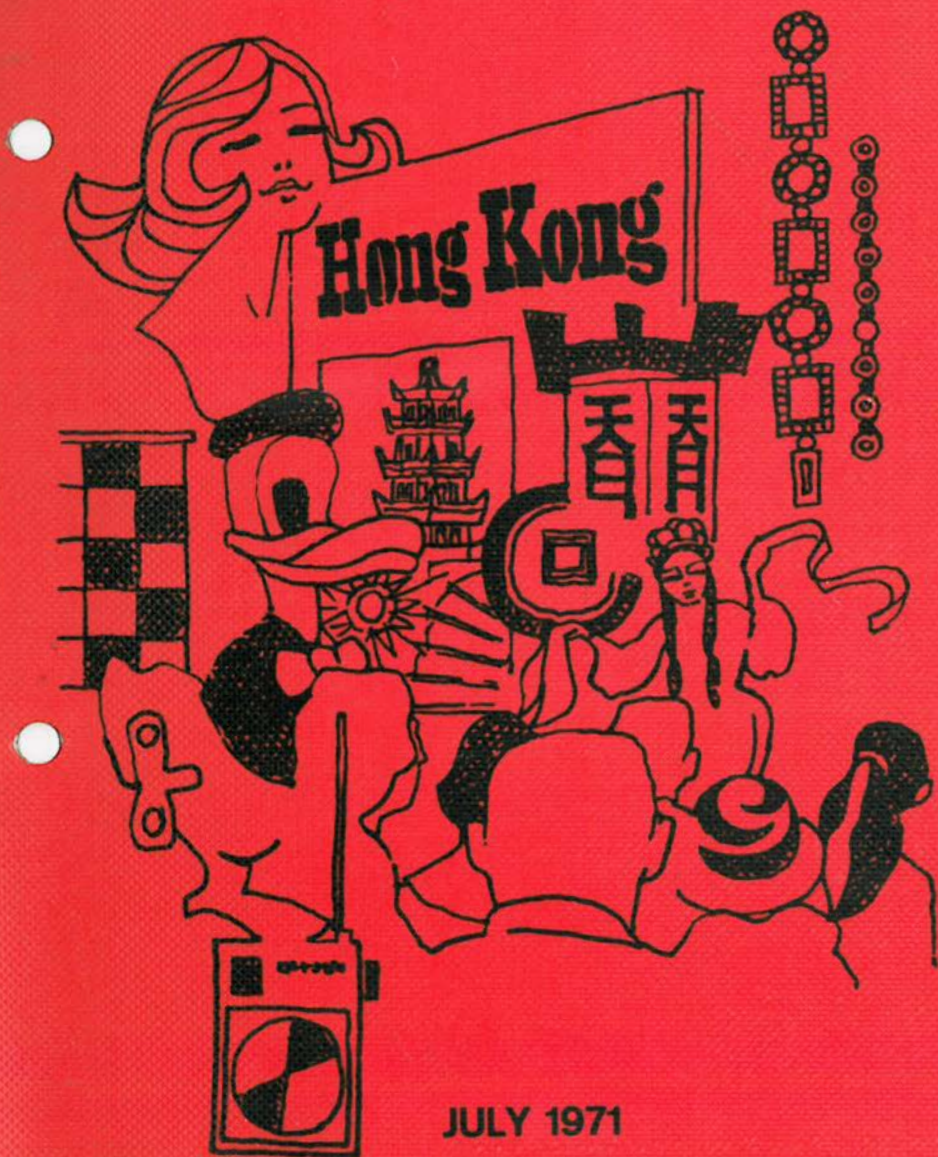




The Bulletin

The Hong Kong General Chamber of Commerce



JULY 1971

美製衣業剖視

香港的成衣製造商，尤其製造男裝成衣者，日常都可能遭遇到一些困難。但若與其美國之同業比較，彼等之難題便微不足道。美國華爾街日報記者尼哥黎夫先生對美國男裝製衣業的晉境內篇有專欄之報導。據一家名聖羅利公司的總裁——高申先生稱：「首先大專學生對我等公司所製造之傳統式西裝（勳衣、長褲等）棄如弊屣。其次，式樣方面，以前是可以預測的，現在的變動範圍大得很。還有男裝成衣最感棘手的问题是入口貨過廉。」他表示，生意額為七十七億美元的男裝成衣業真正陷入困境，而且又不知如何解決是好。

需求方面一般而言都是停滯不前。西裝業一行，是美國幾個呈現萎縮現象之主要行業之一。雖然人口增加了，美國西裝的生產，在過去十年內，每年不斷下降，跌破一九六零年二千一百三十萬套的水平。去年的生產只有一千六百萬套，比前年減少百分之二十四。美國工商處所發表之數字顯示今年首季的生產，又比去年不景氣的一季少了百分之十八。

該行業很多製造商都蒙受損失。一家著名的男裝出品商去年損失二千餘萬港元，前年該公司溢利三百八十萬港元。有些開設多年的廠商已經倒閉。據大通銀行一位紡織業專家稱：「將有更多專門製造男裝成衣的廠商倒閉。因為他們其中許多家都祇出產一兩項有前途的產品，而本身又沒有能力改行。」

美國的經濟狀況無疑促成這一行業近一兩年的重重困難。但即使經濟復趨繁榮，製衣行業對消費者的阻力等問題，亦恐怕無善策。因為消費者的購買習慣改變了，很多人便改穿便服以替代西裝。加上款式轉變無從預測，以致不合時的製成品滯銷。紐約一家專門製造大襠的廠家的陳列室滿掛着削價出售的「茄士味」大襠。原定售價是港幣九百至一千二百元，但現減售二百四十元。

因為細翻領的大襠已不受歡迎。女裝的款式轉變更為快速。但女裝製衣行業對適應較有經驗，因此較能適應環境。

男裝製衣業同時要顧慮入口貨的競爭。去年入口的毛絨及人造纖維的西裝達一百四十萬套，比六九年的九十萬套增加百分之五十，六八年的五十萬套增加三倍。今年首季的數字較去年同期增加百分之二十七。主要原因由於入口貨廉宜。一位紐約的買家說：「我可以少付六十港元而買到一套由遠東運來同等貨式的西裝。而這價錢包括了運費、入口稅、入口商的佣金等」。

由於從荷蘭輸入之西裝過剩，美國的製成工人聯合會去年派兩名代表到荷蘭實地調查，他們發現有些西裝是從共產國家如羅馬尼亞等做好了八成，然後運來荷蘭加工，成為荷蘭出品，以便享受美國對最惠國（基本上非共產國家）的特惠稅。

美國男裝製造商認為入口之蓬勃現象，只有以限制的方法才可以遏止。一位製造商說：「如果政府採取行動，我們便安然無恙，否則便坐以待斃，美國國會現時拖延限制男裝成衣等入口法案的通過。但觀察家相信國會對此等限制漸表同情。」

除了入口，款式轉變的迅速，及需求欠佳外，該行業正被長期的結構問題籠罩着。這行業的工人大都上了年紀，但又缺乏吸引青年工人加入的號召力。因為其中一個原因是工資比其他製造工業平均工資低百分之二十九。去年他們的每小時平均工資祇得港幣十四元左右。其次，該行業集中在紐約，而紐約的生產成本比其他城市高出百分之七至八。交通擁擠，租金昂貴，與及工廠設在層數過多的大廈而引致一般工作效率低降等，都使成本增加。還有紐約本身的腐敗情形，如電梯操作員受賄然後送貨上落，及嚴重的盜竊問題等，對此行業皆不無影響。

