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鐵路專輯

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香港基建 開拓前路

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Mr Lawrence FUNG

Asia

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China

Mr Tony FUNG

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Taxation

Mr Roderic SAGE

Hong Kong International

Mr Brian STEVENSON

Hong Kong-Taipei Business Cooperation

Dr Lily CHIANG

HK Coalition of Service Industries

Executive Committee

Mr Stanley KO

Financial Services

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Transport/Infrastructure

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Real Estate Service

Mr Nicholas BROOKE

Statistics

Mr George LEUNG

Hong Kong Franchise Association

Mr Y K PANG

Associate Organisation

Pacific Basin Economic Council

Hong Kong

Mr John STRICKLAND

EDITORIAL

Bring Your Ideas to the Chamber



Peter Sutch, Chamber Chairman.

When I was elected Chairman of the Chamber immediately after the Annual General Meeting in April this year, I outlined certain issues which I believed it would be useful for the Chamber to address in the year ahead. These included the deteriorating state of the economy, the dangers of rising unemployment, the dramatic slump in travel and tourism, improving the environment and helping our vital small and medium enterprises.

At the same time, I suggested that I would like to see greater two-way communication between the Chamber's General Committee and Executive, on the one hand, and the Advisory Committees and the broad membership of the Chamber, on the other. In particular, I wanted to see new ideas and initiatives coming from the broad Chamber membership to be considered by the Chamber's special interest advisory committees, its Executive and, ultimately, the General Committee.

Reviewing what has occurred since taking the Chairmanship, I am generally pleased with efforts made to promote dialogue with Chamber members and to listen to their views on a variety of issues. I believe this has been particularly successful in relation to economic issues and, importantly, what the Chamber can do to ease the plight of small and medium enterprises. Our Legislative Council representative, the Hon James Tien, has played a key role in this by meeting with SME representatives to hear their views.

As I approach the half-way mark in my first year as Chamber Chairman, I would like to re-emphasise my desire to see better communication between the broad Chamber membership and its leadership, right up to General Committee level. If you have encountered business difficulties or have other views about the present situation in the SAR, I would urge you to communicate them to the General Committee, to senior Chamber staff and/or the Chamber's advisory Committees. I want overall Chamber communication channels to be strengthened, including the rapporteur system between the various advisory committees and the General Committee.

Recently, the Chamber delivered a letter to the Chief Executive, Mr Tung Chee Hwa outlining its views on some of the key issues we believe should be covered in his October 7 Policy Address to the Legislative Council. We are also currently putting the finishing touches to the Chamber's submission to the Financial Secretary, Mr Donald Tsang, on the contents of his 1999-2000 fiscal year Budget. There is still time for Chamber members to suggest items for inclusion in this document.

Shortly, all members of the Chamber will also be receiving a questionnaire on the state of the economy and business conditions in the SAR. The results of this survey will be collated and analysed and the results presented to the annual Business Summit, to be held this year on Tuesday, December 1. I urge you to complete this questionnaire to ensure your views on the economy and business conditions can be made known to the Chamber and your fellow members.

More importantly, as this difficult year for the local economy draws to a close and we look forward to 1999, I urge you to bring to the Chamber's attention any concerns you have about the situation in the local economy and community. It is only if this communication process works that the Chamber can be made aware of your views and ultimately act on behalf of all members should that prove to be necessary.

As Chairman, I stand ready to receive your comments and suggestions on the important issues facing the SAR and the Chamber. I am sure that my fellow General Committee members would also like to hear your views and I know your Legislative Council representative, The Hon James Tien, wants to know of your concerns. I urge you to take the opportunity to play a more active role in setting the Chamber agenda and helping determine the future of the SAR business community. ■

Peter Sutch
Chairman

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主席

理事會
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施德論

沟通交流 開創未來



香港總商會主席薩秉達

本年四月，我在週年會員大會上當選主席後，隨即提出了若干問題，相信有助本會來年探討。當中包括經濟轉趨惡化、失業率上升危機、旅遊業低迷、環境保護，以及為本港重要的中小型企業提供支援。

與此同時，我亦建議理事會與本會行政人員、諮詢委員會與廣大會員間加強雙向溝通，特別是會員提出的新穎建議及計劃，諮詢委員會、本會行政人員，以至理事會更應加以重視。

履新至今，對於本會一直不遺餘力，致力與會員加強溝通，並聆聽他們對多項事務的意見，我感到滿意。個人相信，本會在經濟事務及協助中小型企業紓危解困方面，尤其成功。期間，本會的立法會代表田北俊議員亦曾聽取中小型企業代表的意見，對促進會內溝通貢獻良多。

首年任期將屆一半，我希望重申促進會員與本會高層，以至理事會間溝通的重要。如會員遇上業務困難，或對特區的現狀有任何意見，歡迎向理事會、本會高層或各委員會提出。在任期間，我亦期望能鞏固委員會與理事會間的溝通機制，並廣開溝通渠道。

最近，本會致函行政長官董建華，就重要事務提出意見，以期納入10月7日的《施政報告》內。此外，我們為1999至2000年度預算案編製的建議亦接近完成，稍後將呈交財政司司長曾蔭權。會員如希望把您的意見收錄在建議書內，請把握最後機會，踴躍發表。

稍後，所有會員將收到本會的問卷，問卷旨在調查本地的經濟情況及營商環境。調查結果經整理及分析後，會於本年12月1日（星期二）舉行的商業高峰會議上公布。敬請填妥交回，讓本會及其他會員進一步了解您們對經濟和營商環境的意向。

更重要的是，當艱苦的年頭接近尾聲，我們展望來年之際，會員向本會提出對本地經濟及社會的意見。惟有溝通順暢，本會才可了解您們的看法，並在有需要時代表全體會員採取行動。

榮任主席後，我已作好準備，聽取您們對本港及本會的意見。我深信，理事會其他成員同樣希望聽取您們的心聲，而立法會代表田北俊議員亦樂於了解會員關注的事情。請把握良機，積極參與制訂本會的工作議程，共同開創本港商界的未來。■



薩秉達
香港總商會主席



Chamber Director,
Edén Woon.

總商會總裁翁以登博士。

Chamber Committees Reflect Your Views

In September, the Chamber turned in its recommendations to the Chief Executive to consider for his **Policy Address** of 7 October. In October, the Chamber turned in its submission to the Financial Secretary for his **Budget Statement** of next March. In both instances, inputs from Chamber special purpose committees and the General Committee were incorporated in the final draft. In this difficult economic period, the special purpose committees have taken on added importance in helping the staff provide the appropriate expert Chamber business advice to the Government. If you have any interest in issues covered by a special purpose committee, I urge you to look at joining one. You can check our website at www.hkgcc.org.hk or look at page 41 of this issue to find out the committee chairmen and secretaries' contact information. Also you can find the committees' agenda and summary of minutes on our website.

A committee which has taken on added significance is the **Small and Medium Enterprises committee**. The Chamber SMEs are increasingly active and are taking the lead in Hong Kong to press the Government to pay special attention to the plight of SMEs in Hong Kong, which are the backbone of Hong Kong business, and to look at a comprehensive SME policy for Hong Kong.

Another committee in which you could consider participating is **Hong Kong International**, dedicated to publicise worldwide the true story about Hong Kong after the Handover. Having just returned from the United States with a Hong Kong delegation, I can tell you that getting the right message out about Hong Kong is even more essential after the Handover than before. The Hong Kong International committee, now headed by Brian Stevenson, plans to be more active in using our members' worldwide connections to speak to different groups abroad.

