

# THE Bulletin

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JULY 1998

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A HONG KONG GENERAL CHAMBER OF COMMERCE MAGAZINE

香港總商會月刊

Anniversary  
Edition  
回歸一周年專輯

*The SAR's First Birthday:*

# OH, WHAT A YEAR!

## 風起雲湧：特區一周年



*Also in this issue:*

**Beijing Visit by GC**

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安民午餐會演說

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*- President Jiang Zemin*

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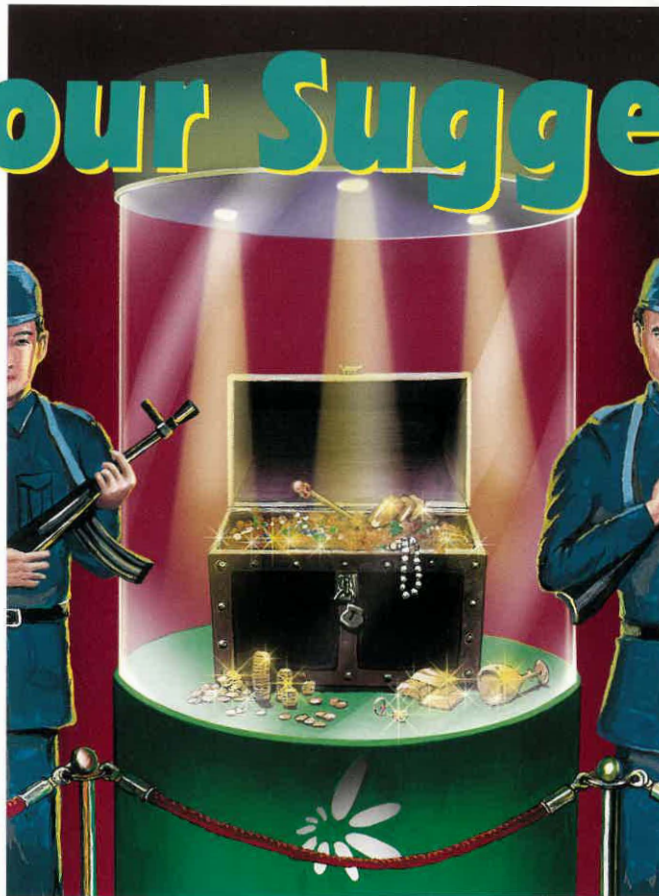
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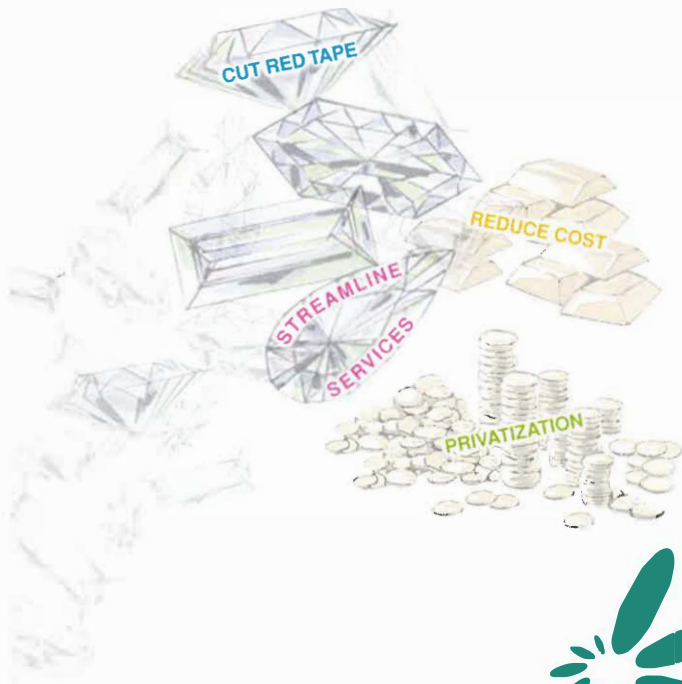
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主席：蔣秉達  
常務副主席：董建成  
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P.8 President Jiang Zemin greets SAR officials on his arrival for the first anniversary celebrations.

國家主席江澤民來港出席回歸紀念活動，抵埗後與特區官員握手。

### ON OTHER PAGES 目錄



P.24 General Committee visit to Beijing.  
理事會訪京



P.25 Dr Helmut Sohmen elected PBEC's International Chairman.

蘇海文博士獲選太平洋地區經濟理事會國際主席。

- P.4 Editorial  
社論
- P.20 China View  
北望神州
- P.22 US View  
談東說西
- P.26 Economic Package  
經濟方案
- P.27 Wage Outlook  
薪酬展望
- P.28 Labour Issues  
勞工
- P.29 Chamber in Action  
本會動態
- P.37 Forecast  
活動預告
- P.39 China Activities Calendar  
中國活動日誌
- P.40 Dalian Mission  
大連考察團
- P.42 Guangdong Mission  
廣東考察團
- P.44 Legal Issues  
法律
- P.45 Tax Talk  
稅務
- P.47 Roundtable  
午餐會
- P.49 First On-line Member  
首名網上登記會員
- P.50 Bulletin  
互聯網
- P.53 Printing & Publishing  
出版·印刷
- P.55 Supply Chain Management  
供應鏈管理系統
- P.57 Training  
新知
- P.60 Charity  
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**EDITORIAL**

# Marking the SAR's First Anniversary

This month marks the first anniversary of the most important event in Hong Kong's modern history, the reversion of sovereignty to China and the creation of the Special Administrative Region (SAR) of the People's Republic of China. As the Hong Kong SAR celebrates its first birthday, it is more apparent than ever how important the smooth nature of the hand-over has been to the continuing economic health and social stability of the whole community.

As expected, the pre-reversion doomsayers have been proved wrong. The continuity of Hong Kong governance and policies under the principles of "one country, two systems" and "Hong Kong people ruling Hong Kong" is abundantly apparent. It has provided a sound base for future development, despite the unexpected and extremely negative impact of the East Asian financial crisis on the local economy. Hong Kong maintains its autonomy as provided under the provisions of the Basic Law. Its basic freedoms are still in place, as is its independent civil service, its rule of law and its major institutions.

The Chief Executive, Mr Tung Chee Hwa and his administration continue to provide sound leadership and more recently injected a welcome dose of reality into assessments of where the economy is headed in the short term. The Chief Executive has delivered the SAR's first Policy Address and the Financial Secretary its first Budget. The first SAR election has been held and the first SAR Legislative Council is now in place. All these "firsts" for the Hong Kong SAR have been achieved with a minimum of fuss and a maximum emphasis on institutional continuity.

Had it been otherwise, it is hard to imagine what sort of state the SAR economy would be in. The new Hong Kong SAR has shown it has the financial strength and the sound institutional framework to handle the impact of the East Asian financial crisis that hit the local economy hard barely four months into the tenure of the new SAR administration. That would have been far more difficult if there had been an uncertain start to Mainland sovereignty.

The Central Government has also played a positive role. This has been especially evident in its support for the SAR administration's efforts to combat the worst effects of the East Asian financial crisis. Most important – for the SAR and for the region – has been the Central Government's commitment to maintaining the value of the Yuan against the US dollar.

During the General Committee's recent visit to Beijing, the Premier Zhu Rongji confirmed the Central Government's confidence in the Hong Kong SAR. "I believe the HKSAR government is capable of properly handling the current situation and Hong Kong's economy can smoothly pass over the current difficult period caused by the Asian financial turmoil," he told the General Committee delegates.

As Hong Kong moves into its second year as a SAR of China, it is more than ever apparent that the smooth reversion of Hong Kong sovereignty to China on July 1 last year was the most positive event of the past 12 months. The smooth transition itself and the continuity of the existing Hong Kong system and institutions has enabled the SAR to ride out the East Asian financial crisis better than most and, importantly, defend the linked exchange rate to the US dollar.

While it is abundantly apparent there will be plenty of challenges ahead, the SAR has shown it has the resilience to tackle them. Fortunately, the SAR Government has recognized the weaknesses in the local economy and recently taken practical steps to bolster it by attempting to free up liquidity in the banking system, boost tourism and tackle the worsening unemployment situation. Unfortunately, it has also moved to lift civil service salaries by an amount that takes no account of the economic situation we now face (see story this issue).

In its continuing efforts to boost local economic confidence, the Chamber has welcomed the Government's initiatives aimed at boosting the local economy, while criticizing its decision on civil service wages for potentially undermining the need for wage restraint across the whole economy. As one of the SAR's foremost business organisations, it will continue to support Government initiatives whenever it can. At the same time, it will not step back from taking a critical approach where that is also deemed necessary for the continued prosperity of the local economy and the protection of the interests of our members and the whole business community. ■



Peter Sutch, Chamber Chairman.

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施德論

# 特區一周年論香港優勢



香港總商會主席薩秉達

本港現代史上的大事，到本月剛好一周年紀念。香港主權回歸中國、中華人民共和國香港特別行政區成立至今一年了。在特區慶祝的同時，人們比以往更清楚明白，主權順利移交對本港保持經濟穩健、社會穩定的重要。

一如所料，事實推翻了那些回歸前預言香港前途黯淡的言論。顯然，在「一國兩制」、「港人治港」的原則下，香港的管治方式和政策維持不變。因此，儘管東亞地區的金融風暴突如其來，嚴重影響本港經濟，本港日後發展的基礎仍然穩健可靠。《基本法》保障香港保持高度自治，港人仍然享有各種基本的自由，獨立的公務員體系、法治制度、其他主要制度依然不變。

行政長官董建華先生與特區政府繼續堅定地領導香港，近來，對本港短期經濟前景的評估也更切合現實。行政長官發表了特區首份施政報告，財務司司長也公佈了首份財政預算案；特區首次選舉舉行，選出首屆立法會。特區這些「第一次」順利完成，沒產生甚麼混亂，且見對延續原有建制的重視。

倘非如此，難以想像現時香港經濟會落得甚麼田地。特區政府成立才四個月，便要面對亞洲金融風暴，此際，香港特區充分展示其財政實力及完善制度足以應付金融風暴對經濟的衝擊。假如香港回歸之時有甚麼不穩定因素，現時的情況便會難上加難了。

中央政府也起著積極的作用，重申了「一國兩制」的原則，有需要時又發表演論支持特區政府。中央表態支持特區政府抗禦亞洲金融風暴，足見對特區的支持；而對特區和東亞地區來說，最重要的支持要舉中央政府承諾維持人民幣兌美元的匯率。

近日總商會訪京時，朱鎔基總理強調，中央政府有信心香港特區可以處理現時的經濟困難，經濟將會回復增長。他對訪京團表示：「我相信香港特區政府能夠恰當地處理現時的情況，香港可以順利度過亞洲金融危機造成的艱難期。」

今天，香港邁向特區成立的第二年，人們比前更清楚明白，過去一年中對香港最有利的時候，莫過於去年七月一日香港主權順利回歸中國。香港順利過渡加上原有制度維持不變，特區能在眾多國家、城市中最能抵抗亞洲金融風暴，更重要是成功捍衛了聯繫匯率。

固然，前路顯然還有許多挑戰，然而特區政府表現了應付此等挑戰的能耐。特區政府認識到本港經濟的弱點，近期採取了務實的措施穩定經濟，計有設法增加銀行體系的資金流動、推動旅遊業、對付日益嚴重的失業情況，令人感到安慰。可惜，政府卻同時大幅增加公務員薪酬，無視現時的經濟情況（詳見內文）。

本會一向努力推動本港經濟發展，對於特區政府採取積極措施推動本港經濟，本會表示歡迎，但卻不得不非議公務員薪酬加幅的決定，因為此舉漠視整體經濟對凍結加薪的需求。作為特區的前列商會，本會繼續盡力支持政府推動經濟的措施。同時，為了確保本港經濟繁榮、保障會員與全港商界的利益，有需要時本會決不會閉口不言。■



薩秉達  
香港總商會主席

# Getting on with business, despite the Asian crisis

By Ian K Perkin, Chief Economist

In this special anniversary edition of The Bulletin, we take a unique look at the first year of the Hong Kong Special Administrative region through the eyes of some of those people who have helped make Hong Kong the great business centre it is today. Has Hong Kong changed since the return of sovereignty? Is the business sector more or less confident in the future?

We asked these questions and more of representatives of key sectors of the local economy – the trader, the banker, the stockbroker, the manufacturer and many more. The setback to the SAR caused by the East Asian economic crisis naturally looms large in all their answers. But all express pride in the successful return of sovereignty to China and an overwhelming confidence in the future of the SAR.

As we move into the SAR's second year and contemplate the challenges that face us, there are lessons here for the whole community. In the words of Chamber vice-chairman and manufacturer, Dr Lily Chiang: "We are more confident in the future of Hong Kong after the handover as we now have a national identity, which is our own home country. We are no longer living in a "borrowed place, borrowed time..."

There can be little doubt that the past year has been a dramatic one for the new



Man of the People: President Jiang Zemin during his visit to a Ma On Shan shopping plaza.

國家主席江澤民參觀馬鞍山大型商場。

SAR, with the celebrations of the return of sovereignty on July 1 last year quickly giving way to the harsh realities of the economic crisis affecting the whole of the East Asian region. But the people of the SAR, its new administration and its business community can take great pride in the

success of the handover and their ability to handle the subsequent financial crisis stemming from events entirely outside the SAR's control.

There can be no doubt that the SAR has been hit hard by the East Asian financial crisis.

## 逆境求全

首席經濟學家冼柏堅

今期《工商月刊》為回歸一周年專輯，特別邀請了數位商界人士講述對香港特別行政區第一年的印象。香港今天能發展為首屈一指的商業中心，他們俱有貢獻。回歸之後，香港有甚麼轉變嗎？商界對前景的信心抑或減少了？

我們向本港主要行業的商界翹楚如貿易商、銀行家、證券界人士、製造商等發出此等問題。答案自然以大篇幅論述亞洲經濟危機給特區帶來的困境，但是，他們都對香港順利回歸中國表示自豪，又對香港前景充滿信心。

在踏入特區的第二個年頭，盤算如何面對挑戰之際，整個社會可以從中得到一些提

## 自強不息

醒。套用總商會副主席兼製造商蔣麗莉博士的說話：「回歸之後，由於取得屬於祖國的國籍身份，我們對香港的前景更有信心。我們不再活在『借來的地方、借來的時間』……」

對新成立的特區來說，過去一年確實是變化劇烈；去年七月一日盛大慶祝回歸，未幾，侵襲整個東亞地區的經濟危機便席捲而來。這場金融風暴的起因並非特區政府所能控制，但政府卻能抵禦此劫。加上主權順利回歸，香港市民、特區政府、商界可以引以為榮。

毫無疑問，特區大大受到亞洲金融風暴的衝擊；由於港元匯率受壓，資產價格大幅滑落，銀行銀根緊絀，利率攀升。港人的信心大受打擊，整體消費和投資驟減。今年首

季，整體經濟估計縮減了最少百分之二，預料情況會持續至年底數個月。按照目前情況，全年經濟難有增長，甚或會出現負增長。

撇開經濟不談，特區也受到一連串頗罕見的個別事件打擊，比如「禽流感」襲港、紅潮殃及養魚區、接二連三的醫療事故，諸如此類。雖然這些問題多少影響了公眾的信心，但卻與回歸並無關係。

香港回歸中國一年之後，一如《聯合聲明》和《基本法》所保障，維持本身的基本制度和各種自由，「一國兩制」、「港人治港」的基本原則得到充分體現。撇除東亞地區的經濟衝擊，本地或海外商界仍然對香港很有信心。特區政府在行政長官董建華先生的領導下，在經濟困境中表現出卓越的領導才能。



Liquidity has tightened considerably in the past year, local interest rates have risen as the Hong Kong dollar exchange rate came under pressure and asset prices have slumped. As a result, domestic confidence has taken a battering and overall consumption and investment have slumped. In the first quarter of the year, the economy is estimated to have contracted by at least 2 per cent and is expected to do so until the final months of the year. Growth for the full year is likely to be non-existent or negative.

Away from the economic arena, the SAR has also been adversely affected by a series of rather exceptional and unrelated events such as the onset of the "bird flu" virus, the red tides destroying fish farms, problems in the hospital system and the like. But while these problems have affected confidence in the community to some extent, again they have nothing to do with the return to Chinese sovereignty.

But twelve months after the return of sovereignty to China, Hong Kong's basic institutions and freedoms remain in place, as promised under the Joint Declaration and the Basic Law. The basic principles of "one country, two systems" and "Hong Kong people ruling Hong Kong" are firmly in place. The regional economic impact apart, business confidence in Hong Kong, both local and overseas, remains strong. The new SAR Administration under the Chief Executive, Mr Tung Chee Hwa, has provided sound leadership in difficult economic circumstances.

In his first SAR Policy Address to the Provisional Legislative Council (PLC) on October 8 last year, the Chief Executive showed a vision and purpose that should continue to move Hong Kong in the right direction despite the subsequent onset of the East Asian financial crisis. He outlined

去年十月八日，董建華向臨時立法會發表首份施政報告，縱然後來出現亞洲金融風暴，報告中流露的遠見與決心必須堅持下去，這樣，香港才會走上正確的方向。他勾畫出一連串計劃，務求保持香港繼續成為區內和世界上最有活力、最吸引人的商業中心。

施政報告建議多項大型新基建計劃，同時又提出解決房屋短缺、改善教育（特別在資訊科技方面）、醫療、福利的方案。行政長官又宣佈研究有關特區未來發展的各個主要部份，並成立策略發展委員會負責這方面的工作。

今年二月十八日，財政司司長曾蔭權先生向臨立會發表九八至九九年度財政預算案，在特區首份財政預算中，上述的計劃大多有所進展。財政司司長為回應亞洲金融風暴，宣佈多項減稅措施，受到商界及社會的歡迎。

曾蔭權為多項大型基建工程提出注資方

a series of programmes aimed at maintaining Hong Kong's position as one of the region's and the world's most vibrant and attractive business centres.

Included amongst these were substantial, new infrastructure plans, as well as proposals to tackle the housing shortage, improve education (especially in the information technology sector), health and welfare. He also announced plans to examine key aspects of the SAR's future development and established the Commission on Strategic development to oversee that task.

Many of these proposals were substantially fleshed out in the SAR's first Budget, covering the 1998-99 financial year and presented to the PLC by the Financial Secretary, Mr Donald Tsang Yam-kuen on February 18 this year. Reacting to the East Asian crisis, the Financial Secretary announced significant tax concessions that were welcomed by the business sector and the broader community.

He also outlined the funding proposals for the huge infrastructure projects now being planned and which will help underpin economic growth into the medium – and longer-term future. And he re-assured financial markets on the determination and ability of the Administration to retain the linked exchange rate to the US dollar (the so-called "dollar peg") and build on the SAR's financial market strengths.

Away from the economic arena, the new SAR continued with its political development under the provisions of the Basic Law and elections for the first SAR Legislative Council were held on May 24. A record voter turn-out of almost 1.5 million people saw 60 Legislative Councillors elected in 20 geographic constituencies, 30 functional constituencies and 10 seats voted for by the 800 member Election

案，這些基建計劃有助鞏固本港中長期的經濟發展。他向金融市場重申政府具備決心與實力，堅決維持聯繫匯率，以及加強香港金融市場的實力。

經濟事務外，特區根據基本法的規定繼續推行政制發展。五月二十四日，首次立法會選舉舉行，投票率打破過往的記錄，人數高達一百五十萬人。選出的六十個立法會議席分別來自三方面：地區直選二十席、功能組別三十席及選舉委員會十席。特區首次選舉從各方面看都十分成功，投票率比政治分析員最樂觀的預測還要理想；此外，全港市民可以參與選舉過程，選出具有代表性的立法會。

對外方面，香港特區繼續表現出良好的形象，以求擺脫外界由於金融風暴而對香港產生的負面看法。行政長官董建華先生以身作則，四出訪問外國解釋特區的特殊情況，行程遍及歐洲、美國、澳洲及鄰近國家。他出訪外國宣傳香港能夠取得成功，有賴香港順利回歸，以

Committee. By any measure, the first SAR elections were a success, outstripping the expectations of even the most optimistic political analysts and providing the opportunity for all Hong Kong people to take part in the electoral process and elect a representative legislature.

Externally, the Hong Kong SAR has continued to project a positive image of itself in a bid to help overcome the negative views of the region stemming from the financial crisis affecting it. Taking the lead in this has been the Chief Executive, Mr Tung Chee Hwa, who has worked tirelessly on his numerous overseas visits to explain the special nature of the SAR in Europe, the US, Australia and around the immediate region. He has been helped in this by the smooth return to Chinese sovereignty and by having the full backing of the Central Government in the initiatives the Administration have taken to counter the effects of the financial crisis.

Unfortunately, the onset of the East Asian financial crisis has overshadowed the other post-hand-over achievements of the SAR. The crisis itself has plunged Hong Kong into an economic recession it has not had to cope with since the last major downturn in the economy in 1985 and, before that, in 1975. There can be little satisfaction in the fact that the crisis was not of Hong Kong's making when it is affecting its economy and its people so dramatically. It is possible to gain some satisfaction from the way Hong Kong has reacted to the crisis, especially in its resilience in the face of the economic setback and its determination to emerge from it both financially and economically stronger.

There is little doubt that the Hong Kong SAR faces some tough economic times ahead as it celebrates the first anniversary of its return to Chinese sovereignty. But it

及中央全力支持特區政府應付金融風暴。

可惜，亞洲金融風暴的衝擊掩蓋了特區在回歸後取得的成績。金融風暴令香港陷入八五年以後未見的嚴重經濟衰退，而再上一回就要追溯到七五年了。這次危機雖對本港經濟及市民影響劇烈，但問題並非出自香港本身；這不足叫人感到安慰。而叫人略感安慰的是香港面對危機的方法，特別是香港面對經濟衰退的適應力，以及為脫離困境而改善金融與經濟狀況的決心。

毫無疑問，香港特區在慶祝回歸一周年時，要面對前面的經濟艱難時期。但是，香港具備雄厚的經濟實力，將會渡過此次難關，且會發展得更強大。當中最重要的是我們與祖國的關係，因為中國正向全世界、一體化的全球經濟進一步開放。但同樣重要的是特區本身的經濟和金融實力、健全的銀行和金融制度、自由並公開的貨品和服務市場，以及資金隨時進出市場的自由。■



Flag raising ceremony, July 1.

七一回歸升旗儀式

also has very real economic and financial strengths that will see in weather the immediate crisis and emerge stronger from it. Foremost among these is its relationship with its new sovereign, China, as it opens further to global economic integration and influence. But also important are the SAR's own economic and financial strengths, its robust banking and financial system and free and open markets in goods and services and the free flow of capital into and out of its markets. ■

**製造商：震雄集團副主席蔣麗莉博士**

#### 回歸以來公司的業務表現如何？

去年回歸以來，我們本港的業務並不理想。可是，生意的轉壞並非因為回歸，而是因為亞洲金融風暴及日本經濟持續轉壞。我們在台灣的業務保持穩定，在中國大陸，業務更有所增長。

#### 香港有甚麼轉變？

##### 個人方面？公司業務方面？

回歸前後，我們看不到個人方面和公司業務方面有甚麼轉變。

#### 回歸一年之後，您對香港前景的信心增加抑或減少了？為甚麼？

回歸之後，由於取得屬於祖國的國籍身份，我們對香港的前景更有信心。我們不再活在「借來的地方、借來的時間」，可以更長遠地計劃和工作，在殖民地時代是不會如此

*Manufacturer: Dr Lily Chiang,  
Vice Chairman, Chen Hsong.*

#### How has business been since the handover?

Business for our Hong Kong operation has not been good since the handover last year. However, the worsening in business was not due to the handover, in fact, it is more because of the financial turmoil in Asia, and the continuing deterioration of the Japanese economy. Our operation in Taiwan remains stable and there is even growth in our PRC operation.

#### How has Hong Kong changed for you since the handover? Personally?

We do not see any difference personally, or for our business, before and after the handover.

#### Twelve months after the handover, are you more or less confident about the future? For what reasons?

We are more confident in the future of Hong Kong after the handover as we now have a national identity, which is our own home country. We are no longer living in a "borrowed place, borrowed time" which would let us do something or plan something more long-term that you would never do in the colonial time. However, on a macro-view for Hong Kong, the future of Hong Kong depends very much on the course of actions that the SAR Government would take in setting their policies and their ability to restructure the fundamental problems and issues in our economy.

的。但是，從宏觀的角度看，香港的前景取決於特區政府怎樣制訂政策，以及政府有沒有能力調整、處理經濟的基本問題和重要事務。

#### 怎樣面對現時經濟不景的考驗呢？

總括一句話——開源節流。成本方面，在不增加成本的情況下，我們會加強改進產品的科技、質量和可靠程度，而不會單靠削減成本。我們也會開拓新興市場，如拉丁美洲和東歐等國；那些地區比較不受金融風暴影響。別忘記西方國家仍然十分依賴進口亞洲貨品，因此，香港肯定有所作為。

#### 特區新政府成立後，有否為您的公司締造新的商業機會呢？

特區政府絕對沒有這樣做。我們寄望政府不會再製造經濟的動盪。

#### 邁向二十一世紀，香港將面對甚麼重大問題或



Dr Lily Chiang 蔣麗莉博士

#### How are you meeting the challenges of the current economic downturn?

You can conclude that with a Chinese saying – "cost saving and expanding sources of income". On the cost side, instead of simply cost cutting, we would put more emphasis on improving the technology content, quality and reliability of our product without increasing the cost. We would also explore into some of the emerging markets, which are less affected by the financial turmoil, such as Latin America and Eastern European countries. Don't forget that the Western countries are still very much relying on imports from Asia and surely something can be done by Hong Kong.

#### What way has the new SAR Government provided business opportunities for your operations that were not previously available?

Absolutely nothing has been done by the SAR Government. We would hope that

#### 困難？您會以甚麼策略迎向這些挑戰呢？

對我們來說，長遠的問題是香港喪失了與鄰近國家競爭的能力。我們這些工業家不能夠確保以合理的薪酬聘請到足夠的勞工和工程師，因為愈來愈多學生選修商科而非工程學。年輕人都很短視，缺乏遠見和承擔，不願意在工程學方面打下基礎。縱使特區政府設下重重難關，我們仍可聘請海外的工程師和輸入內地勞工，暫時紓緩人手不足。

假如政府趕快訂立工業政策，協助工業發展，領導工業提高生產力和質量，同時又提高產品的附加價值和科技水平，這樣，情況就會大大改善。穩定的經濟環境和低利率對工業的生存極為重要，跟提高人力資源同樣重要。

長遠而言，我們必須加強與國內的大學和研究院合作，並且要更加善用國內豐富的天然資源。台灣也是香港未來發展的重要夥伴。憑著台灣雄厚的經濟實力及電子和製造業方面的科技人材，中港台的合作必定有利於三地的發展。■

the Government would not create any more turbulence in the economy.

**What are the major problems, in particular, as Hong Kong moves towards the Millenium – what strategy are you devising to meet these challenges?**

The long-term problem for us is that Hong Kong is losing its competitiveness to our neighbouring countries. As industrialists, we cannot secure the supply of labour and engineers at a reasonable cost as more and more university students have opted for business and commercial courses, rather than engineering studies. Youngsters are shortsighted, with a lack of vision and commitment, and are not willing to devote basic research into engineering work. Despite all the difficulties from the SAR Government, we can recruit overseas engineers and import labour from China as a short-term solution.

It would be much better if the Government could set up an industrial policy urgently that would assist industry development as well as leading the industry to raise productivity, quality as well as value added and technological content of our products. A stable economic environment and lower interest rate is vital to the survival of our industry, which is as important as improvement of our human resources.

In the long run, we may have to strengthen our co-operation with the universities and research institutes in the PRC and better utilise their abundant supply of national resources. Taiwan is also an important partner in Hong Kong's future development. Given their robust economy and expertise in the electronics and manufacturing technologies, co-operation between China, Taiwan and Hong Kong

would definitely be beneficial to all three areas. ■

**Developer: Walter Kwok, Chairman and Chief Executive, Sun Hung Kai Properties.**

**How has business been since the handover?**

Since July 1997, business in Hong Kong has certainly had its ups and downs. In the period immediately after the handover, there was a boom in the property and stock markets, as people saw the "one country, two systems" principle successfully put into place. But soon afterwards, as we all know, a number of other countries in Asia experienced a severe economic upheaval, and the resulting financial turmoil, has in turn, had a negative effect on Hong Kong.

Sun Hung Kai Properties has performed reasonably well, considering all the circumstances. The months since October last year have been a challenge for all of us, with property prices having come down significantly. I think however, the scope for further decline will be limited.

As far as our business is concerned, we have managed to have property sales of HK\$25 billion between the handover and May 1998.

**How are you meeting the challenges of the current economic downturn?**

At present we are concentrating on our core business and controlling costs efficiently. Our overall strategy however, remains the same. We will continue to

focus primarily on Hong Kong property development, and maintain the highest standards of quality, workmanship and service. These are the elements people look for when they buy a property.

Our financial position remains strong, with significant cash inflows from recurrent sources and property sales. The Group's policy of maintaining low gearing remains unchanged.

**Twelve months after the handover, are you more or less confident about the future? For what reasons?**

I am very confident about Hong Kong's future. We have a solid financial system; ample reserves, a fair and open Government and we are uniquely positioned as the world's gateway to the vast potential of Mainland China.

**What way has the new SAR Government provided business opportunities for your operation?**

We are looking to pursue opportunities in local infrastructure and related businesses. This is in line with the SAR Government's policy of encouraging new infrastructure development, to cater to the growth of business and population into the next century.

**What are the major problems, in particular, as Hong Kong moves towards the Millenium?**

Aside from the economic adjustment process that we are going through in the short term, I do not see any major problem facing Hong Kong in the new Millenium, only opportunities, and Sun Hung Kai Properties will continue to be involved in building Hong Kong's future. ■

**地產發展商：新鴻基地產集團主席兼行政總裁郭炳湘**

**回歸以來公司的業務表現如何？**

自九七年七月以來，香港經受連番經濟起落。回歸後「一國兩制」的原則得以成功落實，地產及股票市場發展興旺。然而，隨著亞洲多個國家出現經濟動盪，金融風暴對香港整體經濟產生不良影響。

自去年十月，我們面臨嚴峻考驗，樓價大幅滑落，但最近情況已趨穩定，相信未來下調幅度不大。在這逆轉環境下，我們的業務表現仍算理想。自去年七月到今年五月，銷售物業收益超過二百五十億港元。

**怎樣面對現時經濟不景的考驗呢？**

在這困難時刻，我們會集中發展核心業務，加緊控制成本。我們的企業策略不變，繼續在港發展地產，致力保持最高質素、手工和服務水平。此外，我們的財政狀況健全，從經常性收益及物業銷售獲得龐大流動

現金，而維持低借貸比率的政策亦不會改變。

**回歸一年之後，您對香港前景的信心增加抑或減少了？為甚麼？**

我對香港前景充滿信心。特區政府的運作奉行持平及高透明度的原則，加上香港財政制度健全，外匯儲備充裕，亦是世界通往發展潛力優厚的中國大陸的窗口，地位獨一無二。

**特區新政府成立後，有否為您的公司締造新的商業機會呢？**

我們正積極尋求參與本港基建及相關業務的機會，配合政府推動發展新基建項目的政策，迎接特區下一世紀的經濟發展和人口增長。

**邁向二十一世紀，香港將面對甚麼重大問題或困難？您會以甚麼策略迎向這些挑戰呢？**

香港現處的經濟調整期祇屬短暫，情況

會逐步好轉，下一世紀的來臨會帶來更多發展機會，我預期香港不會出現大問題，而新鴻基地產亦將繼續把握機會，努力建設香港的未來。■

**銀行家：渣打銀行集團執行董事戴維思**

**回歸以來公司的業務表現如何？**

怎樣形容回歸以來香港的商業環境？我想答案是「富挑戰性」。金融危機導致區內所有財務機構重新估計業務的風險，我們也不例外。幸而，我們的狀況良好，因為早在股市樓市暴跌之前一年半，渣打銀行就已經開始業務重估。所以我們作了正確決定，在金融危機來臨以前，減少了在市場上活動。

像我們這般以亞洲為業務重心的銀行——畢竟在港創立了一百四十年——艱難的市道其實也帶來了機會。某些海外銀行被逼撤離，但我們卻能夠投入市場，為原本依賴那

## Banker: Mr Mervyn Davies, Group Executive Director, Standard Chartered Bank

### How has business been since the handover?

How to describe the current business environment in Hong Kong since the handover? I think the word would be "challenging". The financial crisis has led all financial institutions in the region to reassess the risks involved in their business and we are no exception. Fortunately, we are in very good shape as it is a process that had been ongoing at Standard Chartered Bank for more than 18 months before the markets crashed. We made some good decisions then which meant that our exposures were reduced when the crunch came.