許多公司缺乏工作效率，技術的改進，及科學管理。他們調在該行業投資的資金太少，以致未能抵消工資成本的增加。有些大規模的工廠添置新式的設備。但可以有能力採用新方法增加生產力的工廠的家數有限，因為據美商業部統計，製成行業有大小公司二萬五千家。其中約半數之公司僱用之工人數目少過二十九名。

香港工業製品設計促進委員會

數年前，許多海外買家不辭跋涉前來香港訂造他們所需之物品。由於勞資及生活程度不斷上漲，產品之價錢方面已較其他地方為高。補救之方法惟有向日本效法，於新穎的設計及優良的質素等方面努力。

香港工業總會有見及此，於一九六八年五月創立香港工業製品設計促進委員會，提供有關工業製品設計及產品發展之諮詢。委員會之主席為鍾士元博士，幹事則為原劉素珊夫人。委員會之成員有十八位，其中五位為職業設計專家。設計中心相繼成立，執行由設計委員會所提供之計劃。該中心亦由原夫人處理，其職員包括兩位設計家。

工業製品設計促進委員會成立兩年後，發現社會日益了解工業設計，尤其明顯產品設計重要。但對「式樣」及「設計」兩者仍感混亂。多數視設計為外表美觀，對設計在整體性方面之真正目的（一種產品內、外之整個構造及其與成本、生產、推銷等因素之關係）則仍欠了解。而委員會採用教育方法以鼓勵工業設計之意識。

據原夫人稱：「我們體會到當我們缺乏訓練有素的設計專家時，單純推進設計意識是徒勞無功的。我會花了不少時間思索如何利用現有之教育設備來安排設計之課程。」

於一九六八年，香港工業學院始開辦全部時間設計課程，為期三年，首屆之肄業生將於今夏畢業。而香港工業學院及香港中文大學校外課程部及香港大學均設有以部份時間授課之設計科。香港大學之建築、電機工程及機械工程各系學院之第三學年均設有產品設計選修課程。不久之將來，香港大學校外課程部將設立一二年制之高級設計課程。換言之，香港終會有充足之設計家以供工商界之需。

而設計委員會亦聯同設計中心主辦各項設計研討會及演講等。彼等於本月二十六日起將舉辦一為時五星期之設計研討會。此一研討會特別為全未受過正式訓練之設計師而

設，由日本吉岡教授主講。

為提高社會人士對優良設計及產品發展之注意，設計中心每年均舉辦設計比賽及展覽會。於一九六九年設立一命名為「香港總督優異設計獎」，頒贈設計比賽中優勝之廠家。比賽評判以物品設計之性能，標準與品質，適用，經濟及美觀為原則。

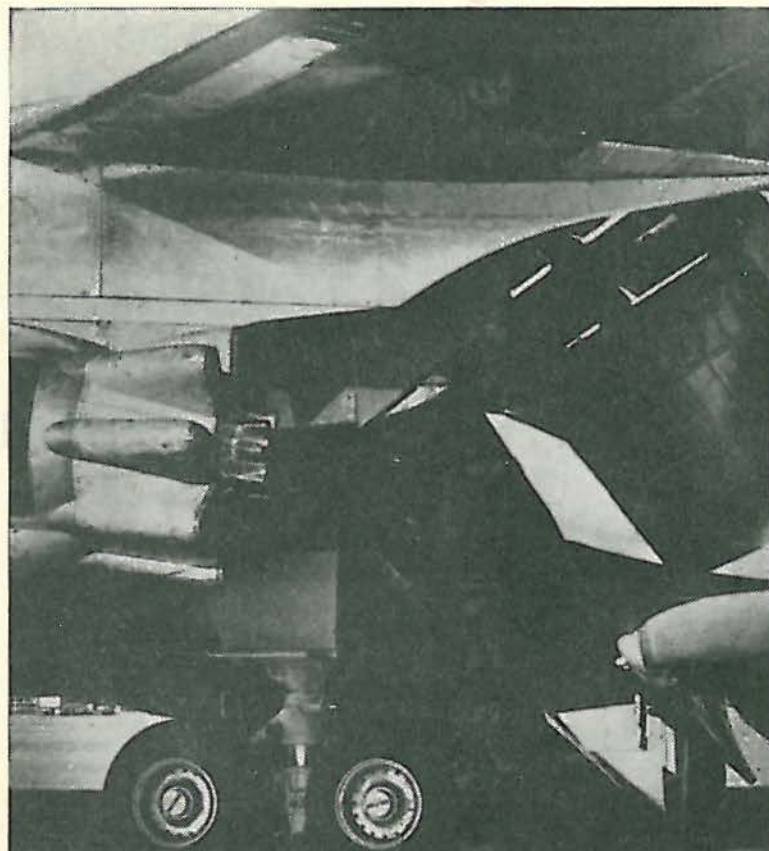
設計委員會目下正籌備設計展覽會，宜。於一九七〇年，彼等曾聯同德國駐港總領使假座大會堂展出設計優美之德國產品。於一九七二年，該委員會將主辦一日本產品展覽會。

設計委員會及中心亦樂意協助廠家解決設計上所遭遇之難題。委員會負責編纂一設計師名錄。該名冊將以設計家之專長分門別類編印完備，以供廠家之參攷。再者，設計中心更設有一「設計審核部」以協助廠家研究設計上之疑難。去年共九十多件產品送往該部門審核檢查。

委員會其他的計劃包括編纂一「設計索引」及「設計標籤」之設立。「設計索引」將記錄本港被供認為設計優美之產品。「設計標籤」將用以發給委員會認為符合設計美觀之美觀之產品。目前，委員會正考慮設立一設計顧問服務，提供廠家如何保護彼等之設計，及有關設計之發展等法律上之問題。

原夫人謂：「大致說來，目下之香港較諸兩年前更明白良好設計之需要。不單是大型規模的公司僱有設計師，小型的公司亦專長於獨特之設計。」

「香港工業學院第一屆之設計科學生將於今夏畢業，我們要細察他們的成就。但從他們上月在大會堂展出之成績看來，他們是極富才華。實在說來，我可以說本港人仕甚具內在的天賦，此乃香港工業前途引以樂觀的因素。一些本港廠家並不接受設計對工業日趨重要的原因是因為在過去，海外買家供給廠家產品的樣本及詳細規格等，以至廠家並不需要利用本港之設計家。但現在情形全然不同，上進的廠家領悟到彼等如要備競爭性，惟有生產符合國際水準之質素優良產品。」



We beat all the international airlines in Asia

In 1961 we won the Boeing maintenance award from the U.S. Federal Aviation Agency ahead of all the other big international airlines. And we've won it every year since then. As you can imagine it wasn't the easiest award to win. But we did. Let's be honest, because some people don't expect us to be so meticulous we're super meticulous in everything we do. In our world-wide maintenance system, in our crew training and with our food. Our standards are top international standards because we are competing with the world's top airlines all over the world.

 **AIR-INDIA**
35 CITIES AND 5 CONTINENTS
In Association with BOEING & QANTAS

CALL YOUR TRAVEL AGENT OR AIR INDIA - HONGKONG H-222131-5 - KOWLOON K-660377

THINKING OF YOUR STAFF?