Some other worthwhile committees are the **China committee** and **Hong Kong-Taipei committee**, both will help you find out more about opportunities and problems in trade and investment in the Greater China region. They are sponsoring a major two-day China Business conference on 2-3 November. Another committee is the **Environment committee**, which is very active in putting the Chamber on record as believing good environmental practices and good business go hand-in-hand. Also worth joining is the **Technology and Industry committee**, which is looking at how, in the wake of the Asian economic crisis, Hong Kong can position itself in the higher-technology and value-added manufacturing areas.

There are many other very useful committees, including those under our **Coalition of Service Industries**, where your voice can be heard. Another way to express your views is through filling out our Chamber **Business Prospects Survey** being sent to all members. Please take a little time to fill that out, as results will be analysed and briefed at our annual Business Summit on 1 December. I thank you in advance for doing that. ■

委員會反映會員意見 任重道遠

總商會於9月及10月期間，先後就10月7日發表的《施政報告》及明年3月的財政預算案向行政長官及財政司司長提呈建議。在兩份建議的最後定稿裡，本會收納了各專責事務委員會及理事會的意見。在這經濟低迷時期，各專責委員會均致力協助本會職員向政府提供適當及專業的商界意見，責任更形重大。各位如對委員會的事務感興趣，歡迎參加。查閱委員會主席及秘書的聯絡資料，可檢視本會網頁（網址：www.hkgcc.org.hk）或本刊第41頁。此外，您亦可在網頁上，瀏覽委員會的議程及會議紀錄摘要。

各委員會中，**中小企業委員會**的重要性與日俱增。中小企業是本港商界的支柱；近年，該會日見活躍，除在港率先促請政府對中小企業的困境多加關注外，更呼籲政府為香港制定全面的中小型企業政策。

您亦可考慮加入**香港國際委員會**。該會致力在世界各地宣傳本港回歸後的真實情況。我剛陪同一香港代表團訪美歸來，發現回歸後比回歸前更有必要讓海外人士聽取有關香港的正確信息。在現任主席施文信的帶領下，委員會計劃更積極地透過會員的全球聯繫網絡，向海外不同團體傳揚信息。

其他值得推薦的委員會包括**中國委員會**及**香港-台北經貿合作委員會**，兩者皆可協助會員進一步了解大中華地區在貿易及投資方面的機會和困難。兩會將於11月2至3日合辦為期兩天的中國經濟新形勢研討會。值得一提的還有**環境委員會**，該會致力推廣總商會在環保方面的信念：良好的環保習慣與良好的業務發展絕對可並駕齊驅。此外，**工業及科技委員會**也是值得參加的委員會之一；亞洲金融風暴後，該會正研究本港應如何在高科技及高增值的製造業中定位。

本會還有不少其他委員會，全皆貢獻良多，當中包括**服務業聯盟**屬下的各個委員會，它們皆全力反映會員的意見。此外，您亦可透過本會寄予全體會員的「**商業前景調查問卷**」表達自己的意見，調查結果經分析後，會於12月1日舉行的年度商業高峰會議上公佈。敬請抽空填寫，多謝合作。■



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The Long Road To an SAR Recovery

With Hong Kong undergoing the current economic downturn the community's primary concern is the length of time it will take to emerge from this painful economic restructuring. The Legislative Council has therefore devoted itself to exploring solutions to these problems along with Government.

Since resuming in September, Legco has been engaged in various issues such as reform of the SAR's financial markets, which has aroused concern from the public. While Legco has debated on related motions, its Financial Affairs Panel has held special meetings and requested the Government and the financial authorities to give detailed accounts on the matter.



James Tien

Restructuring the Financial Market Order

The international speculators' attacks since late 1997 have taken away much of the wealth of Hong Kong people, and badly affected the local economy and livelihood. On one hand, the territory is facing an arduous adjustment in the economy, with negative growth in GDP and a continuous upward trend in unemployment. On the other, the speculative assaults have elongated this harsh period and worsened the overall economic burden.

Last year, I warned the Government that speculators' attacks of the peg were aimed at making profits in the derivative and futures markets. And I called on the Authority to reform the operating systems of the financial markets. The recent guarantee made by the Hong Kong Monetary Authority to banks on converting local money to the dollar at a fixed rate is one of the measures I proposed. Unfortunately the Government did not respond then and it only acted now.

Hong Kong's economy can only recover when stability is restored in the financial markets. Last month, after fighting battles against speculators in the stock and futures markets, the Government proposed measures for restructuring the market systems. Though it may be a bit late to launch these measures, many of them are still useful. Therefore I support the Government's reform package to protect the community's assets from being deprived by those speculators as well as to stabilise the local economy and to restore international and local investors' confidence.

Holidays (Amendment) Bill 1998

The issue was finally settled. The Legco granted approval on replacing the general holidays on Sino-Japanese War Victory Day and the day following National Day with Labour Day and Buddha's Birthday from 1999. The Honourable Leung Yiu-chung's motion in amending the Bill by resuming Victory Day as a general holiday from year 2000 was voted down at the meeting. As a result, the annual paid holidays (excluding Sundays) remains 17 days.

As I said that day, rather than against retaining Victory Day as a general holiday, I am against 18 days paid holiday. This action will further aggravate the situation of small and medium enterprises (SMEs), and eventually pose negative effect on the SAR's competitiveness. Figures show that each additional paid holiday means an extra 0.2 per cent of labour cost for employers, amounting to \$700m. While there are about 10 days of general holidays in countries like the UK, the USA, Canada and Australia, evidently the attempt of further adding local paid holidays up to 18 days is not justified.

I query the validity of the Honourable Leung Yiu-chung's statement: If, as he claimed, he only intended to retain the Victory Day as general holiday but not to increase the total number of holidays, why he did not propose a holiday to be cancelled? Instead he repeatedly said the cancellation should be considered only after adding a holiday. His argument is not strong.

Special Finance Scheme for SMEs

The Scheme has been implemented for several weeks, with more than 60 banks and finance institutions participating. The outcome, however, is not good, as there are only a handful of successful applications for loans. Some SMEs even complain that the Scheme cannot provide real assistance. Owing to the desperate needs of companies, I will question the Government on the implementation of the concerned scheme. The result will appear in my next report.

Your comments are welcomed.

Address: Legislative Council Building, 8 Jackson Road, Central, Hong Kong
Tel: 2301 3602; Fax: 2368 5292



復甦之路仍漫長

香港現時經濟衰退，金融市場波動不定，大家都關心香港何時才能走出經濟調整的嚴冬，而立法會亦非常關注目前的境況，正努力與政府合作尋求出路。

立法會自九月復會後，工作一件緊接一件，其中包括近期香港人極為關注的改革金融市場體系的問題。立法會除進行了有關的議案辯論外，屬下的財經事務委員會亦特別召開多次會議，要求政府及各金融機構，詳細解釋事件始末。



田北俊

支持調整金融市場秩序

自去年年底，國際炒家多次來犯，已經奪取了香港人不少的積蓄，對本地經濟以至民生造成極大的影響。香港現時經濟調整，生產總值負增長，失業率亦持續上升，炒家的侵襲已經使到調整時間延長，並加重了整體經濟的負擔。

我早於去年已向政府指出，炒家狙擊港元的目的，其實是想在衍生工具及期指市場獲利，故建議改革金融市場的運作機制；而較早前金融管理局對銀行作出港元兌換美元保證的措施，亦是我當時提出的建議之一。可惜政府當時反應欠缺積極，未有認真研究。

金融市場保持穩定，香港經濟才能休養生息。上月政府在股市和期市與炒家對戰後，提出多項調整金融市場體系的措施，雖然略嫌姍姍來遲，但其中不乏可行方案。故此，我支持政府一連串的改革建議，以保護香港人的財富免被炒家隨意攫取，並讓經濟穩定下來，恢復國際及本地投資者的信心。