For a bank like ours, which is focused in Asia – we have, after all, been in Hong Kong for 140 years – tough market situations do also present opportunities. Some of the overseas banks have been forced to pull back and we have been able to step in and provide funding for some of the local companies who had relied on them. Our market share has increased in some areas and we are looking at opportunities to expand our business.

### How has Hong Kong changed since the handover?

#### For you personally?

The biggest change has been coming back to Hong Kong. I lived here in 1994 and 1995 as Head of Corporate Banking for Standard Chartered but, this time a year ago, I was based in Singapore. My wife



Mr Mervyn Davies

戴維思

Jeanne and I love this place. There is a "buzz" on the streets that you get nowhere else. If some major financial event has happened, you don't need a Reuter's screen to know about it. You can just feel it from the moods of the crowds in Pedder Street or Pacific Place.

#### For Business?

If there was ever easy money to be made in Hong Kong, there is none now. But those companies with a long-term commitment to the region and a prudent approach will continue to do well.

### Twelve months after the handover, are you more or less confident about the future? For what reasons?

Strange though it may seem, in this time of uncertainty, I'm more confident about the future for two reasons.

The first is that China has lived up to its commitments to Hong Kong under the "one

聽起來或許有點奇怪，但我在這不穩定的時期卻對前景更有信心，原因有二。

第一，在一國兩制的原則下，中國遵守了對香港的承諾。個人自由得到尊重，中國政府也容許港人治港，自治程度之高遠超乎多政治評論員所能想像的。縱然，對亞洲金融風暴的關注蓋過了這個事實，但我想，現在國際社會開始了解，預言香港末日的說法是錯誤的。隨著這種觀念將來為人所接受，香港這個全球金融中心之一就會有穩固的發展基礎。

第二，香港現時的經濟調整是提高競爭力的必然步驟。香港本來就是處於漫長的經濟增長周期的尾聲，亞洲金融風暴更加速了周期的運轉。重要的是，香港的金融和管理機制仍然非常穩健，也克服了近期的考驗。我並非說一切都很好。事實剛好相反，對好些港人好些行業來說，這是個十分痛苦的過程，但世事沒有永恒——牛市固然如是，熊市亦然。香港會比人們所想的更快復甦過來。我對此毫不懷疑。

country, two systems" principle. Individual freedoms are being upheld and the Chinese Government has allowed Hong Kong people to run Hong Kong to a far higher degree than many critics would have imagined. Concerns over the Asian financial crisis have masked that fact but, I think now, there is just beginning to be international recognition that the doomsayers were wrong. As that perception takes hold in the coming years, there will be a strong platform for Hong Kong's continued growth as one of the global financial centres.

The second reason is that the adjustments that are taking place in Hong Kong's economy are necessary ones to make the economy more competitive. Hong Kong was at the end of a very long cycle of growth and the Asian crisis accelerated the process. The important thing is that the financial and regulatory structures are still strong and they have withstood recent tests. I am not saying that everything is rosy. Far from it. This is a very painful process for many, many, people and many businesses, but nothing lasts forever – bull markets don't and neither do bear markets. Hong Kong will bounce back sooner than people think. I have no doubts on that.

### What are the major problems, in particular, as Hong Kong moves towards the Millenium – what strategy are you devising to meet these challenges?

The Millenium means two things for Standard Chartered. The first is defeating the Millenium Bug. Like all financial institutions we are ensuring that all our computer systems are Year 2000 compliant. That has been an important worldwide effort by our bank. Here in Hong Kong, we

### 邁向二十一世紀，香港將面對甚麼重大問題或困難？您會以甚麼策略迎向這些挑戰呢？

對渣打銀行來說，二十一世紀的來臨有兩件大事。第一是對付千年蟲。一如所有金融機構，我們努力確保所有電腦系統可以過渡公元二千年。這是我們各地同事的重要工作。香港方面，我們在這問題上與香港金融管理局緊密合作，進度比訂下的指標還要快。

第二個公元二千計劃是添置物業，就是座落觀塘新鴻基創紀之城的渣打銀行大樓。三千名來自十一個辦事處的員工將會遷往此處。這座大樓會成為中區總行以外九龍的另一座重要物業。我們為此感到十分興奮。這座大樓讓我們工作得更有效率，也為員工提供第一流的工作環境。這是我們紮根香港的象徵。■

### 酒店界：文華東方酒店集團常務董事羅衛理

#### 回歸以來公司的業務表現如何？

些銀行的本地公司提供信貸。我們某些業務的市場佔有率提高了，我們也在找機會擴充業務。

### 香港有甚麼轉變？

#### 個人方面？

最大的轉變是回到香港來。九四至九五年，我到香港任職渣打銀行企業銀行部的主管，到了九六年，我被派往新加坡。我們夫婦都很喜歡香港。身處香港街頭，會有種莫名的興奮感覺，是在別處感受不到的。假如有甚麼重大的財經事件發生，不用看路透社的新聞片也可以知道一二。從畢打街或太古廣場的人潮身上，你就可以感受到。

#### 公司業務方面？

如果在香港曾經可以不勞而獲，現在就沒有這回事了。但是，那些對香港有長遠承擔的公司和經營有道的人仍可做出成績。

### 回歸一年之後，您對香港前景的信心增加抑或減少了？為甚麼？

have worked closely with the Hong Kong Monetary Authority in this project and we are ahead of target.

Our second Millennium project is the acquisition of new premises, Standard Chartered Tower, at Sun Hung Kai's Millennium City in Kwun Tong. We will be moving more than 3,000 employees from 11 sites to this location. This will give us a prominent building in Kowloon, in addition to our headquarters in Central. That's a very exciting prospect for us. It will enable us to work even more efficiently and provides our staff with a first class working environment. It is a very visible symbol of our commitment to Hong Kong. ■



Robert Riley 羅衛理

## *Hotelier: Robert Riley, Managing Director, Mandarin Oriental Hotel Group.*

### **How has business been since the handover?**

Well, we all know what has happened to Hong Kong's tourism business since mid last year. The decline is a result of a combination of factors, the Asian economic downturn, the pre-handover rush which resulted in a post-handover lull, uncertainty in Hong Kong's self identity as a tourism destination and Hong Kong's pricing being at a competitive disadvantage to other destinations in Asia.

### **Twelve months after the handover, are you more or less confident about the future? For what reasons?**

Hong Kong has a lot going for it and I am confident we'll see improvement in

去年中以來，香港旅遊業發生了甚麼事，大家都很清楚。旅遊業的衰退源於許多因素，包括亞洲經濟不景、回歸前的熱潮導致回歸後的退熱、香港並未確定本身是旅遊地區，香港的物價也難以與其他亞洲地區競爭。

### **回歸一年之後，您對香港前景的信心增加抑或減少了？為甚麼？**

香港未來可以有很大的發展，我有信心，在不久的將來旅遊業的情況會有所改善。市場力量已經成功將物價下調，且會繼續調整。

### **怎樣面對現時經濟不景的考驗呢？**

在此經濟調整期，業界同仁必須繼續設法提高生產力，以求服務和產品的價格合理，能夠滿足並取悅顧客，投資者也能得到理想的回報。

### **特區新政府成立後，有否為您的公司締造新的商業機會呢？**

tourism in the not-too-distant-future. Market forces have already gone a long way to address the pricing issue and will continue to do so.

### **How are you meeting the challenges of the current economic downturn?**

With this re-adjustment, in the industry must continue to find ways to improve our productivity so that we can continue to satisfy, indeed delight, our customers with services and products for fair value while at the same time provide adequate return to investors.

### **What way has the new SAR Government provided business opportunities for your operation that were not previously available?**

While there are dedicated people working very hard to improve Hong Kong's perception as a destination, and to re-charge the tourism sector, there continues to be a need to formally and overtly

縱使有心人努力爭取政府、市民對旅遊業的重視，改進旅遊業的服務質素，可是，始終欠缺公開地正式確認旅遊業是本港的重要行業。過去，我曾提出必須成立高層次的委員會、專責旅遊業的部門或者政策局，負責審議、建議和執行全面而影響深遠的長遠旅遊業政策。既然某些行政會議員來自教育界或地產界，難道旅遊業不應該得到同樣的重視嗎？

香港各界人士迄今所作的努力有目共睹，我的建議並非是加以挑剔；我早已預計，在當前的政治現實中提出這些建議，有些人會認為是太天真了。然而，現時其他權力機關並無提出理想的對策，即使這個方法或許較複雜、較難達到，港人仍須找出最有效的途徑集中資源，好使旅遊業再次蓬勃起來。■

## **證券界：南華證券副主席侯高志**

### **回歸以來公司的業務表現如何？**

不錯，這是指去年十月底亞洲金融風暴

recognise tourism as an important industry. In the past, I have suggested the need for a blue ribbon commission, or a dedicated tourism department or perhaps a policy bureau to consider, recommend and implement a broad, far-reaching and long-term tourism strategy. While the Hong Kong Tourist association has its mandate in marketing Hong Kong, it does not really have the statutory or political structure to coordinate all the different needs of a tourism strategy. Certain Exco members have portfolios for education and housing; couldn't we have tourism treated with a similar level of importance?

My suggestions are not meant to be critical of the efforts so many members of the Hong Kong community have made to date, I even suppose some will say these suggestions are a bit naive to the political realities. And, by no means have other jurisdictions really achieved the ideal solution. However, even though the approach might be complicated and difficult to pursue, the community must find a process to channel all its resources most effectively to make tourism thrive once again. ■

## *Stock Broker: Howard Gorges, Vice Chairman, South China Brokerage.*

### **How has business been since the handover?**

Good, until the end of October when the Asian crisis hit. The crisis has severely affected the stock broking and financial services business.

開始以前。這次危機嚴重影響證券買賣和財經服務業的生意。

### **香港有甚麼轉變？**

#### **個人方面？**

有些朋友離開了香港。部份人早已計劃離開，其他人要離開是因為經濟不景令環境改變了。

#### **公司業務方面？**

生意受影響是緣於經濟衰退而非回歸。

### **回歸一年之後，您對香港前景的信心增加抑或減少了？為甚麼？**

回歸期間，我對前景很有信心，因為當時經濟十分蓬勃，而且我相信中國會謹慎處理香港事務。至今，中國政府表現極佳，並無干預香港事務，又積極支持香港；可是，經濟衰退確實造成信心危機，這是對香港政府的嚴格考驗。

中國的經濟保持平穩，人民幣也保持穩定。我相信中國會成為香港和亞洲的強大後

**How has Hong Kong changed for you since the handover?****Personally?**

Friends and acquaintances have left Hong Kong. Some, because they were scheduled to leave, others, because of a change in circumstances due to the economic downturn.

**Business?**

It has changed due to the recession not as a result of the handover.

**Twelve months after the handover, are you more or less confident about the future? For what reasons?**

I was very confident about the future at the time of the handover because of the booming economy and because I believed China would handle Hong Kong carefully and well. Now I am less confident because of the recession in Asia, but China looks good for Hong Kong. It has behaved very well so far by not intervening and being supportive but the recession does result in a confidence crisis and a tough test for this Government.

China's economy remains stable and so is the Yuan. I believe China will be a pillar of strength for both Hong Kong and Asia. Both China and Hong Kong have huge financial reserves that will help us get through this period.

Hong Kong still has a strong competitive manufacturing base in China as well as its other activities.

The newly elected Legislative Council will be positive for Hong Kong in this period of crisis because it will demonstrate a will to try to work together and will also be clearly more responsive to what is going on in the economy and community than the Government on its own.

盾。中國和香港的財政儲備都很龐大，有助我們度過這段時期。

香港仍然具備很富競爭力的國內生產基地，而其他經濟活動也同樣富競爭力。

在這個危機期間，新近選出議員的立法會對香港有好處，因為立法會代表各界嘗試合作的意願，而且，立法會回應經濟和社會事務的效率明顯較政府為高。

因此，我希望將會有更多措施緩和這次危機，政府也會比以往更靈活變通。

**怎樣面對現時經濟不景的考驗呢？**

我們正檢討公司的成本結構和各項業務，該削減的便削減，可加強的便加強。

**特區新政府成立後，有否為您的公司締造新的商業機會呢？**

這問題並不適用於我們的業務，因為政府不能提供商業機會給我們。

**邁向二十一世紀，香港將面對甚麼重大問題或**

I am, therefore, hopeful there will be more measures to alleviate the crisis and that the Government will be more flexible than it has otherwise been.

**How are you meeting the challenges of the current economic downturn?**

We are looking at our cost structure and various activities and cutting back where necessary and strengthening where possible.

**What way has the new SAR Government provided business opportunities for your operations that were not previously available?**

This is not applicable to our business because the Government could not provide new business opportunities for us.

**What are the major problems, in particular, as Hong Kong moves towards the Millennium – what strategy are you devising to meet these challenges?**

The Millennium bug is a major problem for some but not for us – we have adopted a new system and software and are small enough to adapt easily and quickly – apart from that, it's just a date. ■

**Stock Broker: Richard Witts, Managing Director, United Mok Ying Kie.****How has business been since the handover?**

The best period Hong Kong

**困難？您會以甚麼策略迎向這些挑戰呢？**

對某些公司來說，千年蟲是重要的問題，但對我們沒影響——我們採用了新的系統和軟件，而且公司的規模不太大，較容易適應——而且，那不過是個日子吧。■

**證券界：大華莫應基常務董事章奕祥****回歸以來公司的業務表現如何？**

本港股票成交量前所未有的高峰時期（九七年七月至十一月）迅即被九八年頗為黯淡的局面所取代。我們稱之為周期現象！但是，至今還不算是最壞的情況。我們有些人回想起七四至七七年的蕭條歲月。

**香港有甚麼轉變？****個人方面？**

旗幟換了……又好像下雨更多了。我發現自己愈來愈多戴紅色領帶。

stockbrokers have ever known for turnover (July to November '97) has been rapidly overtaken by rather sombre conditions during 1998. We call these cycles! However, this is by far not the worst it has been. Some of us recall the barren years of 1974 to 1977.

**How has Hong Kong changed for you since the handover?****Personally?**

The flags...and it seems to rain more often. I have noticed an increased tendency for me to wear red ties.

**Business?**

Have thought long and hard about this, and cannot identify any handover-induced changes. Business as usual.

**Twelve months after the handover, are you more or less confident about the future? For what reasons?**

Confidence is an attitude and I remain as supremely confident as ever. A temporary economic rough patch does nothing to change my opinion, though recovery may well take a little longer this time. So I have neither an increase nor a decrease in confidence. Basically, I always said the PRC would not interfere and, in my book, it hasn't.

**How are you meeting the challenges of the current economic downturn?**

The same way as always. Keep a grip on expenses and worry about market share and refuse to worry about total turnover, about which I can do absolutely nothing.

**What way has the new SAR Government provided business opportunities for your****公司業務方面？**

苦苦思索一番，還是想不起有甚麼回歸造成的轉變。一切如常。

**回歸一年之後，您對香港前景的信心增加抑或減少了？為甚麼？**

信心是一種態度，我一如以往充滿信心。暫時性的經濟不景改變不了我的看法，縱使今次可能要較長時間才能夠復甦。所以我的信心不加也不減。基本上，我過去一直說中國不會干預香港，在我看來，也不曾作出干預。

**怎樣面對現時經濟不景的考驗呢？**

保持一貫做法。控制支出，擔心市場佔有率，但不會擔心大市成交量，因為那是我無法改變的。

**特區新政府成立後，有否為您的公司締造新的商業機會呢？**



Richard Witts  
韋奕祥

**operations that were not previously available?**

Exempted some derivatives from stamp duty and reduced duty on other equity transactions, though I still consider it should be abolished, as in so many other stock markets.

**What are the major problems, in particular, as Hong Kong moves towards the Millennium - what strategy are you devising to meet these challenges?**

The major problem is how to deal with increasingly belligerent democrats on the one hand and a Government which seems to have greater willingness to hand out large sums of money to various factions on the other. I am worried about Government Budget deficits. Sadly (or perhaps luckily) I can't do anything about these big-ticket items. ■

豁免了部份衍生工具的印花稅，並削減股票買賣的印花稅；然而，我仍認為應該一如其他股票市場般取消印花稅。

**邁向二十一世紀，香港將面對甚麼重大問題或困難？您會以甚麼策略迎向這些挑戰呢？**

民主派人士步步追逼，而政府看來又更願意為各類人士付出大量金錢，如何處理這種情況是香港的首要問題。我擔心政府會有赤字預算。可惜（或許是幸好），我不能夠為這些重大的事情做甚麼。■

**名人：「上海灘」鄧永鏘**

**回歸以來公司的業務表現如何？**

由於亞洲金融風暴，業務發展難免減慢了。

**香港有甚麼轉變？個人方面？**

**Celebrity: David Tang, Shanghai Tang.**

**How has business been since the handover?**

Inevitably, slower because of the Asian flu.

**How has Hong Kong changed for you since the handover? Personally?**

I feel more Chinese.

**Business?**

Handover has lent further authenticity to the China Club and Shanghai Tang.

**Twelve months after the handover, are you more or less confident about the future? For what reasons?**

Being optimistic is the only way to live because being pessimistic has a nasty habit of being self-fulfilling.

**How are you meeting the challenges of the current economic downturn?**

Having to cut expenses and more unpalatably, people.

**What way has the new SAR Government provided business opportunities for your operations that were not previously available?**

None. But then I never expected the Government of Hong Kong to change their important laissez faire approach.

**What are the major problems, in particular, as Hong Kong moves towards the Millennium - what strategy are you devising to meet these challenges?**

更加覺得自己是中國人。

**公司業務方面？**

回歸增加了「中國會」和「上海灘」的發展空間。

**回歸一年之後，您對香港前景的信心增加抑或減少了？為甚麼？**

保持樂觀是生活的唯一方法，因為抱著悲觀的心態會漸漸變成事事逆來順受。

**怎樣面對現時經濟不景的考驗呢？**

必須削減支出，更令人難受的是必須削減人手。

**特區新政府成立後，有否為您的公司締造新的商業機會呢？**

沒有。但是，我從來不寄望港府會改變他們重視的自由不干預政策。

**邁向二十一世紀，香港將面對甚麼重大問題或困難？您會以甚麼策略迎向這些挑戰呢？**



David Tang 鄧永鏘

To maintain the uniqueness of Hong Kong. We have the best concentration of Chinese bodies and minds in the world and total freedom with which to develop them. Therefore, it is vital that we become the centre of Chinese progressiveness - in education, culture, science, arts and the perpetuation of Chinese heritage.

Hong Kong must remain the modernist Chinese city in the world with all the best in Western influences shadowing the best in Chineseness. ■

**Retailer: Roberto Dominici, Managing Director, Joyce Boutique.**

**How has business been since the handover?**

The business decline since the handover has been severe and we do not

最重要是保持香港的獨特之處。世界上最優秀的中國人和中國智慧都匯聚香港，且有絕對的自由去加以發展。因此，在教育、文化、科學、藝術和保持中國傳統方面，我們必須成為中國革新進程中的核心。

香港必須繼續成為現代化的國際性中國都市，接受最優良的西方影響，保持最優良的中國特色。■

**零售商：Joyce 時裝店杜明志**

**回歸以來公司的業務表現如何？**

回歸以來生意劇減，在九九年下半年以前，我們看不到情況會有甚麼改變。旅客絕跡香港，港人又因亞洲金融危機而失去對前景的信心，嚴重影響了我們的生意。

**香港有甚麼轉變？**

**個人方面？**

我不相信香港有甚麼轉變，可惜，不少

foresee any change in direction until the second half of 1999. Tourists are deserting Hong Kong, and the loss of confidence in the future of this community as a consequence of the Asian turmoil has severely affected our business.

**How has Hong Kong changed for you since the handover?**

**Personally?**

I do not believe Hong Kong has changed but unfortunately many people abroad perceive Hong Kong having changed since the handover.

**Twelve months after the handover, are you more or less confident about the future? For what reasons?**

The future of Hong Kong is very much linked to the future of Asia, in general, and China and Japan in particular. While we feel confident that China is determined to maintain stability at home and, as a consequence, in Asia, our concern is that Japan does not have the determination, politically and economically, to help Asia get out of the crisis.

**How are you meeting the challenges of the current economic downturn?**

We have overcome the most critical period of our company's life. In order to reduce our operating cost to the minimum, we have reduced it by over HK\$110 million. We have done so in order to weather the present storm and the others, we expect, will follow until the second half of next year.

**What way has the new SAR Government provided business opportunities for your**

外國人認為香港回歸後變了樣。

**回歸一年之後，您對香港前景的信心增加抑或減少了？為甚麼？**

香港的前景與亞洲的前景息息相關，尤其與中國和日本關係密切。中國決心維持國內穩定從而保持亞洲區內穩定，我們因此對前景有信心。然而，我們擔心日本沒有政治上經濟上的決心協助亞洲走出經濟危機。

**怎樣面對現時經濟不景的考驗呢？**

我們度過了公司創業以來最艱難的時期。為了盡量減低營運成本，我們削減了一億一千萬港元的支出。這是為了平安度過現時和將來的經濟風暴，我們估計，明年下半年以前還會出現經濟風暴。

**特區新政府成立後，有否為您的公司締造新的商業機會呢？**

租金升至租戶不能維持的水平。我們希望特區政府會創造調低物業價格的條件，令



Mr Roberto Dominici

杜明志

**operations that were not previously available?**

Cost of rental has reached an unsustainable level. We hope the SAR Government will create the conditions for lower property costs, which in turn, will be reflected in lower rental.

**What are the major problems, in particular, as Hong Kong moves towards the Millenium – what strategy are you devising to meet these challenges?**

There will not be major problems if Hong Kong remains what has been and, will continue to be, a modern community, hub to China but open to the world where freedom, both personal and economic, will prevail and where the rule of law gives certainty to both individuals and enterprises. ■

租金相應調低。

**邁向二十一世紀，香港將面對甚麼重大問題或困難？您會以甚麼策略迎向這些挑戰呢？**

假如香港保持不變，又保持現代化社會的特色，就不會有大問題；香港要與中國緊密聯繫，同時又迎向開放的世界——講求個人和經濟自由、維護法治，為個人和企業帶來安全感。■

**製造商：摩托羅拉半導體副總裁兼亞太區總經理姚天從**

**回歸以來公司的業務表現如何？**

回歸之後，香港的商業環境在關於商業運作的政策和法例等方面都沒有改變。香港仍然是世界上稅率最低的地區之一，對吸引資金來港投資很有幫助。過去一年，我們看到香港完成了許多令人興奮的新建設，例如新機場及其他公路工程，標誌著境內境外的交通進入了新

**Manufacturer: Joseph Yiu, Vice President and General Manager Asia Pacific Region, Motorola Semiconductors.**

**How has business been since the handover?**

The Business environment in Hong Kong, such as the policies and regulations guiding business operation, remains unchanged since the handover. Hong Kong's tax rate is still amongst the lowest in the world which has always been an attraction for investment. Over the year, we see many exciting developments here, such as the completion of the new airport and other highway projects which mark new milestones for our connection within and outside Hong Kong, making it more convenient for business operations. Motorola remains as committed to Hong Kong as ever.

Although the economy of Hong Kong has experienced a downturn since last October, with the perseverance of the Hong Kong people and our ability to ride on changes, we'll come out from this challenging phase even stronger. In terms of the semiconductor industry, the market in Asia and in China has slowed in 1998, but we expect it to return to historical levels of growth in 1999.

According to Dataquest's forecasts, the Asia Pacific semiconductor market will grow 10.3 per cent in 1998, totally US\$35.9 billion. By year 2002, the Asia Pacific semiconductor market will total nearly US\$67.6 billion, which marks a 15.7 per cent plus for the five-year period from 1997 to 2002.

里程，商業運作也更為方便。摩托羅拉繼續植根香港。雖然自去年十月香港經濟經歷不景氣，但憑著港人鏗而不捨的精神及化危為機的能力，我們會走出這段充滿挑戰的時期，並且比以往更繁盛。半導體工業方面，九八年亞洲和中國市場的增長放緩，但預期九九年會再達到歷史性的增長幅度。

根據Dataquest的預測，九八年亞太區半導體市場會有百分之十點三的增長，總銷售額達三百五十九億美元。至二零零二年，亞太區半導體市場的總銷售額估計會接近六百七十六億美元，即表示從九七年起的五年內，每年有超過百分之十五點七的綜合增長率。

**香港有甚麼轉變？**

**個人方面？公司業務方面？**

我們與中國的關係是前所未有的密切。對中國來說，香港在策略部署方面重要性更高，而作為中國門戶的角色也是前所未有地吃重。此外，香港成為中國一部份後，便可





Mr Joseph Yiu 姚天從

### How has Hong Kong changed? For you personally?

Our relationship with China has never been so close before. Hong Kong has become more important to China strategically, and its position, as a gateway to China, has never been stronger. In addition, with Hong Kong being part of China, we are able to fully leverage on its resources, such as its engineering talent, abundant land supply and manufacturing materials. These provide a very favorable environment for our business.

### For your business?

We can see that the Central Government and the SAR Government are very keen in maintaining the stability and prosperity of Hong Kong.

At the same time, Hong Kong people have also become more proactive than before which I think are good signs because this shows that people really care for the benefits of Hong Kong.

以盡量善用中國的資源。這些因素為我們提供十分理想的商業環境。

我們看到中央政府與特區政府都致力維持本港的繁榮穩定。同時，港人也比以往更積極進取；我認為這是好現象，表示港人真正關心香港的利益。

### 回歸一年之後，您對香港前景的信心增加抑或減少了？為甚麼？

摩托羅拉和我都同樣對中國的經濟實力和政府的領導有信心。中國是個充滿潛力的市場。工業發展方面，新興的電子業領先國內的經濟發展。今年，中國的電子設備生產量增加接近兩成，也是亞太區最大的半導體市場。到了二零一零年，中國的汽車銷售量預期會達至六百萬輛。據估計，短短數年間，無線電話、個人電腦及電視機的銷量會增至數以千萬計。隨著國內的本地生產總值上升，對電子通訊設備的需求及客戶對新科技的需求也相應增加，因此需要大量的半導體來應付所需。我們對香港的經濟十分樂

### Twelve months after the handover, are you more or less confident about the future? For what reasons?

Motorola and myself are equally confident in the strength of the Chinese economy and in the leadership of the Government. China is a market with huge potential. In terms of industry development, the newly developed electronics industry in China is a vanguard segment in the development of the national economy.

China's electronics equipment production will grow nearly 20 per cent this year and stands as the largest semiconductor market in Asia Pacific. The Chinese auto market is expected to consume six million vehicles by 2010. Sales of cellular phones, PCs and TVs are projected to grow into tens of millions within a few short years. As telecommunications infrastructure and consumers' demand for new technologies grow with China's GDP on the rise, more semiconductors will be needed to support that trend. With the back up of a strong China market, we're optimistic about the future growth of the Hong Kong economy.

Our decision to establish the global headquarters for our Consumer Systems Group in Hong Kong testifies our confidence in and commitment to Hong Kong.

Hong Kong is also the regional headquarters for our semiconductor business in Asia Pacific. We have confidence in Hong Kong's competence, there are local talents and advanced communication networks which combine to make Hong Kong an ideal place for developing business.

### How are you meeting the challenges of the current economic downturn?

觀，因為香港有強大的中國市場作後盾。

我們決定在港設立消費電子系統部的全球總部，可見我們對香港的信心與承擔。香港也是我們半導體業務的亞太區總部。我們對香港的優勢有信心，這裡具備本地人材及先進的通訊網絡，這兩個因素令香港成為商業發展的理想地方。

### 怎樣面對現時經濟不景的考驗呢？

我們將業務重組了，務求更切合市場需求。事實上，早於經濟還沒有衰退的一年前，半導體產品總部便開始重組，將業務集中於我們具領導地位的四個主要市場。事實證明這是正確的方向，現在我們看到理想的成績。由於策略得宜，如取消了DRAM方面的業務，我們並未受到嚴重打擊。我們也為半導體產品推廣品牌概念，名為DigitalDNA，這項策略是為了進一步提升在數碼科技方面的領導地位。

縱使亞太地區現時經濟不景，但發展潛力仍然巨大，尤以中國市場為甚。摩托羅拉會繼

We have taken steps to restructure our business to turn it more market-focused. Our Semiconductor Products Sector actually started the restructuring more than a year ago, before the economic downturn. We focused our business on four major markets in which we have a leadership position. This proves to be the right direction and we are seeing some successful outcomes. We are not as badly hit because of our strategic decisions. We have also introduced a branding campaign, DigitalDNA, for our semiconductor products as part of our strategy to further enhance our leadership position in digital technology.

The potential for growth in the Asia Pacific region, in particular the China market, remains strong despite the economic downturn. Motorola will continue with our investment in the region. We established our first assembly and test plant in Tianjin in 1993, producing high-tech, high-quality integrated circuits at 14 million each week, it is now the largest semiconductor assembly and test factory in China. A second assembly/test factory is currently under construction in Xi-Qing. Also in Xi-Qing, a US\$720 million, large capacity, state-of-the-art wafer fabrication plant, MOS 17, is under construction. This is Motorola's first 8-inch, sub-micron wafer fab outside the US MOS 17 and the new factory will form a fully integrated fab, assembly and test operation. This is a major leap forward for China's semiconductor industry.