For all forms of Retirement
Benefits and Group Life
Assurance Schemes
consult:

GUARDIAN ASSURANCE CO., LIMITED,
2nd Floor, Union House, P. O. Box 94,
Hong Kong. Telephone: H-233061.

You get a great deal from Guardian

Challenge to Middle Management

Management in this age of great technological progress is no longer simply a matter of running a company or a factory, in the best way one knows how. Management has become a modern discipline, a field complete with its own body of specialised knowledge, techniques and skills.

In view of the increasing importance of management, and the growing challenge in store for it in the future, we reproduce here a discussion on 'Industrialisation without Middle Management,' prepared and presented recently by Commercial Radio Hong Kong. Five professional Management experts were interviewed by Commercial Radio's Mike Sebastian for the programme. They were:—William Newton, Executive Director, Hong Kong Productivity Centre; W. G. Done, Regional Director, P. A. International Management Consultants Ltd.; William C. C. Kung, Director of Studies, Hong Kong Management Association; Mark Wong, Head of Operations, Hong Kong Productivity Centre; and Harry Garlick, Assistant Secretary, Hong Kong General Chamber of Commerce.

What is middle management?

Done: In the factories, middle management includes those men who are the supervisors and the foremen, whereas in marketing organisations it is the sales supervisors — sometimes the sales managers or executives — who are looking after a particular product group, then in the office, banks, or insurance companies, it is the section leaders who have a group of five, ten, twenty, fifty or perhaps a hundred men for whom they are responsible.

How important is middle management to an economy orientated toward manufacturing and export such as Hong Kong?

Done: It is terribly important, because while top management can set plans and control the operations to some extent, really the job of doing, of putting these plans into effect, and

really achieving what has been set out, falls on this large number of people who are generally known as the middle management of the organisation.

Management experts are in general agreement that middle management is normally in short supply in most countries, but in Asia the problem seems to adopt more serious proportions. There is now a genuine concern for the insufficient supply of middle management here in Hong Kong. When did local authorities become aware of this problem?

Newton: I think this goes back to 1963 really, when Government asked for a survey to be done on the question of increasing productivity and improving the technical skills of the work force. It was on the initiative of the Federation of Hong Kong Industries that a working party was set up to study this very question.



UK express

The Qantas V-Jet Express
takes off after dinner.
Arrives London after breakfast.

The V-Jet Express
departs Hong Kong every
Wednesday, Thursday, Friday and
Saturday. For London. Fast.
AUSTRALIA'S ROUND WORLD AIRLINE

QANTAS
See your Qantas Travel Agent.

It has also been a continuing programme on the part of the Government, and also institutions such as the Federation, to study the man power needs of Hong Kong and to make recommendations from time to time.

Arising out of this, there was a proposal put to Government in 1964 which was accepted, to set up the Productivity Centre. At the same time, over the years, Government has also given support to the Management Association to increase the scale of its programmes in a similar manner.

Business and manufacturing enterprises in Hong Kong have been practising the owner/manager system for a long time. In a lot of ways this system has paid off handsomely for many local corporations, but the time for change is now here — in this context how important is middle management to Hong Kong?

Newton: Well, I think we must recognize the fact that the entrepreneur is concerned with the development of the enterprise as a whole. He is concerned more with the external factors of his organisation than the internal ones, and when the policies and objectives of the organisation are stated, it is up to the middle manager to actually take the directives from the top managers, and to implement them within the organisation.

In other words, it is important to get the right labour force at the proper levels of skills required to firstly, develop the products to meet the markets which the company is seeking to satisfy, and then secondly, to go ahead and distribute the products to the markets. This means, of course, that the most important element is the skill of the man power required. This includes the middle manager himself, and unless he himself does have this skill, he cannot possibly impart it to his own work force, and control and direct them satisfactorily.

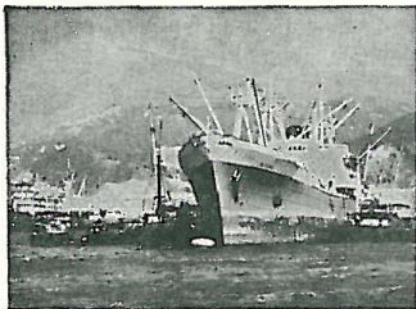
What are the factors contributing to this shortage of middle management personnel in Hong Kong?

Wong: This reported shortage will always be here because we are in a continuous growth situation; we are in a dynamic situation. The industry is growing every day and we will always have a shortage, because we can never foresee the likely growth for the next year. For example, even if we foresaw a likely ten per cent growth, the growth may actually turn out to be fifteen per cent, so again we will be faced with a shortage.

How serious a problem is this shortage?

Kung: Well I think this problem was a serious one, but in this decade perhaps it has been lessened to a

Join a bank and see the world.



When it's a bank like The Chartered, in a place like Hong Kong, you really see the world. The whole world. Hong Kong's life blood depends on imports and exports. Think of it as a supermarket, with countries as clients and you get some idea of its scope. And that's where we

come in. In Hong Kong, all over Asia in fact, we're involved everyday with the financial, advisory, administrative and marketing sides to trading. We've got a whole range of facilities to offer importers and exporters. That and a fund of information about this part of the world.



THE CHARTERED BANK

You see our crest in a lot of places.

great extent because both educational organisations and professional institutions have been trying to educate and train more personnel for this kind of job.

One of the criticisms levelled at Hong Kong is that manufacturers went ahead with very ambitious industrialisation programmes without actually planning for middle management. Can the current shortage of middle management be attributed to short-sighted planning?

Done: That is a bit hard to answer. Maybe these things could have been planned, but you have to create an environment in which people can be trained — in which they can grow and develop — before you can do very much about giving them the sort of training which they really need. So I think perhaps one should not point to bad planning, but rather emphasize the necessity of doing something somewhat more positive than we are doing, being faced as we are right now with the situation of not having sufficiently well qualified management.

Government became aware of the need for middle management in the early 1960's, but what about the local community, is it also aware of this need?

Garlick: I think in Hong Kong there is a tremendous awareness of management, perhaps not a wide

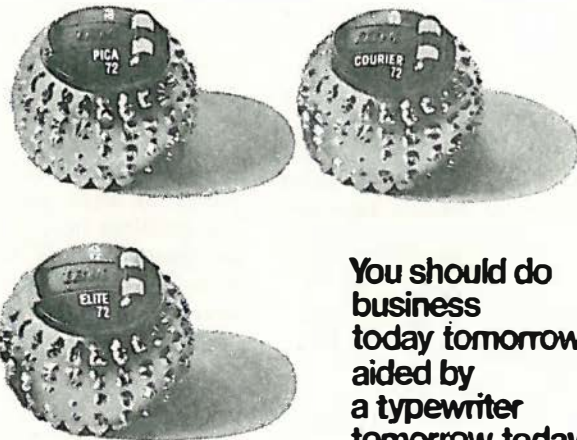
enough awareness, but a knowledge of the fact that it is, as it were, here — and it is going to stay. There is a consciousness in the local community of the need for management in as much as many of the people who can afford to do so, sent their sons overseas to places like Harvard Business School and the Massachusetts Institute of Technology to learn modern management. The problem here is that all too often the young people sent overseas will tend to stay overseas rather than returning.

The large manufacturing concerns in Hong Kong are generally aware of this need — but is there an awareness on the part of smaller industries that there is a need for middle management?

