US\$149.3 million at the end of 1967 to \$217.6 million at the end of 1968. Foreign debt was reduced by \$3.2 million. The net reserves at the end of 1968 amounted to \$35.1 million. The improvement continued to the end of the first quarter of 1969 when the net reserves reached \$50 million.

In line with the improvement in the external position, there has been a restoration of stability in the domestic economy. Prices, which in recent years have risen by over 15 per cent annually, slowed to 7 per cent in 1967 and to 6 per cent in 1968.

In 1968 Colombia's imports and minor exports increased.

The 1968 cotton crop, one of the larger minor exports, surpassed the most optimistic expectations and earned for the country US\$40 million. Predictions for 1969 are for an even larger crop. Major exports, principally coffee, dropped significantly below 1967's level.

With effect from March 7, Colombia has prohibited the importation of a group of items, among which are: crude soya oil, textile fabrics prepared with a basis of drying oil, gramophone records and record blanks, tape recordings, buttons and button moulds, cuff links, studs, snap and press fasteners. Colombia has also reduced the prior deposit requirements on a long list of items from 130 per cent to 70 per cent.

South East Asia Thailand

Thailand's real Gross National Product grew an estimated 8 per cent in 1968, an improvement of more than 3 per cent over the previous year's growth. Contributing to the advance were a pickup in agriculture, expanding industrial output and increased construction activity. The previous year's drought, however, reduced agricultural exports and, together with rising imports, widened the trade deficit to about US\$500 million. This gap continued to be offset by U.S. military spending, tourism and capital inflows. American military expenditure has been important in boosting the Thai economy. These expenditures have helped push Thailand's foreign exchange reserves to a record \$1,050 million, some 42 per cent above that of 1965.

Hong Kong's domestic exports to Thailand in 1968 amounted to HK\$99.56 million, an increase of 11 per cent. Our re-exports totalled \$56.33, an increase of 8 per cent. After the tremendous spurt Hong Kong's imports registered in 1967, largely because of increase in the import of rice and live cattle, our imports in 1968 returned to approximately the level they held in 1966. Last year they amounted to \$268.82 million. By far our largest item of export was iron and steel bars, distantly followed by clothing, miscellaneous manufactured articles and Chinese medicine.

會訊

中文摘要

與香港

貿易

關係

密切

的

澳洲

在今日世界裏，有一個生活程度相當高的國家；她的國民總生產的實際價值在六年來增加了百分之三十六。預料在可見的將來，她對消費品的需求，將會很大，而且逐漸增長。這個國家便是澳洲。

一個澳洲工人平均每週約賺相當港幣三百六十四元的工資。他會很願意使用其工資去獲得美好的生活享受。現時，大多數澳洲家庭最少擁有一部汽車，而裝置電話、收音機和電視機的家庭則在增加中。

澳洲有一千二百萬人口，每人每年平均使用相當於港幣六千二百元以購買消費品和其他物品。像其他高生活程度國家的人民一樣，澳洲人如果認為他所使去的金錢能獲相當價值的話，他隨時願意使用其金錢。自然，他很喜欢購買澳洲本身生產的貨品。但如果外來貨品的價格便宜，質地或設計優良的話，他也

同樣願意購買。

去年澳洲輸入貨品總值達二百零九億港元，比一九六七年增加了百分之七點二。單是英、美、日三個國家，已輸入總值的三份二。倘若其他輸出國家願意合乎邏輯地分析澳洲市場的需要，設法推銷，相信不難贏去英、美、日三國在澳洲的市場的一部份。

明顯的政策

我們首先要知道澳洲政府對入口貨品有一個明文規定的政策。此政策之目的在鼓勵國內工業的滋長，並且已設置關稅制度去保護國內工業。

關稅政策將來的前途正在辯論中。但無論其結果如何，香港對澳洲輸出的前景，很明顯的是不要和澳洲國內工業的市場衝突。澳洲紡織業的大部份市場，都屬此類。

現時香港雖然鼓勵對澳洲輸出和銷售，但澳洲對香港來說，仍然是入超。在一九六五年及六八年之間，澳洲輸港貨品增加了百分之五十七。去年，澳洲輸港主要的貨品是食品，佔澳洲全部輸港貨品百分之四十；羊毛和金屬品則分別佔百分之十九及百分之十二。

第五個最大市場

香港對澳洲輸出及轉口貨品在一九六五及一九六八年之間分別增加了百分之八十一及百分之三十四。澳洲現時是香港第五大市場。去年，澳洲向香港購買了價值港幣二億四千二百萬元的輸出品和價值港幣五千萬元的轉口貨。

輸出品包括紡織品（佔百分之三

十八），衣服（佔百分之十八）和玩具（佔百分之八）。增加特別迅速的種類是棉質和人造纖維的恤衫，香港這類的貨品在去年增加逾一倍。書籍輸出增加百分之九十七，而旅行用品及織造的恤衫銷路亦不俗，也增加了百分之七十五。