Last October, Motorola has signed a letter of intent with the Municipal Government of Suzhou for the establishment of a second wholly-owned manufacturing site in Jiangsu province. The Semiconductor Products Sector has also set

續在區內投資。九三年，我們在天津設立第一所裝配兼測試廠，生產高科技高質量的綜合電路板，每星期生產一千四百萬台；這是中國現時最大的半導體裝配兼測試廠。在西青，現正建造第二所裝配兼測試廠。現時，在西青另建一所規模龐大、設備先進的前工序芯片廠，名為MOS 17，造價達七億二千萬美元。在美國以外，這是摩托羅拉首間生產直徑八吋的次微米矽片的廠房。西青這兩所新廠房組成一個包羅生產、裝配、測試工序的系統。對中國的半導體工業來說，這是重大的躍進。

去年十月，摩托羅拉與蘇州市政府簽署意向書，計劃建造江蘇省內第二所全資的廠房。半導體產品總部也在新設的北京辦事處內設立設計中心。摩托羅拉至今在中國投資了十二億美元，隨著業務發展，到了二零零零年預計投資額會增長超過一倍。此外，現正推行提升本港生產設備的計劃。

### 特區新政府成立後，有否為您的公司締造新的商業機會呢？

up a design center in the newly opened Beijing office. To date, Motorola has committed investments of US\$1.2 billion in China and expects this may well double by the year 2000 as business grows. In addition to these, plans are also in the pipeline to upgrade our manufacturing facilities in Hong Kong.

**What way has the new SAR Government provided business opportunities for your operation that were not previously available?**

We are glad that the SAR Government has showed its concern in the need for developing high-tech industry in Hong Kong. To achieve this, we'll need to set a clear direction and supporting policies. This will be a long-term process and will require a lot of investment and support from both the Government and the private sector. The high-tech industry in Singapore, Malaysia and Taiwan is very well developed because of tremendous support from their governments as well as the efforts from private investors.

**What are the major problems, in particular, as Hong Kong moves towards the Millennium – what strategy are you devising to meet these challenges?**

The lack of local industry is the major challenge to the development of Hong Kong. Throughout our 30 years of presence here, Motorola has been committed to the development of local technology.

We have been working very closely with universities on research projects, such as new wireless technology and the application of information system in production. We support tertiary institutions

特區政府關注到發展本港高科技工業的需要，我們對此感到高興。為此，我們需要訂立明確的方向和相應的政策。這是個漫長的過程，政府和商界都要大量投資、大力支持。新加坡、馬來西亞和台灣的高科技工業發展蓬勃，是因為政府加以無限的支持，投資者也付出努力。

**邁向二十一世紀，香港將面對甚麼重大問題或困難？您會以甚麼策略迎向這些挑戰呢？**

缺乏本地工業是香港未來要面對的主要挑戰。摩托羅拉在港開設業務三十年，一直致力本地的科技發展。我們一直與各大院校合作研究，例如無線電新科技及將資訊科技應用於生產方面。為了香港的長遠利益，我們透過捐款和贊助來支持專上院校，務求訓練本地人材、發展本地的科技。每年，我們都聘請來自本地大學的實習生，讓他們有機會學以致用，裝備自己迎接畢業後的挑戰。這些計劃仍會繼續。我們也會加強與國內專上學府的聯繫，例如合辦研究實驗室，利用國內的工程界人材發展科技。■

via donations and sponsorships with the objective of training local talents and developing local technology to the long-term benefits of Hong Kong. Every year, we hire students from local universities to give them a chance to apply what they learn from college in the real world so they are well prepared to take up challenges after graduation. All these activities will be continued. We will also increase our collaboration with tertiary institutions in China, such as setting up joint development labs, to leverage on the engineering talents there for technology development. ■

**Trader: Manohar Chugh, Chairman, Nisha Electronic Industries.**

**How has business been since the handover?**

The business since the handover has been quite slow. But it has nothing to do with the handover. There was a lot of anxiety about Hong Kong's future and lack of confidence in the new SAR Government. But those anxieties are gone and confidence is restored, of course, this is purely on a political level. There is definitely a downturn in the economy; there is no doubt about that. It is mainly due to the regional crisis and it does not look like we are coming out of that very soon which is clearly apparent from the crash in the stock market, slump in retail and tourist trade and high unemployment.

I believe that none of these problems were created by Mr Tung or the SAR

Government. It is very easy to criticise other people. I cannot think of any other person in Hong Kong who would have taken the job of Tung and done it better than he has.

**How has Hong Kong changed for you since the handover?**

**Personally?**

Personally my assets have gone down due to the sharp drop in property and shares etc.

**Business?**

On the trading side, our export business is seriously effected as many importers are buying directly from China. Apart from that, there are other external factors of the world economy as a whole, and I would not blame the SAR Government.

Although the Financial Secretary and Tung are assuring and re-assuring that the peg will be maintained, I see great pressure on the peg and due to the lack of confidence more capital may outflow.

**Twelve months after the handover, are you more or less confident about the future? For what reasons?**

My main concern is the rule of law and from my personal experience, I am losing a bit of confidence. My second concern is that Hong Kong has started to lose its charm as an international city. The Government has highlighted the slump in the tourist industry by giving various reasons, but one thing they have missed is feedback from tourists. The tourists I come across find people in Singapore more friendly and polite than in Hong Kong. To improve Hong Kong's image the SAR Government should run a "courteous" campaign. ■

個人方面，由於樓市、股市等的大跌，資產減少了。

**公司業務方面？**

公司業務方面，出口生意大受影響，因為不少入口商現在直接從中國購貨。此外，世界整體經濟還受其他外在因素影響，我不會埋怨特區政府。

雖然財政司司長與董先生都一再堅持維持聯繫匯率，我認為聯繫匯率面臨巨大壓力，而且，由於失去信心，可能有更多資金流走。

**回歸一年之後，您對香港前景的信心增加抑或減少了？為甚麼？**

我最關心的是法治，根據個人的經歷，這方面的信心略略減低了。其次，我擔心香港開始失去國際都會的魅力。政府強調旅遊業的衰退基於多種因素，但是政府忽略了旅客對香港的觀感。我所接觸的旅客認為新加坡人較為親切有禮。特區政府要改善香港的形象，必須推行「禮貌運動」。■

**商人：莉莎電業製品主席文路祝**

**回歸以來公司的業務表現如何？**

回歸以來的業務發展頗緩慢，但這情況跟回歸無關。過去，許多人憂慮香港的前途，對新成立的特區政府亦缺乏信心。但是，這些憂慮已成過去，人們又回復對特區政府的信心——當然只限於政治層面。經濟確實出現衰退；這是無容置疑的。問題主要來自亞洲區的金融危機，看來我們難以在短時間內擺脫經濟困境，這不難從股市的大瀉、零售業和旅遊業的衰退及高企的失業率中看出來。

我相信這些問題全都與董建華先生或特區政府無關。批評他人是很容易的。我想不到香港有誰應該擔任董先生的位置，而會比他做得更好。

**香港有甚麼轉變？**

**個人方面？**

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- Retirement schemes
- Savings and retention plans
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- Travel warrants
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**For the 1998 survey, a special feature section on the Mandatory Provident Fund will also be included.**

## How Do You Participate?

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Relevant Dates		
Questionnaire Distribution	Early July 1998	
Questionnaire Returned	Mid August 1998	
Publication	October 1998	

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# Co-operation Marks the First Year of the HKSAR

By Louise Parkinson

**E**conomic and trade relations between the Mainland and the new Hong Kong SAR have continued to show positive momentum since the return of sovereignty, according to Assistant Minister An Min of Foreign Trade and Economic Co-operation (MOFTEC).

Mr An was speaking at a special Chamber luncheon on the eve of the first anniversary of Hong Kong's reversion to Chinese sovereignty on July 1 of last year.

"It is worthwhile special mentioning that Hong Kong has withstood the serious test posed by the Asian financial crisis," he said.

"We are concerned very much with the current economic performance of Hong Kong and hold view that its current difficulties are only temporary and limited.

"We have noted with great delight that in the past year since Hong Kong's return to the Mainland the two sides have maintained a sound development momentum in the economic and trade relations and trade has continued to grow

and the investment made by Hong Kong business people in the Mainland has gained steady increase," he said.

"All these have played a great role in facilitating the economic development of the two sides."

"With the stable economic foundation of Hong Kong, the effective measures taken by the SAR and the strong support from the Mainland, as well as the courage and wisdom of Hong Kong people to face challenges, we have every confidence to believe that Hong Kong will surely overcome the current difficulties to realise early economic recovery.

"The financial crisis that hit the region last year, though not impacting on us directly, brings considerable effects upon the development of China's foreign trade and economic cooperation, especially on export and foreign investments. It will take time for some more profound effects to be felt," he said.

Against such odds, China has worked out its 1998 agenda – a GDP growth of eight per cent, un-devalued Yuan, and inflation under three per cent.

To achieve these ends, they have to ensure continued development in national economic growth.



Mr An Min, MOFTEC.

對外貿易經濟合作部部長助理安民先生

China is committed to keeping a stable yuan because that helps the regions confidence in restoring economic stability, despite the pressure it would exert on expansion of its exports.

Export contributes US\$ 56.2 billion to the total volume with an 11.6 per cent year-on-year increase. While export to Europe, Latin America, North America, Oceania and Africa maintained relatively high growth speed; China suffered an

## 特區一周年：中港互惠合作

白璐珊

**對**外貿易經濟合作部部長助理安民先生稱，主權回歸以來，內地與香港特區的經貿合作關係一直發展良好。

安民於香港回歸一周年之前不久來港，在總商會的午餐會上發表演說。

安民說：「需要指出的是，香港在亞洲金融危機中經受住了嚴峻的考驗。

「我們非常關注香港目前的經濟狀況，現在面臨的困難是局部的、暫時的。

「我們高興地看到，香港回歸祖國近一年來，兩地的經貿關係繼續保持良好的發展勢頭，進出口貿易持續增長，港商在內地投資穩步發展，對促進兩地的經濟發展發揮著巨大的促進作用。」

安民說：「由於香港的經濟基礎穩健，

特區政府的措施得力，有著祖國內地的強大後盾，香港人有著面對挑戰的勇氣和聰明才智，我們完全有理由相信，香港定會克服目前的困難，早日實現經濟復甦。

「值得注意的是，去年發生的亞洲金融危機，雖然沒有對中國造成直接衝擊，但在對外經濟貿易的發展特別是外貿出口和引進外資方面，卻帶來不可低估的影響。一些深刻影響還要有一個滯後期才會逐步顯現，有所反應。」

在如此嚴峻的形勢下，中國確立了今年的宏觀經濟目標，即國民經濟增長率達到百分之八、人民幣不貶值和通貨膨脹率處於百分之三以下。

要達到這樣的目標，對外經濟貿易就必須繼續發展。

中國承諾保持人民幣匯率穩定，因為此舉有助東南亞地區恢復對經濟穩定的信

心。雖然這對中國本身擴大出口增添了壓力。

中國的出口總額是五百六十二億美元，比去年同期增長百分之十一點六。對歐洲、拉丁美洲、北美洲、大洋洲、非洲的出口方面保持了較高的增長率；但對亞洲的出口增長率明顯放緩，特別是對韓國、東盟和日本的出口急劇減少。

國內各級政府部門相繼採取了一系列措施，務求有效地回應金融危機的影響，繼續發展對外經濟貿易，進而保持國民經濟的穩定增長，擴大對外開放。主要的措施包括：在近年來連續多次降低銀行利率後，今年又取消了對企業貸款額的限制。

安民對午餐會的來賓表示，世紀之交的中國將以更積極的姿態走向世界，在平等互利的基礎上，加強與世界各國各地以及國際組織的經濟交流與合作。

obvious slowdown in Asia, especially in exports to South Korea, ASEAN countries and Japan.

Chinese governmental departments, at various levels, employed a series of measures to combat effectively the adverse impact of the financial crisis and develop China's foreign trade and economic cooperation, which will ensure stable growth of the national economy and expansion of their opening-up.

Major measures include restrictions on credit scale from enterprises were eliminated this year, after the several slashes of deposit and credit interests in recent years.

Mr An told the luncheon that China at the turn of the century will integrate with the world with a more positive posture to further its economic exchanges and cooperation with various countries, regions and international organisations on the basis of equality and mutual benefits.

"We shall work together for the economic and trade growth of the world. At present, China enjoys a stable government and society as well as a sustained and healthy development of the economy," he said.

"Along with the further deepening of reforms, China's foreign trade and economic cooperation is blessed with a broader prospect."

安民稱：「我們要共同為世界經濟和貿易發展作出貢獻。當前，中國政府穩定、社會安定、經濟持續健康發展。」

「隨著改革的深入發展和對外開放水平的進一步提高，中國的對外經貿事業的發展必將有著更為廣闊的前景。」

安民說，中國自改革開放以來，對外經濟貿易迅速發展。

Mr An said China's foreign trade and economic cooperation had shown rapid growth with the inception of reform.

In 1997 total trade volume of the country reached US\$325.1 billion, making it the tenth largest trading nation in the world. Since China has been holding the 11th ranking for five years, this step forward won extensive attention. The trade volume of the Mainland reached US\$97.5 billion in the first four months of this year, up 7.9 per cent from the same period last year.

Their performance was good with Hong Kong, as the territory remains the single largest export market of the Mainland – US\$13.7 billion's worth of exports, a rise of 12.6 per cent.

China approved the establishment of 5,704 new Foreign Investment Enterprises in the first four months of 1998, decreasing by 6.84 per cent from the same period last year.

These projects involve US\$13.558 billion in contractual capital and US\$11.716 billion in paid-in capital, up 12.24 per cent and 0.07 per cent respectively.

Starting from October 1 of last year China further reduced its import tariff level from 23 per cent to 17 per cent – a reduction of 26 per cent.

On April 1 of this year, China removed export quota and licensing administration

一九九七年，中國進出口貿易總額躍居世界第十位，達到三千二百五十一億美元，從連續五年的第十一位攀升一級，為世人矚目。今年首四個月，內地進出口總額為九百七十五億美元，比去年同期增長百分之七點九。

國內對香港的出口表現良好，達一百三十七億美元，比去年同期增長百分之十二

on 27 commodities and rearranged the quota allocation to be in favour of enterprises with competence and products with fame.

This was implemented with a view to develop the processing trade of Hong Kong businessmen in the Mainland and expand the entreport trade of Mainland China via Hong Kong.

Last year, China promulgated the amended *Industrial Catalogues Guiding Foreign Investment*, which was in line with the general policy of optimising foreign investment structure.

From January 1 this year, they granted exemption from the tariff and import VAT of those equipment and technologies imported by the foreign invested projects that were encouraged and supported by the State.

China has also promised to further streamline its approving procedures on foreign invested projects, open up trade in services in a gradual manner and keep softening its restrictions on foreign capital inflow.

For instance, the requirements on establishment and market access would be more relaxed to an appropriate extent in Central and Western China than in the Eastern part concerning the projects belonging to the restricted categories of investment or foreign equity proportion. ■

點六。香港仍然是中國內地最大的出口市場。

在九八年首個四月，中國新批准的外資企業共有五千七百零四家，比去年同期下降百分之六點八四。涉及的外資合同金額是一百三十五點五八億美元，比去年同期增百分之十二點二四；而實際使用外資金額是一百一十七點一六億美元，比去年同期增長百分之零點零七。

去年十月一日，國內將進口關稅的總水平由百分之二十三進一步降至百分之十七，減幅為百分之二十六。

從今年四月一日起，取消了二十七種商品的出口配額與許可證管理，並將配額多分配給有實力的生產企業、名牌產品。

此舉是為了發展港商在內地的加工貿易，擴大內地對香港的轉口貿易。

去年，中國頒佈新修訂的《外商投資產業指導目錄》，明確說明改善外商投資結構的大政策。

從今年一月一日起，對國家鼓勵和支持的外商投資項目所需的進口設備及技術，免徵進口關稅和進口環節增值稅。

中國還將繼續簡化外商投資項目的審批程序，逐步擴大服務業的對外開放，放寬外資進入的條件。

例如，在中西部地區，對於限制類項目和限定外商股權比例的項目，所訂立的條件和市場開放程度可比東部地區適當放寬。 ■



Dr Eden Woon, Director HKGCC, talks to Mr An.

總商會總裁翁以登博士正與安民先生交談。

# Developing a New Identity in the Hong Kong SAR Era

Since the handover Hong Kong people are developing their own hybrid identity, a mixture of East and West, according to Dr Gordon Slethaug and Dr Staci Ford at Hong Kong University.

The study was based on excerpts from papers and opinions written by students on the American Studies course.

"These students are increasingly aware of their unique status of standing at the gateway between East and West. They are not always comfortable with this posture, at times wishing they were more fully on the Western side of the gate, and at times, yearning to be completely on the Chinese side, or somewhere else entirely," Dr Slethaug said.

Although the student responses were subjective, they can still be seen as a barometer for Hong Kong society as a whole.

From written assignments the students identified with many of the positive attributes of American ideals such as freedom, democracy, racial and gender equality and individualism as well as US energy, enthusiasm and commercial success.

On the negative side they believed that non-whites did not have equal status in the US.

"The students, particularly the males, held conservative views about the role of women in society and were concerned that American females are not so family orientated as their Chinese counterparts, and, that US families are in crisis with high single parenthood and divorce," Dr Ford said.

"Some believed in the old generalisation about decadent western morals and Asian values and that Americans were too extreme and individualistic," Dr Slethaug added.

"But when you analysed what they meant by Asian values, these were based on the positive ethics of the West and the positive aspects of the East – it was a hybrid mix," Dr Ford said.

The students believed they were unique in their Chineseness to the Mainland and were aware of their British heritage. They admired the sense of business and infrastructure of the West

"However, because of their colonial

past, they felt more positive towards the US – five years ago their views were that Britain had abandoned them and had not considered whether they had wanted independence.

"Before the handover they were concerned about Hong Kong's future now they are more willing to be part of the Mainland with China's apparent laissez-faire policy," Dr Ford said.

"The June 4th Incident is far away in history for the students they don't really consider it anymore, they are ambivalent, it was only an issue pre-handover. Hong Kong students are obviously developing a new pride in being part of China and are pleased to think that the Western and Chinese cultures may give them perspectives and opportunities that few others in the world share.

"We don't know how long this hybrid identity will last – a cynic may say another 50 years?" Dr Slethaug said.

"One must also consider that the papers were written for the people who are marking them – us – so should not be taken as absolute truth," Dr Ford said. ■

## 港人建立新身份

香港大學施禮華博士和福特博士稱，回歸之後，港人的身份愈來愈傾向中西混雜。

研究材料節錄自學生撰寫的論文及寫下的意見，這些學生都是修讀美國研究課程的。

施說：「這些學生日漸覺察，自己身處中與西之間的地位獨特。他們並非感到全然合意，有些時候，他們情願更為靠近西方，有些時候，他們卻渴望完全屬於中國，又或者完全屬於其他身份。」

縱使學生的回應是主觀的，但仍可看為是整個香港社會的晴雨表。

字裡行間，學生認同不少優良的美國精神，例如自由、民主、種族平等、兩性平等、個人主義，也欣賞美式的幹勁、熱誠和商業上的成功。

至於壞的一面，學生認為非白人在美國

不會得到平等的地位。

福特說：「學生（特別是男生）對婦女的社會角色的觀念較為保守，憂慮美國婦女不及中國婦女重視家庭觀念，擔心美國的單親家庭和離婚比例高，造成家庭危機。」

施補充：「部份學生相信有關西方道德敗壞、亞洲價值觀的舊式籠統說法，認為美國人過於偏激、過於自我。」

福特稱：「但是，分析他們所說的亞洲價值觀時，便會發現那些價值觀是源於西方的優良道德觀念和東方的美好一面——這是中西混雜。」

學生認為自己的中國人特質有別於內地人，也明白自己具備英國的文化遺產。他們欣賞西方的商業頭腦和基本建設。

福特說：「但是，由於對殖民地時代的記憶，他們對美國的看法較佳——五年前，

他們認為遭英國遺棄，英國又不管他們是否希望獨立。

「回歸之前，他們關注香港的前途，而現在，由於中國看來採取不干預政策，他們較以往願意成為中國的一部份。」

施說：「六四事件對學生來說是很久以前的歷史事件，他們不會再受到甚麼影響，心情是矛盾的，但那只是回歸前的事。香港學生顯然因著成為中國的一部份而產生一份新的驕傲，也樂於認為中西文化所賦予的視野與機會是世界上很少人可以得到的。」

「我們不知道這種混雜的身份會保持多久——好冷嘲熱諷的人或會說要再過五十年？」

福特說：「你們也必須注意，這些論文是為了評分的人——我們——而寫的，不應該當作是真確無誤。」■

# US Schools Improve Sino-US Understanding

The popular media in the US focuses heavily on the issues of democracy, human rights and trade when reporting about China. This often gives a distorted and biased view of the truth.

Professor Gerard Postiglione, Department of Education, University of Hong Kong, found that the school curriculum in the US gives a more balanced picture of China.

"What is taught in US schools places far more importance on Chinese history, geography, culture and society and acts a corrective lens to the jaundiced media eye," Prof Postiglione said.

This provides the rising generation with a more comprehensive view of China and

critical thinking skills to objectively evaluate media images.

"Most students learn about China in the formal sense at school, the media tends to overemphasise issues like Tibet, human rights, Taiwan and the June 4th Incident," he said.

Prof Postiglione recommended that teachers should gain first-hand experience of China by visiting before they taught it.

He said that a more balanced understanding of present-day China is further hindered by a lack of consensus about why China should be included in the social studies curriculum, what China-related knowledge should be conveyed and a deficiency in teacher preparation for international studies. ■

## 美國院校促進中美了解

美國傳媒報導中國的消息時，十分偏重於民主、人權、貿易問題。這樣，所反映的事實多半是扭曲兼不全面的。

香港大學教育系白傑瑞教授發現，美國院校的課程較為持平地描繪中國。白教授說：「美國院校著重講授中國的歷史、地理、文化、社會，糾正傳媒的偏見。」

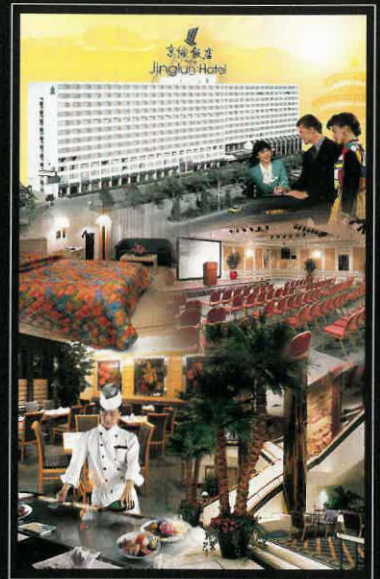
因此，新一代對中國的看法會比較全面，對傳媒所塑造的中國形象也會加以小心客觀的分析。

他說：「在學校，大部份學生正正式式地認識中國，而傳媒卻偏向過份強調西藏、人權、台灣、六四等問題。」

白教授建議，教師在授課前，應該先到中國一遊親身體驗。

他稱，大家對於為何將中國納入社會研究課程、應該講授哪些有關中國的知識缺乏共識，加上教師為國際研究課程備課不足，進一步阻礙了學生更持平地了解現代中國。■

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# HKGCC Delegation Meets Premier Zhu

A 31-member high level Chamber delegation, led by **Mr Peter Sutch**, the Chamber's Chairman, **Mr C C Tung**, Deputy Chairman and **Dr Lily Chiang**, Vice-Chairman of the Chamber visited Beijing on 10-12 June 1998. The delegation was met by **Premier Zhu Rongji** and other senior central government officials.

The purpose of the visit was to hear from the Premier and senior Chinese officials about China's economic policies and how they affect Hong Kong, and to give them a first-hand report of the economic situation in Hong Kong.

The delegation was honoured to be the first Hong Kong business delegation received by Premier Zhu this year. A wide range of economic issues were discussed at the meeting. The Premier expressed that the worst period of the financial crisis was basically over, except for the uncertainty of the Japanese economy. He also showed great confidence in Hong Kong and gave a high score to Hong Kong on our performance in handling the crisis.

As for the economic development in China, the Premier firmly believed that the target of eight per cent GDP growth this year could finally be accomplished because of the expected surge in the latter part of the year. Premier Zhu explained to the delegation why China's position on not devaluing the Yuan would remain unchanged and he also told us that the state owned enterprise reform and the government restructuring reform were progressing according to schedule.

Besides the meeting with the Premier, the delegation also met with **Mr An Min**, Assistant Minister of the Ministry of



The delegation meeting with its Beijing host, Mr Yu Xiaosong, Chairman of the CCPIT  
訪京團與中國國際貿易促進委員會會長俞曉松見面

**Foreign Trade and Economic Cooperation.** Assistant Minister An gave the delegation a detailed briefing on the picture of China's export and foreign investment.

The Delegation exchanged views with **Mr Zhang Youcai**, Vice Minister of the Ministry of Finance, on how China would finance the measures necessary to maintain the growth rate, including the massive infrastructure development program.

**The Deputy Director of the Hong Kong and Macau Affairs Office, Mr Chen**

**Zuoer**, stressed that the election in Hong Kong is a Hong Kong SAR matter, and he was very pleased with the 24 May election.

The delegation was hosted by the **China Council for the Promotion of International Trade (CCPIT)**, whose Chairman, **Mr Yu Xiaosong**, discussed with the delegation the ways which China is undertaking to improve competitiveness.

Detailed reports on the meetings will be published in the next issue. ■

## 總商會代表團會晤朱總理

香港總商會高層代表團一行三十一人，由總商會主席**薩秉達**先生、常務副主席**董建成**先生、以及副主席**蔣麗莉**博士率領，於六月十日及十二日在北京訪問。在訪問行程中，代表團獲國務院總理**朱鎔基**先生接見，並拜會了其他高層中央政府官員。

訪京團的主要目的是希望聽取國家總理及其他高級官員解釋中國對香港有影響的經濟政策，以及向他們提供香港經濟情況的第一手資料。

訪京團十分榮幸成為朱總理今年接見的第一隊香港商務代表團。在會面中，團員們與總理討論了不少有關經濟發展的議題。

朱總理表示金融風暴最嚴重的時間基本上已經過去了，現在看不準的只有日本的經濟問題。總理對香港充滿信心，他認為香港在金融危機中的表現可打一個很高的分數。

至於中國經濟的問題，總理深信中國今年一定能夠達到百分之八的經濟增長率，因為他預料中國下半年的經濟增長將大幅度上升。他亦向代表團解釋了中國維持人民幣不貶值的論點，以及說明了國企改革及政府重組正按照原來計劃順利進行。

除了拜會總理外，**對外貿易經濟合作部部長助理安民**亦會見了訪京團。安部長助理

向代表團詳細地講述了中國出口及外商投資的情況。

訪京團在與**財政部副部長張佑才**會面時，討論了中國如何籌集足夠的資金以應付維持中國經濟增長而進行的多項計劃，包括大量的基建發展項目。

**國務院港澳辦公室副主任陳佐洱**則向訪京團強調香港的選舉應該是特區的事務，但是，他亦對五月二十四日的選舉表示滿意。

訪京團的接待單位是**中國國際貿易促進委員會**。貿促會會長**俞曉松**亦與團員們討論了如何增強中國的競爭力。

會面的詳細情況將在下一期月刊內報導。■



# Dr Helmut Sohmen Elected as International Chairman of PBEC

By Polly Leung

**D**r Helmut Sohmen, Chairman of Worldwide Shipping, was elected International Chairman of the Pacific Basin Economic Council (PBEC) at its 31st annual international general meeting in Santiago, Chile.

Dr Sohmen was previously the Chairman of PBEC Hong Kong, a position now held by John Strickland, Chairman of The Hongkong Shanghai Banking Corporation.

Dr Sohmen succeeds Gary Tooker, Chairman of Motorola as PBEC's new Chairman. Mr Kosaku Inaba, Chairman and CEO of Ishikawajima-Harima Heavy Industries of Japan, is the new Vice Chairman.

Hong Kong fielded several prominent speakers and moderators at the 22 May to 27 May meeting. They included Dr Sohmen; Mike Rowse, Director, Business and Services Promotion Unit, Financial Secretary's Office; Kent Hayden-Sadler, Consultant, Hong Kong Tourist Association and Barry Wain, Editor-at-Large of the Asian Wall Street Journal.

Chilean President Eduardo Frei Ruiz-Tagle gave the opening keynote address at the meeting, emphasising the decisive role of private sector entrepreneurship, creativity, and initiative for the future prosperity of the region.

In addition to President Frei's participation, the Vice President of Ecuador, H E Pedro Roberto Aguayo Cubillo and First Vice President of Peru, H E Ricardo Marquez spoke at the meeting.

Other guest speakers included Vice President of the Argentine Republic, H E Carlos Federico Ruckauf and Executive Director of the APEC Secretariat, H E Ambassador Dato' Noor Adlan and US Secretary of Defence, William Cohen.

The meeting addressed many issues of critical importance in the region including the environment; liberalising trade in food products and the telecommunications sector; reforming China's state owned enterprises; tourism; reform in Japan; management education; infrastructure development; renewable resources such as fishing and forestry; mining; the automobile industry; maritime transport; and political stability.

PBEC Hong Kong, China Committee will host the 32nd International General Meeting (IGM) in May 1999.

The Hong Kong Committee hosted a cocktail reception during the Chile IGM where delegates enjoyed a splendid evening. A video on Hong Kong, showing its uniqueness was also played during the party.

PBEC will meet in Melbourne, Australia in 2000 and the 34th international general meeting in 2001 will be held in Japan. ■



Dr Sohmen was presented a gavel by Ms Brenda Lei Foster (Dr Sohmen's left), Executive Assistant for Government and International Affairs, Office of the Governor of Hawaii, for his contribution to PBEC.

夏威夷州州長辦公室政府及國際事務行政助理科斯特女士致送一支木槌予蘇海文博士，表揚他對太平洋地區經濟理事會的貢獻。

## 蘇海文博士獲選太平洋地區經濟理事會國際主席

梁小筠\*

**第**三十一屆太平洋地區經濟理事會國際年會中，環球航運集團主席蘇海文博士獲選為國際主席。是次年會在智利聖地牙哥舉行。

蘇博士曾任太平洋地區經濟理事會香港委員會主席，現時該職改由香港上港匯豐銀行有限公司主席施德論先生擔任。蘇博士是繼摩托羅拉集團主席基利·杜卡先生出任國際主席的。新任副主席是日本的石川重工業有限公司主席兼行政總裁耕作稻葉先生。

本屆國際年會的由五月二十二日至二十七日舉行，本港多位知名人士出席擔任講員或會議主持，包括蘇博士、財政司司長辦公室工商服務推廣署署長盧維思、香港旅遊協會顧問薛德樂、亞洲華爾街日報編輯尹百利。

智利總統弗利為年會致開幕辭，強調私營企業的活動、創意、進取態度是未來區內繁榮的關鍵。除了弗利總統的參與，厄瓜多爾副總統邱比路、秘魯第一副總馬

克斯也在年會上演說。其他嘉賓包括阿根廷副總統拉卡夫、亞太經貿合作組織總幹事阿德倫及美國國防部長科恩。

是次年會提出區內多項極為重要的事務來商討，包括環境問題、食品貿易自由化、電訊業、中國國企改革、旅遊業、日本經濟改革、管理學教育、基建發展、再生性資源如漁業和林業、採礦、汽車工業、海上交通、政治穩定。

九九年五月，太平洋地區經濟理事會中國香港委員會將主辦第三十二屆國際年會。在今屆年會期間，香港委員會舉行了一個雞尾酒會，宴請與會代表歡度一個晚上。酒會中播放了一套介紹香港特色的錄影帶。

年會的閉幕典禮中，播放了行政長官董建華的錄影片段，推介明年香港主辦的年會。

公元二千年的國際年會訂於澳洲墨爾本舉行，日本會主辦二零零一年的第三十四屆國際年會。■

\*梁小筠小姐是本會國際商務部經理。

# BROAD SUPPORT NEEDED FOR NEW SAR FISCAL POLICIES

The Hong Kong General Chamber of Commerce has urged the business sector and the broader Hong Kong community to throw their support behind the SAR Government's latest initiatives to boost the local economy in the wake of the impact of the East Asian economic downturn.