1998年假期（修訂）條例

1998年假期（修訂）條例終於塵埃落定，立法會通過自1999年起，以勞動節和佛誕取代抗日戰爭勝利紀念日和國慶日翌日為公眾假期；會上並否決了梁耀忠議員提出在2000年恢復抗日戰爭勝利紀念日為公眾假期的修訂動議，使有薪公眾假期總數（星期日除外）維持每年17日。

正如我當日所講，我並非反對保留抗日戰爭勝利紀念日作為公眾假期，而是反對將假期總數增加至18日，使中小型企業百上加斤，因而影響香港經濟的競爭力。資料顯示每增加一天有薪假期，僱主在工資方面的支出便會增加0.2%，總額達七億元。而且就公眾假期日數而言，英、美、加、澳等國都只有10日左右，所以將香港假期總數進一步增加至18日，理由顯然是不充份的。

我質疑梁耀忠議員，既聲稱只想保留抗日戰爭勝利紀念日為公眾假期而無意增加假期總數，為何不具體建議刪減那一天假期作抵銷！他只重覆表示增加了假期才再作研究，論點令人難以信服。

中小型企業特別信貸計劃

中小型企業特別信貸計劃已正式施行了數星期，參與貸款的銀行及財務機構有六十多間，但至今成功獲批貸款的個案不多，成績未如理想，一些中小型商戶更投訴該計劃未能提供實質的幫助。有鑑於商戶的迫切需要，我將於九月二十三日質詢政府有關計劃的施行情況，下次向各位匯報。

若閣下有任何意見，歡迎向我提出，通訊地址是中環吳臣道8號立法會大樓
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Planning for Hong Kong's New Infrastructure Needs

In recent years the Government of Hong Kong has been maintaining a robust expenditure on infrastructure, with US\$19.87 billion being spent on the New Airport and related projects alone.

The expenditure on infrastructure other than works related to the new airport increased from US\$1.41 billion in 1992 to US\$1.6 billion in 95/96 and US\$2.49 billion in 1998.

In 1998-99 the expenditure on infrastructure will be in the order of US\$2.82 billion. A real growth of six per cent per annum has been maintained for expenditure on infrastructure over the past 10 years.

Interview with Stella Hung, Deputy Secretary and Mr Albert Cheng, Chief Assistant Secretary of the Works Bureau of the Hong Kong Government.

What are the major projects in the next five years?

The Government will spend about US\$30.13 billion on infrastructure in the coming five years, 50 per cent more than they have done. Major infrastructures to be completed are related to the formation of land, strategic highways and railways projects.



Major highway projects.

本港主要高速幹線藍圖

香港基建耀光華

近年，港府斥巨資興建基建項目。新機場工程及有關配套設施的興建費用高達198億7,000萬美元，機場以外的基建項目開支亦由1992年的14億1,000萬美元增至95及96年的16億美元和1998年的24億9,000萬美元。

98至99年間，基建項目的開支約達28億2,000萬美元。事實上，過去十年，有關開支的實質增幅均維持在6%。

本報走訪了工務局副局長孔郭惠清及首席助理局長鄭定寧，探討本港基建未來的發展前景。

本港未來五年有甚麼主要的基建項目？

未來五年，政府將斥資301億3,000萬美元發展基建項目，較過往在這方面的總開支超出逾半之多。來年預計完成的項目均與土地平整、高速公路及鐵路工程有關。

來年，本港有甚麼高速公路建設工程？

十號幹線是本港未來的大型基建項目之一，當中包括五項獨立工程，計劃於2002年動工。

幹線可接駁港島西陲及元朗，並經由大嶼山貨櫃港半島伸建至中國蛇口。

首段（即大嶼山段）為9.5公里長的海底隧道，由港島青洲填海區伸延至扒頭

鼓交匯處，再接駁大嶼山貨櫃港。此外，大嶼山至坪洲的填海工程將為發展十號幹線各段提供土地。至於填海規模，則視乎大嶼山貨櫃港的發展情況而定。這段工程將耗資32億1,000萬美元，預計於2002年展開，2009年底竣工。

北大嶼山段是連繫扒頭鼓交匯處與拐石的雙程三線分隔道路，全長約三公里，預計於2007年中完成。

此外，工程亦包括拐石至青龍頭的青龍大橋，橋長兩公里，橫跨馬灣海峽，長度尤勝青馬大橋，整項工程預計耗資9億6,000萬美元。

十號幹線以青龍頭為著陸點後，便向北伸延，直達元朗，這一段將成為新界西

What are the future highway projects?

The future highway mega-projects include Route 10, which will comprise five separate projects that start construction in 2002.

Route 10 will link the tip of Western Hong Kong Island with Yuen Long and Shekou, China, via the Lantau container port peninsula.

The first section, the Lantau link, will be 9.5 km in length in the form of an immersed tube tunnel from Green Island Reclamation in Hong Kong Island to Pa Tau Kwu Interchange and container port at Lantau Island. A reclamation project of Lantau peninsula that extends to Peng Chau will give landfall for sections of Route 10. The extent of the reclamation will be dependent on the development of the Lantau container port. This section will cost US\$3.21 billion and will start in 2002 to be completed in late 2009.

The north Lantau section will comprise a 3-km dual-3 lane expressway linking Pa Tau Kwu Interchange with Kwai Shek. This should be finished by mid-2007.

Also included is the 2-km Tsing Lung Bridge spanning the Ma Wan Channel from Kwai Shek to Tsing Lung Tau. This is much longer than the Tsing Ma Bridge and will cost US\$0.96 billion.

When Route 10 reaches the mainland it will go further north through a long tunnel to Yuen Long forming the western highway in the territory. It will provide the connection for future boarder crossings into

的主要高速幹線。此外，港府亦計劃把這段公路延建為跨界道路，以接駁新界西與內地。另一方面，內地正計劃由蛇口興建海底隧道穿越后海灣，以連接十號幹線。十號幹線北段將首先興建，以貫通北大嶼山及元朗兩地，預計費用將達 220 億港元。南段則於 2003 年後動工，確切日期須視乎大嶼山貨櫃港半島的發展進度而定。

除此之外，本港未來將有甚麼高速公路工程？

連接北大嶼山公路與十號幹線的大嶼山港口快速公路預計應在 2007 年中竣工，以配合大嶼山貨櫃港的交通運輸。

港府亦計劃於港島西岸沿線建設七號幹線，貫通香港仔、青洲填海區及十號幹線。整項工程預計於 2007 年中完成。

此外，在九號幹線工程中，港府將建天橋和隧道接駁青衣西北部地區及西九龍的荔枝角，整項工程將於 2007 年完成。興建九號幹線，是由於三號幹線青衣及葵涌段的使用量預計會於 2006 年達至飽和。



Future railway projects. 未來鐵路發展大計

China. The Mainland is talking about building a tunnel across Deep Bay that will link Route 10 to Shekou. The northern section will be built first from North Lantau to Yuen Long at a cost of HK\$22 billion. The southern section will be built a little

later after 2003 and will depend on the progress of the port peninsula.

What about other highway projects?