出口商應記着幾點資料。這些資料都是取自工商處編訂的「國家小冊」。本會可供應這類小冊給予有此需要的會員。

關稅

香港貨的一般關稅係以離岸價計算。釐定稅率的機構是「關稅局」。該局可建議增減關稅，或限制入口數量。除正常關稅外，對某些種類貨品並可徵收百分之五或百分之十的附加稅。至於那些種類貨品需徵一定的附加稅，現仍未定。但在衣服項下多數類目，則徵收百分之五。

銷貨稅

所有在澳洲銷售的貨品和物品，都要繳付「銷貨稅」。該稅額之計算，係以最後批發價為標準。

但很多物品都免繳「銷貨稅」，例如：食品、醫藥、外科儀器、工廠生產設備，大多數建築材料，與及教育團體和政府當局的用品等。一般的「銷貨稅率」是百分之十二點五，但一些奢侈品則定為百分之二十五。傢俬及家庭設備則以特別種類處理，只徵收百分之二點五。

分銷制度

大部份澳洲的入口貿易係由當地代理處理。他們可能是收受佣金或者

直接入口。但現在却有傾向零售的趨勢，這包括百貨商店而言。他們在海外設立購買中心，並且為廠商直接輸入。另一方式是經由商行輸入貨品而再銷售。

倉儲設備

不論以合約方式或自由方式的貯倉，都是極需要的。所以，在貨物到達之前，倉儲問題應有滿意安排。貨物如停留在貨倉的棚架下超過數天，是要繳付極高費用給予「海港及港口當局」的。

所需文件

所有輸往澳洲的貨品均需備有綜合發票，價值證及來源證。為使貨物能立即清理，載貨單、發票和其他船運文件亦需迅速發送。

出口商在正常發票上應簽署一項證明，保證最後的生產程序係在輸出貨品的發展國家，並保證屬於該等發展國家或澳洲的工值和物料價值不少於其輸入澳洲貨品生產成本的一半。

銷售與標誌規定

許多類貨品，包括食品、紡織品、首飾、瓷器、陶器、玩具、樓板磚塊和鞋靴等，必須有永久性的標誌，註明其來源國家。倘若有重量或數量的說明，亦須特別指出其為毛重或淨重。如屬食品和藥物，則須附有詳細和精確說明。

信用保險

香港出口信用保險局對本港出口商輸往澳洲貨品有關付款或承諾等文件，可提供信用保險服務。

由本會新近加入一位「管理顧問」說到「管理顧問」的工作

本會最近接受了一位管理顧問的職議去改組本會的辦事處。新近加入本會秘書處的夏利、賈力奇先生，將以助理秘書身份主理公共關係事務。他以前曾在一間國際性大顧問公司工作凡三年。他現在向本會會員提供他們從顧問身上所能得到的服務。

管理顧問服務於過去二十年間，在很多方面都顯出它是一門成長的行業。但於一九四五年時，甚至在歐洲和美國，顧問公司很少而又不常見，它們主要是提供「工作研究」的服務。這些「工作研究」本身只不過是改良了的「時間與動作研究」。顧問們極受生產工作的限制，很難對他們的顧客提供市場、會計或一般管理方面的意見。

但今天，幾乎每一間國際性大工廠都不時僱用顧問；有些機構則僱用永久性顧問。他們都為其顧客或僱主某方面的工作服務。顧問的顧客，除商業性機構外，還包括中央和地方政府部門、國有工業、醫院、教會、政治性和慈善機構、皇家歌劇院、Coment Garden，和愛丁堡節的負責人等。

大機構固然是他們的顧客，而車房、士多、書店、攝影公司和其他類似的小機構，也都是他們的顧客。顧問除了本身是生產管理專家外，實際上是「通天曉」。因他們要應付幾乎所有有關組織的問題，上至實際機構最高管理階層，下至貨倉或事務所規格的等問題也包在內。生產、銷售、會計、一般管理、甚至較專

門的電腦、工作研究、分散發展計劃等亦屬他們工作範圍之內。如屬適當，他們的工作可成爲國際性。例如：他們可協助建立海外貿易分公司或調查某一出口市場。
爲什麼這些顧問的服務是如此成功？當然，其中一項重要因素是成爲顧問的才能。有令譽的顧問公司不會僱用非大學畢業生或相當程度的人任職，而這些人員不僅有穩固的工業管理經驗，並且達到最低限度的才智及其他技能。因是之故，顧問公司只僱用有最高管理才能的人任職。又因爲顧問服務的酬勞通常是很好的，所以他們不愁吸引不到高才之士。
第二、顧問公司花費大量時間訓練和再訓練他們的職員。所以一個顧問，特別在他工作的初期，每年要受訓一至三個月。較大的顧問公司會有自己的研究和發展部門，使管理技術追上時代，並且利用他們的學識來發展這些技術。
第三、由於顧問職業本身特點，他們常由一間公司轉到別一間。因此，他可以獲得廣泛的知識，利用在甲公司得到的知識，用於處理乙公司的困難。
總之，任何一個成功的經理，多