"Given appropriate community support, the Government's substantial fiscal initiatives announced on June 22 should help stabilize the local economy and hopefully bring some modest improvement in the economic outlook as the year progresses," Chamber Chairman Peter Sutch said in a June 23 media statement.

"Although the Government's latest moves mark a sharp turnaround from the forecasts contained in the February 18 Budget documents, they are appropriate in view of the deteriorating economic situation we have experienced since the Budget was announced," he said.

"It is positive to see the Government now using some of the substantial fiscal reserves built up over such a long period of time to help the economy out of its present crisis situation.

The Government will, in effect be leaving an additional \$21 billion into the economy this fiscal year (the newly forecast Budget deficit), rather than extracting almost \$11 billion from the economy (the previously forecast surplus)."

Mr Sutch noted that despite the substantial changes announced by the Government, the administration had also re-committed itself to the fundamental fiscal and monetary policies that have served Hong Kong well in the past, including the linked exchange rate to the US dollar and fiscal prudence.

"This re-commitment is welcome as it will help re-assure financial markets on the Government's longer term fiscal and monetary policies, despite the relaxation of the fiscal policy stance inherent in the package of measures," he said.

"It should not be forgotten that Hong Kong has gone through times like this in the past and emerged stronger than ever."

"Back in the early 1980s, the late Sir John Bremridge also had a dramatic setback to his Budget planning, including a dramatic 12 month, \$6 billion turnaround from a projected surplus to a substantial deficit in the 1982-83 fiscal year.

"By continuing to pursue sound fiscal and monetary policies during this whole period, however, Hong Kong's overall economic health was quickly restored."

Mr Sutch said the rebate on rates would directly help the more than one million home-owners and also assist other property owners in Hong Kong.

He said the Government's freezing of its land sales programme until April next year would help home owners and take some pressure off the banking system and property

developers, help their cash flow and go some way towards stabilizing property prices.

"The exemption of corporate interest income from profits tax will help local liquidity and the measures to aid small and medium businesses acquire bank loans will also give a boost to this most important sector of the local business community."

"The other measures announced by Government aimed at opening the housing market to first home buyers, easing the costs of diesel fuel to local users and reducing the import and export declaration charges to traders are also welcome," he said.

He also cautioned that Hong Kong is in midst of a Asia-wide crisis, and full recovery is not possible until the entire region's economic situation stabilizes. Expectations should be realistic.

"There needs to be restraint across the whole community if we are to eventually emerge smoothly and certainly from the present economic setback," he said. "This includes restraint in the important areas of wage rises and rents which are central to Hong Kong's economic health and competitiveness.

"It is positive to see the Government taking lead in freezing the salaries on senior civil servants, but wider restraint within the whole civil service would have been preferable," he said. "The private sector will certainly be actively encouraging substantial wage restraint in the year ahead." ■

業人士。

他說，政府凍結賣地計劃直至明年四月有利置業人士，也減低銀行體系和地產商面對的壓力，有助資金流動及穩定樓價。

「豁免對公司的利息收入徵收利得稅有助增加本港的資金流動，此外，協助中小型企業得到銀行貸款鼓舞了本港商界這個最重要的環節。」

他說：「政府公佈的其他措施力求協助首次置業人士置業、減輕使用柴油的駕駛人士的支出、削減出入口商的貨品報關費，都是受歡迎的措施。」

他又指出，香港正處於全亞洲區的危機中，除非整個地區的經濟情況穩定下來，否則不可能完全復甦。港人要務實地展望將來。

他說：「若要最終得從現時的經濟衰退中平穩地回復過來，全港各界就必須緊縮成本，包括壓抑薪酬幅度和租金等重要環節；這對於香港的經濟情況和競爭力是極為重要的。」

他說：「政府帶頭凍結高級公務員的薪金是正確的做法，但更應該大規模壓抑整體公務員的薪金加幅。私營機構來年大力壓抑加薪幅度是值得鼓勵的。」 ■

## 各界必須支持政府新財政政策

香港總商會呼籲商界及本港各界大力支持特區政府最新提出的振興經濟措施。這些措施力求挽救受亞洲經濟不景拖累的本港經濟。

總商會主席薩秉達在六月二十三日的新聞稿說：「如果得到公眾適當的支持，政府在六月二十二日宣佈的務實財政措施會有助穩定本港經濟，幸運的話，今年稍後的經濟展望會因此略略改善。」

他說：「雖然政府現時的行動與二月十八日公佈的財政預算案所預測的截然不同。但是，鑒於財政預算案公佈以來經濟情況轉壞，現時的行動是恰當的。」

「財政儲備滾存多時，政府現在動用部分的充裕儲備，協助本港經濟走出現時的困境，是積極的做法。」

「藉著實行周一公佈的措施，政府會於本財政年度額外在本港經濟體系注入二百一十億元（最新的財政赤字預測），而非從中抽取接

近一百一十億元（過去的財政盈餘預測）。」

薩秉達指出，政府縱然公佈了多項政策的變動，但也再次承諾執行過去本港行之有效的財政及金融政策，包括聯繫匯率及審慎理財政策。

他稱：「政府的再次承諾有助市場再次肯定政府較長期的財政及金融政策，即使周一公佈的措施中表現出理財政策有所放寬。」

「我們不應忘記，香港以往也曾經歷過這樣的困難時期，並且最終變得更繁盛。」

「回想八十年代初，已故的彭勵治爵士也曾大幅修訂財政預算，其中，在變化劇烈的八二至八三財政年度中，從預計的財政盈餘急降六十億元至出現大額赤字。」

「然而，那段期間政府繼續執行正確的財政及金融政策，香港整體的經濟情況很快便回復正常。」

薩秉達稱，差餉的退款可以直接幫助本港一百萬名買樓自住人士，也可協助其他置

# Wrong Wage Message in Harsher Economic Times

The Government's decision to offer base pay increases of 5.79 per cent and 6.03 per cent to civil servants this year is a move totally out of step with today's harsher economic times, the Chamber said in a June 3 press statement.

At a time when some employees in the private sector are losing their jobs and others are worried about future job security, the Government should not be handing out big pay rises to civil servants who are among the very few in the community to have full job security, the statement said.

With personal increments included, some civil servants will effectively be getting wage rises of more than 9 per cent when the rest of the community is faced with severe belt tightening. The average increase is well above 7 per cent.

The Chamber said the Government should be taking the lead on wage restraint at times of economic uncertainty, not settling with its own employees at levels that the broader business community simply cannot afford.

Its latest decision on civil service pay increases looks all the more incongruous coming a mere four days after the Financial Secretary announced a two per cent contraction in the local economy and

warned of more economic pain to come for the local community.

"It also sits oddly with the fact that on June 3 the Government is holding the first meeting of its Task Force on unemployment which is tasked with the job of examining the weakening employment situation in the private sector," Chamber Chairman, Mr Peter Sutch said.

"At a time when the business sector is attempting to work with Government to improve the economic outlook and employment prospects, the proposed civil service wage rise sets an unfortunate precedent," he said.

Research conducted by the Chamber and the Employers' Federation shows that while average private sector wage increases in January this year were around 6 per cent, many companies in the survey reported less than that. Some gave no increases at all.

Moreover, the economic outlook in January was far more optimistic than it is now, with last week's announcement of negative economic growth in the first quarter only confirming the dramatic deterioration in the economic outlook since then.

It is now clear that the Government's formula for civil service wage increases is severely flawed and is urgently in need of review, the Chamber said. ■

## 經濟不景時期發放錯誤 薪酬趨勢訊息

六月三日，總商會發表新聞稿，指出本年度公務員薪酬基数加幅達百分之五點七九和百分之六點零三，完全與本港面臨的經濟困境脫節。

聲明指出，現時部份私營機構的僱員面臨失業，有些僱員亦憂慮將來的就業機會；在此情況下，政府不應該大幅提高公務員的薪酬。公務員正是港人中少數就業保障穩健的一群。

如果個人的增薪也計算在內，部份公務員的工資增長可超過百分之九，而一般公務員的薪增亦高於百分之七；然而，其他香港市民卻要勒緊褲帶過活。

總商會認為，在此經濟前景不明朗的時期，政府應該帶頭凍結工資，而不該讓員工得到外間商營機構所不能提供的薪金加幅。

公佈加薪幅度短短四天之前，財政司長才公佈本地經濟負增長百分之二，並警告說本港要準備面對更艱苦的經濟困境。言猶在耳，

此項對公務員加薪的決定顯得更不合現實。

總商會主席薩秉達說：「政府處理失業問題的專責小組才於六月三日舉行首次會議，研究私營機構減少提供職位的問題；這邊廂政府又公佈此項薪酬升幅，實在令人摸不著頭腦。」

他續稱：「現時，商營機構嘗試與政府合力改善本港的經濟前景與就業展望，而政府建議的公務員薪酬增幅卻立下不良先例。」

根據總商會與僱主聯會所作的調查顯示，本年一月，私營機構的平均加薪約為百分之六，然而，許多受訪公司表示加薪低於此數。部份公司甚至沒有加薪。

而且，本年一月的經濟展望遠比今天理想。上星期政府公佈本年第一季經濟出現負增長，可見自一月以來本港的經濟前景急劇惡化。

總商會稱，政府計算公務員薪酬增幅的公式顯然存在漏洞，必須馬上檢討。■



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# Chamber delivers jobs paper to Government

*Wage restraint and better economic growth are the keys to employment growth*

A sustained improvement in employment prospects – and a consequent reduction in the unemployment rate – will only be achieved with greater wage restraint and a return to positive economic growth, according to the Chamber.

In its submission to Government on the current unemployment situation, the Chamber said that it appreciated the strategy behind the 12 measures announced by the Government on June 3 aimed at creating 100,000 new jobs in the private and public sectors this year, but it recognized these moves are likely to be limited in their effect and the job numbers difficult to achieve.

It said that unless the present rapid growth in the workforce were to slow substantially, even the creation of 100,000 jobs a year would either leave unemployment at its present levels or result in a further increase.

"A number of the measures proposed by the Administration this week, including advancing the start-up dates for public sector projects and strengthening Government job programs, were included in the Chamber's own submission on unemployment sent to the Government on

Monday," Chamber Director Dr Eden Woon said in a Press Release issued with the unemployment submission.

"But the Chamber's submission goes further, recognizing that without more dramatic action – including a wages freeze – and an overall faster pace of economic growth, the jobs situation cannot be easily stabilized and turned around," he added.

According to the Chamber's submission: "Promoting economic growth and investment is the most effective employment policy that any economy can pursue." It also suggested that particular attention needed to be paid to the requirements of Small and Medium Enterprises (SMEs) who employ some 60 per cent of the SAR's workforce.

Among the recommendations made in the Chamber's 20 page submission were:

- Examining new policies to promote economic growth and investment (perhaps in new industries for Hong Kong) and to address any structural imbalances in the economy that may be affecting the employment situation.

- Encouraging banks to lower interest rates as soon as market conditions allow.

- Giving greater encouragement to the creation and further development of small and medium sized enterprises (SMEs), which provide key employment opportunities in the local economy.

- Speeding up proposed infrastructure projects and undertaking early recruitment

and training of employees for these projects.

- Government and business should aim for zero wage growth in the immediate future. "There is an inevitable trade-off between wages and jobs," the submission says.

- Further reductions in government fees and charges on business, reducing red tape affecting business and speeding up licensing procedures and other approvals required by Government.

- Encouraging greater flexibility amongst potential employees including the willingness to take lower pay in some cases, to travel further to secure employment and to change to a new field of employment.

- Government to take the lead in filling available civil service vacancies where required and examine the possibility of employing more staff on a flexible contract basis.

- Government to upgrade its employment and training programs in co-operation with the private sector.

- Government should resist the temptation to increase welfare and other payments to levels where they discourage potential employees from seeking available jobs.

- Stabilise asset prices to prevent further erosion of wealth which, in turn, affects investment and employment opportunities.

- Encourage recovery and expansion of the tourism industry, a key Hong Kong employment sector. ■

## 總商會向政府獻策改善失業情況

增加本港就業率的良方，就是凍結工資和提高經濟增長

總商會認為，為了長遠改善本港的就業前景、減低失業率，必須更大規模地凍結工資，以及努力使經濟再度健康發展。

針對現時的失業情況，總商會向政府提交建議書。對於政府在六月三日公佈十二項措施，嘗試本年內在公營或私營機構創造十萬個新職位，總商會在建議書中表示歡迎，但對此等行動的成效有所保留，並相信預期的職位數目也難以達至。

建議書指出，除非勞動力的增加速度真的可以減慢，否則，一年十萬個新職位只能夠維持現時的失業率，甚或失業率會進一步上升。

隨建議書發佈的新聞稿中，總商會總裁翁以登博士稱：「政府本周提出的措施之中，總商會在失業問題建議書中提出了其中多項，並已於周一（六月一日）呈交政府；當中包括提前公務項目的施工日期，以及加強

政府的勞工就業計劃。」

他續稱：「然而，總商會的建議書更進一步，認清了如果不採取更有力的行動 – 包括凍結工資，並且全面加速經濟增長，就業情況難以穩定下來，難以得到改善。」

總商會的建議書稱：「促進經濟發展和投資是最有效的就業政策，是任何國家或地區都可以爭取的。」建議書又提出，政府應該特別關注中小型企業的情況，因為中小型企業雇用了近六成勞動人口。

在總商會的二十頁建議書中，提出了以下的建議：

- 研究促進經濟發展和投資的新政策（可能是發展香港新興工業），並且，找出經濟架構上不平衡之處，以免影響就業情況。

- 鼓勵銀行在市場情況可行時盡快降低利率。

- 加強鼓勵中小型企業的成立和業務擴展；本地的勞工市場中，中小型企業提供了大部份的就業機會。

- 加快建議中的基建計劃，並且為這些

計劃盡早招聘和訓練僱員。

- 政府和商業機構應該即時爭取凍結工資增長。建議書稱：「高工資就換來職位減少，這是無可避免的。」

- 進一步降低政府對商界徵收的費用，精簡影響商業運作的繁複手續，加快發牌和批核程序。

- 鼓勵求職人士能屈能伸，包括：在某些情況下願意收取較低的薪金、為保障就業機會願意到外地工作，並且願意改投其他行業。

- 政府應該帶頭提供公務員職位空缺，增加必要的人手，並且研究藉採用彈性合約制來增加雇用人數的可能性。

- 政府應該與私營機構合作，改進就業及訓練計劃。

- 政府應該阻止增加福利和援助金額至過高水平，以免減低失業人士的求職意欲。

- 穩定樓價，以免港人財富進一步流失，最終影響投資和就業機會。

- 鼓勵旅遊業的復甦和發展；旅遊業為香港提供了大量職位。■



Chamber Director,  
Eden Woon.  
總商會總裁翁以登博士。

## CHAMBER'S ROLE MORE IMPORTANT IN TOUGH TIMES

In the fourteen months since I arrived at the Chamber, I have witnessed a handover of Hong Kong to Chinese sovereignty and the one-year anniversary of this handover. The political transition has been, as Chief Secretary Anson Chan said in the United States recently, "seamless". The economic picture, however, has not been pretty in the past several months, not only for Hong Kong, but for the rest of Asia.

In this difficult economic environment, it is heartening to note that many Hong Kong businesses believe in the Chamber more than ever. Our membership has remained strong, with renewals early this year at a high percentage and new sign-ups coming in daily, boosting our corporate membership once again to around 4,000. We would like to think that this is because of a heightened recognition that the Chamber frequently voices its views to the government and the community on policies to support the business community and revive the economy, all in an independent manner. And because we continue to help members with information and networking to find business opportunities.

There was another illustration recently of the Chamber's considerable role in the Hong Kong business community. We became the first Hong Kong organisation to meet with new Premier Zhu Rongji when our General Committee visited Beijing in mid-June. (A brief synopsis can be found in this issue, with a fuller report to be published in the August issue.) Premier Zhu met for 75 minutes with our 31-member delegation, carrying on a discussion with several of us, wanting to understand more deeply Hong Kong's economic problems and to answer more frankly his assessment of the Chinese economic performance. We came away impressed with Premier Zhu's understanding and support of Hong Kong, and reassured with his grasp and confidence of the Chinese economic reform measures.

The Chamber's work has become extremely important in this tough period for Hong Kong. The Chamber understands and appreciates the difficulties its members are going through, and we are doing everything we can to help them. ■

## 經濟不景總商會角色更形重要

到任總商會至今的十四個月裡，我見證了香港主權回歸中國及回歸一周年。就如最近行政司司長陳方安生女士在美所說，政治方面的過渡是「毫無瑕疵」。然而，過去數月的經濟景象卻並不理想，不但香港如是，亞洲其他地區也如是。

在此經濟困難時期，不少本港商界人士比以往更為信賴總商會，令人感到鼓舞。我們的會員數目仍然龐大，今年初的續會情況十分理想，現時日復一日又有新會員加入，所以公司會員的數目再次上升至接近四千家。我們膽敢以為，這是由於商界對總商會的認同增加了，贊同總商會以獨立身份經常就支援商界和復甦經濟的政策向政府及公眾發表意見，另一方面，我們又不斷為會員提供有助尋找商業機會的資料及網絡。

最近，總商會成為首個與新任總理朱鎔基先生會面的香港團體，再次顯示總商會在本港商界中的重要地位。(今期會簡介是次訪京之行，八月號將發表詳盡的報告。)六月中，一行三十一人的理事會代表團到北京訪問，獲朱總理接見七十五分鐘，期間，朱總理與部分代表展開討論，以期更深入了解本港的經濟問題，又更坦誠地說出他對中國經濟表現的評價。會後，我們深感朱總理十分了解、支持香港，並再次確定他對中國經改措施的決心與信心。

總商會的工作在本港這個艱難時期中更顯得極為重要。總商會充分明白、體會到會員所面臨的困難，我們會竭力為會員提供各項協助。■

## 總裁報告

### 經濟立法事務部

六月內，該部忙於回應會員與傳媒的查詢，就本港和區內面臨的經濟危機發表意見。其間，該部向政府呈交處理失業問題建議書；建議書長達二十頁，提出了多項可行的建議，供政府處理失業問題專責小組參考（詳情請參閱內文）。

首席經濟學家分析了《首季經濟報告》，報告透露本港經濟在首三個月倒退了百分之二，又提及五月二十四日的選舉結果。他向本港商界團體發表了五次簡報，主持香港貨品編碼協會主辦的「供應鏈管理會議」，並向傳媒代表及政府機構發表對現時經濟狀況的意見。除了本地的代表，與會來賓有來自澳洲、中國、美國、英國、德國、新加坡、加拿大、日本及法國。

經濟研究主任隨理事會代表團訪京，與朱鎔基總理為首的中央政府官員會面。月內，該部只有法律委員會舉行委員會會議。

### 法律委員會

委員會於六月四日開會，主要討論《公司條例》清盤條文的諮詢文件，並在暑假休會期和首屆立法會的繁忙會期來臨以前，處理例行會務。會上，議決成立一個研究清盤條文的專責小組。

### 國際商務部

六月十至十二日，總商會一年一度的訪京團出發，由薩秉達主席擔任領隊，全團共三十一人。代表團獲得朱鎔基總理接見（詳情請留意八月號）。代表團又與其他中央高層官員會面，包括：對外貿易經濟合作部部長助理安民先生、財政部副部長張佑才先生、港澳辦副主任陳佐洱先生、中國國際貿易促進委員會會長俞曉松先生。是次訪問由中國國際貿易促進委員會贊助。

訪問期間，與官員討論了中國最新的經濟發展、國企改革以及與本港經濟有關的國內政策。數位本港外國商會的會長也參加訪京團，這是創辦以來的第二次。此行吸引了本港和內地的傳媒作大篇幅的報道。

### 委員會動態

#### 亞洲委員會

五月二十九日，巴基斯坦商會副主席華傑先生率領紡織業代表團到訪，舉行招商洽談會。會中，華傑先生邀請總商會會員投資巴國的紡織業、針織業及綿織品業。國際商務部助理總裁馮棟澤先生邀請代表團閱覽總

## DIRECTOR'S REPORT

### ECONOMIC AND LEGAL AFFAIRS DIVISION

Much of the Economic and Legal Division's time during the month under review was spent in reacting to members' and media inquiries on the economic crisis facing Hong Kong and the region. As part of the process, the Division delivered the Chamber's submission on the unemployment situation to the Government. The 20 page document contained significant recommendations to the Government's Task Force on Unemployment (see related report in this issue).

The Chief Economist spent some time analysing the First Quarter Economic report, which revealed the local economy had shrunk by two per cent in the first three months of the year, and the May 24 election results. He also delivered five presentations on the economy to local business organisations, acted as moderator at the HKANA Supply Chain Management Conference and spoke with many media representatives and government organisations about the state of the economy. Apart from local representatives, these included visitors from Australia, China, the US, Britain, Germany, Singapore, Canada, Japan and France.

During the month, the Division's Executive Officer for Research, accompanied the General Committee delegation to Beijing to meet with Central Government officials including Premier Zhu Rongji. The Legal Committee provided the only Committee meeting in the Division during the month.

#### Legal Committee

The Legal Committee met on June 4 principally to discuss the Consultation Paper on the Winding Up Provisions of the Companies Ordinance and do some house-keeping work ahead of the Summer holiday break and the anticipated busy legislative program of the First SAR Legislative Council. A small sub-committee was established to examine the Winding Up Provisions.

### INTERNATIONAL BUSINESS DIVISION

The Chamber Chairman, Mr Peter Sutch led a 31-member Hong Kong General Chamber of Commerce Annual Delegation to Beijing from June 10 to 12. The delegation was honoured to meet with Premier Zhu Rongji (detailed report in August issue). It also held discussions with

other senior central government officials. They included Mr An Min, Assistant Minister, Ministry of Foreign Trade and Economic Cooperation; Mr Zhang Youcai, Vice Minister, Ministry of Finance; Mr Chen Zuoer, Deputy Director, Hong Kong and Macau Affairs Office; and Mr Yu Xiaosong, Chairman, China Council for the Promotion of International Trade (CCPIT). CCPIT sponsored the Delegation's visit.

Useful discussions were held on China's latest economic development, its State-owned enterprises reform and government policies affecting Hong Kong's economy. The delegation included, for the second time, Chairmen of some foreign Chambers of Commerce in the SAR. It attracted extensive media coverage both in China and Hong Kong.

### TRADE COMMITTEES

#### Asia

A business matching meeting with a textile delegation from Pakistan led by Mr Ghulam Mustafa Wahgil, Vice President of Pakistan Faisalabad Chamber of Commerce was held on May 29. During the meeting, Mr Wahgil invited Chamber members to invest in Pakistan in the areas of textiles, hosiery and fabrics. Mr Sidney Fung, Assistant Director of International Business encouraged the delegates to visit the Chamber's homepage.

Mr Patrick Tang, Manager of International Marketing and Sales, JTC International called on the Chamber on June 2 to discuss the arrangements for co-organizing a Roundtable luncheon on "Investment Opportunities in Asia" to be held on July 3. The main theme of the luncheon is to highlight the comparative advantage of investing in some Asian countries.

Mr Berto Yamson, Chairman of Business Professionals Development Committee, Philippine Association of Hong Kong paid a courtesy call to the Chamber on June 5. Discussions focused on the possibility of enhancing bilateral cooperation between the two organizations.

The Asia Committee hosted a dinner reception on June 8 at the World Trade Centre Club to bid farewell to Mr Andrew Yuen, who had served as the Chairman of Asia Committee for three years. Members praised Mr Yuen for his leadership and efforts in making the Committee as one of the most active Committees in the Chamber.

#### China

A four-member delegation from Guangzhou led by Mr Huang Zhi-Wei, Director of Investment Promotion Bureau of Guangdong Province visited the Chamber on June 10. The objective of the

商會網頁。

六月二日，JTC國際集團公司工業園區業務部鄧廣漢先生來訪，商討七月三日合辦「亞洲投資新紀元」午餐會的安排。午餐會的主題是分析、比較部分亞洲國家的投資優勢。

六月五日，菲律賓協會商業專才發展委員會主席任臣先生到訪，討論焦點在於如何促進兩會的合作。

六月八日，亞洲委員會在世貿中心設宴，歡送擔任亞洲委員會主席三年的袁耀全先生。委員讚揚袁先生領導有方、努力不懈，努力使亞洲委員會成為總商會內最積極的委員會之一。

## 中國委員會

六月十日，廣東省招商局局長黃志煒先生率領廣州四人代表團訪問本會，推廣將於八月五至八日在港舉行的「九八廣東高新技術洽談會」。

五月十八日，總商會主席薩秉達先生與理事會成員宴請中國外交部駐港特派員公署特派員馬毓真先生。

「香港九八中國投資貿易洽談會」於六月二日至五日在港舉行。總商會是洽談會的協辦單位。五月二十九日，對外貿易經濟合作部外國投資管理司副司長劉作章先生到訪，商討籌備安排。六月二日，總商會總裁翁以登博士應邀參與洽談會的開幕禮。六月四日，對外貿易經濟合作部部長助理安民先生在總商會的午餐會上發表演說。是次午餐會有超過一百五十名會員出席。

六月三日，福建省副秘書長張健先生率領福建四人代表團來訪，以促進與總商會的合作關係。代表團來港出席「香港九八中國投資貿易洽談會」。

六月四日，南京市副市長羅志軍先生率領二十八名南京市官員到訪。座談會上，官員向總商會會員簡介在南京投資的機會。總商會總裁翁以登博士及資深會員古勝祥先生擔任座談會主持。六月三日，國際商務部助理總裁馮棟澤先生代表總商會出席「九八南京貿易投資洽談會」的開幕禮。

## 歐洲委員會

五月二十一日，歐洲委員會主席文路祝先生接待由盧森堡商會行政總裁希普先生率領的代表團。此行是為了加強香港與盧森堡的商業聯繫，致力推廣盧森堡為歐洲的主要金融中心。

五月二十五日，立陶宛共和國駐中國大使戴·沃維利斯先生到訪，與馮棟澤先生和文路祝先生會面，推廣現時該國在經濟合作、貿易投資方面的商業機會。立陶宛大使邀請總商會提供香港名譽領事的人選。

六月四日，斯洛伐克共和國香港名譽領事Willy Lin先生和北京大使館二等秘書兼經

**Mr Manohar Chugh, Chairman of the Europe Committee and (from left to right), Mr Wolfgang Gerz, German Consul-General and Mr Sidney Fung, Assistant Director for International Business attended a dinner hosted for the Consul-Generals of Germany, Austria and the Netherlands on 7 May.**

(左起) 歐洲委員會主席文路祝先生、德國總領事葛斯先生及國際商務部助理總裁馮棟澤先生於五月七日出席為德國、奧地利和荷蘭駐港領事而設的晚宴。



**A delegation from Ethiopia led by Dr Kassu Yilala, Deputy Prime Minister (left), visited Hong Kong on 15 and 16 May. Assefa Abraha, Minister of State Enterprises, called on the Chamber on 15 May to brief members on the economic reforms and privatisation programme of the country. Members interested in more information please contact Mr Nebrom Ambaye, Counsellor of the Embassy in Beijing at Tel: 65325258 or Fax: 65325591.**

由埃塞俄比亞副首相伊拉拉博士率領的代表團於五月十五及十六日訪問香港，其中，國營企業部部長阿布拉哈先生(右)在十五日親臨總商會，介紹該國的經濟改革及私有化計劃。會員如有興趣查詢詳情，請與埃塞俄比亞駐北京大使館參贊安巴耶先生聯絡(電話：65325258；傳真：65325591)。

**Mr Stephen Schlaikjer (right), Deputy Consul-General of the US, talked on the current state of Sino-Hong Kong relations at a Roundtable luncheon on 15 May.**

在五月十五日的小型午餐會上，美國副總領事史萊克先生談到中美及港美關係的現況。



**The 1998 International Seminar on the Asset Reorganisation of state-owned-enterprises was held in Sichuan on 9-10 July. Mr Xiang Yuming (left), Executive Vice Chairman, China Council for the Promotion of International Trade, Sichuan Sub-council, visited the Chamber on 7 May to promote the seminar. Mr Sidney Fung (right), International Business, welcomed the delegation.**

一九九八年國有企業資產重組國際研討會將於七月九至十日在四川舉行。四川省貿促會常務副會長向玉明先生(左)五月七日訪問總商會，宣傳是次研討會。國際商務部馮棟澤先生(右)接待代表團。

欲索取資料，請聯絡：

中國國際貿易促進委員會四川省分會

冷中成先生

電話：86 28 3396965

傳真：86 28 3353386

總商會將籌辦參加是次研討會的訪問團。欲知詳情，請聯絡李若梨小姐，電話：2823 1239。

**For more information please contact:**

**Mr Leng Zhong Cheng, CCPIIT, Sichuan Sub-council.**

**Tel: 86 28 3396965**

**Fax: 86 28 3353386**

**The Chamber organised a delegation to the seminar. For details please contact Ms Phoebe Lee at 28231239.**

濟商務部主任米哈爾·弗拉貝爾先生與馮棟澤先生會面，商討中港與斯洛伐克如何發展商業聯繫。

### 香港國際委員會

六月八日，總商會總裁翁以登博士與香港國際委員會新任主席施文信先生會面，討論委員會未來籌辦的活動。施文信先生現正邀請委員建議來年的議題和提出意見，擬訂議程。

### 太平洋地區經濟理事會

蘇海文博士率領香港代表團出席「第三十一屆太平洋地區經濟理事會國際年會」。是次年會於五月二十二至二十七日在智利聖地牙哥舉行，與會者來自二十個經濟地區，超過五百五十名商界領袖和政府高層官員參加。蘇海文博士獲選為太平洋地區經濟理事會國際主席。為宣傳九九年五月香港主辦的國際年會，香港委員會在智利的會場中設立攤位，派發商業和旅遊資料以及九九九年國際年會的初步資料。蘇海文博士在年會期間主持雞尾酒會宴請與會代表。閉幕典禮中，播放了行政長官董建華的錄影片段，邀請代表參加明年香港主辦的年會。

九九九年國際年會籌備委員會於六月三日開會，簡報智利年會的情況。

## 工商政策部

### 座談會

六月五日，總商會協辦「香港與珠江三角洲的發展前景」座談會。香港房地產建築業協進會是座談會的主辦機構。署理政務司司長孫明揚先生應邀主持揭幕。會上，香港服務業聯盟運輸／基建委員會的姚祖輝先生代表總商會擔任發言嘉賓。

### 香港服務業聯盟

### 推廣服務業

### 香港服務業獎 — 創意

五月十九日，約一百名人士出席香港服務業聯盟主辦的創意研討會，聆聽四位嘉賓發表演說後並參與熱烈討論。主講嘉賓有 Strategic Thinking Group 賀智彬先生、香港城市大學鴻壽吉博士、去年「創意服務獎」得主蔡涯棉先生，及「香港服務業聯盟創意服務獎」評審委員會主席蒲祿祺先生。

在六月十五、十六日，分別舉行了兩個午餐會，主題為「如何在一九九八『香港服務業獎 — 創意』中勇奪殊榮」，超過五十名人士參加。會中，陳偉群博士講解「香港服務業獎 — 創意」的評分準則。香港服務業聯盟是該獎項的主辦機構。

visit was to promote "98 Guangdong High Tech Investment Fair" to be held in Hong Kong August 5-8.