The Lantau Port Expressway should be completed by mid-2007 connecting

2000 年完成；後者則由大圍至馬鞍山新市鎮，計劃可於 2004 年建畢。

本港來年有甚麼填海工程？

經過多番爭議的中環及灣仔填海工程將在 2010 年完成，餘下的各期工程耗資 13 億美元，涉及範圍包括銅鑼灣及中環。爭議的焦點，主要環繞填海面積的大小，對於港府藉填海增加土地，以興建隧道及商廈，則無異議。

發展九龍東南部地區時，港府會在啟德展開填海工程，為日後貫穿東、西九龍的隧道提供土地。

九龍東南部將成為本港的「城中之城」，區內人口預料約達 28 萬 5,000 人，並可提供 11 萬個就業機會。整個東南九龍的填海面積為 940 公頃，耗資 35 億 9,000 萬美元，區內將建鐵路運輸網絡及公共房屋。整項計劃將於 2000 年展開，預計需歷時十載以上才可竣工。

港府亦在九龍南端展開填海工程，以連接西九龍填海區，配合本港商業及旅遊業的發展。預計填海面積達 40 公頃；工程

十六號幹線包括了兩條橫貫長沙灣及沙田的隧道，預計於 2004 年完成。待以上工程完成後，沙田及新界其他地區居民將可經由十六號及九號幹線通往新機場。

另一主要高速公路是中環灣仔繞道，這跨區公路包括了隧道及高架公路，將建於港島新填海區上，計劃與中環及灣仔第二期填海工程同步展開，並於 2010 年建成。

最後，政府亦計劃增建隧道連貫西九龍及九龍東南地區，並穿越舊啟德機場，預計於 2007 年完工。興建期間，預料將遇上不少技術上的困難，原因是隧道途經之處，多是人口密集的市區。為此，有關方面以長達五年時間，規劃隧道的平面圖則，期望受工程影響的人數可減至最少。

本港將有甚麼鐵路工程？

西鐵將連接西九龍及新界西北地區，預計可於 2003 年底竣工。

此外，政府亦籌建地鐵支線及鐵路，前者將接駁藍田及將軍澳新市鎮，可望於

North Lantau Expressway with Route 10 and serving the container port in Lantau Island.

Route 7 will also be built along the western coastline and completed in mid-2007 linking Aberdeen with the Green Island reclamation to connect with Route 10.

Route 9 will link northwest Tsing Yi and Lai Chi Kok in west Kowloon with a tunnel and bridge and should be completed in 2007. This section is needed because by 2006 the existing section of Route 3 along the Tsing Yi and Kwai Chung section will be saturated.

Route 16 comprising two tunnels will link Cheung Sha Wan to Sha Tin and be completed by 2004. Future traffic from Sha Tin and other parts of the New Territories can reach the airport by Route 16 and Route 9.

Another major highway is the Central-Wanchai bypass which, will be in the form of a submersed tube tunnel and elevated highway on the newly reclaimed land of Hong Kong Island. It will be built in conjunction with Central and Wanchai reclamation phase II and completed by 2010.

Finally, a tunnel will be built connecting west Kowloon with southeast Kowloon across the old Kai Tak airport and will be completed in 2007. Technically this route will be very difficult to build because it goes through a highly built-up area. It has taken five years to work out an

alignment, which would affect the least number of people.

What about Railway projects?

West rail will link west Kowloon to northwest New Territories and should be completed by the end of 2003.

There will be a MTR extension from Lam Tin to Tseung Kwan O new town, which should be finished by 2000, and a KCR extension from Tai Wai to Ma On Shan new town will be completed by 2004.

What about reclamation projects?

The controversial central and Wanchai reclamation project will be completed by 2010; the total cost of the remaining phases being US\$1.30 billion. It will extend from Causeway Bay to Central. The controversy surrounds the size of the reclamation but there is no dispute on the need of the land for the bypass and the development of offices.

Kai Tak will be reclaimed in the southeast Kowloon development this will provide landfall for the tunnel linking west and east Kowloon.

Southeast Kowloon will be a city within a city harbouring a population of 285,000 people and creating 110,000 jobs. The total area of the US\$3.59 billion reclamation will be 940 ha that will include rail links and public housing. The development will start in 2000 and take more than 10 years to complete.

Kowloon point will also be reclaimed

as an extension to the west Kowloon reclamation. Designed to cater for the expanding business and tourism in Hong Kong, the total area will be 40 ha and will provide land for road and rail links to improve the transport network.

Another reclamation project is the Tseung Kwan O development. The town centre will be extended by 152 ha to accommodate another 130,000 people and provide a third industrial estate.

The Ma On Shan development will cover a total planning area of 815 ha and will cater for a population of 200,000 to be completed by the end of the century. Three hundred and fifty ha will be serviced land, 52 ha will be land for contingency usage and 413 ha will be used for green belt.

Tin Shui Wai reserve zone development will cover an area of 70 ha to be used for housing to accommodate a population of 115,000. The Tuen Mun area 38 development will involve the reclamation of 120 ha and the land will be used for special industries and a river trade terminal.

Tsuen Wan Bay further reclamation will involve the building of a seawall and provide drainage and transport infrastructure by the end of 2005. There will also be a dangerous goods anchorage area.

Reclamation is important for providing land for homes as by 2006 the population may grow up to 8.9 million. ■

完成後，區內建造道路及鐵路網絡的土地可大增，而運輸交通也因而獲得改善。

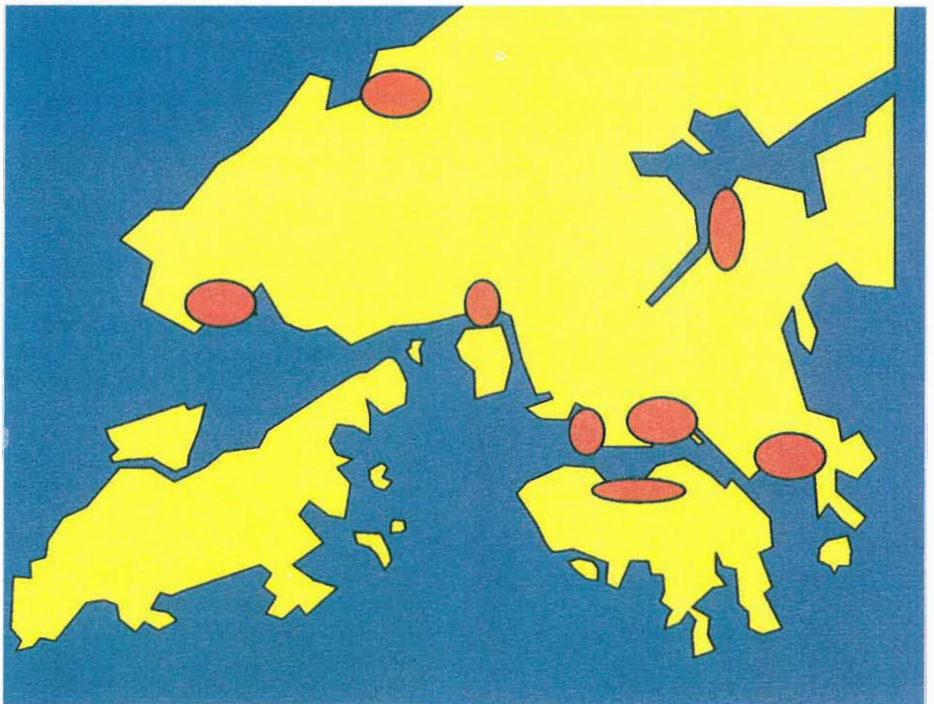
另一填海工程將於將軍澳展開；竣工後，市中心區面積可增152公頃，預計可較前多容納13萬人居，而政府亦有意在區內發展第三個工業邨。

馬鞍山發展計劃的總籌建面積達815公頃，預計可於本世紀末完工，屆時將可容納20萬人居。計劃中，350公頃土地將撥為公共用地，52公頃為緊急用地，而413公頃則為綠色植林帶。

天水圍預備區發展計劃面積為70公頃，將撥作建屋之用，預料可容11萬5,000人居。此外，港府亦計劃把屯門38區發展計劃中的120公頃填海用地撥作發展特種工業和內河碼頭。

荃灣填海工程中，包括了一系列配套建設，如建造防波堤、污水及運輸設施和危險品泊位等，整項工程預料可於2005年底完成。

到了2006年，本港的人口將增至890萬；填海工程有助提供土地，增建房屋，對香港十分重要。■



Major Reclamation and Site Formation Projects.