Kung: I believe so, because three or four years ago there were very few participants from smaller business who attended the Association's courses, but from 1968 up to now, there have been more and more smaller business owners and managers taking our courses. They are also sending their executives. This is not only the case in the seminars or courses offered by the association, I have seen the same tendency in the Extramural Departments of the Hong Kong University and the Chinese University.

Newton: I would say that his awareness is there because we draw

BE ON THE BALL



You should do business today tomorrow aided by a typewriter tomorrow today



- Non moving carriage — space saving
- Changeable type styles — flexibility
- No type bar jamming — efficiency
- Dual stroke control — accuracy

If you concern the return on investment, call today, not tomorrow.

H-246141

IBM

Office Products Division
New Henry House.

a lot of participants from small companies of fifty employees and upwards. These range mostly in the areas of fifty to two or three hundred.

We are finding that even in the enterprises where there is only the entrepreneur wearing many hats, that he himself is asking us to take our training to his own organisation. So our inplant training programmes, which are tailored to these needs, are expanding quite rapidly now.

How can the problem posed by the lack of middle management to industries be tackled?

Done: A number of things can and are being done. One is the very fine work which has been carried out by organisations such as the Hong Kong Management Association and the Productivity Centre.

Also, some of the more progressive companies have been doing a lot of training within their bodies. They are sending people overseas to be trained in associated companies, or alternatively, to attend some of the fine management courses which are residential in nature and are run in overseas countries. Of course, this exposure to the overseas environment and the courses, helps a lot in the development of these people.

Garlick: A tremendous point which I think is in favour of the local population in learning management, is their innate ability with mathematics. I think the Chinese as a

race have this as an almost natural flow, you might say. You have only got to look at the number of good Bridge players around town, for instance, to know that this ability with figures is there.

So much of modern management particularly what I call the techniquery of management, is based on mathematics. Indeed, you could almost say that the whole contribution of so-called Scientific Management is to measure things, to measure operations on the shop floor, in the factory, in the office, in the Managing Director's office, and to come up with standards and control procedures based on mathematics either simple or more complicated.

What is the Hong Kong Productivity Centre doing to ease the shortage of middle management personnel?

Newton: With the establishment of the Productivity Centre, we undertook a survey of the training that was being offered in Hong Kong. In trying to identify this training in relationship to the needs of industry, we ourselves found that there was a great need for up-dating the knowledge and skills of middle managers in the production/management areas. So we drew up an integrated development scheme for middle managers and also technologists, which we are now implementing over a five year period.

This programme itself covers many

con't. p.21

Briefing

News from the Chamber ... and the rest of the world

□ CHAMBER COUNCIL 1971

Hon. G. M. B. Salmon (Chairman)
P. G. Williams, Esq.

(Vice-Chairman)

Hon. T. K. Ann, O.B.E.

Hon. H. J. C. Browne

R. Burrell, Esq., D.F.C.

Hon. Sir Sik-nin Chau, C.B.E.

Dr. the Hon. S. Y. Chung, O.B.E.

Hon. Sir Douglas Clague,
C.B.E., M.C.

H. M. G. Forsgate, Esq.

H. P. Foxon, Esq.

H. C. Fung, Esq., O.B.E.

Hon. S. S. Gordon, C.B.E.

W. H. Henderson, Esq.

L. Kadoorie, Esq., C.B.E.,

Chev. Leg. d'Honneur

Hon. Y. K. Kan, C.B.E., LL.D.

H. Keswick, Esq.

Hon. K. S. Lo, O.B.E.

J. MacKenzie, Esq.

J. L. Marden, Esq., M.A.

D. L. Millar, Esq.

K. A. Miller, Esq.

N. A. Rigg, Esq.

Hon. G. R. Ross, O.B.E.

A de O. Sales, Esq., O.B.E.

Hon. J. A. H. Saunders, C.B.E.,
D.S.O., M.C.

(see also p. 14)

□ The Secretary, J. B. Kite, went on leave in mid-June. He is expected back in August. During his absence, R. T. Griffiths is **Acting-Secretary**.

□ G. H. Garlick, Assistant Secretary of the Chamber's **Public Relations Department** went on leave

at the end of June. Lee Sherard is in charge of the Department until his return in late October.

□ Members are reminded that following President Nixon's decision to abolish Comprehensive Certificates of Origin, **Chamber Certificates** will now be accepted in cases in which certification of origin is still required for import into the USA. In their own interests members are advised to check thoroughly the requirements before orders are shipped. In cases of doubt, the Chamber will always be available for advice.

For members' convenience, the Chamber now has three full scale receiving, processing and issuing **offices for certificates of origin**. The newest office, which was opened on July 2nd, is located in Rm. 302, Hong-kong and Shanghai Banking Corporation Building, 664 Nathan Road, Mongkok. The Chamber also has another Kowloon office in Star House, 11th floor. The main office is in Union House, 9th floor, Hong Kong.

□ The first **Wales Trade Mission** to the Far East visited Hong Kong from June 19th to the 23rd. The Mission was sponsored by the Wales Development Corporation and included 13 industrialists representing a broad section of Wales manufacturing and business interests.

The Mission was led by Sir Alfred Nicholas, President of the Develop-

ment Corporation, with Mr. Meiron Lewis, the Corporation's chief executive acting as secretary.

While at the Chamber, Mission members discussed Hong Kong as a potential market for their products, and the need for closer co-operation between the Development Corporation and the Chamber in the future.

The Mission also visited Singapore and Japan (see also p. 14).

□ Mr. Donald C. Ide, Chief of the Commercial Unit of the American Consulate General spoke to members of the Chamber's **American Area Section** on June 30th. Mr. Ide stressed that to help Hong Kong remain competitive with other countries in the Far East and South Asia, Hong Kong businessmen may find it worth their while to make greater use of American goods and services. He also reported that there is evidence that the slowdown of 1970 in the US has given way to a gradual upswing in 1971. Members who are interested in developing their trade with the US are invited to call on the Commercial Unit of the Consulate General, he said. A question and discussion period followed Mr. Ide's speech. Over seventy members attended the meeting (see also p. 14).

□ The Hong Kong Shippers' Council has brought the attention of the Chamber to the fact that there has been a considerable increase in the incidence of **overbooked cargo**

space, especially in connection with the US trade. The Council stresses the importance of not overbooking. Double bookings cause extra trouble and expense, and can result in shippers themselves not being able to obtain the space they desire, which would have otherwise been available. In their own best interests, therefore, shipper members should refrain from this practice.

□ **A Public Farewell to HE the Governor and Lady Trench** will be held on Sunday, October 17th, 1971 in the Government Stadium. The entire community — organisations and individuals — are invited to contribute towards the cost of the function. Any surplus left over from the expenses will be donated to the Sir David Trench Fund for Recreation. The Chamber urges members to consider subscribing to make the Public Farewell a success.

□ Mr. K. Sital, Chairman of the **East Pakistan Refugee Fund Committee**, is now making an appeal to the generosity of members to help the East Pakistan Refugees by donating to the Fund. Cheques should be crossed and made out to the Fund, c/o Indian Chamber of Commerce, P.O. Box 2742, Hong Kong.