Mr Ma Yuzhen, Commissioner of the Office of Commission of the Ministry of Foreign Affairs of the PRC in the HKSAR was invited to a private dinner hosted by Mr Peter Sutch, Chamber Chairman and the General Committee members on May 18. The "98 China Trade and Investment Symposium" was held in Hong Kong on June 2-5. The Chamber was one of the co-organisers of the Symposium. Mr Liu Zuozhang, Deputy Director of the Foreign Investment Department, MOFTEC called on the Chamber for a preparatory meeting on May 29. Dr Eden Woon, the Chamber Director was invited to the opening ceremony of the Symposium on June 2. Mr An Min, Assistant Minister of MOFTEC spoke at a Chamber subscription luncheon on June 4. Over 150 Chamber members attended the luncheon.

A 4-member Fujian delegation, led by Mr Zhang Jian, Deputy Secretary-General, Fujian Province called on the Chamber on June 3. The delegation was in Hong Kong attending the "98 China Trade and Investment Symposium". The purpose of their visit was to foster closer relationship with the Chamber.

A group of 28 officials from Nanjing, led by its Vice Mayor, Mr Luo Zhijun visited the Chamber on June 4 and conducted a briefing meeting with Chamber members on investment opportunities in Nanjing. The briefing meeting was jointly chaired by the Chamber Director, Dr Eden Woon and Mr Daniel Koo, a senior member of the Chamber. Mr Sidney Fung, Assistant Director for International Business, represented the Chamber at the opening ceremony of the "98 Nanjing Trade and Investment Fair" held on June 3.

### Europe

On May 21, the Chamber Europe Committee Chairman, Mr Manohar Chugh received a Luxembourg delegation led by Mr Paul Hippert, Managing Director of the Chamber of Commerce of the Grand Duchy of Luxembourg. The delegation aimed at promoting business links between Hong Kong and Luxembourg. The delegation also sought to promote Luxembourg as one of the leading financial centres in Europe.

Ambassador Dainius Voveris, Embassy of the Republic of Lithuania, visited Mr Sidney Fung and Mr Manohar Chugh on May 25 to promote the business opportunities existing in the fields of economic cooperation, trade and investment in Lithuania. Ambassador Voveris also sought the Chamber's advice in identifying suitable candidates for the post of Honorary Consul of Lithuania in Hong Kong.

On June 4, accompanied by Mr Willy Lin, the Honorary Consul of the Slovak Republic in Hong Kong, Mr Michal Vrabel, Second Secretary and Head of Economic and Commercial Department, Embassy of the Slovak Republic in Beijing, called on Mr Sidney Fung to discuss the ways of establishing business links between China/Hong Kong and the Republic.

### HONG KONG INTERNATIONAL

On June 8, the Chamber Director Dr Eden Woon met with the new HKI Chairman Mr Brian Stevenson to discuss the proposed activities to be carried out by the Committee in the near future. Mr Stevenson is inviting members' contribution and views on issues to be addressed and setting the agenda for the coming year.

### PACIFIC BASIN ECONOMIC COUNCIL

A PBEC Hong Kong delegation led by Dr Helmut Sohmen attended the PBEC 31st International General Meeting taking place in Santiago, Chile from May 22-27. More than 550 business leaders and senior government officials from 20 economies participated in the conference. Dr Sohmen was elected International Chairman of PBEC. Hong Kong set up a booth at the Chile IGM to promote the HK IGM in May 1999, distributing business and tourist information and the IGM 1999 preliminary program. Dr Sohmen also hosted a cocktail reception during the IGM period. A video message of the Chief Executive, inviting the delegates to attend the HK IGM was shown at the closing plenary session.

The PBEC IGM 1999 Organizing Committee met on June 3 mainly to brief members on the Chile IGM.

### BUSINESS POLICY DIVISION

#### Symposium

On June 5 the Chamber co-sponsored a Symposium on "Development Prospect in Hong Kong and the Pearl River Delta Region". The organizer of the event was the Hong Kong Association for the Advancement of Real Estate and Construction Technology. The symposium was opened by Acting Chief Secretary Mr Michael Suen. Mr Andrew Yao of the HKCSI Transport/Infrastructure Committee represented the Chamber on the discussion panel during the symposium.

### Hong Kong Coalition of Service Industries

#### Promotion of Services

#### Awards for Services – Innovation

About 100 participants attended the HKCSI seminar on innovation on May 19. A lively discussion followed four speeches



## 管理顧問服務研究

香港大學恩萊特教授和鄧森博士暨研究小組受聯盟委託，研究如何促進管理顧問服務；在聯盟五月二十七日的管理顧問小組會議中，發表初步研究報告。研究經費得到政府「服務業支援資助計劃」的資助。

## 商業中心計劃

聯盟現就為小型行業及專業機構成立商業中心的建議，與政府工商服務業推廣署和管理參議署商討，籌備作詳盡的可行性研究。三方共同組成的非正式工作小組於六月八日舉行會議。

## 北京訪問團

六月十日，聯盟主席高鑑泉先生率領十人代表團訪京，拜訪國家發展計劃委員會，獲副主任包紱定先生接待。代表團又與多個機構的代表會面洽談，包括國家發展計劃委員會第三產業辦公室、國家經濟貿易委員會、對外貿易經濟合作部及內貿局。

## 多邊貿易政策

六月五日，陳偉群博士與香港經濟貿易辦事處駐世貿組織副代表史端仁先生及港府顧問費克特庫蒂先生會面，討論香港服務業的發展。會後，聯盟主席高鑑泉先生設午宴款待史端仁先生和費克特庫蒂先生。

六月十五日，聯盟執行委員會主席及成員與世貿組織的小組會面，該小組負責檢討有關香港的貿易政策。另於六月九日，該小組與總商會總裁翁以登博士和數名會員會面。

## 執委會會議

執行委員會於六月二日舉行會議，討論多邊貿易政策、推廣服務業及在經濟不景時期服務業的發展。

## 商業政策

五月十八日，聯盟主辦午餐會，主題是「香港是否需要一個企業拯救制度？」。講員是法律改革委員會無力償債問題小組主席戴逸華教授及成員羅賓信先生。

聯盟按照成員的意見，於五月二十六日向財政司司長提交對於現時本港失業情況的意見書。

陳偉群博士於五月二十二日出席統計諮詢委員會的會議。

六月六日，聯盟副執行秘書周育珍小姐出席電訊服務用戶及消費者諮詢委員會的會議。

## 香港特許經營權協會

### 研討會

六月四日，協會主辦的「中國連鎖經營政策與狀況」研討會於香港會議展覽中心舉

On 13 May Mr Sidney Fung (left), Assistant Director HKGCC, and Mr Robert Dorfman (right), Chairman of the Americas Committee, welcomed the mission leader Mr John Mah QC, National Vice Chairman for the Hong Kong-Canada Business Association who led a 40-member trade delegation. For more information please fax (416) 3684321.



五月十三日，總商會助理總裁馮棟澤先生(左)和美洲委員會主席杜動明先生(右)歡迎港加商會副主席馬楚廷先生；馬先生率領四十人商界代表團到訪。欲詢詳情，請傳真：(416) 3684321。



On 19 May Mr Tung Chee Hwa came to the HKGCC to address the Chamber council.

五月十九日，董建華先生蒞臨總商會，在諮議會會上發表講話。



On 21 May Manohar Chugh (right), Chairman, Europe Committee, met with Mr Paul Hippert (left), Managing Director, The Chamber of Commerce of the Grand Duchy of Luxembourg and Mr Jean-Claude Vesque, Head of the Foreign Trade Department in Luxembourg.

五月二十一日，歐洲委員會主席文路祝先生(右)與盧森堡商會行政總裁保羅·希普先生(左)和盧森堡外貿部部長維斯先生會面。

The Director, Dr Eden Woon, met a delegation from Lanzhou, Gansu Province on 12 May. The purpose of the delegation's visit was to promote the Lanzhou Trade Fair to be held on 26-30 August. Gansu Province situated in Northwestern China is famous for its rich natural resources and convenient transport links to the region. For information on the fair please contact: The Fair Organisation Office, Lunzhou Trade Fair, 8/F., Changyun Building, 280 Xiao Shao Men Wai, Lanzhou City, Gansu Province. Post code: 730030. The Chamber will organise a delegation to the fair. Please contact Ms Phoebe Lee at 2823 1239 for further information.

五月十二日，總商會總裁翁以登博士(左)接待到訪的甘肅省蘭州市代表團。代表團此行是為了宣傳八月二十六至三十日舉行的蘭州交易會。甘肅省位於中國的西北部，以天然資源豐富以及本身是區內的交通樞紐而馳名。欲索取是次交易會資料，請聯絡：

甘肅蘭州交易會辦公室  
甘肅省蘭州市小銷門外280號昌運大廈九樓  
郵政號碼：730030

總商會將籌辦參觀是次交易會的訪問團。欲知詳情，請聯絡李若梨小姐，電話：2823 1239。



五月十一日，美國華盛頓州肯特縣市長懷特先生率領貿易代表團到訪，與總商會會員見面。

Mr Jim White, Mayor of Kent County, Washington State, led a trade delegation to Hong Kong and met Chamber members on 11 May.



行，為期一天。上午集中研討國內的特許經營發展。主要講員包括：國家經濟貿易委員會市場流通司副司長向欣女士、中國連鎖經營協會秘書長郭戈平女士；其他講員包括廣州一位特許經營商及一位中國稅務專家。

本地的特許經營商利用下午的推廣工作坊，向準投資者介紹自己的特許經營制度。與會人數超過二百名。此外，協會在五月二十八日於《蘋果日報》、《香港經濟日報》及《明報》出版特刊。研討會後，國內的嘉賓講員獲安排與本港部分特許經營商會面。

### 培訓課程

在二月至五月期間，協會舉辦了四輪特許經營培訓課程，另計劃於六、七月間再舉辦兩輪課程。六次課程先後吸引了超過二百人報讀。

### 電腦光碟

「特許經營指南」電腦光碟第二版於五月中面世。

### 工業及中小型企業

#### 中小型企業

在五月十八日的常會中，討論了七月北京訪問團的安排。五月二十日，於香港生產力大樓舉辦「如何應用 IS●9000 於小型貿易公司」的座談會，共二十九位會員參加。

#### 訪問團及午餐會

由總商會及星加坡商會（香港）的會員組成代表團，出席順德舉行的「企業資產購併與重組」座談會，會期為六月六至七日。代表團的領隊由總商會中小型企業委員會主席鄺家賢女士擔任。

六月九日，舉辦「如何追討逾期債務——一些考慮之因素及建議」午餐會，由香港出口信用保險局高級經理錢秀瑛女士擔任講員。中小型企業委員會籌辦於七月九至十日到北京作親善訪問，與國內的同業會面。行程包括與多個負責中小型企業事務的政府機關會面。

### 營運部

#### 會員事務

截至六月十二日，會員數目共有三千八百四十一家。五月十九日，二十七名新會員參加會員座談會。五月十五日，二十八位會員及嘉賓報告參加假清水灣鄉村俱樂部舉行的聚會。是次聚會的獎品由 Alfa Technology Ltd. 基夫先生送出。然而受大雨影響，出席者只有十一人，並要待雨勢減弱後才開始打球。六月十二至十三日，在東莞峰景高爾夫球場舉行為期兩天的慈善比賽，三十三名選手報告參加。籌得的款項會捐給香港眼科醫

by Michael Haybyrne of Strategic Thinking Group, Dr Gwaku Atuahena-Gima from City University, winner of last year's Innovation Award Mr Michael Choi, and Chairman of CSI Innovation judging panel Mr Nick Brooke.

Two roundtable luncheons on "Winning the Hong Kong Awards for Services: Innovation" were held on June 15 and 16 respectively. More than 50 participants attended to hear Dr Chan explain the marking scheme of the Innovation category of the Hong Kong Awards for Services, of which the HKCSI is leading organiser.

#### Management consultancies

The study team from Hong Kong University comprising Professor Michael Enright and Dr Michael Thompson presented an interim report of their research on promotion of management consultancy at a meeting of the HKCSI Management Consultants Group on May 27. The study was commissioned by the HKCSI with funding support from the government Services Support Fund.

#### Business centre

The HKCSI is having discussion with the government Business and Services Promotion Unit and the Management Services Agency on conducting a full feasibility study on the proposal for a business centre for small industry and professional bodies. A meeting of an informal working committee comprising the three parties was held on June 8.

#### Beijing mission

On June 10 a 10-member delegation led by HKCSI Chairman Mr Stanley Ko visited the State Development and Planning Commission and were received by Mr Bao Xuding, Vice Chairman of the SDPC. The delegation also met and held discussion with the Office of Tertiary Industry of the SDPC, the State Economic and Trade Commission, MOFTEC and the Internal Trade Bureau.

#### Multilateral trade policy

On June 5 Dr WK Chan met with Hong Kong's Deputy Representative to the WTO Mr Michael Stone and Hong Kong government consultant Mr Geza Feketekuty to discuss Hong Kong's service sector development. The meeting was followed by a lunch hosted by CSI Chairman Stanley Ko for Messrs Feketekuty and Stone.

On June 15 the Chairman and members of the HKCSI Executive Committee met with a team from the WTO on the trade policy review for Hong Kong. That followed a separate meeting of the WTO with Chamber Director Dr Eden Woon and several Chamber members on June 9.

### Executive Committee

The Executive Committee met on June 2 to discuss multilateral trade policy, promotion of services and the development of the service industries under the current climate of economic downturn.

### Business policies

On May 18 a roundtable luncheon was organised by the Coalition on the subject of a corporate rescue regime for Hong Kong. The speakers were Professor Edward Tyler and Mr Ian Robinson, Chairman and member of the Law Reform Commission Subcommittee on insolvency.

Following consultation among CSI members, the Coalition submitted a paper to the Financial Secretary on May 26 setting out its views on the current unemployment situation in Hong Kong.

Dr Chan attended a meeting of the Statistics Advisory Board on May 22.

Coalition Deputy Secretary Charlotte Chow attended a meeting of the Users and Consumers Advisory Committee of the Office of Telecommunications Authority on June 6.

### HONG KONG FRANCHISE ASSOCIATION

#### Conference

A one-day Conference on Chain and Franchise Operations in China: Policy and Development was organized by the Association on June 4 at the Hong Kong Convention and Exhibition Centre. The morning session focused on franchising in the mainland. Lead speakers included Ms Xiang Xin, Vice Director of the Market and Circulation Department of the State Economic and Trade Commission and Ms Guo Geping, Secretary General of the China Chainstore and Franchise Association. Other speakers in the morning conference included a franchise operator from Guangzhou and an expert on China taxation.

Local franchise operators made use of the afternoon promotional workshops to present their franchise systems to potential investors. More than 200 people attended the Conference. In addition, three newspaper supplements were published with Apple Daily, Hong Kong Economic Times and Ming Pao on May 28. After the Conference, a programme of visit was arranged for the Mainland guest speakers to meet with some franchise operators in Hong Kong.

#### Training courses

The Association conducted four rounds of franchise training courses between February – May. Two more courses were planned for June and July. The six courses altogether attracted more than 200 people

院。3288晚飯會五月份聚會於十九日舉行，共有七十八位會員及嘉賓出席。兩位會員贊助「推廣廣場」的獎品及紀念品。

## 人力資源

人力資源期間主辦的研討會、小型午餐會及課程如下：

- 「商貿應用文課程」：五月十五、二十二、二十九日及六月五、十二日舉行，共七位學員。
- 「如何做高效益的表現評估」：五月十五日舉行，為期一天，共八位學員。
- 「辦公室禮儀實習班」：五月二十日舉行，為期半天，共十二位學員。
- 「高效益行程安排技巧課程」：五月二十二日舉行，共十位學員。
- 「個人效率工作坊」：五月二十五日舉行，為期半天，共十六位學員。
- 「前線員工英語電話應對課程」：六月一日舉行，為期半天，共十六位學員。
- 「申請來港就業須知」午餐會：六月八日舉行，共三十二位學員。

廣東話考試於五月二十七日舉行，四位外籍人士參加，其中三位及格。普通話考試於六月二日舉行，一位外籍人士及一位本地人士參加。

## 資訊科技

總商會網頁已經啟用了六個星期。我們在日常的傳真通訊中加以推廣，又將網址加入最普及的搜尋器資料庫中，如「雅虎」、Infoseek、AltaVista。自六月十日起，選錄了總商會消息和活動資料的《每周精選》會電郵給客戶及會員。現時，愈來愈多會員透過網址與總商會聯絡；我們期望將來可以減少傳真和郵件的數量。

## 行政

九八至九九年度《會員名冊》(印刷本及網上版本)方面，整理名單和加插商標的工作仍然繼續。月內共有十次賽馬，參加者共五百九十五人。馬季於六月十四日完結。總商會網頁上，共有三十四份申請競投政府物料供應處及市政事務署的投標項目。「活用EQ、AQ和NLP於客戶服務」培訓課程於六月二、十一及十七日舉行，共九位學員參加。《會員折扣優惠計劃》五月號通訊已寄發予全體會員及總商會中銀信用卡持有人，今期刊載的優惠共十八項。統一中心辦公室擴展部份的裝修工程方面，總商會共收到六家從事室內設計的會員提供建議書。

## 大型活動

六月四日，總商會舉行午餐會，邀得對外貿易經濟部部長助理安民先生主講，出席者超過一百五十人。■

Dr Eden Woon, HKGCC Director, was invited to the ribbon cutting ceremony of the 1998 China (Hong Kong) Investment and Trade Symposium. The symposium was organised by the Ministry of Foreign Trade and Economic Co-operation on 2-5 June 1998.

總商會總裁翁以登博士應邀為香港九八中國投資貿易洽談會剪綵。是次洽談會由對外貿易經濟合作部主辦，會期由六月二日至五日。



The Asia Committee hosted a dinner reception on June 8 at the World Trade Centre Club to bid farewell to Mr Andrew Yuen, who had served as the Chairman of Asia Committee for three years. A new Committee Chairman will be elected at the next Committee Meeting to be held on 6 July at the Chamber's Boardroom.

六月八日，亞洲委員會在世貿中心設宴歡送袁耀全先生，感謝他擔任亞洲委員會主席三年。下次的委員會會議將於七月六日在總商會會議室舉行，屆時會選出新一屆主席。

A 25-member delegation, led by Mr Zhu Wenju (left), Vice Chairman of the All-China Federation of Industry and Commerce, called on the Chamber on June 9 and met with the Chamber Director Dr Eden Woon (right). The objective of the visit was to enhance business and economic exchanges and cooperation between Hong Kong and mainland China.

由中華全國工商業聯合會副主席朱文樂先生率領的一個二十五人高層代表團於六月九日到訪，獲總商會總裁翁以登博士接待。代表團此行旨在進一步推動內地和香港工商界之間的交往與合作，翁以登博士介紹了總商會的組織結構及功能。



查詢詳情，請聯絡：

中華全國工商業聯合會秘書長程路先生  
地址：中國北京北河沿大街93號  
電話：86 10 6528 2880

For further details, please contact:  
Mr Cheng Lu,  
Secretary-General, All-China Federation  
of Industry and Commerce.  
93 Bei He Yan Street, Beijing 10006,  
P.R.China.  
Tel: 86 10 6528 2880



Mr Tony Law, Acting Principal Immigration Officer, Divisional Head of Visa and Policies Branch, Immigration Department, gave a talk at a Roundtable luncheon on procedures regarding admission of Mainland nationals and foreigners for employment in Hong Kong.

入境事務處處理首席入境事務主任(簽證管制)羅耀通先生出席本會的午餐會，講解國內或外地人士申請來港工作的手續。

**ADVERTISE  
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**Please Contact**

**Ms Carmen Ho**

**Chamber Services Ltd.**

**Tel: 2823 1291 Fax: 2527 0383**

### **CD-Rom**

The second version of the "franchising training kit" CD Rom was published in mid-May.

### **INDUSTRY AND SME**

#### **SME Committee**

At its regular meeting on May 18, the Committee discussed, among other things, its planned visit to Beijing in July. A briefing session on the Implementation of ISO9000 Systems in Small Trading Firms was held at the Hong Kong Productivity Council Building on May 20. The event was attended by 29 members.

#### **Delegation and Roundtable Luncheon**

A delegation comprising members from this Chamber and the Singapore Chamber of Commerce in Hong Kong attended a symposium on SOE reforms in Shunde, China over the weekend of June 6-7. The delegation was headed by Ms Phyllis Kwong, Chairman of the Chamber's SME Committee.

A Roundtable luncheon on "How to Pursue Outstanding Debts – Some Consideration and Advice" was held on June 9 with Ms Cynthia Chin, ECIC Senior Manager, as speaker. A goodwill mission to Beijing was being planned for SME members to meet with their counterpart in Mainland China from July 9-10. The programme includes meetings with a number of government agencies responsible for SME affairs.

### **OPERATIONS DIVISION**

#### **Membership**

Membership stood at 3,841 as of June 12 and 27 new members joined the briefing session in Cantonese on May 19. Some 28 members and guests booked an outing at the Golf Club at Clearwater Bay on May 15 with some prizes donated by Mr Jean-Paul Cuvelier of Alfa Technology Ltd. However due to heavy rain, only 11 golfers showed up, waited and played. A two-day charity tournament was held on June 12-13 at Hillview, Dongguan and 33 players subscribed for the event. Money raised was donated to the Hong Kong Eye Hospital. The monthly Dinner Club meeting was held on May 19 with 78 members and guests attending the gathering. Two members sponsored the presentation session with prizes and souvenirs.

#### **Human Resources**

An evening training course on "Commercial Chinese Writing" was held on May 15, 22, 29 and June 5 and 12, 1998 (7 participants). A one day training course on "How to Conduct Effective Performance

Appraisals" was held on May 15, 1998 (8 participants). A half-day training course on "Office Manner" was held on May 20, 1998 (12 participants). A half-day training course on "Effective Travel Planning Skills" was held on May 22, 1998 (10 participants). A half-day training course on "Personal Effectiveness Workshop" was held on May 25, 1998 (16 participants). A half day training course on "Telephone English for Frontline Staff" was held on June 1, 1998 (16 participants attended). A Roundtable luncheon on "Entry to Hong Kong for Employment" was held on June 8, 1998 (32 participants). A Cantonese Examination was conducted on May 27, 1998. Four expatriates attended the examination and three candidates passed. A Mandarin Examination was conducted on June 2, 1998. One expatriate and one Chinese attended.

#### **Information Technology**

The Chamber Web site was launched six weeks ago and is promoted through our regular fax to members and listing in the search database of the most popular search engines like Yahoo!, Infoseek and AltaVista. From June 10, a weekly Chamber news and activities notice called "the Chamber Alert" has been sent to all clients and members via e-mail. It appears that more and more members are using the Web site to communicate with the Chamber. In time, we expect to be able to reduce the volume of fax and mailing to members.

#### **Administration**

Members Listing and Logos insertions (in paper form and homepage) for Membership Directory 98-99 are in progress. There were 10 Race Meetings during the month with a total of 595 participants. The race season ended on June 14. There were 34 tenders announced for the Government Supplies Department and the Urban Services Department on the Chamber Web site. A three-evening training workshop on "EQ, AQ, NLP in Customer Services" was held on June 2, 11 and 17 and attended by 9 members. The May issue of the Discount Club Newsletter, announcing 18 offers, was published to all Chamber members and HKGCC-BOC Visa Card holders. Six proposals were received from members engaged in interior designing for the renovation work of the extended office space in the United Centre.

#### **Events**

A subscription luncheon in honour of Mr An Min, Assistant Minister of Ministry of Trade and Economic Cooperation, was held on June 4 with an attendance of more than 150 people. ■

# CHAMBER FORECAST

Jul 20

**July Subscription Luncheon**  
**Mr K C Kwong**  
**Secretary for Information Technology & Broadcasting**

七月份午餐會主講嘉賓：  
資訊科技及廣播局局長鄺其志先生

Island Shangri-La Hotel  
(Enquiries: Luka Lam, Tel 2823 1253)

Jul 24

**Roundtable Luncheon**  
**The Challenge of the Millenium Bug**

小型午餐會  
『千年蟲』的挑戰

Chamber Boardroom  
(Enquiries: Luka Lam, Tel 2823 1253)

Sep 6-8

**Mission to Xiamen**

廈門訪問團  
訪問團將拜訪當地領導及  
參加由中國對外經濟貿易合作部主辦的  
『98 中國投資貿易洽談會』

(Enquiries: Phoebe Lee, Tel 2823 1239)

## Outbound Mission

Sep 6-8	Mission to Xiamen
Oct	Mission to Dubai
Oct 16-18	PBEC Steering Committee Meeting, Los Angeles
Oct/Nov	China Committee Annual Delegation to Beijing

## Chamber Forecast (Cont'd)

### COMING EVENTS

Jul 15	Roundtable Luncheon: How Companies can benefit from Corporate Environmental Reporting
Jul 16	Roundtable Luncheon: Implementation of the Internet for Corporations
Jul 17	Roundtable Luncheon: Know Your Buyer - Some Points You Can't Afford to Ignore
Jul 18	Seminar: To be a Winner in Adversity
Jul 17-18	Six Thinking Hats Workshop
Jul 20	Subscription Luncheon: Mr K C Kwong, Secretary for Information Technology & Broadcasting
Jul 21	Dinner Reception: Dr Helmut Sohmen, Chairman of PBEC
Jul 22	Roundtable Luncheon: Hi-tech ~ Risk, Luck, Hard Work and Success
Jul 24	Roundtable Luncheon: The Challenge of the Millenium Bug
Jul 28	Roundtable Luncheon: Privacy data practice
Jul 29	Workshop: Creativity for Business Application
Jul 29	Roundtable Luncheon: Entry to Hong Kong for Employment
Jul 30	Training: How to be an Outstanding Receptionist
Jul 31	Training: How to Develop Positive Assertiveness for Professionals
Aug 6	Training: How to Provide Excellent Customer Services
Aug 7	Training: How to Conduct a Selection Interview
Aug 21	Roundtable Luncheon: Identify and Manage your Intellectual Property
Sep 4 & 5	Summer '98 Executive Technology Conference
Sep 23-29	Value Re-Engineering Seminar

### COMMITTEE MEETINGS

Jul 16	Economic Policy Committee
Jul 21	HK International Steering Committee
Jul 21	Americas Committee
Jul 27	General Committee
Sep 24	Shipping Committee

**(Regular committee meetings open to  
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# Hong Kong General Chamber of Commerce China Activities Calendar

## 香港總商會中國活動日誌

### 總商會中國活動 CHAMBER CHINA ACTIVITIES

9月6日—8日  
SEPTEMBER 6-8

#### 廈門訪問團 MISSION TO XIAMEN

由中國對外經濟貿易合作部主辦的「中國投資貿易洽談會」將在九月八日在廈門舉行。總商會將組團參加。訪問期間還會安排拜會當地領導。

*Organised by the Ministry of Foreign Economic and Trade Cooperation, the "98 International Trade and Investment Fair" is going to be held in Xiamen on 8 September. The Chamber will organised a delegation to visit the Fair. Meetings with senior officials will also be arranged.*

(查詢 Inquiries: 李若梨小姐 Phoebe Lee — 電話 Tel: 2823 1239)

### 展覽會 EXHIBITIONS

9月8日至12日  
SEPTEMBER 8-12

#### '98中國投資貿易洽談會(廈門) CHINA FAIR FOR INTERNATIONAL INVESTMENT & TRADE

中國投資貿易洽談會由中國對外貿易經濟合作部主辦，以招商引資為主題，同時兼做外商投資企業產品、技術等多項貿易。

*Sponsored by the Ministry of Foreign Trade and Economic Cooperation, the Fair aims mainly at promoting investment, coupled with trading products and technology of foreign-funded enterprises. A number of projects which have been approved by the government and have supporting measures will be presented in the Fair.*

Enquiries 查詢: External Liaison Department, Organising Committee of the Fair 洽談會外聯部 — Tel 電話: 86-592-5623595 Fax 傳真: 86-592-6022377

9月14日至17日  
SEPTEMBER 14-17

#### '98中國國際包裝展覽會(廣東省, 廣州市) CHINA PACK 98 (GUANGZHOU, GUANGDONG)

Enquiries 查詢: Josephine Lee, Miller Freeman 李小姐 — Tel 電話: 28276211 Fax 傳真: 28277064

9月19日至23日  
SEPTEMBER 19-23

#### '98南京金秋經貿洽談會(南京) '98 NANJING GOLDEN AUTUMN ECONOMY AND TRADE FAIR (NANJING, JIANGSU)

Enquiries 查詢: Nanjing COFERT 南京外經貿委 — Tel 電話: 86-25-4401135 Fax 傳真: 86-25-4560007

您現在可以在香港總商會的網頁上瀏覽中國活動日誌及其他中國消息。

資料位於網頁內的「商業良機」:「中國商貿」。

You can now find the China Activities Calendar and other China-related information on the  
HKGCC Internet Homepage: Business Information: China Business

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# The Chamber Mission to Dalian

By Eva Chow\*

Dalian, located at the southern tip of Liaoning Province, is a major port city in the Bohai Rim. With the third largest seaport in China, the only free trade zone and the largest economic development zone in north-eastern China, Dalian is developing to be the largest economic centre in the north-eastern region.

Dalian municipal government is pursuing a programme aimed at developing the city as the "Northern Hong Kong". Emphasis will be given to the development of trade, transport, finance, commerce, tourism, and information.

## Programme Highlights

The 12-member delegation was led by Dr Eden Woon, Director of the Chamber. The mission was coorganised by the Dalian Commission of Foreign Economic Relations and Trade with the assistance from Dalian International (Holdings) Company Limited in Hong Kong. Programmes included meetings with senior officials, an economic briefing, visits to development zones and individual business talks.

The delegation was met by senior officials in Dalian, including Mayor Bo Xilai. Mayor Bo assured that Dalian government would spare no effort to assist foreign investors to do business in Dalian. He emphasised that Dalian always treasures their relationship with the business sector in Hong Kong. It was



Dalian Port. 大連港

hoped that cooperation could be continued in all aspects after the visit.

## Economic Briefing of Dalian

- Dalian is located in the north-eastern part of China covering an area of 12,574 km<sup>2</sup> with a population of 5.37 million. It is the 12<sup>th</sup> most populous city in China.

- Dalian was approved to be an opening coastal city in 1984 and became a separate planned city in 1985. In 1984,

the Dalian Economic and Technical Development Zone was established. The Dalian High-Tech Park was set up in 1991 and Dalian Free Trade Zone (the only free trade zone in north-eastern China) in 1992. The Jinshitan National Tourist Development Zone was set up in October 1992.