賴管理顧問之助。這並不表示顧問永不會失敗，也不表示每一項顧問服務的委定係屬不合格的成功。
在透視顧問的地位時，吾人須緊記他並非單獨一人工作，他是與他的顧客或某一機構共同工作。顧客有好有壞，而多數顧問費較好的公司能給予多些成就。同時他們也知道利用顧問的方式有好亦有不好。
因此，要成功地利用顧問，責任是在顧客身上。首先，他一定要明白顧問所能供應的服務。第二、他希望顧問所做的工作須合乎實際。
基本上，一個顧問只向他的顧客提供兩方面的服務。那便是時間和經訓練過的客觀態度。二者之中，前者似屬較普通，但實際上是較重要的。很多管理難題都因每日工作的人（無論他是怎樣能幹和聰明），沒有時間去冷靜地思考問題，更沒有時間去想出執行新工作計劃的方法。
顧問所提供的解決方法未必絕對正確。世界上還沒有全對的人。不過這些解決方法係由曾受訓練的聰明人所提供的。而且可以肯定的是，這些解決方法會經顧問與他的同事商討過，所以實際上是綜合思考力和經驗的結果。因此，如果這些解決方法係屬沒有價值的，那便是奇怪的事了。所以，顧問的顧客要遵循下列事項：

(一) 在僱用顧問之前，應清楚地認識你的目標。但不需知到達成此項目標的方法。如你已獲知解決方法，你便不需顧問的協助，或者你便不能與顧問共同工作。
(二) 你須知道你只是在購用時間

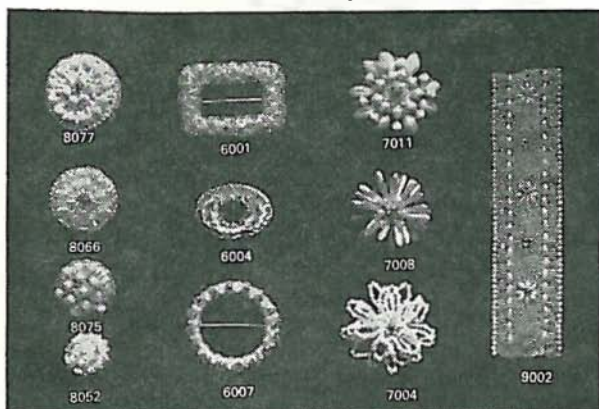
和經驗的服務，而不是一枝魔術棒。
(三) 你應衷誠地聆聽顧問的意見及觀察其工作方式。
但你經過這些階段之後，發覺顧問犯了錯誤，便可設法制止他。不過，要記着你這樣做會改變他工作的全部性質。倘若你是對的話，你便枉用了顧問費，不過你仍可自傲一下。但如果是他對的話，那麼你永不會知道這回事。

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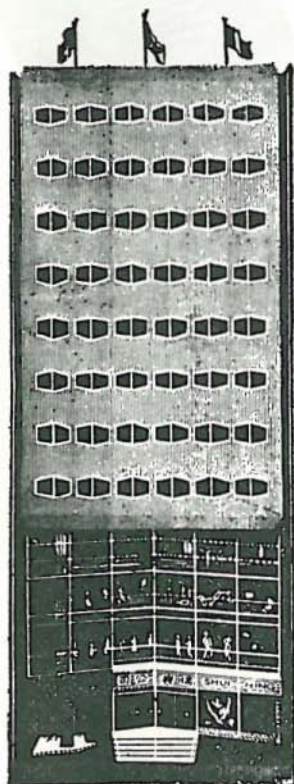


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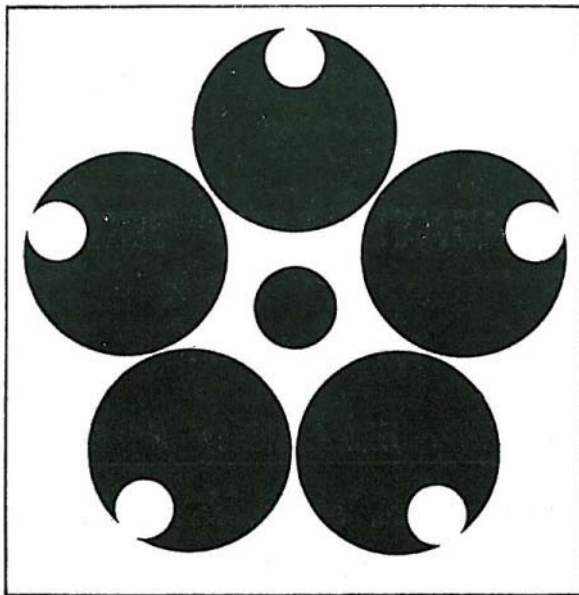
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