□ The Census and Statistics Department will be taking a **census of all manufacturing establishments** in the Colony later this month and throughout August. As this informa-

con't p.16

Picture Briefing



- A. Members of the New York Chinese Import and Export Associations Trade Study Mission to the Far East called on the Chamber on June 7th. The chief delegate of the Mission, Mr. Ben John Chen is seen presenting the Association's banner to the Secretary.
- B. The Chairman presented a Chamber calendar to Sir Alfred Nicholas, leader of the Wales Trade Mission which called on the Chamber on June 21st. (See also P. 12).
- C. The Chamber Council, the newly established Chamber advisory body, met for the first time on June 19th. Seen from left to right are:—Dr. the Hon. S. Y. Chung, Mr. A. de O. Sales, Mr. N. A. Rigg, Mr. D. L. Millar, Mr. H. Keswick, Mr. K. A. Miller, the Chairman, the Secretary, Mr. H. M. G. Forsgate, Hon. G. R. Ross, Mr. W. H. Henderson and Mr. J. Mackenzie. (See also p. 12).
- D. Mr. Malcolm G. Bamford (left), President of the Palm Bay Area Chamber of Commerce paid a courtesy call on the Chamber on June 23rd. He is seen with the Assistant Secretary in charge of the American Area Section, F. M. 'Sonny' Castro.
- E. Mr. Donald Ide spoke to members of the Chamber's American Area Section on June 30th in the auditorium of the Staff Training Centre of the Hongkong and Shanghai Banking Corporation. (See also p. 13).
- F. Mr. E. F. Laux (far left), President of the Dallas Chamber of Commerce and Mr. Ralph E. Young (second from left), Manager of the Dallas Chamber of Commerce called on the Chamber on June 23rd, while on an informal visit to Hong Kong. They expressed interest over the prospects of trade with China, especially through joint ventures or distributorships with Hong Kong businessmen. They are seen here with the Acting Secretary, R. T. Griffiths, and S. L. Chung.



Briefing - continued

tion will be useful for industrialists, planners, developers, Government and anyone else interested in Hong Kong's industry, members are urged to give their full co-operation to this project.

□ **Hong Kong trade statistics** for the period of January—May 1971 analysed from the published figures of the Census and Statistics Department are now available to members. These include HK overall trade with UK, USA, Canada, West Germany, Japan, Australia and all other significant markets.

□ The following courses will be offered by the Hong Kong Productivity Council in July and August:—

Material Management—given in Cantonese from July 27th to August 27th, fee \$250.

Quality Control—given in Cantonese from July 30th to September 17th, fee \$350.

Seminar on Personnel Management—given in English on July 30th and 31st, fee \$280.

Seminar on Light Metal Products Industries in Japan—given in Cantonese on August 3rd and 4th, fee \$100.

Seminar on Organisation and Methods—given in English on August 11th and 12th, fee \$500.

For further information please contact the Hong Kong Productivity

Centre, Rms. 512-516, Gloucester Bldg., Tel. H-248121.

□ The Hong Kong Management Association will be holding the following courses during August:—

Training Course of Industrial Supervisors—given in Cantonese, three nights a week from August 23rd to November 5th, deadline for applications: August 3rd.

How to improve your Factory Operations—given in Cantonese, two nights a week, from August 12th to September 14th, deadline for applications: July 31st.

Introduction to the use of Charts in the Office—given in English, a two session lecture and discussion course given on August 4th and 11th, deadline for applications: July 29th.

For further information, please contact the Management Association, United Chinese Bank Building, 12th floor, 31-37 Des Voeux Road Tel. H-234141.

□ The Industrial Safety Training Centre of the Labour Department will be holding a three day training course on **Manual Lifting and Handling** in Cantonese from August 10th through August 12th. Deadline for nominations is August 5th.

For further information please contact the Industrial Safety Training Centre, Canton Road Government Offices, 3rd floor, 393 Canton Road, Kowloon. Tel. K-661438.

Designing in Totality The Hong Kong Industrial Design Council

'I have a gadget that I want to get some manufacturer to copy and mass produce for me — but it's got to be made cheaply so that I can sell at a price that consumers can't resist. I guess I'll have to try overseas . . . do you have any suggestions on where I should go?' asked an American businessman of a friend.

Some years ago, nine out of ten answers would have been 'Sure Hong Kong's the obvious place'. But no longer. Today, Hong Kong will probably be just one of several places mentioned — and it may even be at the bottom of the list of possibilities, as the cost of labour and the standard of living continue to rise in the Colony.

What's to be done? Since Hong Kong can no longer sell on the basis of price, it will have to take the road Japan took, and compete with more original, higher quality, higher priced products.

The Federation of Hong Kong Industries, committed to the development of Hong Kong's industrial infrastructure, recognised this likely progression several years ago. Its long range planning took into account the need firstly, to promote an awareness among manufacturers of the importance of developing and producing original products and the inherent dangers of relying wholly on contract work and, secondly, to provide services to help industry towards this end.

The first step in this long range plan was the development of quality consciousness and the adherence to

internationally accepted standards. The Federation's testing laboratories, standards division and quality consulting services have been active components of this initial phase of the programme. Then as the next logical step in its efforts to help industry meet the needs of changing conditions, the Federation turned to design.

To advise and execute

In May 1968, the Federation established the Hong Kong Industrial Design Council to act as an advisory body on all matters having to do with industrial design and product development.

The Chairman of the Council is Dr. the Hon. S. Y. Chung. There are eighteen members on the Council, five of whom are professional designers.

To carry out the programmes recommended by the Council and to serve as an executive agency in the field of design, the Federation established a Design Centre, which is under the direction of Mrs. Susan Yuen. The Centre employs two full-time designers on its staff.

The Council stresses design in its totality. It feels that there exists a basic confusion between 'styling' and 'design'. Much of what has passed for design has been mere external prettiness, the Council points out, while its true objective of totality — i.e. the entire inner and outer constitution of a product, and its relation to cost, production, and marketing factors — is too little comprehended.

During the more than two years

that the Council and Centre have been in existence, a great deal has been done to bring the importance of good product design to the attention of the community. As a first step in encouraging industrial design consciousness in Hong Kong, the Council devoted much attention to education. 'We saw that there was little use in promoting design consciousness when we didn't have enough trained designers who could deal with the demands this new awareness would create,' said Mrs. Yuen. 'So we spent a great deal of time working on the educational aspect during the first year, to see that full use of existing educational facilities were made available for courses in design, and to organise these courses.'

Largely as a result of the efforts of the Council, a full-time design course was established for the first time at the Hong Kong Technical College in 1968. This summer, the first graduates of this three year course will be ready to start working.

Meeting the demand

The demand for design education is considerable. Part-time courses in general design are offered by the Technical College and the Extra-Mural Departments of both the Chinese University and Hong Kong University.

Moreover, a product design course is now offered to third-year students in the Departments of Architecture, Electrical Engineering and Mechanical Engineering at Hong Kong University

and shortly, a two-years post-graduate industrial design course leading to a diploma will be given by the Extra-Mural Department of Hong Kong University, again as a result of the initiatives taken and assistance given to the University by the Council and Centre.

All this means that eventually Hong Kong will have a ready supply of trained designers to meet the increasing demands of industry, as well as various commercial sectors.

The Council, working through the Centre, also conducts a full programme of ad hoc design seminars and lectures. Most of the lecturers are overseas experts, some of whom are brought to Hong Kong specifically for the purpose of conducting these programmes.

An example of the seminars offered is a five-week course which will begin on July 26th. The course is given for in-service designers — that is, practicing designers — who are presently involved in aspects of design but who have never had formal design training. This course will explain the theory of design and its applications, and will be conducted by Prof. M. Yoshioka, Head of the Industrial Design Department of the Faculty of Engineering of Chiba University in Japan.