主要填海及土地平整工程

New Bus Company Aims for Success on the Roads

With passenger journeys exceeding 116 million a month, Hong Kong buses are a booming industry.

Kowloon Motor Bus is the biggest carrier in the market with 88 million passenger journeys a month followed by China Motor Bus (now First Bus) and City Bus with approximately 14 million passenger journeys each.

For all bus companies total passenger journeys for the first three months of 1998 have dropped by three per cent, from the same time in 1997.

Despite the decline, competition in Hong Kong's transport sector is hotting up as New World First Bus, Hong Kong's newest bus company, made its smooth debut on Hong Kong Island routes on September 1.

The company's stated aim is to establish new quality and safety standards for the industry while bringing customer-orientated bus services to Hong Kong.

Have they achieved this yet?

"Well it's a bit too early to say, it will take time, we aim to bring about small improvements every two weeks. We started with 60 brand new air-conditioned buses and aim to replace all the old buses by 2000," said Mr Chuk Fai Kwan, Assistant General Manager for New World First Bus.

The company was established in early 1998 to bid for the franchise to operate public bus services in Hong Kong after the existing franchise, operated by China Motor

Bus, expired at the end of August.

Hong Kong's excellent infrastructure and extensive network of public transport services have played a crucial role in Hong Kong's economic success story, providing easy and economical access to even the most remote areas of Hong Kong.

With a view to improving the standards of service even further, the Government decided to introduce new competition into the industry. It was felt that competition would not only provide better and improved services, it would also provide an opportunity to review the latest innovations and practices within the industry around the world.

New World First Holdings together with its operating subsidiary, New World First Bus Services Limited, was formed against this background as a joint-venture between New World Services Limited, a subsidiary of New World Development Company Limited, one of Hong Kong's largest conglomerates and FirstBus Investments Limited, a subsidiary of FirstGroup plc, a leading multi-modal transport company and the largest bus operator in the UK with over 9,000 buses.

"New World Services, with its strong financial capabilities and business knowledge of Hong Kong and China, holds a 74 per cent interest while FirstGroup, with a 26 per cent shareholding, will provide the technical and operational expertise of the venture," he said.

On March 31 1998, the company celebrated its first success when it won the

franchise to operate 88 routes for five years until July 31 2003. Fifty-nine run on Hong Kong Island while the remaining 29 are cross-harbour routes.

"Both New World and FirstGroup are fully committed to the new venture with strong representation on the board of the new company. Dr Henry Cheng, Managing Director of New World Development, is also Chairman of New World First Bus while its Chief Executive Moir Lockhead, represents FirstGroup as a Director on the board," he said.

Adolf Hsu will lead the company and be responsible for its day-to-day operations as Managing Director.

"We seek to ensure total satisfaction for our customers by providing the best bus operations in Hong Kong and by setting new standards of service within the industry. To achieve this we are focusing on our 3-Cs Core values strategy.

"Our first priority is our customer. We are running a fleet of 700 buses over 88 routes to provide customer-orientated services. Our objective is to identify pro-actively customers' needs and requirements and to respond positively with quality services."

To this end, they are investing HK\$2 billion over the franchise period to improve the bus fleet, depots and passenger facilities. They are buying 500 new buses over the next two years and 200 of these will be in operation by the end of 1998.

"All the new buses will conform to

新巴積極革新巴士服務

本港最新的巴士公司——新世界第一巴士——於9月1日順利接辦港島巴士線，此後，公共運輸業的競爭漸趨白熱化。

新巴的目標是要為公共運輸業定立新的服務質素和安全標準，並將以客為尊的巴士服務概念引入香港。

這個目標達到了嗎？

新巴助理總經理關則輝表示：「現階段談這問題，尚屬言之過早，我們還須努力。我們的目標是每兩個星期取得一點改進。開始時，我們計劃添置60輛全新空調巴士，並打算於2000年前更換所有舊式巴士。」

該公司於1998年初成立，目的是競投港島公共巴士的專營權。競投成功後，新巴將於八月底中的專營權屆滿時，接辦後者的所有路線。

本港的基礎建設和公共交通網絡完善，即使是最偏遠的地方，也能提供收費廉宜、快捷方便的運輸服務，為本港的經濟成就作出了重大的貢獻。

政府有意進一步提高交通運輸業的服務水平，於是較早前在業內引入了新的競爭。港府認為，競爭不單帶來更優質的服務，更可藉此機會，參考各地公共運輸業的最新概念和經營手法。

在這背景下，新世界第一控股及其附屬公司新世界第一巴士服務誕生。公司的兩大股東分別是新世界發展與第一集團的附屬公司第一巴士投資。新世界是本港一家最大規模的綜合企業；第一集團是英國交通運輸業的翹楚，亦是數一數二的巴士公司，旗下共有巴士9,000輛。

關說：「新世界創建財政根基穩固，在內地和香港的營商經驗豐富；第一集團則是交通運輸業巨擘，擁有豐富的營運經驗和專業技術，兩者分別持有新巴74%和26%股權。」

1998年3月31日，新巴初嘗勝利的滋味，奪得了88條巴士線的專營權，專營權為期五年，至2003年7月31日止。當中59條路線是在港島行走的，另外29條則是海底隧道線。

關稱：「新世界與第一集團均委派公司高層進入新巴的董事局內，此舉顯示雙方均重視公司的發展。新巴主席由新世界發展董事總經理鄭家純博士出任，而行政總裁一職則由Moir Lockhead擔任，他亦是代表第一集團進入董事局的成員。

至於新巴的董事總經理則由許雄出任，他的職責是統領公司的日常運作。

關說：「我們致力提供最優質的巴士服務，訂立新的交通運輸業服務標準，務求令乘客稱心滿意。為此，我們努力貫徹三項經營理念。



New World First Bus. 新世界第一巴士

Disabled Persons Transport Advisory Committee standards in the UK and wheelchair access and spacing will be a standard facility. And all buses will eventually be equipped with the Octopus payment system," he said.

In time, First Bus plans to extend operating hours and improve levels of service in response to customer demand. These could take the form of new Sunday and holiday services, overnight service, recreational services and increased frequencies on existing routes.

Safety is also, in light of the recent bus tragedy, a primary concern as passengers have the right to expect a safe journey when travelling by bus.

"Our safety measures include the benefit of a newer bus fleet, professional maintenance of our buses, extensive training for drivers as well as careful monitoring of accountability and performance," he said.

A Safety Officer, the first in the Hong Kong bus industry, will be responsible for setting safety standards, formulating preventative measures, analysing accidents and developing corrective processes.

"The Safety Officer will be devising driver training programmes and monitoring driver performance. Over time, the new buses will also be equipped with two-way radios for communication between Operations Control Centre and the buses, keeping drivers in contact at all times," he said.

The company also intends to make fuller disclosures to the public in respect of driver performance and other performance indicators.