- The GDP in Dalian was 82.9 billion RMB in 1997, 12.1 per cent higher than that in 1996. The average GDP growth rate from 1993-97 was 15 per cent. Dalian ranked the

# 總商會代表團大連市訪問後記

周紫樺\*

大連市位處遼寧省南端，是渤海地區的重要口岸，也是中國第三大港口。坐擁東北唯一保稅區及最大經濟開發區之利，大連市正逐漸發展為中國東北最重要的經濟中心。

大連市政府著意推動貿易、運輸、金融、商業、旅遊及信息產業，希望透過現行的一套政策，達致把該市發展成「北方香港」的目標。

## 行程摘要

訪問團一行十二人，由香港總商會總裁翁以登博士擔任團長。是次活動由大連市對外經濟貿易委員會安排，並獲大連國際發展(香港)有限公司提供協助。除拜會市政府高層官員及聽取最新經濟信息外，團員也實地

參觀了多個開發區，並有機會單獨與當地企業洽談業務。

訪問團獲多位政府高層官員接見，其中包括市長薄熙來先生。薄市長保證市政府會盡力協助外商經營，並強調大連一向重視與香港商界的聯繫，希望兩地在這次訪問後繼續加強合作。

## 經濟狀況

- 大連位於中國東北，面積一萬二千五百七十四平方公里，人口五百三十七萬，是全國人口第十二多的城市。

- 大連於一九八四年被列為沿海開放城市，一年後成為計劃單列市。八四年，大連經濟技術開發區成立；到了九一及九二年，大連高新技術產業園及大連保稅區（中國東北唯一保稅區）分別投入服務；此外，當局更於九二年十月開發了金石灘旅遊度假區。

- 該市在一九九七年的總產值為八百二十九億人民幣，較對上一年增長百分之十二點一；九三至九七年間，大連的年均總產值增長率高達百分之十五，以整體經濟實力及財政收入而論，分別排名全國第八及第六。

- 大連擁有深厚的工業基礎，以造船業及汽車業馳名外，也是東北地區的時裝及足球之都。隨著大連星海會議展覽中心在九六年七月啟用，該市更成為重要的展覽中心。

- 第一、第二及第三產業所佔的比例分別為百分之九、六十一及三十。

- 該市是連接東北腹地與世界的門戶，去年的貿易總值高達七十六億一千萬美元，出口及進口分佔四十億及三十六億一千萬，主要貿易夥伴包括日本、香港及西歐國家。

- 經過十四年改革開放，大連在引進外資方面取得驕人成就。截至九七年底，市內約有外資企業六千九百廿七家，已簽署合同



8<sup>th</sup> within China in terms of general economic strength and ranked the 6<sup>th</sup> in terms of total fiscal income.

- Dalian has a strong industrial base, particularly in shipbuilding and the production of locomotives. It is also a famous fashion and football centre in the region. After the opening of the Dalian Xinhai International Exhibition and Convention Centre in July 1996, Dalian became an important exhibition centre.

- The proportion of primary, secondary and tertiary industries were 9 per cent, 61 per cent and 30 per cent respectively.

- The city is an important gateway linking the hinterland provinces in north-eastern China to the world. In 1997, the total import and trade volume amounted to US\$ 7.61 billion of which US\$ 4 billion was export and US\$ 3.61 billion was import. Dalian's major trading partners are Japan, Hong Kong, and Western countries.

- After 14 years of opening and reform, Dalian has had a very good foundation of utilising foreign investment. By the end of 1997, around 6,927 foreign invested enterprises were set up in Dalian. The total contracted value amounted to US\$ 13.64 billion and actual utilised foreign investment reached US\$ 5.59 billion. The major investors were from Hong Kong, Japan and America.

#### Contact

Ms Wang Yanhui, Vice Director, Dalian Municipal Commission of Foreign Economic Relations & Trade.  
20 Baiyu Street, Zhongshan District, Dalian 116001, PRC.  
Tel: 411-2636715, 2637843  
Fax: 411-2637925

總值一百三十六億四千萬美元，實際利用外資額亦高達五十五億九千萬美元，資金主要來自香港、日本及美國。

#### 聯絡

王延輝女士 - 大連市對外經濟貿易委員會副主任

地址：中國大連市中山區白玉街二十號  
(郵編：116001)

電話：411-2636715, 2637843

傳真：411-2637925

**大連經濟技術開發區**：成立於一九八四年，東北方為大連保稅區，南面則是大密灣集裝箱碼頭。

直至現時為止，開發區內的基建及公眾設施已耗資超過七十億人民幣，已發展用地共有廿六平方公里，其中行政及服務區佔五平方公里，工業區十平方公里，住宅四平方公里，商業及旅遊區則佔七平方公里。開發區總人口為二十萬人。

#### 聯絡

姜麗華女士 - 大連市開發區管理委員會主任

地址：中國大連經濟技術開發區

**Dalian Economic and Technical Development Zone** was founded in 1984. The **Dalian Free Trade Zone** is located to the north-east of the development zone and the **Dayao Bay Container Port** to its south.

Over 7 billion RMB has been invested in construction of infrastructures and public utilities within the zones. At present, a total area of 26 km<sup>2</sup> has been developed, which includes an administrative and servicing district of 5 km<sup>2</sup>, an industrial area of 10 km<sup>2</sup>, a residential area of 4 km<sup>2</sup> and a commercial and tourism district of 7 km<sup>2</sup>. The total population within the zones is 200,000.

#### Contact

Ms Jiang Lihua, Director, The Administration Committee of Dalian Development Zone.

Dalian Economic & Technical Development Zone, China 116600.

Tel: 411-7622666-1627, 7611282

Fax: 411-7611284

**Dalian High-Tech Zone** is one of the first 27 state-level Hi-Tech Zones authorised by the State Council in 1991. The Zone, situated in the science and education area of the city, is connected with the city centre of Dalian. Over 200 foreign invested companies have been registered with the Zone. Major investment fields include electronic information, machinery and electronics integration, biological engineering, novel materials and high-efficient energy-saving and environmental protection.

#### Contact

Mr Zhang Shichen, Director, The Administration Committee of Dalian High-Tech Industrial Zone.

Rm. 601, No. 1 High-Tech Street, Qixianling Industrial Base, Dalian High-Tech Zone, China 116023.

(郵編：116600)

電話：411-7622666-1627, 7611282

傳真：411-7611284

**大連高新技術產業園**：國務院在一九九一年批准成立的首廿七個國家級高新技術產業園之一，位處大連市科研及學院區，緊鄰市中心。在區內登記的外資公司已超過二百家，從事包括電子信息、機電、生物工程、新穎物料、環保等行業。

#### 聯絡

張世臣先生 - 大連高新技術園區管理委員會主任

地址：中國大連高新技術園區七寶嶺產業化基地高新街一號 601 室

(郵編：116023)

電話：411-4793601

傳真：411-4793603

電郵：torch@pub.dl.lnpta.net.cn

**金石灘旅遊度假區**：十一個國家級旅遊度假區之一。當局正致力把金石灘發展為東北亞的國際級景點。度假區在去年接待了一百萬旅客，並贏得「遼寧省五十優景點」之一的美譽。

Tel: 411-4793601

Fax: 411-4793603

E-mail: torch@pub.dl.lnpta.net.cn

**Jinshitan National Resort** is one of the 11 national-class tourist development zones in China. In 1997, the Resort accepted one million tourists and acquired the title of the "50 Best Scenic Spots in Liaoning Province".

#### Contact

Mr Dong Wei, Deputy Director, The Administration Committee of Dalian Jinshitan National Resort.

JinshiTan, Dalian, China 116116.

Tel: 411-7900682

Fax: 411-7900132

**Dalian Port** is the hub of the sea way transportation in the north of China. Dalian Port is deep and wide, and never freezes nor deposits. The Port has relationships with more than 150 ports in the world and has an annual handling capacity of 70 million tons.

**Dayao Bay Container Port**, located next to the Dalian Development Zone, is another key port project in Dalian. Dayao Bay is going to develop to be one of the four largest international transfer deep-water ports in China, with an expected annual handling capacity of 80 million tons.

#### Contact

Mr Shen Chun, Vice Director, Port of Dalian Authority.

1, Gangwan Street, Zhongshan District, Dalian 116004, China.

Tel: 411-2622827, 2857640

Fax: 411-2807148

\*Eva Chow is Senior Manager for China at the HKGCC. ■

#### 聯絡

董偉先生 - 大連金石灘旅遊度假區管理委員會副主任

地址：中國大連金石灘 (郵編：116116)

電話：411-7900682

傳真：411-7900132

**大連港**：華北海運樞紐，港闊水深，沒有結冰或淤塞的問題。大連港有航線連接全球一百五十多個港口，每年的貨運吞吐量達七千萬公噸。

**大密灣集裝箱碼頭**：毗鄰大連經濟技術開發區，是市內另一重要港口發展計劃。該處將成為中國四大國際轉運深水港之一，每年的貨運吞吐量預料可達八千萬公噸。

#### 聯絡

沈淳先生 - 大連港務局副局長

地址：中國大連市中山區港灣街一號  
(郵編：116004)

電話：411-2622827, 2857640

傳真：411-2807148

\*周紫樺小姐是香港總商會中國事務高級經理。

# Study Mission to Guangzhou, Shenzhen

By Ellen Liu\*

**D**ue to its favorable location, Guangdong has become the most attractive investment place on the Mainland for many Hong Kong companies. This trend will continue because of the following reasons.

From 1 January 1998, the Chinese government began to exempt the import duties and VAT on imported equipment for projects in areas the government encourages and supports.

Furthermore, high-tech industries are further encouraged and supported by the Guangdong government, especially in some new technological development areas.

In light of the factors above, a visit was organised to Guangzhou and Shenzhen – the two most popular cities for attracting foreign investment in Guangdong. The objective of the visit was to study the new economic policies and investment environment.

The 37-member delegation was led by Dr Lily Chiang, Vice Chairman of General Committee and Executive Director of Chen Hsong Holdings and Mr Ho Chak Yiu, Director-Special Project, Shenzhen Port, Modern Terminal.

The delegation was composed of representatives from construction, trade,

law, airlines, advertising, banks, research institutes, transportation, accounting, and industrial companies.

The Guangdong Sub-Council took the responsibility for coordinating the mission and sent a representative to accompany the delegation.

## Guangdong Province

*Meeting with Mr Tang Bingquan, Vice Governor, People's Government of Guangdong Province.*

Firstly, Mr Tang affirmed the key position played by Hong Kong companies in Guangdong's development, and mentioned that since 1979, the total foreign capital utilised by Guangdong had reached US\$86 billion, of which, 70 per cent came from Hong Kong.

Although influenced by the Asia financial crisis, in the first two months of 1998, the total value of Guangdong foreign trade still reached US\$18 billion, 19.3 per cent increase on the same period of last year. Export rose by 22.5 per cent from the same period of last year to US\$11 billion, and import grew 14.9 per cent to US\$7.2 billion, creating a trade surplus of US\$3.8 billion. So, Guangdong is still the first choice for Hong Kong Companies.

Given the increasing production costs in the Pearl River Delta region and the fact

that the Northern part of Guangdong is still under-developed, Mr Tang urged delegates to consider investing in the North of the province where more preferential policies and investment incentives are given.

Contact:

*Mr Liang JingGui, Vice Chairman, Guangdong Sub-Council of China Council for the Promotion of Int'l Trade (CCPIT).*

Tel: 86 20 8657 8331- 1946, 86586761  
Fax: 86 20 8657 7278

E-mail: ccpitgdh@iii-net.com

## Guangzhou

*Meeting with Mr Chen Kaizhi, Executive Vice Mayor of Guangzhou.*

Mr Chen Kaizhi started by saying that even though Guangzhou suffered from the Asian financial crisis, overseas investments continued to grow in 1997, reaching US\$2.89 billion, 11 per cent more than in the previous year. Around 68 per cent flowed into manufacturing industries. Investment in agricultural projects increased by 7 per cent in 1997. Hong Kong remained the largest source of foreign investment injecting RMB10.57 billion into Guangzhou last year.

Mr Chen Kaizhi emphasised that some problems concerning Guangzhou's transportation, security, and environmental protection etc would be solved gradually during

副會長梁鏡銓先生

電話：86 20 8657 8331- 1946, 86586761

傳真：86 20 8657 7278

電郵：ccpitgdh@iii-net.com

# 廣州、深圳考察團

劉瑾\*\*

廣東省由於地理條件優越，成為不少本港公司到中國大陸投資的熱點。這個趨勢仍會持續，原因如下。

自九八年一月一日起，中國政府為鼓勵、扶持某些項目的發展計劃，免徵外商投資項目所需進口設備的關稅及進口環節增值稅。

而且，廣東政府進一步鼓勵、扶持高新技術工業，尤其是某些新技術發展項目。

基於以上原素，總商會舉辦了廣州、深圳考察團，考察這兩個最受外商歡迎的典型廣東城市。這次訪問的目的是研究當地的新經濟政策及投資環境。

代表團一行三十七人，總商會副主席、震雄集團執行董事蔣麗莉博士、現代貨櫃碼頭公司總監暨西深圳總經理何澤耀先生分別擔任團長及副團長。

代表團的成員來自建築界、商界、法律界、航運界、廣告界、銀行界、研究機構、運輸業、會計界和工業界。

「中國國際貿易促進委員會廣東省分會」

負責統籌考察團的行程，並委派一名代表全程隨團照顧。

## 廣東省

代表團與廣東省副省長湯炳權先生會面。

首先，湯副省長肯定了本港公司在發展廣東省方面的重要地位，指出自七九年以來，廣東省吸納的外資高達八百六十億美元，其中七成資金來自香港。

在九八年首兩個月，縱然受到亞洲金融風暴的影響，廣東省的外貿總值仍然高達一百八十億美元，比去年同期增長了百分之十九點三。當中，出口總值佔一百一十億美元，比去年同期增長了百分之二十二點五，而入口總值佔七十二億美元，增幅達百分之十四點九；外貿順差為三十八億美元。由此可見，廣東省仍是本港公司的首選。

珠江三角洲的生產成本日增，然而廣東北部仍屬未開發地區，因此湯副省長呼籲團員考慮投資廣東北部，表示該區給予更多優惠政策以鼓勵投資。

聯絡人：

中國國際貿易促進委員會廣東省分會

## 廣州市

代表團與廣州市常務副市長陳開枝先生會面。

陳副市長稱，廣州市即使受到亞洲金融風暴衝擊，九七年的外商投資仍然比前年增長百分之十一，總值二十八億九千萬美元。當中，約百分之六十八是投資於製造業的。九七年在農產項目方面的投資增長了百分之七。香港仍然是最大的外資來源，去年在廣州市投入了一百零五億七千萬人民幣。

陳副市長強調，廣州市的交通、治安、環保等問題會於未來三年逐步解決。陳氏又表示，希望取消徵稅以外的不合理收費、簡化外商的投資申請程序。

此外，陳副市長解釋朱鎔基總理現時推行的改革，分析是次改革對香港經濟的好處。他稱，部分將要實行的新措施有利吸引外資、外貿增長。他又表示，「穗港科技合作發展中心」快將在廣州經濟技術開發區開幕。

聯絡人：

廣州市對外經濟貿易委員會主任

譚可誠先生

the next three years. Mr Chen also focused on the desirability of removing unreasonable fees outside taxes and simplifying application procedures for overseas investors.

Mr Chen Kaizhi also explained the current reform process introduced by Premier Zhu Rongji and the positive effects it may have on Hong Kong's economy. He said some new measures are going to be adopted to invite overseas investment and increase external trade. Furthermore, Guangzhou-Hong Kong Technology Co-operation Development Center will be launched soon.

**Contact:**

Mr Tan Ke Cheng, Director  
Guangzhou Municipal Commission of Foreign Economic Relations & Trade.  
Tel: 86 20 8109 5777, 8108 1272-1801  
Fax: 86 20 8109 5777

### Guangzhou Economic and Technological Development District (GETDD)

Meeting with Mr Liu Yue Lun, Bureau Chief of the Administrative Committee of Guangzhou Economic & Technological Development District, Economic Development Bureau.

Mr Liu briefed the delegation on some policies for promoting foreign investment into the District. The delegation visited the West Zone of GETDD.

GETDD is a state-level open district approved by the State Council in 1984. Its foundation was laid in December 1984. After 13 years of construction, GETDD has developed into a new industrial park with excellent infrastructure and a favorable investment environment. GETDD succeeded in attracting a lot of world-famous and world-leading multi-national companies and enterprises.

**Contact:**

Mr Liu Yue Lun, Bureau Chief  
The Administrative Committee of GETDD

電話：86 20 8109 5777, 8108 1272-1801  
傳真：86 20 8109 5777

### 廣州經濟技術開發區

代表團與「廣州經濟技術開發區」管理委員會經濟發展局局長劉悅倫先生會面。

劉局長向代表團簡介促進外商投資該開發區的部分政策。代表團參觀了西區部份。

「廣州經濟技術開發區」是國家級的開發區，八四年經國務院批准。經過十三年的建設，該開發區發展成一個新式的工業園，具備優越的基礎設施及良好的投資環境，並成功吸引了大批世界知名的主要跨國公司及企業。

**聯絡人：**

廣州經濟技術開發區管理委員會經濟發展局局長劉悅倫先生

電話：86 20 8221 5032

傳真：86 20 8221 2138

電郵：Liu YI@main.getdd.sti.ac.cn

### 深圳

代表團與深圳市副市長鄭通揚先生會面。

Economic Development Bureau.

Tel: 86 20 8221 5032

Fax: 86 20 8221 2138

E-mail: Liu YI@main.getdd.sti.ac.cn

### Shenzhen

Meeting with Vice Mayor, Mr Zheng Tongyang.

Mr Zheng said from 1979 to the end of 1997, contractual foreign investment from 63 countries or regions totalled US\$24.9 billion in Shenzhen. Construction industry and high-tech industrial projects will be further encouraged and supported by the government.

On the investment environment, the project of West Passageway between Hong Kong and Shenzhen has been approved by the State Planning Commission. Once the West Passageway project is finished, Hong Kong and Shenzhen will be connected by a super-highway.

Mr Zheng also pointed out that due to different comparative advantages, there exists a wide scope for further co-operation between Hong Kong and Shenzhen in the future especially in the fields of processing industries, market development, product designs, etc.

Meeting with Mr Wudi, Chairman of Shenzhen General Chamber of Commerce; Mr Qiu Qingyu, Vice Chairman of Shenzhen General Chamber of Commerce; Mr Liujun, Foreign Investment Bureau of Shenzhen; Mr Sun Xinhua, Trade Development Council of Shenzhen and Mr Zhuang Yichang, Economic Development Council of Shenzhen.

Topics discussed at the above meeting included: investment environment in Shenzhen, the West Passageway between Shenzhen and Hong Kong, the terminal, port and tourism and the availability of skilled labour in Shenzhen.

**Contact:**

Mr Wu Di, Chairman

鄭副市長稱，由七九年至九七年底，外商在深圳的投資合約共值二百四十九億美元。這些外商分別來自六十個國家或地區。深圳政府會更進一步鼓勵、扶持建造業及高新技術工業項目。

投資環境方面，西部幹線計劃已經得到國家計劃委員會批准。西部幹線建成後，一條超級高速公路將貫通香港、深圳。

鄭副市長又指出，基於各種相對的優勢，香港與深圳將來進一步合作的空間很大，尤其在工業、市場拓展及產品設計等方面。

代表團與深圳總商會吳鏞會長及邱清宇副會長、深圳市外商投資局劉軍處長、深圳市政府貿易發展局孫新華處長、深圳市政府經濟發展局肖葵處長會面。討論事項包括：深圳的投資環境、貫通深圳香港的西部幹線、貨櫃碼頭計劃、旅遊業計劃、福田保稅區與鹽田保稅區的分別、深圳技術勞工的供應等等。

**聯絡人：**

深圳總商會會長吳鏞先生

電話：86 755 2244063, 2223211-4868

傳真：86 755 2245466

Shenzhen General Chamber of Commerce.

Tel: 86 755 2244063, 2223211-4868

Fax: 86 755 2245466

### Futian Free Trade Zone (FFTZ)

Mr Qiu Shuming, Chief of The Administrative Administration of FFTZ briefed the delegates on the management, operation, investment environment, policy superiority, and taxation. Two officers of Huanggang Customs showed delegates how the Huanggang Customs check point worked. The delegation also visited two factories: Shenzhen STS microelectronics and Zhenhe Industry.

**Contact:**

Mr Qiu Shuming, Bureau Chief  
The Administrative Administration of Futian Free Trade Zone.

Tel: 86 755 3590301

Fax: 86 755 3590053

In view of the geographical proximity and the favorable investment environment, in Guangdong Province, Hong Kong companies still prefer putting investment into the Pearl River Delta that other inland provinces of China. It is recommended that Chamber members should pay more attention to North Guangdong and consider investing there in order to take advantage of the relatively low production costs.

It is also recommended that since the high-tech and infrastructure projects are much encouraged and supported by the government, Chamber members should consider investing in these projects in order to take full advantage of the more preferential policies. ■

\*Ellen Liu is Executive Officer for China at the HKGCC.

### 福田保稅區

深圳市福田保稅區管理局局長丘淑明先生會見代表團，簡介該區的管理、營運、投資環境、政策的優勢、稅務等問題。兩名皇崗口岸關員向代表團示範檢查站的運作。代表團又參觀了兩所工廠：深圳賽德法電子有限公司、振和實業(深圳)有限公司。

**聯絡人：**

深圳市福田保稅區管理局局長丘淑明先生

電話：86 755 3590301

傳真：86 755 3590053

基於廣東省在地理上的優勢及良好的投資環境，本港公司仍然樂意投資於珠江三角洲過於中國其他省份。由於廣東北部的生產成本比較廉宜，因此，總商會會員可加倍注意並考慮投資當地。

由於政府較為鼓勵、扶持高新技術及基建項目，總商會會員應考慮投資此等項目，以便受惠於較優惠的政策。■

\*\*劉瑾小姐是本會中國事務行政主任

# Some recent Changes in Family Law: a Review

by Sarah Warren, Partner –  
Messrs Stevenson, Wong & Lai

In order to meet the needs of society, our laws must be kept under review and developed, where necessary, to reflect any changes in our needs. This is certainly the case in the field of family law – an area of law that is likely to have an impact on most of us, in some way, at some time during our lives. This article provides brief details of some of the changes that have taken place over the last few years in this field.

## 1. Claims Against a Deceased Person's Estate

### – The new law

In November 1995, the Inheritance (Provision for Family and Dependents) Ordinance ("I(PFD)O") came into operation. The I(PFD)O empowers the Court to make financial provision for the members of a deceased person's family and dependants from the estate of the deceased. It repeals the former Deceased's Family Maintenance Ordinance and relevant sections in the Matrimonial Causes Ordinance and significantly extends the range of potential applicants and the ambit of the Court's powers.

### – Applicability

The I(PFD)O applies to the estate of a person who dies domiciled in Hong Kong or who was ordinarily resident in Hong Kong at any time in the three years immediately preceding his or her death.

### – Potential applicants

The parties who can now apply for financial provision from the estate include the spouse of the deceased; a former spouse who has not remarried and was being maintained by the deceased immediately before his or her death; a partner of the deceased through a union of concubinage; a parent who was being maintained by the deceased immediately before his or her death; a child of the deceased, including an adult child who was being maintained by the deceased immediately before his or her death; a person who was treated by the deceased as a child of the family in relation to any marriage to which the deceased was at any

time a party if such child was being maintained by the deceased immediately before his or her death; a brother or sister or half brother or half sister who was being maintained by the deceased immediately before his or her death as well as any person not falling into one of the above categories who was being maintained by the deceased immediately before his or her death.

### – Basis of the Claim

The basis of the application to the Court by any of the above mentioned parties is that, under either the deceased's Will or under the law of intestacy, reasonable financial provision has not been made for the applicant. In such circumstances, the Court is empowered to make various types of Order to provide for the applicant, including an Order for periodical payments; an Order for the payment of a lump sum and an Order for the transfer to the applicant of property comprised in the estate.

### – Time Limits

Parties considering making an application under this Order would be well advised to seek legal advice at an early stage as applications cannot be made, save with the permission of the Court, after the expiry of six months from the date on which representation with respect to the estate of the deceased was first taken out.

### – Attempts to Defeat Application for Financial Provision

It should also be noted that parties who try to defeat a potential application for provision from their estate under the I(PFD)O by entering into a transaction intended to reduce the size of their estate in the period of six years prior to their death, for example by making a disposition to a third party for less than full valuable consideration, may well be unsuccessful in achieving their goal. This is because the Court has power to order the party to whom the disposition was made to provide funds for the purpose of making financial provision for the applicant.

## 2. New Divorce Laws

In June 1996 the Matrimonial Causes (Amendment) Ordinance ("MC(A)O") came into effect. Amongst other things, this brought in changes to the grounds for divorce, the time period within which a

divorce can be initiated following marriage and also introduced a new method for obtaining a divorce.

### – Time restriction on date for initiating proceedings

Prior to the enactment of the MC(A)O, a couple had to wait for three years after the date of their marriage before either one could initiate proceedings for divorce. This time period has been reduced to one year.

### – Grounds for divorce

The sole ground for divorce, namely that the marriage has broken down irretrievably, remains the same. However, there have been some changes to the facts by which a party proves the irretrievable breakdown of the marriage. These facts are currently :-

- Adultery.
- Unreasonable behaviour.
- Separation for one year with the consent of both parties (this was previously a period of two years' separation).
- Separation for a period of two years (this fact, which does not require the consent of the other party, was previously separation for a period of five years).
- Desertion for a period of one year (this was previously desertion for a period of two years).

### – New method of obtaining a divorce

It is now possible for both parties to jointly apply to the Court for a divorce rather than one party acting as the Petitioner and the other party being the Respondent to the proceedings. If a joint application is to be made, the basis of the divorce can either be that the parties have been separated for a period of one year or, alternatively, that not less than one year prior to the application for divorce being presented, the parties jointly gave notice to the Court of their intention to apply to the Court to dissolve the marriage and that both now wish to proceed with the divorce. With the latter, it is possible for a couple to continue to live together and, if they wish, to attempt to reach a reconciliation during the period after giving notice without prejudicing their ability to obtain a divorce at the end of the year.

### 3. Attachment of Income Orders

In July 1997 the Marriage and Children (Miscellaneous Amendments) Ordinance brought into effect various provisions to update the existing matrimonial legislation. One significant change brought about by this Ordinance is the jurisdiction granted to the Court to enforce a maintenance order or an order for the payment of a lump sum by instalments by way of the attachment of the payer's income. This will be a welcome development for parties who have the benefit of such an order either in their favour or in favour of a child in his or her care but the disadvantage of having to constantly chase their former partner to comply with the order. If the payer is in employment and therefore has an income that is capable of being attached, the Court will have the power to order the payer's employer to deduct the maintenance or lump sum instalment from the payer's salary and pay the amount due direct to the payee. From the payee's point of view, this should be a very efficient method of ensuring that the money that is due to them is paid without the necessity for regularly pursuing other enforcement measures.

### 4. Abduction of Children into or from Hong Kong

In September 1997, the Child Abduction and Custody Ordinance came into force. This Ordinance gives effect in Hong Kong to the Hague Convention on the Civil Aspects of International Child Abduction ("the Hague Convention"). The purpose of the Hague Convention which was adopted by many western countries in the 1980s is to address the problem of international child abduction or "kidnapping".

The main objective of the Hague Convention is to ensure that abducted children are returned as quickly as possible to their country of habitual residence, save in very exceptional circumstances. It is considered that issues relating to custody, access or the welfare of the child are most appropriately dealt with in the country of the child's habitual residence prior to the abduction rather than the country to which he or she has been abducted and, to achieve this, the child must be returned to their home environment without delay. Countries which adopt the Hague Convention into their laws must comply with the strict guidelines set out in the Convention for returning a child who is brought into their jurisdiction from that of another member country. It will be a great comfort for any parent who has fears of their child being abducted overseas from Hong Kong or brought into Hong Kong from another country to know that Hong Kong is now a party to the Convention. ■

Sarah Warren,  
Partner – Matrimonial Department,  
Stevenson, Wong & Lai.  
Tel: 2526 6311 Fax: 2845 0638

# Tax Implications of the MPF

By Phillip Mak, Senior Manager  
Price Waterhouse Tax.

Nearly three years after the passing of the Mandatory Provident Fund Schemes Ordinance ("MPFO"), all subsidiary legislation was eventually passed by the Provisional Legislative Council on 1 April 1998. Consequential amendments to other laws such as the Occupational Retirement Schemes Ordinance ("ORSO") and the Inland Revenue Ordinance ("IRO") were enacted by the Provident Fund Schemes Legislation (Amendment) Ordinance 1998 on 5 March 1998. It is expected that the MPF regime will come into force in the next eighteen months.

This article deals with the tax implications of MPF schemes, specifically the taxation of lump sum payments from an MPF scheme, the tax treatment of contributions and the interface between MPFO and ORSO.

## TAXATION OF LUMP SUM PAYMENTS

### Circumstances when a trustee of an MPF scheme can pay out accrued benefits

Under the MPFO, "accrued benefits"<sup>11</sup> attributable to "mandatory contributions"<sup>12</sup> that are in excess of HK\$5,000 can only be paid out in the following circumstances relating to the employee:

- (1) When he is 65 years old, or is 60 years old and permanently ceases employment;
- (2) on death or total incapacity; or
- (3) permanent departure from Hong Kong.

Unlike in the case of an ORSO scheme, a member in an MPF scheme cannot therefore withdraw accrued benefits that are attributable to mandatory contributions on mere termination of service if the individual continues to reside in Hong Kong.

Accrued benefits that are attributable to voluntary contributions<sup>13</sup> can be paid out to the members in accordance to the governing rules of the particular MPF scheme. In other words, they are not required to be preserved until the happening of one of the three events above-mentioned.

### Outline

The tax treatment of a lump sum amount received from an MPF depends on the source and circumstances of the payment.

First the amount will have to be segregated into the following components:

- (1) Employee's contributions (mandatory or voluntary);
- (2) investment income/gains;
- (3) mandatory employer's contributions; and
- (4) voluntary employer's contributions.

As in the case of ORSO schemes, components (1) and (2) are not chargeable to salaries tax.

For component (3) and (4), the tax treatment is somewhat more complicated and will very much depend on the circumstances when they are received.

### Mandatory employer's contributions

This component is generally tax-free.

### Voluntary employer's contributions

The tax treatment of the voluntary component depends on two key factors, namely, whether or not the employer who made the contributions is chargeable to profit's tax in Hong Kong and the employee's length of service.

- (a) Taxable employers.

In the case of contributions by employers that are chargeable to profit's tax, if the voluntary component is received on "retirement"<sup>14</sup>, death or incapacity, it is generally tax-free, as with the mandatory component. If this component is received just on the ground of termination of service, a portion (the "Excess" amount) may be taxable.

The Excess amount is the difference between the voluntary component and the "proportionate benefit" amount.

The "proportionate benefit" amount is essentially the same as under ORSO schemes. It is equal to

$$\text{Accrued benefit attributable to voluntary contributions} \times \frac{\text{Number of months of service}}{120}$$

Thus if an employee has worked for four years for a company, the proportionate amount will be 40 per cent (ie 48/120) of the voluntary component. Suppose such a person receives \$100 as the voluntary component. In the event of "retirement", death or incapacity, the entire amount will be non-taxable. In the event of termination of service for reasons other than retirement, death or incapacity, \$60 will be taxable.

If this portion is received in situations other than "retirement", death, incapacity or termination of service, the full amount is

taxable. Such situations will be rare, for example an employer may terminate an employee's contract of employment and immediately re-hire him under a new contract of employment.