In order to bring the attention of the local community to the importance of good industrial design and product development, the Council organises annual design competitions and exhibitions.

In 1969, 'The Governor's Award for Hong Kong Design' was establish-

ed as an annual award to be given to the most outstanding design submitted to the design competition by a Hong Kong manufacturer. The entries are judged on five criteria: function, standards and quality, ergonomics (i.e. ease of operation), economics and aesthetics.

Exhibitions

A design exhibition programme is yet another project currently being undertaken by the Council. The first of such exhibitions was an exhibition of well-designed German products which was held in City Hall late in 1970, and co-sponsored by the German Consul-General and the Council. Since this exhibition was so successful, the Council hopes to hold at least one exhibition every year. The next exhibition will be held in January, 1972, and will feature Japanese products of good design.

Practical help

The Council's work is not limited to promotion and education. The Council and the Centre also provide a variety of services to help manufacturers who approach them in solving practical design problems.

Along this line, the Council is responsible for the compilation of a Register of Designers. This registry classifies local designers by their field of specialisation — eg. product design, graphic design, interior design and textile design — and by their qualifications. The registry makes it possible for the Council to refer a manufacturer with a design problem

to the appropriate designer/s for help.

As a further service to manufacturers, the Centre holds design clinics throughout the year to help manufacturers diagnose their design problems. At these clinics, overseas experts examine each product which is submitted, noting its strengths and weaknesses. A local designer who may be able to correct the design weakness — whether it lies in the material used, in cost, or something simpler like colour — is then contacted. Last year some 90 products were examined in the clinics.

Embryo projects

Among the projects presently still in embryo form is the compilation of a Design Index, and the institution of Design Labels. The Design Index would serve as a record of Hong Kong products which are considered to be of good design. Most advanced countries have such an index so that visitors from overseas can get an idea of the best products the country has to offer.

The Design Label would be yet another way of making local manufacturers more aware of the need to raise design standards. The label would be issued only to those products which the Council feels meet a required level of design competence.

A special Design Advisory service, which will provide guidance to manufacturers for the protection of their designs, as well as providing expert advice on other legal aspects connected with design development and use, is

If you only think of passenger liners when you think of P&O...



...think again!

There is more to the P & O Group than the 20 passenger liners that sail the oceans of the world. The P & O Group of 240 ships includes passenger and car ferries, oil, bulk and ore carriers, container ships, cargo liners, heavy lift cargo ships and offshore service and fishing vessels. The P & O Group also operates air freight services, shipping and forwarding agents, freight brokers, ship chartering companies, travel agents, insurance companies, engineering and ship repairing companies, ship suppliers, motor transport and international road haulage companies and is also involved in a

holiday resort development. In Hong Kong, Mackinnon, Mackenzie & Co., Ltd., — a member of the P & O Group — looks after the P & O Group passenger, cargo and crew interests of P & O Lines, Eastern & Australian Line, Union Steamship British India, Hain-Nourse, Strick Line and Trident Tankers and in addition to this they incorporate Mackinnons Travel, Mackinnons General Trading and Mackinnons Godown Co. So next time you think of P & O — think big! Hong Kong Agents: Mackinnon Mackenzie and Co. Telephone: H-232011.



also currently being studied by the Council.

The efforts of the Design Council and Centre have undoubtedly paid off. 'I think there is no question that today Hong Kong as a whole is much more aware of the need for good industrial design and product development than two years ago,' says Mrs. Yuen.

Native talent

'Not only the large firms employ designers — in fact, those using designers are widespread — many small firms specialize in original designs and display a lot of originality and creativity.

'Established designers feel that there is a shortage of trained designers in Hong Kong, but the first group of locally trained designers who graduate from the Hong Kong Technical College this summer will soon be available. We will have to see how they do.

'Judging from the exhibition of their products held at City Hall last month, they have a great deal of talent. In fact, I would say that the innate talent of the local population — their great creativity which is coupled with a natural sense of discipline — is a major source for optimism in the future of Hong Kong industry.'

It looks as if the Design Council arrived on the Hong Kong scene just on time. The Council's efforts over the last two years have already produced far reaching results. If the present pace is maintained, Hong Kong will be on the map very soon as a centre for design to be reckoned with internationally. ends

Management — con't from p.11

areas in the horizontal and also vertical plan, and includes such matters as quality control production planning and control, supervisory training, management information systems for production managers and departmental heads, and so on.

Can the problem of middle management be solved effectively?

Wong: Well, we can make it better, but to attempt to solve it completely, I think, is extremely difficult. No country has ever been able to do that.

In fact, having such a problem is not necessarily a bad thing, because this will force the top management of less efficient companies to adopt a more aggressive, more efficient and more progressive outlook in order to be able to compete better in the market for middle management people.

Done: I think myself that one never solves the problem of middle management as such because with the advances of technology, changing markets and so forth, we always find that there is a need to redirect ourselves in certain areas and to upgrade middle managers, so the problem is with us to stay. It is rather a question of keeping it within limits which are manageable, and I think we are starting to rapidly reach these limits now.

here today, gone tomorrow

The things you take for granted now, might be gone by tomorrow. Inside a burglar's sack or lying ruined in a fire. So you have the choice; gamble on the future, or safeguard the cost with us. Jardine

insurance gives you immediate, full cover on all your personal and household goods. So when you lose something, you don't lose out. Think about it. Jardine Insurance, for the man who has everything.



JARDINE INSURANCE

For Personal, Fire Accident, Engineering,
Marine and Life Insurance
Jardine, Matheson & Co., Ltd., Jardine House, Hong Kong
CALL: H-228011

Pick of the Press

Reprinted from the Wall Street Journal Threadbare Future?

Hong Kong garment manufacturers — particularly manufacturers of menswear may be having their usual share of day to day problems right now, but they can take heart in knowing that these problems are minor compared with the woes facing their counterparts in the USA. George A. Nikolaieff, staff reporter for the Wall Street Journal gives the inside story on the troubles of the American menswear industry and the part that places like Hong Kong plays in them:—

'I have such pressure on me,' groans Murray Kozinn. 'First,' says the president of Saint Lourie Ltd., droves of college kids now shun the traditional suits, sports jackets and slacks that companies like his make. Second, he says, styling, once predictable, now swings widely. 'My sanity was almost fractured; I couldn't tell if a change meant a new trend or just another guy going off his nut.'

And now the stocky executive is up against what is becoming the male apparel industry's toughest problem — cheap imports. 'It could ruin me,' he laments.

As Mr. Kozinn's plight suggests, the US\$7.7 billion-a-year men's garment industry is in real trouble — and it isn't sure how to get out.

Demand is generally stagnant — or, in some cases, worse. The men's suit field is one of the few major American industries that is actually shrinking. Despite population growth, annual US men's suit output in the past decade has consistently fallen below the 1960 level of 21.3 million units. Production last year plunged to 16 million suits, down 24 per cent from the previous year. And first quarter output this year declined a further 18 per cent from the depressed quarter of a year earlier, US Department of Commerce figures show.

The industry's troubles are taking their toll. Botany Industries Inc., a giant menswear producer, reported a HK\$20.4 million loss in the fiscal year ended last Jan. 31, compared with a profit of HK\$3.8 million or HK\$2.10 a share, in the year-earlier period. Raleigh Clothes, Berwick Clothes and a few other long-familiar names have recently disappeared.