"The timeliness and reliability of our services is also crucial if we are to attract and keep our customers. We aim to provide a service that passengers wait no more than 10 minutes at any given moment. Where less frequent services are available times will be specified to minimise passenger

「我們本著以客為先的服務態度，管理旗下 700 輛巴士的車隊和營辦 88 條路線。新巴的宗旨是積極了解顧客的需求，並以優質的服務回饋顧客。」

為了達到這個目標，新巴計劃在專營期內投資 20 億港元，以改善車隊和車廠，並增建方便乘客的設施。未來兩年，新巴會購置 500 輛全新巴士，其中 200 輛將於 1998 年底投入服務。

關表示：「所有新巴士均符合英國傷健人士交通諮詢委員會所訂立的標準，車廂經過特別設計，可容輪椅通過及存放。此外，所有巴士均設有「八達通」系統。」

目前，新巴計劃延長服務時間、提高服務質素，以切合乘客的需求。範圍包括增加周日、公眾假期、通宵、特別路線及現有路線的班車班次。

享受安全的巴士旅程是乘客的權利；鑑於早前曾發生多宗巴士車禍慘劇，因此，新巴視行車安全為首要關注項目。

關稱：「公司訂立了一系列安全措施，包括使用車齡較低的車隊、定期由專人檢修巴士、嚴格訓練車長，以及密切監察車長的紀律。」

新巴開創香港巴士業先河，率先聘請了巴

waiting time," he said.

The company will be monitoring the operating characteristics of each route in line with factors such as traffic congestion.

"We expect these improvements to take place progressively over the next two years," he said.

With the aim of providing a seamless travel experience to Hong Kong people 300 new bus shelters will gradually be introduced over the next three years.

"The new buses will be clean and climatically controlled with air-conditioning and the progressive introduction of heating as well. Tinted windows, high quality upholstery and individual seating, customer friendly features and well-trained drivers will form part of a total travelling experience," he said.

Although there will be a mixture of new, modern buses and older vehicles at the start of operation, 500 of the older buses will be replaced within two years.

"The new buses will have environmentally friendly engines with high fuel efficiencies and low gas emissions," he said.

For the first year of operation First Bus will maintain all local Hong Kong Island route fares at similar levels to CMB.

"Our strategy is to tap into what we believe is a relatively large latent demand for bus travel – 87 per cent of households in Hong Kong do not have access to a car, so we feel there is tremendous potential for growth. The expansion of the market, in turn will reduce long term pressure on fares," he said.

First Bus is employing all 2,300 CMB staff to ensure a smooth handover.

"Training for all staff will be extensive, based on local experience gained from FirstGroup's activities in the UK and from best practices around the world," he said.

For the future, First Bus is hoping to expand into the Mainland, where the potential is unlimited. ■

士安全主任，負責訂立安全標準、制訂防預措施、分析意外事故及設立服務改善程序。

他續道：「安全主任須擬定車長培訓計劃的內容，監察車長的工作表現。稍後，新巴士內將安裝無線電通訊設備，方便車長隨時與控制中心聯絡。」

此外，新巴亦計劃增加透明度，公布車長表現及其他服務表現的指標。

關表示：「要吸引乘客、維持客量，必須提供準時可靠的服務。我們盡力使任何時段的候車時間均少於十分鐘；至於班次較疏的路線，巴士站將會張貼行車時間表，以節省乘客的候車時間。」

該公司會注視每條巴士線的班次運作與交通擠塞等個別因素的關係。

他說：「我們預期在兩年內逐步實現這些服務承諾。」

為了讓港人享受盡善盡美的巴士服務，新巴將於三年內逐步建造 300 個巴士站上蓋。

關說：「新訂購的巴士車廂清潔，設有恆溫調節系統，稍後，巴士內亦會逐步增設暖氣系統、茶色玻璃窗及寬敞舒適的座椅。除車廂設備一應俱全外，車長亦訓練有素。乘搭新巴，定能享受舒適寫意的旅程。」 ■



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The Future Development of Hong Kong's Railways

Hong Kong's railways now account for more than a quarter of daily internal travel, 90 per cent of cross-border passenger trips and 10 per cent of the total freight movement between Hong Kong and the Mainland.

A vital part of Hong Kong's transport network, railways are essential to the territory's continued economic, social and land development.

As off-road carriers, railways reduce the pressure on the road network, stimulate land development and cause no air pollution. However, they are expensive to build and only financially viable if they serve densely populated areas.

As part of the development of a balanced transport infrastructure, the Government seeks to extend the rail system to major population centres so as to relieve congestion of the existing transport network. To this end, the Second Comprehensive Transport Study recommended the development of three railway projects, namely a third harbour rail crossing, a north west New Territories/urban rail link and a MTR extension to Tseung Kwan O.

The Western Corridor

The Western Corridor, proposed for completion by 2001, would provide a new

arterial link to the border. It would accommodate three services, a long distance freight service (the Port Rail Line), a cross-border passenger service and a sub-regional passenger link between the north west New Territories and the urban area.

Port Rail Line

The Rail Development Strategy (RDS) proposed that this railway be used to move standard containers by rail direct from the Mainland into the port, thus relieving the road system. The forecast volume of traffic from the Mainland using the Port Rail Line is 1,450 twenty foot equivalent units per day in 2001 rising to 2,500 per day in 2006.

Cross-Border Passenger Service

There has been substantial growth in cross border rail travel in the past 10 years. In 1993, over 40 million cross border rail trips were recorded and the number is forecast to double by 2011. To cope with this demand, the RDS recommended a second rail connection to the border, via the proposed Western Corridor. The line would connect to Lo Wu and possibly the new border crossing at Lok Ma Chau. It would provide relief for the existing KCR line and Lo Wu station, reduce travel times through faster train services and provide easier access to the western part of the

Shenzhen Special Economic Zone. The service would require a new passenger rail terminal in the urban area. A possible site for this has been identified on the West Kowloon reclamation.

Sub-regional Passenger Service

The population of the western New Territories is expected to rise to 900,000 by 2001, generating some 600,000 public transport trips per day to and from the urban areas. To meet this growing demand the RDS recommended a new rail link between Yuen Long/Tin Shui Wai and the urban area, utilising the proposed Western Corridor. The new line would place Yuen Long within 30 minutes travelling time of Central, and Tuen Mun within 50 minutes using the LRT as a feeder service.

The Eastern Corridor MTR Tseung Kwan O Extension

The Tseung Kwan O extension is one of the railway projects that were given the highest priority in the Government's Railway Development Strategy in 1994.

And for good reason. An MTR extension from Lam Tin to Tseung Kwan O would be necessary when the population of the new town reached 340,000. It recommended that the MTR extension should be ready when the population reached 250,000 and

鐵路網絡前瞻

目前，鐵路運輸佔本港境內交通四分之一以上，亦分別佔跨境客運人次及本港與內地的貨運量九成和一成。

鐵路是本港運輸網絡中不可或缺的部份，本地在經濟、社會和土地開發方面得以持續發展，鐵路運輸實在功不可沒。

鐵路運輸不佔用路面，有助減輕道路網絡的行車壓力，促進土地發展，減少空氣污染。可是，由於建造鐵路的成本高昂，因此，只有在人口密集的地區興建鐵路，才符合經濟效益。

為了均衡發展各類運輸基建，政府預算把鐵路網絡擴展至多個人口密集的地區，以便紓緩目前道路擠塞的情況。在第二次整體運輸研究裡，政府建議發展三條鐵

路，分別為第三條過海鐵路線、西北鐵路和地下鐵路將軍澳支線。

西部走廊

西部走廊預計於2001年完工，屆時會成為連接邊境的新要道。該公路可提高三項服務：長途鐵路貨運服務（港口鐵路線）、跨境客運服務、來往新界西北與九龍市區的客運服務。

港口鐵路線

《鐵路發展策略》（下稱《策略》）建議，港口鐵路旨在把標準貨櫃從內地直接運往貨櫃碼頭，藉以減輕路面的擠塞情況。據估計，到了2001年，從內地經港口鐵路線來

港的貨量每日相等於1,450個20呎貨櫃；到了2006年，數字會激增至2,500個。

跨境客運服務

過去十年，跨境鐵路運輸的增長迅速。資料顯示，1993年內，共有超過4,000萬人次使用鐵路服務往返香港；到了2011年，估計客運量會增加一倍。《策略》建議沿西部走廊修建第二條鐵路通往羅湖邊境及落馬洲新出入境通道。鐵路建成後，將有助紓緩現有九廣鐵路和羅湖車站的壓力，除縮短行車時間外，更為旅客提供更快捷的火車服務及跨境通道，方便往返深圳西部。該段鐵路須在市區興建新的鐵路總站，擬建選址為西九龍填海區。

it is estimated that the town would reach this level by 2001. Some 435,000 extra MTR passengers are estimated to be carried each weekday when service commences in 2002 and is expected to rise to 719,000 in 2011.