(b) Tax exempt employers.

In the case of MPF schemes set up by employers not chargeable to tax in Hong Kong (eg a tax-exempt charity), the Excess amount will first be computed as explained above. A portion of the Excess amount may be taxable and this will depend on another amount, namely the "Threshold" amount. The Threshold amount is defined as

**15% of EI X YCS MINUS The mandatory component**

**EI = Employment income in 12 months prior to payment**

**YCS = Completed years of service with employer.**

Thus, continuing with the example cited above, say \$100 is the voluntary component, \$40 is the proportionate benefit amount and \$70 is the Threshold amount. On "retirement", death or incapacity, the individual will be taxable on \$30 (ie \$100 - \$70). However, if the person receives the payment on termination of service with the employer for reasons other than retirement, death or incapacity, he will be taxable on \$60 (\$100 - \$40). In other situations, he will be taxable on \$100.

### Portability

MPFO requires that accrued benefits that are attributable to mandatory contributions be portable or transferable between MPF schemes when an employee changes employment. Still these benefits will have to be preserved in the transferee MPF scheme until one of the above-mentioned circumstances for payment occurs. There is no tax consequence when the accrued benefits attributable to mandatory contributions are rolled-over to a new MPF scheme upon termination of service with a particular employer.

As far as voluntary employer's contributions are concerned, subject to the governing rules of the particular scheme, upon termination of service an employee would usually have the following choices :

- (1) Withdraw the accrued benefits that are already vested;
- (2) roll-over the amount to a new MPF scheme; or
- (3) retain the amount in the old MPF scheme.

Where the employee chooses to roll-over the amount to a new MPF scheme, although he has not actually received any money, he will be deemed to have received the amount. Accordingly, he will immediately be taxed in the same manner as discussed above. The same considerations will apply where the benefits are retained in

the old MPF scheme.

For example, an employee changes employment every two years in a ten years' period. Everytime he changes his employment, the accrued benefits in the MPF scheme is rolled-over to the new employer's MPF scheme. Suppose that on each occasion of roll-over, the accrued benefits attributable to employer's voluntary contributions is \$100. This employee will be taxable on \$80 (the tax exempt proportionate portion is \$20 ie  $\$100 \times 24/120$ ) each time when he changes employment. However, if he has worked for the same employer for 10 years or more and then changes employment, assuming the employer is a taxable employer, the entire amount of employer's voluntary contributions is tax free.

## TAX TREATMENT OF CONTRIBUTIONS

### Employers

"Regular contributions"<sup>5</sup> by an employer to an MPF are tax deductible if incurred in the production of chargeable profits. However, there is a limit on the amount that may be deducted. If the aggregate of regular contributions to MPF and ORSO schemes exceeds 15 per cent of the total emoluments of an employee, the excess is not tax deductible. This is in line with the treatment of ORSO schemes.

As with ORSO schemes, contributions to an MPF that do not represent "regular contributions" may be claimed as a tax deduction evenly over a five-year period, provided they are not considered excessive in the circumstances.

### Employees

Under new section 26G to the IRO contained in the Inland Revenue (Amendment) Ordinance 1998, employees may deduct contributions to MPF or ORSO schemes for salaries tax purposes. This benefit has not been available in the past. For MPF schemes the mandatory portion of an employee's contribution is deductible. Voluntary contributions are not tax deductible.

### Self-employed Persons

Under new section 16AA, when a sole proprietor or a partner in a partnership pays mandatory contributions (in respect of the sole proprietor or partner) as required under the MPFO, the contributions will be allowable as a tax deduction in calculating the assessable profits of the sole proprietorship or the partnership. Again this is subject to the HK\$12,000 limitation.

## INTERFACE WITH ORSO

Employers who currently maintain ORSO schemes have the following choices:

- (1) Wind up the ORSO scheme and transfer the accrued benefits to an MPF scheme;

- (2) seek exemption for the ORSO scheme under the MPFO (where applicable) and consequently there would be no need to set up a separate an MPF scheme; or
- (3) keep the ORSO scheme and set up a separate MPF scheme.

We understand that in the case of (1) above, transfers will be permitted from ORSO schemes to MPF schemes on a tax-free basis.

The question of which is the appropriate choice will depend upon a number of factors, both tax and non-tax. ■

1 "Accrued benefits" : For the purpose of the MPFO, this refers to each member's beneficial interest in the scheme derived from contributions together with the net income or profits arising from investments.

2 "Mandatory contributions" : This refers to the statutory minimum contribution of 5 per cent of monthly employment income which employers, employees or self-employed persons are required to make to MPF schemes. The maximum amount of contribution from each contributor that will be considered to be mandatory contribution is HK\$12,000 per annum.

3 "Voluntary contributions" : This refers to (i) contributions that are in excess of the statutory minimum of 5 per cent; (ii) contributions paid by an employee or in respect of an employee by an employer after the employee has attained 65 years of age but continues to remain in employment ; (iii) contributions paid by a self-employed person who has attained 65 years of age but continues in business ; and (iv) contributions made by an employee or a self-employed person whose income is less than \$4,000 per month.

4 "Retirement" : This means (i) a retirement from the service of the employer at some specified age of not less than 45 years ; (ii) a retirement after some specified period of service with the employer of not less than 10 years ; or (iii) the attainment of the age of 60 years or some specified age of retirement, whichever is the latter. The problem with this definition is that it does not really define "retirement". For instance, if a person who satisfies the year of service requirement in (ii) terminates his service with an employer but continues to be in the workforce with another employer, it is unclear whether this situation is regarded as a "retirement" or a "termination of service". According to the normal understanding of the word "retirement" and the usage of the term "... service with the employer...", it seems to suggest the situation should fall within "retirement".

5 "Regular contributions" : This refers to contributions that are made at regular intervals and are either of similar or substantially similar amounts or calculated by reference to a scale or a fixed percentage of a person's salary or other remuneration.

# Reform of Law Helps Local Companies Stay Afloat

By Louise Parkinson

With increasing insolvency due to a deteriorating economic climate there has been a welcome reform of the law relating to corporate rescue.

At a Roundtable meeting Professor Ted Tyler from the Hong Kong City University and Ian Robinson, Managing Director, Robinson Management Consultants, talked on these improvements to an otherwise antiquated system.

"The previous procedure of using s166 of the Companies Ordinance was very complicated, involved the court, required extensive detailed documentation and lawyer and accountant involvement – which all meant it was time consuming and expensive," said Prof Tyler.

The most serious defect, though, was that it had no moratorium (stay of proceedings) so any creditor could apply to court and have the company wound-up while negotiations for the rescue scheme were ongoing.

"The reform incorporates the characteristics of a good rescue procedure such as a moratorium, which is not too long

or easily obtained, and there is only court involvement as a last resort," he said.

Provisional supervision is the key phrase behind this new type of law reform.

"The benefits of this is it leads to voluntary arrangements, revives business, preserves jobs, means that the company survives in whole or part, satisfies most of the debts by a more advantageous asset realisation and there is a better return for creditors than winding-up," Prof Tyler said.

The ways to achieve voluntary arrangements are to extend payment times, compromise claims, re-order rating of debts and classes of debts, and conversion of whole or part of debt to equity.

"Provisional supervision provides a solid basis to put proposals to creditors, a flexible framework under court supervision and has an ability to limit costs," he said.

It can also set out rules more clearly allowing for management and it prevents creditors from threatening proceedings.

"Provisional supervision permits super priority borrowing, allows creditors to vote on proposals and provides a transition to a voluntary arrangement," he said.

It is applicable to all companies registered under part I and part XI and listed or unlisted companies, but it does not apply to industries registered by statute such as banking, insurance, securities and futures.

"It is aimed at companies unable to pay debts, solvent companies having difficulties. Provisional supervision allows a better chance for reorganisation of the company and enables the directors to act early," he said.

The company, directors, provisional liquidator, receivers and liquidators are able to initiate the procedure.

When initiating the procedure there will usually have been preliminary negotiations with creditors and the proposed supervisor and documents must be filed at the high court and company registry.

The moratorium lasts for an initial period of 30 days, after this you can apply to court for an extension of one month then you must seek approval of the majority of creditors for a six-month extension.

"The advantages of a moratorium are obvious. There can be no petition or resolution to wind-up, no receiver and no receiver can act if already appointed," he said. ■

## 法律改革帶來新希望

白璐珊

經濟環境每下愈況，出現財政困難的公司數目日增，因此，對於政府修改《公司法》中有關拯救瀕臨破產邊緣公司的規定，商界大多表示歡迎。

在總商會一個小型午餐會上，香港城市大學的 Ted Tyler 教授及 Robinson Management Consultants 董事總經理 Mr. Ian Robinson 便談到改革帶來的種種好處。

Tyler 教授指出：「以往，《公司法》第 166 條的有關規定非常繁複，不但牽涉法庭、律師、會計師等，又要求公司提交大量詳盡文件，耗時既久，費用更是十分高昂。」

原條文的芸芸短處中，最嚴重的是沒有「延緩償付期」（法律程序暫停進行）的規定，任何債權人也可在公司商討拯救計劃期間，

向法院申請將後者清盤。他說：「新修訂包含了如『延緩償付期』等良好拯救程序的特色。延緩償付期不會太長，也不會過於容易獲得批准，只有到了最後關頭，法庭才會介入其事。」

新規定的精神在於「臨時監管」四字。Tyler 教授說：「這種做法的好處是公司可自行作出各種安排，既為公司重注生機，也保住員工的職位；由於資產可以較理想的條件出售，債權人所得回報更勝強迫公司清盤。」

自願安排包括增加還款次數、就索償條件妥協、重估債務評級，以及將全部或部分債務轉為股本。

他說：「臨時監管提供了一個穩固基礎，向債權人提出解決問題的方案；這種安排具有很高的靈活性，既可控制成本，亦方便法庭進行監督。」此外，它可定出更清晰

的指引，有助管理之外，也可防止債權人干擾拯救行動。

新規定適用於所有根據第一及第十一部分註冊的上市及非上市公司，但不包括銀行、保險、證券及期貨等根據法例註冊的行業。

他說：「新規定的目的是協助財政有困難、無力償付債務的公司。在臨時監管下，這些公司有較佳的重組機會，公司董事也可早日謀求補救。」公司本身、董事、臨時清盤人、破產管理人及清盤人均可主動提出申請。

開始時，公司一般要與債權人及建議中的監理人進行初步商討，有關文件必須向最高法院及公司註冊處備檔。

「延緩償付期」為時三十天，但之後可向法庭申請延期一個月；如需再度延期六個月，則要得到大部分債權人的同意。■



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# First on-line member signs up

Our Ref: EW/058

Top Human Technology Ltd  
 Membership No : T0432

Dear Mr Leung

Thank you for your application for membership in to Hong Kong General Chamber of Commerce. You are joining a prestigious business association that will look after your business interests both locally and globally. Your corporate membership status will be confirmed in the next Chamber General Committee Meeting but all the membership services are already available for you to use. These include:

- Preferential rates for participation in all Chamber functions
- Member rates for trade documentation, direct mailing and translation services
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- 24-hour access -- including to members-only areas -- to Chamber's Website: [www.hkgcc.org.hk](http://www.hkgcc.org.hk) for trade information and leads
- Privilege to apply an annual-fee-waived BOC-HKGCC credit card

You will also receive Chamber event updates regularly. We hope that you will make the most of these services. If you have any inquiries, please feel free to call Ms Daisy Lo, our Membership Manager, at 2823 1236/203. Once again, thank you for joining the Chamber and we look forward to serving you in the years to come.

Yours sincerely

Eden Woon  
 Director

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**TOP HUMAN TECHNOLOGY LTD**, a professional training organisation, is the first member signed up through the Chamber website. Our website [www.hkgcc.org.hk](http://www.hkgcc.org.hk) was officially launched on 28 April 1998. A simple click will link you to our resourceful site where sales leads, business opportunities and important economic reports are available at your fingertips.

**TOP HUMAN TECHNOLOGY LTD** was founded in September 1995. They are committed to re-engineer the talent of every single person via transformational training. TOP's public training includes a four-stage program for individuals who are dedicated to strive for excellence. Their business training covers corporate training ranging from one-day workshop to tailored programs spreading over months to suit the different requirements of corporate clients.

# Jardine's Intranet Opens up Information Highway

By Louise Parkinson

Jardine Fleming employing 3,200 people in its network of offices spanning 29 cities throughout the Asia Pacific region posed a serious challenge to Intranet solution providers.

"The answer was found in Lotus Notes and a Group Relationship Database," said Mr Neil Clapham, Director of the Information Technology Department, Jardine Fleming Management Services.

Jardines embarked on a number of strategies to contain and reduce costs while providing efficient communications, including installing a private leased line for voice communications. It also set-up its own data communications network and finally added groupware with Lotus Notes.

Jardines has doubled in size, both in terms of staff and premises since 1993. A growth that necessitated a more sophisticated and efficient communications infrastructure.

"In fact, there's an argument today that if we hadn't put something in place which allowed people to communicate better, we wouldn't be able to sustain the growth we have been experiencing," he said.

While Mr Clapham cannot directly quantify cost savings that have resulted

directly from implementing groupware, he admits that the company has significantly reduced its IDD costs.

With parent company Robert Fleming already supplementing e-mail with Lotus Notes, and with Jardine's network infrastructure and e-mail firmly in place, it was only a comparatively small step for the Asia Pacific group to start to deploy and develop its own Lotus Notes-based applications.

"While the Group Relationship Database contains top-level company contact information, individuals need applications to manage their own part of the business," said Mr Clapham.

"Amongst other daily activities, they need to track day-to-day information about their products and contact time with their clients."

To facilitate this, Jardines is starting two main application areas: Corporate finance, which consists of nine databases that largely hold either company contact information or presentations; and research, which comprises three databases.

Both corporate finance and research use Notes as a platform to disseminate information and circulate ideas throughout the offices within the group. The data may be a mix of different types of information but not transactions.

"Notes works for us more like a

reference library. A common theme across all the applications is that of information sharing," he said.

The businesses within corporate finance and research have clear parallels. Both involve small pockets of people distributed across the world. All of them need to exchange information and ideas. Using Notes, staff share all documents including presentation spreadsheets across a global network.

"This simply didn't happen prior to Notes. Previously it would have been prepared in one location and faxed – with the inevitable loss of quality – or couriered, incurring time delays and expense," he said.

The Research Discussion Database – categorised by market and sector – offers a structured way for people to exchange ideas and share opinions.

Regional analysts, covering a number of sectors across Asia, have a bureau for the dissemination of material and access to market specialists.

The Staff Directory, although not a business application, is used as an inter-group tool. It carries biodatas' of research staff.

"Lotus Notes is an environment and application tool, as such, future development will be driven by the need for applications to support the business," he said. ■

## 怡富內聯網通往資訊高速公路

白璐珊

怡富集團的二十九個辦事處遍佈整個亞太區，僱用員工三千二百名；集團的內聯網方案供應商要面對巨大的挑戰。

怡富集團資訊科技部主管**紐·卓文**先生說：「解決方法就在 Lotus Notes 和『群組聯繫資料庫』。」

怡富著手多項策略，以求控制及減低成本之餘，又可使用高效能的通訊系統；其中包括租借一條話音通訊專線。怡富也建立公司內部的數據資料傳送網絡，最後添置了 Lotus Notes 這套組件。

九三年以來，怡富的員工和物業規模都擴大了一倍。集團的發展迅速，必須有更完善更有效率的通訊系統來配合。

他說：「事實上，根據現今的理論，假如我們不是佈置妥當讓員工容易聯繫，我們就不能夠維持公司現時的發展。」

對於使用了此組件後直接節省了多少成本，卓文雖然一時未能說出，但指出公司的長途電話費大幅減少了。

母公司羅拔富林明裝設了 Lotus Notes 的電子郵件系統，而怡富的網絡和電子郵件系統也安裝妥善，因此，怡富這次在集團內開拓發展以 Lotus Notes 為基礎的應用程式，不過是稍作變革。

卓文說：「縱使『群組聯繫資料庫』儲存了公司最重要的聯絡資料，個別員工還是需要應用程式來處理職務。」

「在其他日常事務以外，他們需要留意每日有關產品和聯絡客戶時間的資料。」

怡富為了促進此項工作，著手發展公司財務和研究兩方面的應用程式。公司財務方面共分九個資料庫，掌握了大量的公司聯絡資料和各式簡報；研究方面則分為三個資料庫。

公司財務和研究兩方面都使用 Notes 作為電腦平台，將資料及意念傳送給集團各個辦事處。那些數據資料可能是各類資訊的結

合，但並非交易詳情。

卓文說：「Notes 好像成為了我們的參考圖書館。各種應用程式的共通點就是分享資料。」

公司財務和研究兩方面的事務都有明顯的相似之處。兩者都有一小群分佈世界各地的員工參與，都需要交換資料和意念。藉著 Notes 的幫助，員工透過全球網絡分享所有文件，包括簡報的工作表。

他稱：「在使用 Notes 之前，根本沒有這回事。過去，那些文件只會在一處準備好，然後，一是傳真出去，但質素難免變差，一是用人手遞送，但會耗費時間金錢。」

「研討資料庫」以市場及區域分類，為員工交換意念和意見提供完善的途徑。資料庫更服務遍佈亞洲各地的地區分析員，成為他們分發資料、聯絡市場專家的聯絡站。

「員工通訊錄」雖非商業應用程式，但成為集團內部的工具；內裡載有研究員的背景資料。

卓文說：「Lotus Notes 是套網絡環境兼應用程式的工具，只要對支援業務發展的應用程式有所需求，便會推動這系統的進一步發展。」■

# International Politics Obstacle to E-commerce

By Louise Parkinson

The US government's control of high-tech encryption software, the best in the world, is hindering e-commerce in Hong Kong and around the globe, according to Dr John Bacon-Shone, Director of The University of Hong Kong Social Sciences Research Centre.

"The US won't export strong encryption software because this effective monopoly enables them to intercept any encrypted communications that pass through the US," he said.

Encryption software is fundamental to secure transactions over the Net – it comprises a code that is confidential. You need formulae to encrypt – a key – and formulae to decrypt, also a key. The longer the key the more difficult it is to decrypt without a decryption key and vice versa.

The software is available outside the US: "The Russians are getting good at writing encryption, in fact, they have produced a programme called Elvis for Sun Microsystems, but big businesses would rather go to well-known companies like Microsoft in the US," he said.

At the moment Microsoft is playing ball with the US government by not exporting their encryption technology, but Netscape and Sun Microsystems are keen to sell abroad.

"The CIA and FBI have incredible power with this technology and can intercept e-

communication world wide, Europe is not happy with this and refuse to play along with the Clinton Administration – until this mess with encryption access is cleared up e-commerce will be impeded," he said. Japan and Australia also have good encryption software, but still the most powerful is in the US.

Another contentious issue between the US and Europe is privacy law on the Internet. The EC has data protection law set in place while the US does not.

"The US argues that data protection will evolve through self-regulation – in practice this is not working," he said.

Hong Kong has good data protection laws born out of pressure from the European Community (EC) that no data exchange would take place if this legislation were not in place.

"It is a game of chicken between the US and Europe and unless the US does something about their privacy laws the EC refuses to transfer data on a large scale.

"Globalisation means there is increasing need to transfer private data internationally, so a worldwide law is needed because no boundaries exist on the Net," he said.

Hong Kong has data protection law and the Privacy Commission has issued further guidelines for the general public on the subject, but other issues have not been addressed such as telephone tapping.

"Telephone tapping is easy – a conversation on the phone is rather like sending a postcard – there are not enough

checks and balances and the law is weak," he said.

A sub-committee issued a consultation paper for a warrant-based system of interception of electronic information.

"The Hong Kong Government issued a White Paper that excluded all computer networks and the hacking law has weaknesses – I put this down to the Government not realising the capabilities of the Net," he said.

The important issue is whether there is an adequate system in place to make interception illegal and whether it can be enforced.

"Encryption is the only way around this if you are not happy with the legal framework because it secures e-mail and Web based communication," he said.

"Surveys in the US show that security and privacy issues stop people doing e-commerce. Europe and Hong Kong are in reasonable shape with privacy but security is holding them up". ■

*John Bacon-Shone has a PhD in statistics from the University of Birmingham and has been Director of the Social Sciences Research Centre at the University of Hong Kong since 1990. Since that time Dr Bacon-Shone has served on the Privacy Subcommittee of the Law Reform Commission, looking at the need to address data protection, interception of communications, stalking, surveillance and bugging.*

## 政治風波阻礙電子商業發展

白璐珊

香港大學社會科學研究中心主任白景崇博士稱，美國政府管制領先全球的高科技加密軟件出口，阻礙了香港和全球發展電子商業。

白景崇說：「美國不會輸出先進的加密軟件，因為利用這種厲害的專利品，可以截取任何進出美國的加密通訊。」

加密軟件設有一套密碼，對保障網上交易十分重要。將通訊加密要輸入一連串公式，就是加密的鑰匙，要解密通訊又要一連串公式，也就是解密的鑰匙。若沒有解密鑰匙，鑰匙愈長就愈難拆解密碼，如此類推。加密軟件在美國以外也可以找到。白氏

說：「俄國人編寫加密軟件的技術愈來愈進步，其實，他們已經生產了一套名為Elvis for Sun Microsystems的電腦程式，但是大公司寧願找著名的公司，例如美國的『微軟』。」

現時，微軟與美國政府合作，不將加密科技輸出，但「網景」和 Sun Microsystems 卻很想出口加密軟件。

白氏說：「美國中央情報局和聯邦調查局都具備此科技，可以截入全球的電子通訊，勢力之大令人難以置信。歐洲對此不滿，不肯與克林頓政府合作——除非這場加密科技的風波得到平息，否則電子商業的發展會受到侷限。」在日本和澳洲編寫的加密軟件都不錯，但最先進的仍然在美國。

引起美歐兩地爭議的另一問題是互聯網的私穩法例。歐洲共同體訂立了資料保障

法，但美國並無立法。

他說：「美國堅稱，靠自我約束便可保障資料——實際上，這是不可行的。」

本港制訂了完善的資料保障法例；因為歐洲共同體施壓，如本港沒有訂立此法例，就不肯交流數據資料。

「這是歐美兩地的意氣之爭，除非美國肯為私穩法例做點事，歐洲共同體不肯交換大量數據資料。」

白氏說：「全球一體化，國際間便愈來愈需要交換個人人士的資料，因此需要一套全球性的法例；互聯網上是沒有國界的。」

香港訂立了資料保障法例，私穩專員公署又公眾頒布了保障私穩守則，但是還有其他問題沒有處理，例如電話竊聽。

白氏說：「竊聽電話很容易——用電話談話就好像寄出明信片——制衡機制不足，法例的保障也不夠。」

專責小組草擬了有關獲授權的截取電子資訊機制的諮詢文件。

# Knowledge Management is the Way Forward

By Louise Parkinson

In today's fast-changing global markets, success is no longer tied to the traditional inputs of labour, capital or land the new critical resource is inside the heads of employees – knowledge, according to Mr Christophe Dumonet, Head of Knowledge Management Practice Lotus Consulting.

"What a company knows – and how it leverages the knowledge – has never been more essential for success during this economic downturn. Knowledge management is nothing new – we have been working on it for years – how best to help people share and leverage their expertise," he said.

Many companies try to do too much.

"The biggest payback comes when a company maps its knowledge management efforts to a strategy," he said.

This involves focusing on innovation finding and nurturing new ideas, bringing people together in virtual development teams and creating forums for brain storming and collaboration.

"Giving people access to the information they need when they need it, so they can solve customer problems more quickly, make better decisions faster and respond quickly to the changing market conditions," he said.

他說：「政府公布的白皮書全無提及電腦網絡，而過時的法例又存在漏洞——這要歸咎於政府不了解互聯網的潛力。」

重要之處在於有沒有設立完善機制確定截取電子資訊屬違法，並且能否確切執行這種機制。

白氏說：「如果你不滿意法例，加密科技就是唯一的方法，因為可以保障電子郵件和網上通訊。」

「美國的調查顯示，網上保安和私穩問題令人對電子商業卻步。歐洲和香港都具備不俗的保障私穩機制，但網上保安問題阻礙他們發展電子商業。」■

白景瑞於伯明翰大學取得統計學哲學博士學位，於九零年起，在香港大學擔任社會科學研究中心主任。自始，白博士加入法律改革委員會的私隱問題小組，探討處理資料保障、截入通訊、追蹤、監視及竊聽的需要。

It also entails capturing and sharing best practices and other reusable knowledge assets to shorten cycle times and minimise duplication of effort.

"Also developing the skills and expertise of employers through on-the-job, online training and distance learning," he said.

Lotus Notes is net software that has been designed to accommodate knowledge management.

"Notes provides a single infrastructure – a foundation on which a company can build, integrate and link all of its knowledge management applications on a single computer platform," he said.

Lotus Notes can be used to communicate with colleagues, collaborate in teams in ways that adds business value and it helps people capture and categorize knowledge and make it available to the rest of the business to leverage.

"Notes makes it easier to navigate the web, store web content and send live pages to colleagues and it lets you see co-workers' freetime and automatically schedule a meeting with them without sending multiple messages back and forth – it is excellent for groupware and intranet environments," he said.

But even a great knowledge management system will fail if no one uses it and changes their behaviour.

"We've learnt that people will share what they know and reuse the know-how

of others, if you make it easy for them," he said.

Knowledge travels through a process that transforms it from tacit (that is, locked inside the heads of information systems, databases and the heads of the employees) to explicit (captured and packaged in a reusable and searchable form) and back to tacit, where it is learned and used by others throughout the organisation.

"Knowledge management is as much cultural as it is technological, so a company culture that does not foster and reward sharing of knowledge cannot expect technology to solve this knowledge challenge," he said.

Successful knowledge management also depends on the commitment of top management.

"This new – or recycled – discipline is being hailed as the next 'big thing' since reengineering. The skeptics among us might note that 'big' is often better for management consultants and technology vendors, who can capitalise on the trend, than for their clients – but the excitement is warranted," he said.

Like other technology and management fads that preceded it, knowledge management is often described as a panacea.

"It is not, but it certainly helps in intranet environments," he said. ■

## 知識管理系統

白璐珊

知識管理系統 Lotus 軟件顧問公司總裁杜蒙先生表示，今時今日的全球市場變化急速，在人力、資金、土地方面的舊式投資不再是成功的保證，而最重要的新資源就在僱員的腦袋裡——知識。

他說：「一間公司知道甚麼東西及怎樣善用這些知識，就是成功的關鍵，在經濟不景之時，更形重要。『知識管理系統』並非新生事物，我們已經從事這方面多年了，這就是怎樣最有效地幫助人們分享和善用專業知識。」

有些公司致力發展這系統。

他說：「如果把知識管理系統定為公司的策略，這公司就會得到最大的投資回報。」

## 企業發展之途

這包括注重發掘創見和培育新意念，利用工作隊把員工結合起來，進行虛擬的業務發展，並且舉行鼓勵自由獻策和群體合作的討論會。

杜蒙說：「員工需要資訊時，就要讓他們得到，那麼便可更快地解決客戶的問題，作出更快更好的決定，並且盡快回應不斷改變的市場狀況。」

藉著知識管理系統，確保找到最佳的工作方式和其他可再用的知識財產，並且能夠與同事分享，縮短耗用的時間，也減少浪費人力。

他說：「更可以利用在職培訓、網上培訓以及遙距課程，增進僱員的技巧和專業知識。」

Lotus Notes 這套網絡軟件的設計切合知識管理系統的要求。

# Epson's Photograph-quality Printer

Epson have recently launched a new printer that is able to produce prints of photographic quality.

The Stylus Photo 700 ink jet printer is faster and is more cost-effective than other similar printers, according to Tammy Or, Marketing Executive, Epson.

"With this high quality imaging at such an affordable price we expect Hong Kong families to dream up new ways to use colour printing. It is ideal for photographs and other colour images whether created through drawing or presentation programmes," she said.

The printer is specifically designed to work well with digital cameras and scanners and it can produce cards, calendars, stickers and T-shirt transfers.

The new model uses technology that makes the dots forming the image 20 per cent smaller than other printers do in the series, this allows for sharper images with finer gradations of colour.

"The dots are almost impossible to detect. Also, images printed on plain paper are now similar in quality to those printed on special paper. And, we have reduced the

printing time so it is three times faster than our competitors. Ours can print an A-4 size photo in 2 minutes 40 seconds versus a 7 minute 34 second print time of the closest competitor," she said.

This speed is due to processing improvements.

"Six colours of ink help it to print realistic skin tones and tone gradations and the ink is fast drying – just one second," she said.

Due to software refinement in ink control cartridges will last 15 per cent longer on the new model.

An improved printer driver also allows the background of the portrait to be altered to enhance definition – even if there are multiple subjects on a page.

"Customers can choose to adjust a photo to fit an entire page or print multiple images on a single page, in the order they choose. You can also customise photos further by applying a text watermark to the page," she said.

The printer is compatible with Windows and Macintosh systems and the printer driver works on Windows 3.1, '95 and NT 4.0 and Macintosh. ■

# Epson 推出 相片級打印機

Epson 最近推出專為相片級打印而設的彩色噴墨打印機。

Epson 市場推廣主任柯婷婷稱，Stylus Photo 700 比同級的打印機更高速，售價相宜而打印效果精美。

柯說：「本港家庭用戶所費無幾，便能享受到高質素的打印影像；我們期望家庭用戶能夠想出彩色打印機的創新用途。」

該打印機可配合數碼相機和掃描器使用，也可製作卡片、月曆、貼紙及T恤轉印紙。新型號選用先進科技，影像的墨點較同系列的打印機細小兩成，影像更清晰、色彩層次更鮮明。

柯說：「影像的墨點幾乎看不到。而且，現時普通紙與噴墨打印紙的彩色打印質素接近。我們也減低了打印時間，打印速度比對手要快三倍。我們只需二分四十秒來打印一張A4彩色相片，但同級對手要用七分三十四秒的時間。」

高速打印的秘訣是改良打印程序。

柯說：「六色墨水有助打印出真實的色調和彩色層次；這種是快乾墨水，只需一秒便乾透。」

由於新型號改進了墨盒噴墨的控制，每個墨盒的打印量比以往提升百分之十五。

經改良的打印驅動程式能夠自動分辨影像的主體與背景，減少兩者的對比，使整體的色澤更分明——更可分辨同一圖像內的多個影像。

柯說：「用戶可以把影像放大縮小以配合各種打印尺寸，又可以綜合多頁的影像於單一頁內，影像的排列次序也任君選擇。你更可以按需要在打印紙上加上水印。」

該打印機的打印驅動程式兼容視窗3.1、視窗95、視窗NT 4.0及Macintosh等電腦平台。■

## BULLETINET

他說：「Notes 提供了一個基本的電腦系統，因此，在一個電腦平台上，公司就可以建立、綜合、聯繫各項知識管理的應用。」

Lotus Notes 可以用來與同事溝通，透過團隊中的合作，增加了商業價值，而且，也有助於找出資料並加以分類，其他同事也可得到這些資料，加以善用。

杜蒙說：「Notes 令上網找資料、儲存網上資訊以及傳送最新的資料頁給同事更容易，還讓你看到同事甚麼時候有空，以便自動安排開會時間，不需來來回回地通消息——這是很好的組件兼內聯網環境。」

但是，如果沒有人使用，也沒有人改變自己的做事方式，即使是極佳的知識管理系統也會無用武之地。

他說：「我們知道，只要系統的操作簡便，人們便會將自己所知的與他人分享，並會利用其他人所提供的辦法。」

傳送知識的程序是一個轉化的過程，知識從默示的形式（即是藏在資訊系統和資料

庫內以及僱員腦袋中）轉化為簡明的形式（收藏並包裝為可再用兼可搜尋的形式），最後，又轉化為默示的形式，藉此，全機構都可以學習和使用這些知識。

他說：「知識管理系統不單是科技的產物，也需要機構文化來配合；因此，公司文化如不鼓勵和嘉獎員工分享知識，便不能期望單靠科技一切就迎刃而解。」

成功的知識管理系統也有賴管理高層的承擔。

杜蒙說：「這項新制度或可說是包裝過的舊制度，被稱為是架構重組以來的另一『大事』。我們中那些多疑的人或會提到，這『大事』該比管理顧問和兜售新科技的人為佳——他們只是利用管理學或科技的趨勢牟利，而非幫助客戶爭取利益——至少這『大事』保證是新奇刺激的。」

一如其他較先提出的科技和管理流行概念，知識管理系統常常被形容為萬靈仙丹。

他說：「Notes並非萬靈丹，但的確有助使用內聯網環境。」■



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# Media Watch

## AWSJ Printed in Philippines

The Asian Wall Street Journal has recently started printing in Manila, becoming the first regional newspaper to print in the Philippines.