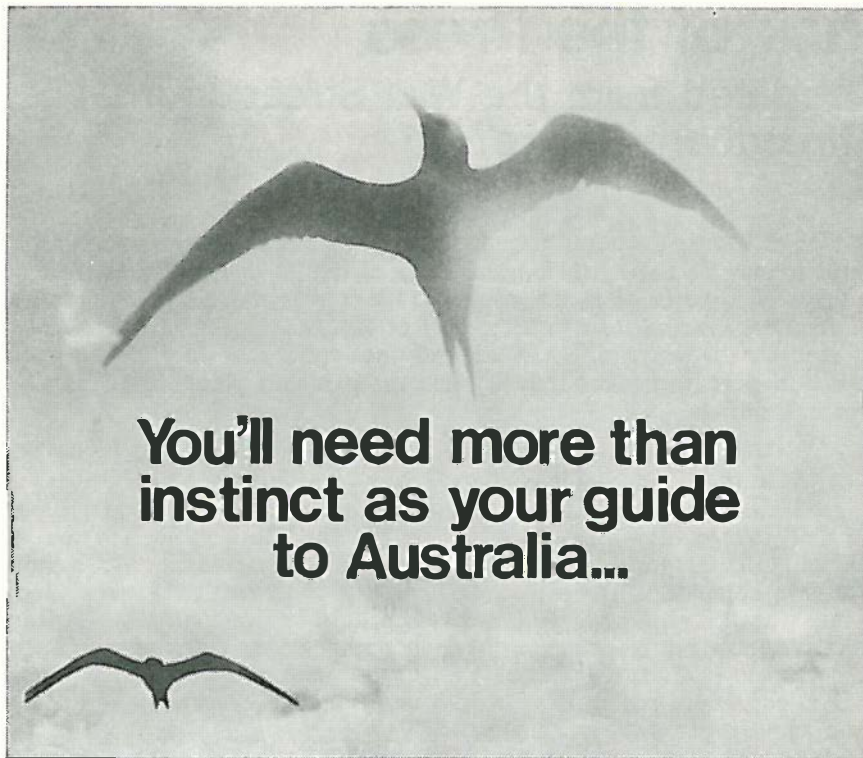
Tomorrow's styles

The US economy has contributed significantly to the troubles of the past year or two, but the industry fears even a boom wouldn't completely solve major problems like mounting consumer resistance.

In addition, the unpredictable changes in styles that worry Mr. Kozinn mean that manufacturers often get stuck with unsaleable merchandise.

Styles still change more rapidly in the women's garment industry, but that field is accustomed to fast change and is better able to accommodate. Despite the recent confusion over hemlines, the women's apparel business is faring better than the menswear industry.

When US menswear makers aren't worrying about tomorrow's styles, they're worrying about today's imports. Last year, imports of suits made of wool or synthetic fibre suits



**You'll need more than
instinct as your guide
to Australia...**

Miraculously, birds can cross vast oceans by instinct alone. But, if you want to do business in Australia, leave instinct to the birds; you will need the advice of experts. And that's where we come in . . .

The BANK OF NEW SOUTH WALES offers to oversee companies and people a free information and introduction service. Our nation-wide network of branches forms the largest, longest-established free enterprise banking complex in Australia. This means we really **know** the country, its people, business and potential.

Let us help you to find your business bearings in Australia and contact the right people, simply write to:

Edwin L. Carthew, Chief Manager, International Division,
Bank of New South Wales,
Box No.1, G.P.O. Sydney, Australia, 2001.

BANK OF NEW SOUTH WALES

The Bank that knows Australian business best.
1200 offices throughout Australia, New Zealand, Papua/New Guinea, Fiji, Nauru,
Norfolk Island and three in London.

INT/HK/B628B

soared to 1.4 million units, up more than 50 per cent from the 900,000 of 1969, and nearly triple the 500,000 of 1968. In this year's first quarter these imports jumped another 27 per cent from the first period of last year.

Behind the big rise: Prices. Foreign-made menswear is so competitive that some US manufacturers are selling their sewing machines and becoming importers.

Today's imports

Ironically, the US government had a hand in creating the industry's import problem. To supply the armed forces in Vietnam, it hires private ships and jets. Rather than return home empty, the ships and cargo jets then head to Hong Kong and other Oriental ports and often take on merchandise at half the normal rates.

Imports have grown so much that some US menswear makers think only trade restrictions can curb them. US Congressional bills that would curb imports of menswear and certain other items are currently stalled. But observers in America believe Congress is becoming increasingly sympathetic to the curbs.

The restrictions would mean bigger apparel prices for American consumers. Moreover, they wouldn't come to grips with many of the industry's basic problems, many analysts complain.

Indeed, besides new problems like imports, rapid style changes and weak demand, the industry works under a cloud of longer-term structural problems. Among them: The field has an aging work force and finds it difficult to attract competent

younger workers. One reason, surely, is that the apparel industry's average wage last year was HK\$14.34 an hour, 29 per cent below the average wage in all manufacturing.

Moreover, the industry is still heavily concentrated in New York city, where production costs are about 7 per cent or 8 per cent higher than in Philadelphia and other cities. And then there's New York corruption.

Many companies lag in efficiency, technology and management, industry officials concede. They say capital spending is far too low to offset adequately the rise in labor costs.

Bright Spot

But the US menswear industry has some bright spots. Shirt makers have benefited from the boom in striped and colourful shirts, for instance. And many companies are taking steps to solve their problems — though they're often finding it an uphill battle. For one thing, many manufacturers are moving to Texas, Southern California and the South. And some companies are improving efficiency.

But it is questionable how many companies can make really sophisticated, drastic improvements. A small number of the industry's giants can operate like any big industrial corporation. But most of the industry consists of tiny companies largely unable to afford advanced, complicated technology. According to the US Department of Commerce, the apparel industry as a whole has about 25,000 individual companies. Nearly half employ fewer than 29 workers.

HEUGA CARPET TILES



The answer to hard flooring problems.

Heuga carpet tiles are unique. They are high quality, long lasting, loose laid and interchangeable carpet tiles, which are 100% colour fast and guaranteed not to shift or curl up at the edges. With Heuga, there's little wear and no wastage.



HEUGA AUSTRALIA PTY. LIMITED

Horigkong Agent: ICC (HONGKONG) LTD.,
206, International Building. Tel: H-456001.

漫談「中層管理」

在現今這個工業技術發展神速的年代，「管理」並不單純是如何主理一間公司或工廠這麼單簡。「管理」已成為一現代的學科，一種獨立的專門智識及技術。鑒於「管理」之重要性，本「會訊」於此轉錄由香港商業電台主持之「缺乏中層管理之工業」座談會之內容。該節目主持人為該電台之巴沙士頓。出席座談者為：香港生產力促進中心執行幹事廖偉朝先生及該中心業務經理黃維爾先生；國際管理顧問有限公司分區董事鄧生寧先生；香港科學管理協會學術主任孔惠廉先生及香港總商會助理秘書賈力克先生。

問：什麼是中層管理？

鄧生寧先生答：在工廠而言，中層管理包括監工及工目；在市場銷售的組織，包括推銷的督察人員，和負責某類貨品的營業經理和主管；在一般辦公室、銀行及保險公司的單位主管，無論其屬下人數為五人，十人，二十人，五十人，或者一百人。中層管理的職務是執行公司最高當局訂下來的政策。