The new extension will serve Tseung Kwan O and Yau Tong resulting in a diversion of the existing Kwun Tong line from Lam Tin station, passing through Yau Tong and terminating at Tiu Keng Leng.

A new Tseung Kwan O line will be formed by connecting with the existing Eastern Harbour crossing on the Kowloon side, passing through Yau Tong.

The line is proposed to be split into two legs, a bifurcation proceeding in a northerly direction towards Po Lam; the other leg proceeding in a southerly direction towards Tseung Kwan O south.

Some advanced preparatory work to relocate schools and prepare work sites has commenced. Major construction contracts are expected to be awarded in late 1998.

There will be interchange facilities with the Kwun Tong Line at Yau Tong and Tiu Keng Leng and with the Island Line at Quarry Bay and North Point.

Four sites along the extension have been identified for property development an area of approximately 55 ha.

Construction of the MTR Tseung Kwan O extension (Phase 1) is estimated to cost about HK\$30.5 billion in outturn prices,

近郊客運線

據估計，2001年新界西部的人口會增至90萬，預料每日來往市區的公共交通載客量將達60萬人次。為了滿足日益殷切的需求，《策略》建議在擬建的西部走廊上增建一條連接元朗／天水圍和市區的鐵路。新鐵路將把元朗至中環的交通時間縮短至30分鐘；使用新鐵路由屯門經輕鐵接駁市區，則不需50分鐘。

東部走廊

地鐵將軍澳支線

政府1994年發表的《策略》列將軍澳支線為優先發展的鐵路項目。

有此策略，是鑑於將軍澳新市鎮的人口增至34萬時，便有需要興建藍田至將軍澳的地下鐵路支線。《策略》又指出，新支線應在人口達25萬時建成；預計該區的人口會在2001年達到這個水平。到了2002年，當將軍澳支線啟用時，估計每個周日使用地鐵的乘客較以往將多出43萬5,000名，而在2011年，有關數字則會增至71萬9,000名。

新支線將為將軍澳及油塘居民提供服務，並將現有的觀塘線由藍田站伸延至油塘及調景嶺。

inclusive of capitalised interest, based on a December 2002 completion.

East Kowloon Route

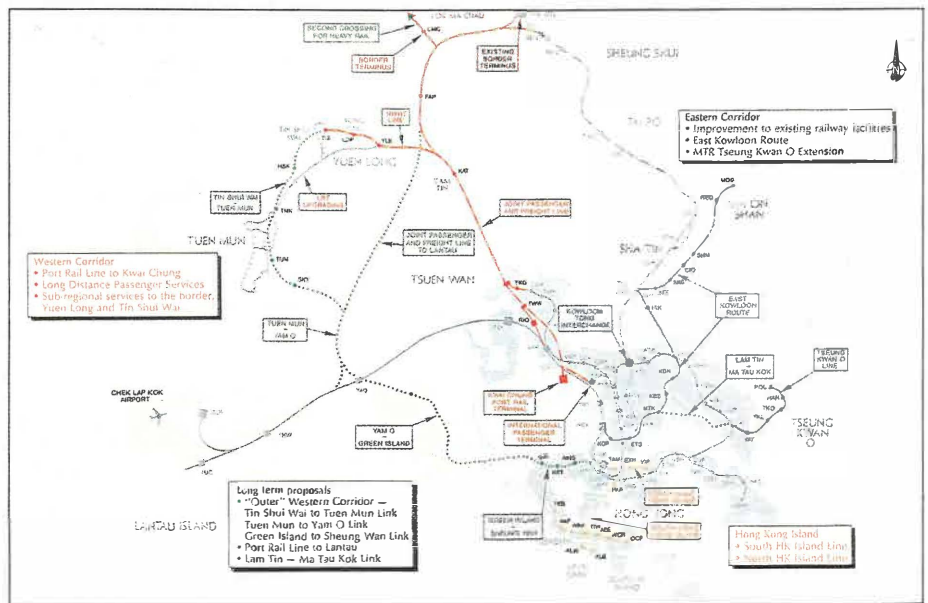
The RDS noted that a number of alternatives for the proposed East Kowloon route needed further investigation. One option was to connect Ma On Shan via an interchange with the KCR at Tai Wai and then to link-up with the MTR at Diamond Hill. From there a new MTR line would run through the South East Kowloon, to interchange with the KCR at Hung Hom the MTR Tseung Wan line at Tsim Sha Tsui and eventually with the airport railway at West Kowloon.

The catchment area of the route is unlikely to be densely populated, resulting

in a relatively low patronage. This line would be very expensive to build (about HK\$29 billion in 1994 prices) and would require substantial assistance. The RDS concluded that the form and alignment of this proposed railway would require further study.

Proposals for Hong Kong Island

The densely populated north shore of Hong Kong Island is presently served by the MTR. The RDS proposed a railway to connect the northern and southern parts of Hong Kong Island, an east-west link on the planned Central and Wanchai reclamation and an extension to the MTR Island line from Sheung Wan to the proposed Green Island reclamation. ■



Railway Development Strategy. 《鐵路發展策略》藍圖

新的將軍澳支線會把油塘、調景嶺及現時的東區海底隧道九龍出口連接起來。

將軍澳支線擬分為兩路段，一段向北伸展至寶琳，另一段向南延建至將軍澳南部。

遷徙學校及平整土地等若干前期工程已經展開。預計主要的建造合約可於1998年底批出。

將軍澳線在油塘及調景嶺站設轉車處連接觀塘線，並在鯉魚涌和北角站設交匯點，以連接港島線。

沿線已規劃了四個地點供發展物業，面積約達55公頃。

若工程於2002年12月完工，將軍澳支線（第一期）的建造成本（連同利息計算在內）估計約為305億港元。

東九龍線

《策略》指出，擬建的東九龍線有多個

路線方案，需詳細考慮。其一是經大圍接駁馬鞍山九鐵中轉站，再在鑽石山與地鐵接合。新地鐵線將會由鑽石山起沿東九龍行車，在紅磡轉駁九鐵，並在尖沙咀接通地鐵荃灣線，最後在西九龍接駁機場鐵路。

東九龍線沿線可能發展為人口密集地區的機會不高，因此，估計載客量將相對偏低。該路線的造價非常高昂（1994年的造價為港幣290億元），並需要大量後勤支援。在《策略》中，港府決定須進一步研究鐵路的形式及路線。

香港島

港島北人口密集，現時主要由地鐵提供載客服務。《策略》建議興建鐵路連接港島南北地區，在已規劃的中環及灣仔填海區建造北港島線，並由上環延長地鐵港島線至擬建的青洲填海區。■

Rapid Ride From Kowloon to the North West NT

With the HK\$64 billion infrastructure project that is the West Rail link it will only take 30 minutes from Tuen Mun Centre to Yen Chow Street, urban Kowloon.