"Companies doing business in these financially challenging times need timely access to accurate information and analysis more than ever before," said Ms Kate House, President, Dow Jones, publisher of the AWSJ.

The Manila print site is the eighth for the AWSJ. The paper is published in Hong Kong and printed there and via satellite link in Singapore, Tokyo, Bangkok, Kuala Lumpur, Seoul and Taipei.

The printing site in Manila will enable the paper to be delivered during the morning in the central business district of Manila and on the same-day basis in Cebu. Previously the Hong Kong printing plant had served the Philippines.

Current ABC audited daily circulation of the AWSJ in the Philippines stands at 2,981 copies.

## M Magazine goes Down the Drain

M Magazine published by TVE, who is the parent company of the South China Morning Post, has closed after establishing a loyal but small niche in the Hong Kong market.

# 傳媒觀察

## 亞洲華爾街日報菲島印刷

《亞洲華爾街日報》開始在馬尼拉印刷，成為首份在菲律賓印刷的亞洲區報章。

出版該報的杜瓊斯出版社主席姬·侯斯說：「在這個充滿挑戰的經濟環境中營商，商業機構要比以往更多花時間吸取真確的資訊及分析。」

馬尼拉的印刷基地是該報的第八個印刷基地。該報在香港出版並發行，然後透過人造衛星傳送往新加坡、東京、曼谷、吉隆坡、漢城及台北。

在馬尼拉設立印刷基地，該報就可於早上送抵市內的主要商業區，並在當日內送抵宿霧。以往，香港的印刷基地兼顧菲律賓市場。

現時，該報在馬尼拉的銷量為2,981份，數量經ABC公會核實。

## 捌周刊停刊

《捌周刊》在本港市場爭取到穩定的讀者群，但由於銷量偏低，早前宣告停刊。該刊的出版商電視企業國際有限公司是《南華早報》的母公司。

電視企業國際的馬穎雯小姐說：「我們經

Ms Mandy Ma, public relations, TVE Publications, said that: "After 14 months in view of the competitive difficulties faced by this title, and the current economic circumstances, we have decided to refocus resources to its remaining magazines and electronic media. But, we remain firmly committed to Chinese-language magazine publication and will continue to be pro-active in seeking other investment opportunities."

## Accolade for Newsweek

Newsweek's outstanding coverage of Hong Kong's handover recently won the prestigious Overseas Press Club Ed Cunningham Memorial Award.

"We couldn't be more pleased to win for the second year in succession," said Newsweek International Editor, Michael Elliott.

The honor was granted for Newsweek's work that included "Can Hong Kong Survive?", "Hong Kong - City of Souvenirs" and cover story on Anson Chan "Hong Kong's Iron Lady".

Newsweek has appointed Publicitas Promotion Network Beijing, as sales representative on the Mainland, responsible for selling advertising space to companies based in the country. Newsweek is Publicitas' first representation of an international newsmagazine in China. The

過十四個月的觀察，考慮到這類刊物與其他刊物的競爭激烈及現時的經濟環境，決定重新將資源集中在公司其他的雜誌和電子媒體。但我們仍然堅持從事中文雜誌的出版工作，並會繼續積極尋找其他投資機會。」

## 新聞周刊獲獎

早前，《新聞周刊》對香港回歸的精彩報導贏得著名的艾·坎寧頓紀念獎。該獎由美國海外新聞業協會頒發。

該刊國際版編輯米高·依利安說：「能夠連續兩年獲獎，我們高興極了。」

此項榮譽是授予該刊的專輯「香港可以生存？」、「香港——生存者之城」以及關於陳方安生的封面故事「香港鐵娘子」。

《新聞周刊》委託了柏卓廣告（北京）擔任內地的代理，負責向國內的廣告商推銷廣告版面。該刊是柏卓在中國代理的首份國際性新聞雜誌。該刊的全球總銷量超過四百四十萬份。

此外，柏卓也向國內廣告商代銷國際商業資源中心網頁內的廣告版位；該網址曾經獲獎。■

Newsweek publications have a combined worldwide circulation of over 4.4 million.

In addition, Publicitas is marketing the award winning International Business Resource Centre Web site to advertisers in China. ■

## Oce's Repro Server Centre Boosts Printing

In high-volume, multi-user document printing environments, maximising efficiency in handling the constant flow of print jobs can be a headache.

"Firstly you must make sure your centralised printing resources are used where appropriate, to benefit from their high throughput and low-cost per print. But also you must give individual users the flexibility to use their own desktop printers for one-offs, test prints and smaller runs," said Mr Sam Leung, Oce's District Sales Manager.

"We can do that with our Repro Centre Server. This basically optimises efficiency in the handling of both networked printing and reproduction of hard copy originals in your central reprographic department," he said.

The Server takes into account the parameters of each job, such as number of prints, format, use of colour and single or double-sided printing, as well as the individual users needs for quality, speed, finishing and distribution," he said. ■

## 新軟件提升打印速度

在打印量高、職員眾多的辦公室裡，要提升文件打印的效率又確保質量穩定，可以是一件教人腦疼的事。

奧西地區營業經理梁儉森先生說：「首先，你必須確保中央打印系統的使用恰當，以求善用高速而低廉的打印服務。但是，在打印一份文件、草稿或少量文件時，也要容許個別職員使用自己的桌面打印機。」

梁說：「利用奧西的Repro Centre Server就可以這樣做了。處理聯網打印工作及中央影印部門複印原稿時，這套軟件有助提高效率。」

梁說：「這套軟件也可以配合每份工作的需要，例如印量、式樣、色彩、單面或雙面，也可以兼顧個別使用者對質量、速度、封面及分發的要求。」■

# SCM Keeps up with Changes in Retail and Consumer trends

By Louise Parkinson

In a fickle market place that is built on a mobile framework of lifestyles, exporters are constantly faced with challenges driven by vendors and ultimately, shoppers.

According to Mr Lance Dailey of the US company Customer Focused EDI, the core forces of change faced by exporters are consumer behaviour, technological development and globalisation of the market place.

"Consumers today demand customisation, immediacy and value, they are only loyal to their wants and needs, supply chain management (SCM) helps meet these requirements," he said.

"To create demand you must understand your customer, develop new products and communicate to sell. To fulfill demand you must forecast it, source, produce, transact sales and replenish," he said.

In the past, merchandising was largely opinion based now it is fact based – intuition guided by analysis of consumer data.

"Benchmarks to measure when improving the sales process are transaction time [selection to checkout], sales market share and growth and turns throughout the supply chain," he said.

For improving sourcing and production processes accurate information must be at

hand for costing and time period estimation.

Sourcing strategy vision may be influenced by trade agreements such as NAFTA and GATT.

Alliances throughout the supply chain should be established.

"Raw material and manufacturing lead-time [from order to delivery] must be reduced as should manufacturing costs, customer returns and complaints.

For distribution processes shipment lead-time must be minimised and the shipment should be accurate and delivered with floor-ready merchandise that is tagged and packaged for sale.

"SCM is the ability to fulfil the customers' expectations while maximising resources throughout the entire chain," he said.

"There is more to SCM than having electronic technology, doing business faster or having the burden of inventory shoved to the manufacturer".

The key element of SCM is having point of sales (POS) data transmitted from retailer to exporter to develop a forecast system, this data should pass right through the supply chain and, consequently, there should be a reduction in inventory throughout the chain.

"For this to happen you need open discussions and understanding of the retailer organisation, not just the buyer,

integrated information systems, a willingness to share data, trust and dependability," he said.

There can be pitfalls however.

SCM can put a strain on trading partner relationships, mis-calculation on promotional strategy can occur, and sales impact may not be considered.

Also logistics impact, a lack of understanding in financial considerations and not clearly agreeing upon anticipated results may cause problems.

Technologies must be implemented like bar coding at POS and electronic data interchange.

With a traditional fixed replenishment cycle the retailer regularly transmits orders – a quantity to cover expected order process time – then the exporter ships to a schedule. Advanced stages to this cycle are streamlining distribution, adding forecasting, planning and having detailed meetings with retailer and supplier.

Advanced replenishment practices are when the retailer jointly plans assortment of goods, replenishments and promotions with supplier to make process faster and reduce inventories in the chain.

When looking at managing retail space each store's assortment and replenishment should be customised.

"But remember although SCM is good, nothing goes out of date quicker than a vision of the future," he said. ■

## 供應鏈管理系統緊貼需求趨勢

白璐珊

千變萬化的生活模式，時刻改變市場的趨向；身處變幻不定的銷售市場，出口商不斷面對各樣新挑戰。這些新挑戰來自銷售商，但最終還是來自消費者。

美國 Customer Focused EDI的戴利先生稱，驅使出口商革新的主要動力包括有消費模式、科技發展和市場全球化趨勢。

戴利說：「今時今日，消費者要求以客為主的服務，要求即時的高質素服務，他們只會忠於自己的喜惡和需要。『供應鏈管理系統』有助達到這些要求。」

他又稱：「要創造需求，必須了解你的顧客、發展新產品、聯絡推廣。要滿足需求，你必須預測需求，然後採購原料、生

產、洽談銷售計劃以及補充存貨。」

過去，推銷工作主要依靠推銷員的天份，現在卻要依靠資訊——要具備敏銳的洞察力，分析消費者的數據資料。

他說：「改進銷售程序時，衡量的基準就是供應鏈（從採購到檢驗）的交易處理時間、銷售市場佔有率、銷量增長及存貨周轉。」

為了改進採購原料和生產的程序，必須具備準確的資料，估計成本和所需時間。

採購原料的策略或會受到貿易協定所影響，例如北美自由貿易協定、關稅及貿易總協定等。

此外，供應鏈各方必須緊密聯繫。

「從原材料到生產的時間（即從訂貨到交貨的時間）必須減少，同時，必須減少生產

成本、客戶的退貨及投訴。」

在發貨過程中，運送時間必須減少，船期必須準確，待運的貨品也必須標籤和包裝妥當，以備隨時出售。

戴利說：「供應鏈管理系統可以擴大整個供應鏈的資源，同時也可以滿足客戶的期望。」

「採用供應鏈管理系統，並不只是使用電子科技和加快營運，也不是將積壓存貨的煩惱推給生產商而已。」

採用供應鏈管理系統的重要之處，在於得到銷售點的數據，發展預測系統；這些數據是由零售商傳送給出口商的。數據必須沿著供應鏈傳送下去，結果，整個供應鏈積壓的存貨會因而減少。

他稱：「要達致這個成果，你需要坦誠的討論，並且不單要了解買家，更要了解零

# 節省後勤 支援成本

「供應鏈管理系統」能夠節省後勤支援成本二成半，縮短生產周期十分之一的時間，這是該系統的主要效益之一。據東方海外董事總經理鄒耀華先生稱，「供應鏈管理系統」更可確保補貨合時而準確，又更加了解貨運的情況。

鄒說：「供應鏈管理系統令買家增益，你也因此更容易吸引新顧客，又能精簡內部架構、節省成本——南中國有很大的發展機會。」

公司高層必須積極支持、長期投入，實施時要依足規定、目標要一致，並要具備足夠的資訊科技知識。

鄒稱：「你會面對的挑戰包括：略為頻密的訂單、緊逼的船期、準確的銷售預測以及要達到公司上下同心。」

鄒氏建議，要設立高效益的供應鏈管理系統，最好選用外間的後勤支援供應商；所需時間介乎三個月至一年，視乎該系統的複雜程度而定。

鄒說：「選用供應商的好處是更容易得到科技和分銷的專業知識，更容易在世界各地發展新市場。」■

售商的制度，也需要綜合的資訊系統，彼此要樂意分享數據、互信互賴。」

但是，這套系統也會有漏洞。

供應鏈管理系統或會使生意夥伴的關係蒙上污點，可能導致錯誤計算推廣策略，或者沒有考慮清楚對銷量的衝擊。

而且，其他因素也可能導致問題的產生，譬如：對支援部門的影響、缺乏對財務代價的了解、對預期效果沒有一致的看法。

此外，必須採用新科技，例如，在銷售點中使用條形碼系統和運用電子數據交流系統。

在舊式的固定補貨周期中，零售商定時下訂單，所訂購的數量預算是處理訂單的時間；然後，出口商依時間表裝貨。補貨程序經過改進後，會加速發貨程序，增加預測程序，並會與零售商和供應商一起計劃、一起仔細商討。

改良補貨程序，就是要零售商與供應商一起計劃商品種類、補貨周期和推廣活動，這樣，有助於加快工作程序，減少供應鏈上積壓的存貨。

論到管理零售點方面，每間商舖的貨品種類和補貨須切合顧客的需要。

他說：「只是要記著，雖然供應鏈管理系統很有用，但是，世界上沒有比預測未來更易過時的東西了。」■

# How SCM Aids International Retailer M&S

Marks and Spencer relies on daily flights from the UK to replenish goods for their 11 Hong Kong stores.

"This is particularly beneficial during the economic downturn because we won't overstock items," said Dr Andrew Paterson, General Manager for Information Systems, M&S, Asia Pacific.

"It's more expensive than transporting by sea but it keeps inventories to a minimum and allows faster turnover," he said.

Via electronic data interchange daily sales information from Hong Kong branches is sent to the UK. The required goods are

then scanned out and are on the next daily flight to Hong Kong.

Delivery details and customs information is also sent to Hong Kong electronically.

"This supply chain management (SCM) has been built on long term partnerships with suppliers and a good IT framework. The advantages are multiple – it drives sales, lowers supply chain costs and allows for stock accuracy and flexibility," he said.

"SCM is about serving the customer better, wherever they are, using new ways of working with suppliers and retailers which drives mutual profitability and creates long term partnerships". ■

# 馬莎百貨的經驗： 系統如何支援跨國零售商

馬莎百貨利用每日從英國來港的航機補充香港十一間分店的存貨。

馬莎百貨亞太區資訊系統總經理柏德信博士說：「在經濟不景的時期，這種做法特別有利，因為我們不用貯存過量貨品。」

他說：「空運比船運昂貴，但是可以盡量減少存貨，也加快貨品的運轉。」

每天，香港分店的銷售資料透過電子資訊交流系統傳送到英國，然後，需要添補的貨品會顯示出來。第二天，所需貨品已經放進機倉運往香港。

運貨詳情和海關消息也會以電子系統傳送到香港。

他說：「這套供應鏈管理系統有賴與供應商長期的合作以及具備優良的資訊科技系統。供應鏈管理系統有許多優點，包括促銷、降低供應鏈的成本、維持準確存貨以及加強存貨的彈性。」

「供應鏈管理系統有助提供更好的服務給客戶；無論如何，只要有助增進公司與供應商和零售商的相互利益、創造彼此長遠合作關係，便要利用各種新的合作方法。」■

# Logistics Cut by SCM

One of the main benefits of supply chain management (SCM) is that it reduces logistics costs by 25 per cent and product cycle times by 10 per cent. It also ensures a timely, accurate inventory and shipment visibility, according to Mr Philip Chow, Managing Director, OOCL.

"SCM improves value to buyers and you become more attractive to new customers, also you simplify your internal organisation and reduce costs – South China offers great opportunities," he said.

Active long-term commitment from the top of your organisation is required, operational discipline, information

technology expertise and goal congruence.

"The challenges you will face are smaller more frequent orders, tight shipment windows, accurate sales forecasts and implementing organisational alignment," he said.

To start effective SCM Mr Chow recommends using third party logistic providers, which can take between three to 12 months depending on the complexity of the SCM.

"The benefits of using them is access to technology and distribution expertise and it's easier to cover new markets globally," he said. ■



# Oblique Reasoning May Help in Problem Solving

By Louise Parkinson

Lateral thinking may just help you see things in a new, innovative way and solve problems that could not have been resolved with traditional logic, according to Mr Alfred Ho, Senior Industrial Training Officer, Vocational Training Council.

A real life example is the traditional mailbox in apartment blocks, which have postal slots at the front.

"This structure encourages junk mail and larger parcels can not be inserted – so it's inconvenient to the tenant," Mr Ho said.

Lateral thinking, using the reverse provocation method, provided a better design.

"If you insert mail from the back, which is open and which the postman and the estate manager only have access to, larger parcels can be delivered directly and tenants can receive notices from the estate manager but not junk mail," he said.

This, Mr Ho said, was a typical example of totally reversing the sequence of rational

thought and ending in something contrary to the traditional mindset.

"My course provides the participant with alternative routes to generate ideas to develop into practicable solutions," he said.

Lateral thought utilises a non-traditional set of tools that are different from the logical thinking methods we are all used to.

"The general pattern of lateral thinking uses unorthodox methods, through this you can pull out of the logical traditional mindset and view things from a brand new perspective. Using normal logic based on experience you would never come to this solution. Once arriving at this oblique conclusion, you can use logical traditional thought to make the idea practical," he said.

Although this type of thought is useful, it is not meant to be a substitute – it should be used in the context of a logical background.

"Lateral thought is generic – it can equip anyone at any level with other tools to overcome problems and increase the efficiency or simplify a task – it's not just for new product ideas," he said. ■

## 不一樣的思考方式

白璐珊

「水平思考」可助你以新角度看事物；對於傳統邏輯思考所解決不到的難題，利用水平思考或能迎刃而解。提出以上見解的是職業訓練局高級工業訓練主任何世柏先生。

一般住宅大廈的郵箱只可從前面投入郵件，這是個現成的生活實例。

何說：「這種設計鼓勵別人投入垃圾郵件，但大型的郵包卻不能投進去——對住客十分不便。」

「水平思考」運用反轉傳統的方法創出較佳的設計。

何說：「如果改為從郵箱背面投入郵件，郵箱背面不設遮掩並且只有郵差和屋邨經理才可進入該處，那麼，較大的郵包就可以直接送到，住客就可以從屋邨經理收到提取郵包的通知，而不會收到垃圾郵件。」

何氏認為這正是典型的例子，從中看到怎樣完全反轉理性思考的次序，最後得出與傳統想法大相逕庭的結果。

何說：「我的課程提供學員另一套構思的方式，以發展出可行的辦法。」

水平思考利用非傳統的思考方法，這套方法與我們慣常使用的邏輯思考方法是不同的。

何說：「水平思考一般使用非主流的方法，這樣，你可以跳出傳統邏輯思考的框框，以全新的角度看事物。利用一般的邏輯根本不可能得出這個解決方案。只要想到這個刁鑽的結論，你就可以利用傳統的邏輯去想出實行的方法。」

雖然這種思考方法很有用，但並不表示可以取代邏輯思考——運用水平思考是要以邏輯思考為基礎的。

何說：「水平思考是普遍適用的——來自各階層、懂得其他思考方法的人都可以因而得益，可以幫助他們解決難題，增加效率或簡化工作程序——並非單單用來構思新產品。」■

# Mind Mapping – Useful Business Tool

Mind mapping is a strategic thinking tool that helps to focus thoughts and has the benefit of saving time, and therefore money, according to Caroline Yeoman, Associate, The Quick Silver Group.

"A mind map is essentially a diagram that uses key words that are linked together to summarise a thought," she said.

"It is an efficient method for learning and reviewing as well as brainstorming, summarising meetings, planning, problem solving and conceptualising, managing and presentations," she said.

It is also useful in creative thinking and devising documentation.

Mind mapping enhances decision-making capability – because you can see the thought process diagrammatically it also slashes preparation time for reports and presentations.

Tony Buzan developed the idea from 25 years of research into devising a

framework for thought processes and how the brain worked, he started from the centre and connected key words in a flow diagram.

"Mind maps work very much like the brain, erratically and visually – people don't remember a list of bullet points but they do remember a picture," she said.

The mind map incorporates the traditional mental tools of words, numbers, lines, lists and sequence, with an additional set of mental tools that are especially powerful for improving memory and creative-thinking; image, colour, dimension, space and association or linking.

A map is always put on one sheet of paper, no matter how complex the concept.

"It is basically a logical framework for random thought and it enhances memory – you may not have time to review a whole book – but a mind map will refresh your memory," she said. ■

# Helping Hand - The Cookie Charity

By David Chu

Endocrinologists will tell you that the food we eat has a direct effect on our moods. Perhaps that accounts for the thousands of happy faces we see around Lunar New Year when Helping Hand charity, that serves the destitute and elderly, sells cookies as their annual major fund raising event.

Helping Hand was born on a radio-talk show in 1978 as the plight of 100 old men living in deplorable caged bed spaces filled the airwaves. When it was discovered that at least another 17,000 were in a similar state the public reacted with shock and concern and nurtured the charity during its

infancy. The Government was quick to assist in providing land and large organisations generous in giving support. At the heart of the Hong Kong people the organisation grew in strength and built shelters for the elderly living in doorways, under flyovers, on rooftops as well as the squalid caged bed spaces.

In 1993 Helping Hand opened a retreat for the elderly, the frail and their carers. Situated on the shores of Tolo Harbour, in unspoiled New Territories countryside, the Cheung Muk Tao Holiday Resort accommodates 196 overnight and 50 day visitors. It includes attractive bedrooms, beautiful gardens where peacocks roam and streams where carp swim in the sunlight, sheltered sitting out areas and covered walkways. There's space for sports, like archery and bowling, special events and festival gatherings, a radio station specifically for elderly interaction and tuition in activities like cookery, pottery and painting.

Now twenty years old, Helping Hand has taken thousands of needy and homeless giving them dignity in their diminishing years. Each year we aim to make people happy by selling

cookies. Since we began spreading the happiness cookies fifteen years back, our energetic workers have raised HK\$30,000,000 that was vital for the work to continue.

Next year, Helping Hand comes of age. To mark the occasion we will open our first shelter in China. The residents will be old people of Hong Kong now able to return to their homeland with the benefit of Hong Kong Government allowances. They will have more space, life will be less expensive, yet they will remain close to the wonderful city they helped to create. Helping hand is still close to the Hong Kong people and every Lunar New Year movie stars; legislators and lively well wishers take to the streets to sell their cookies.

Helping Hand is often called the Cookie Charity that spreads happiness around and not just at Lunar New Year. Its holistic approach to the needs of the elderly is paramount so that their quality of life is enhanced not only physically, but also intellectually, socially and spiritually.

It's amazing what a little cookie can do. And you won't need an endocrinologist to convince you about the effect on your moods either. ■

## TRAINING

## 千頭萬緒集一圖

意念圖是一種策略性的思考方法，幫助你集中思想，可以節省時間從而節省金錢。

提出上述見解的 The Quicksilver Group 合夥人嘉露蓮·邱文說：「意念圖其實是一種圖表，其中利用互有關聯的關鍵字來概括意念。」

邱文說：「這個方法對學習和加強記憶都很有效，也有助於刺激新意念、總結會議成果、策劃、解決難題、構思、管理及發表簡報。」

意念圖也可用於啟發思考及設計文件。

意念圖有助提高決策能力，因為決策者透過圖表可看到思考的過程。而且，也可以大幅減低預備報告和簡報的時間。

東尼·布生經過二十五年的研究後，將這個概念發展為勾畫出思考過程和大腦運作的骨架，從核心開始，在流程圖中把關鍵字連結起來。

邱文說：「無論活動方式還是視覺上，意念圖的運作方式與大腦十分相似——一般人不會記得一連串沒有關連的資料，但一定會記得圖畫。」

意念圖包含了傳統的思考工具——字詞、數字、線條、一覽表、分類順序，但加插了一套增強記憶力及啟發思考的有效思考工具，包括影象、色彩、立體感、空間感以及聯想或聯繫。

不論概念如何複雜，每個圖表只會佔一頁紙。

邱文說：「意念圖基本上是個為隨想而設的邏輯骨架，幫助增強記憶力——你可能沒時間翻看整本書，但意念圖會加深你對這本書的印象。」■

## 利是曲奇傳送愛心歡樂

朱幼麟

內分泌學家說食物對我們的情緒有直接影響。難怪農曆新年間，伸手助人協會義賣曲奇時，每每看見一張張歡笑面。義賣曲奇是伸手助人協會一年一度的大型籌款活動，善款用來扶助老弱。

伸手助人協會在七八年的一個電台節目中誕生。當時，百名老人住在環境惡劣的籠屋的苦況令聽眾扼腕歎息。後來，發現全港最少還有一萬七千名老人有類似的遭遇，公眾震驚之餘深表關注，在協會醞釀成立之時加以鼓勵支持。不久協會獲政府撥出土地，其他機構也給予莫大幫助。協會不斷發展，為露宿天橋底、蝸居走廊天台以至簡陋籠屋的長者提供容身之處。

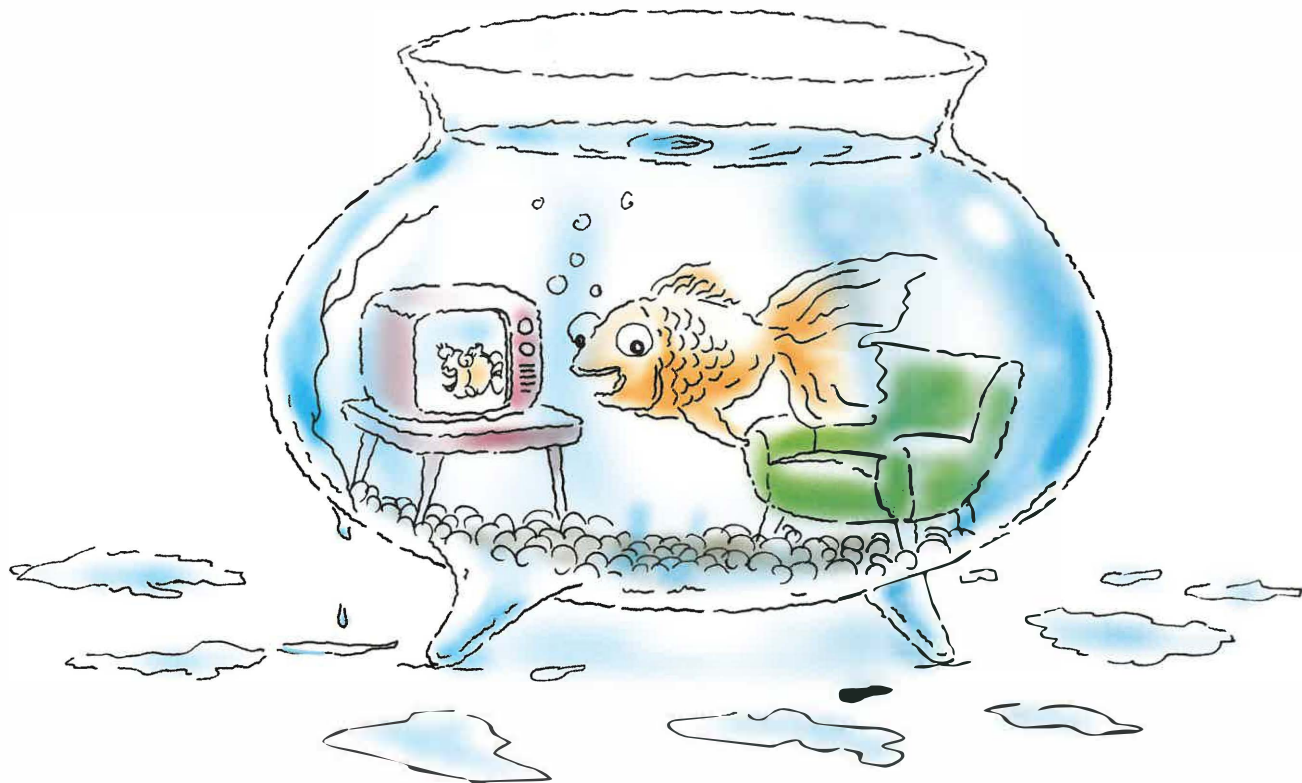
九三年，伸手助人協會開設了一所護老院，為年老體弱的市民服務，名為樟木頭老人度假中心。中心位於新界鄉郊吐露港畔，共有一百九十六個宿位和五十個日間訪客名額；房間美觀舒適，園林優美，具備有蓋的戶外茶座和走廊，可在園中靜賞孔雀踱步，細看錦鯉暢泳。中心設有射箭和保齡球等運動的場地，舉行特備活動和節日慶典的場地，以及一間專為長者而設的錄音室，還開辦烹飪、陶藝、繪畫等興趣班。

伸手助人協會創會至今二十年來，照顧了成千上萬貧苦無依的長者，讓他們尊嚴體面地度過晚年。每年，我們都義賣利是曲奇，傳播歡樂。創辦義賣利是曲奇活動以來十五年，我們的義工共籌得港幣三千萬。

明年，為慶祝伸手助人協會二十一歲生辰，我們在國內的第一所護老院將於屆時開幕。該院的對象為本港的長者，因為現時他們在國內仍可取得香港政府的福利津貼。該院為他們提供更寬闊的空間，消費也比香港便宜，而香港這個他們獻出了青春的城市還是近在咫尺。一如以往，在每年的農曆新年，協會仍會發動明星、議員和熱心市民參與街頭義賣曲奇。

伸手助人協會使人想起傳播歡樂的利是曲奇，但我們的慈善工作卻不會局限在農曆新年。協會重視滿足長者的全人需要，故此，他們不單物質生活提高了，知識層面、社交生活及心靈需要都得以提高或滿足。小小的曲奇可以有這麼大的影響，真叫人驚訝。至於你吃過這塊曲奇後的心情？那不用求教內分泌學家吧。■

朱幼麟先生是伸手助人協會一九九八年度曲奇義賣籌務委員會主席



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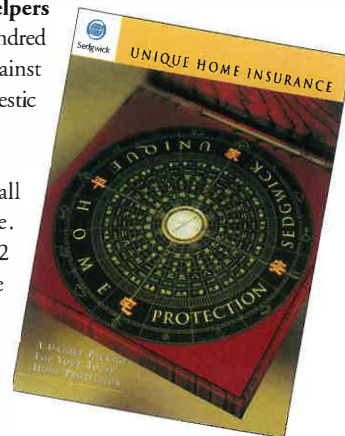
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