問：中層管理對香港以工業及出口為依歸的經濟其重要性如何？

鄧生寧先生答：甚為重要。因為正如我剛才所說，雖然公司最高當局可以訂下計劃及對工作進行可以得到一些控制，但實際的行動，即是將這些計劃執行而達到預期的效果，那便要依賴一班人，而這班人便是在一個機構裏所謂中層管理。

問：科學管理專家們都一致認為中層管理的人材在大多國家都是缺乏的，此問題在亞洲尤甚。現在香港正為中層管理人材供應不足而焦慮，當局人士何時對此問題開始注意？

廖偉朝先生答：我以為是從一九六三年開始。當時政府提出一項關於如何增加生產力及改良勞工技術問題的調查工作。當時香港工業總會自動成立一個委員會來研究這個問題。我以為政府及其他團體，如工業總會等，時常對香港人力之需要作研究及建議，

已成為他們工作的一部份。由於一九六三年的調查所得，一九六四年有一個向政府提出成立生產力促進中立的建議，該建議為政府所採納。同時多年來香港政府資助科學管理協會，使它擴大其活動範圍。

問：很久以來香港的工商業機構都實行着東主兼經理的營業方法，在多方面而言，這方法使各公司獲利甚豐，但現在正在需要轉交的時期，在這個情形下，中層管理對香港的重要性如何？

廖偉朝先生答：我們一定要承認一個企業家是關心他的企業的全面發展的。他對公司的外在因素比內在因素更為關注。當政策和目標都訂下來後，中層主管的職責，便是將來自最高當局的訓令，在公司內實行。換句話說，獲得適當勞工，來配合每一階層的工作技術所需至為重要。這樣才可以——第一，發展公司心目中市場所需的製成品，第二，將產品分配到市場去。這表示人力需要的技術是工業中最重要的一環。中級的經理本身也要具備這種技術，否則他便不能將這種技術傳給其屬下工作人員，完善地控制和指導他們。

問：甚麼原因引致香港中層管理人材缺乏？

黃維爾先生答：由於我們的經濟不斷增長，人材缺乏的情況是會經常存在的。工業每日都在發展，我們便永遠缺乏人材，因為我們不能預測明年的增長率。舉個例來說，假如我們預測的增長率是百分之十，而實際的增長率是百分之十五，那末我們仍然面臨人材缺乏。

問：人材缺乏問題的嚴重情形如何？

孔惠廉先生答：我以為此乃一過去之嚴重問題，但在七十年代，由於教育機構及專業學會努力訓練更多勝任此類工作的人員，其嚴重性已大為減少。

問：其中一個對香港的批評是商家們進行其雄心勃勃的工業發展計劃時，沒有對中層管理問題作打算。現在中層管理缺乏，是否由於缺乏遠見計劃所造成？

鄧寧爾先生答：這個問題很難作答，因為這些事情雖然可以預先計劃，但必先建立一個人們可以接受訓練的環境——一個可以使他們發展的環境，然後可以給他們所需要的訓練。所以我以為指出沒有完善的計劃，不如強調我們面臨的處境是沒有足夠管理人員，因此需要積極行動去解決。

問：政府在一九六〇年代初期知道中層管理的需要，那末社會人士是否也知道這種需要？

賈力克先生答：我以為在香港很多人已意識到科學管理這一回事。雖然或許認識不夠廣泛，但知道管理這一門學問是存在的。許多可以負担子女到外國留學的家長，着令子女在哈佛大學商學院或麻省理工學院攻讀現代科學管理，由此可以看出本港人士對管理需要的意識。問題是大多數到外國留學的青年都不願意回來工作。

問：在香港大規模的工業機構一般都知道這種需要，但小型工業是否知道中層管理的需要？

孔惠廉先生答：我相信他們是知道的。三、四年前，很少有來自小型工商業的人士參加科學管理協會所主辦的課程，但由一九六八年開始，陸續有更多來自小型工商業的東主及經理來參加我們的課程，他們更促使其主管人來參加。這種情形不限於科學管理協會舉辦的課程，我在香港大學，及香港中文大學主講課程，也看到同樣的趨勢。

廖偉韜先生答：許多人士是知道中層管理的需要。參加我們訓練班的人，很多都是來自五十名雇員以上的組織。最普遍的是五十人至二、三百人。有些小規模工業家，因為一身兼數職，特別要求我們的訓練課程，在他的廠內舉行，我們正加速發展為適應此種環境而設的在廠內訓練課程。

問：對工業缺乏中層管理問題如何着手應付呢？

鄧寧爾先生答：有機項事情是可以做而現在已經在進行中的。其一，香港科學管理協會及香港生產力促進中心等已經做了一些

有意義的工作。其次一些較為進步的機構在其本身範圍內已做了很多訓練工作。他們派雇員在海外選修一些科學管理課程。有機會體驗外地環境和進修課程，對這批人士的發展有甚大幫助。

賈力克先生答：我以為本地人學習管理有一點特別容易，那便是天賦的數學才能。我以為中國人的數學差不多與生俱來。舉例來說，通曉的橋牌好手便可以證明他們精於數學。現代的管理學是以數學為依歸的，所謂科學管理，差不多都是對事物的衡量，和取得一個標準，本着簡單或複雜的數學來採取控制步驟。

問香港生產力中心採取甚麼行動來減輕中層管理人材的缺乏？

廖偉韜先生答：生產力促進中心成立時，我們做過一個香港管理人材訓練的調查。當我們把訓練和工業所需的關係聯成一起時，我們發覺中級經理們在生產和管理方面的智識和技術，需要大大地刷新。我們為中級經理及技術專門人員定下一個整體的發展計劃。我們現在正實行這個五年計劃。

這計劃對平面和直線的領域都為之覆蓋，其中包括：品質控制，生產計劃及控制，督導員的訓練，生產部經理及各部門主管所需管理資料制度等。我們觀察到在成立後這四年來，我們的進展很快，這是對訓練需求的反應。

問：中層管理的問題是否可以有效地得到解決？

黃維生先生答：我們可以做得更好一些，但企圖完全將問題解決，似乎十分困難。現在還沒有一個國家成功。實際上，這個問題的存在不一定是壞的，因為這樣可迫使那些效率較差的最高當局，採取發奮圖強的態度，來爭取中層管理人材。

鄧寧爾先生答：我以為由於技術的進步，市場形勢轉變等，中層管理的問題是不可以解決的。我們常常發覺需要在某些地方刷新自己和提高中級經理人員的辦事能力，所以這問題是常與我們同在。問題是在盡可能範圍內使它能易於處理，而我們已差不多做到這一點。

A banking department where business comes first.

What is TCID?

The letters T.C.I.D. are the initials of the Trade and Credit Information Department of The Hongkong and Shanghai Bank.

What is its function?

TCID was conceived twelve years ago as a specialist business information department to cope with the heavy traffic of overseas and local business

enquiries re business opportunities existing in Hong Kong.

How does it operate?

TCID obtains all its information openly from the company under consideration. It compiles a complete information file (i.e. Bankers Report) on that company coupled with a recommendation. At the same time it provides that company with a complete information file (Bankers Report) on

you with a recommendation.

How can TCID help me today?

TCID has become the largest organisation of its type in Asia, and has many thousands of information files on local and overseas companies. These are available instantly on specific and legitimate request.

Contact TCID at The Hongkong and Shanghai Bank in Hong Kong direct or through your own bankers.



The Hongkong and Shanghai Banking Corporation

Branches, Agents and Correspondents throughout the world.