Residents in the North West New Territories will have their journey times cut substantially by the swift, convenient rail link.

"Using high-capacity train cars combined with a frequent and reliable service, West Rail Phase I will cater for 340,000 passengers per day at its opening in 2003, rising to more than 500,000 passengers per day by 2011," said Mr Ian Thoms, Director of the project.

West Rail will connect with the MTR in urban Kowloon at Mei Foo and Yen Chow Street, and with the Light Rail in North West New Territories at Tuen Mun Centre, Tuen Mun North, Tin Shui Wai and Yuen Long.

"These interchanges will further enhance the travel convenience for residents from all areas of Hong Kong, allowing for integration of Hong Kong's excellent railway network," he said.

In conjunction with the railway construction, KCRC has identified a property programme comprising 10 property developments along the West Rail Phase I alignment.

"These properties will include a mixture of residential, retail, offices and hotels," he said.

About four million square metres of gross floor area will be constructed, producing between 40,000 and 50,000 flats from year 2004 to 2010.

"These developments will help increase the supply of housing and provide an integrated design between residential and transport facilities," he said.

West Rail is an environmentally friendly project. KCRC has addressed environmental concerns from the very early stages of planning.

"All construction and operation activities of the West Rail system will fully comply with all the statutory environmental requirements," he said.

As an electrified railway, West Rail will help reduce air pollution by eliminating the need for the equivalent of 2,500 bus trips per day, thus significantly reducing vehicle exhaust emissions.

"A comprehensive Environmental Impact Assessment has been conducted to identify the potential environmental impacts arising from construction and operation of West Rail, and to recommend appropriate mitigation measures," he said.

West Rail contractors will be required

to provide an environmental management plan, which sets out in detail the approach, they will adopt in dealing with the potential environmental impacts from the various construction activities.

The West rail link presents tremendous employment opportunities for various engineering and related professionals as well as construction workers.

"These job opportunities will come on stream from late 1998 onwards," he said.

West Rail will directly and indirectly create over 12,000 new jobs. This figure includes about 560 posts in the West Rail division of the KCRC, some 600 jobs in consultancy companies engaged in design and contract management, and roughly 11,000 workers employed by contractors.

West Rail will be commercially viable and will not require Government subsidies to operate.

The Finance Committee of the Provisional Legislative Council at its meeting on 27 February 1998 approved a commitment to inject HK\$29 billion of Government equity into the West Rail Phase I.

"With the internal rate of return estimated between 8.2 per cent to 11 per cent the equity injection should be a prudent investment by Government," he said.

乘西鐵 往返九龍新界西北更快捷

耗資港幣 640 億元的西鐵建成後，由屯門市中心往返九龍市區（欽州街），只需 30 分鐘。

西鐵既快捷，又方便，投入服務後，可大大減省新界西北區居民的交通時間。

西鐵總監唐仕謙表示：「西鐵車廂載客量大，班次頻密、服務可靠；第一期於 2003 年啟用，預計每日可運載 34 萬人次；到了 2011 年，載客量可增至 50 萬人次以上。」

計劃中，西鐵會接駁至地鐵在九龍市中心的美孚和欽州街站，而在新界西北部則會與輕鐵的屯門市站、屯門北站、天水圍站及元朗站連接。

唐續稱：「這些接駁交匯站將使本港的鐵路網絡更趨完善，並進一步為各區居民帶來更便利的交通運輸服務。」

為配合鐵路工程，九廣鐵路公司（下稱「九鐵」）訂立了西鐵第一期沿線的物業發展計劃，涉及的工程項目達十個。

唐道：「沿線物業包括住宅、商舖、寫字樓及酒店。」

工程完成後，樓面總面積約達 400 萬平方米，於 2004 年至 2010 年間，可推出四至五萬個單位。

他說：「這些發展項目有助增加房屋供應，且規劃完善，交通配套設施充足。」

整項建設工程符合環保原則。九鐵早在計劃初期，便關注工程對環境的影響。

唐強調：「西鐵所有工程和營運項目將完全符合法定的環保要求。」

西鐵以電力推動，通車後，每天可減少相等於 2,500 巴士架次，有助大幅降低車輛的廢氣排放量，從而減少空氣污染。

他續稱：「我們完成了全面的環境影響評估，有關評估旨在研究西鐵的建造和營運工程對環境的潛在影響，並建議適當的紓緩措施。」

西鐵承建商須遞交環境管理計劃，詳

細說明施工期間處理潛在環境影響的對策。

西鐵工程提供了大量就業機會，令工程界或相關的專業人士，以至建造業工人皆受惠。

唐表示：「由 1998 年底起，西鐵工程將逐漸提供這些就業機會。」

西鐵將直接或間接製造 12,000 個工作崗位，包括九鐵的西鐵部職位 560 個、負責設計和合約管理的顧問公司職位約 600 個，以及承建商聘請的工人約 11,000 名。

西鐵具盈利能力，毋須政府撥款資助。

1998 年 2 月 27 日，臨時立法會的財務委員會議決，批准政府注資港幣 290 億元建設西鐵第一期工程。

唐說：「西鐵的內部回報率估計達 8.2% 至 11%，而政府的注資行動應屬謹慎的投資。」

The West Rail team maintains a close dialogue with the community interested or affected by the project.

"This close interaction ensures that issues of concern to the community are addressed to the fullest possible extent," he said.

During planning and preliminary design, public consultations have been held with the Municipal Councils, relevant District Boards and their subcommittees, Heung Yee Kuk, rural committees and other statutory bodies in order that planners and engineers fully understand and address the communities concerns.

A 24-hour hotline service will be set up and community liaison staff will be stationed at major construction sites to handle community concerns.

The Government announced in December 1996 that the West Rail alignment proposed by the KCRC should be adopted and that planning for West Rail should proceed into phases. Phase I, which runs from Yen Chow Street and terminates in Tsuen Mun town Centre should be built first. Phase II, which provides cross-boundary passenger and freight services will be implemented at a later date.

Following the Government's announcement, KCRC proceeded with technical studies to finalise alignment details and determine phase I land requirements. The West Rail Phase I was published in the Government Gazette in July and October 1997. Construction of West Rail Phase I is expected to start in late 1998 for completion by the end of 2003. The original proposal for West Rail Phase II is now being revisited and will be reviewed by the Government. ■

西鐵正與受工程影響人士或關注組織保持密切溝通。

唐道：「與社會人士保持密切聯繫，顯示西鐵致力處理公眾關注的問題。」

在計劃及初步設計階段，西鐵曾公開諮詢兩個市政局、沿線各區的區議會及附屬委員會、鄉議局、鄉事委員會及其他法定團體，以便規劃和工程人員充分了解及考慮公眾的意見。

九鐵將設立 24 小時熱線服務，並派駐社區聯絡員到各主要施工地盤，處理公眾的查詢及投訴。

政府於 1996 年 12 月宣布，接納九廣鐵路建議的西鐵定線計劃，並同意工程分期進行。第一期工程分別以欽州街和屯門市中心為起訖站；第二期可提供跨境的客貨運服務，預計於較後時間展開。

政府發表公布後，九鐵隨即進行多項技術性研究，以確定鐵路路線的細則及第一期工程所需的土地。西鐵第一期計劃於 1997 年 7 月及 10 月刊憲，預計於 1998 年底動工，2003 年底完成。九鐵現正再次檢討西鐵第二期的原建議書，稍後會提交政府審核。 ■

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Innovative Management

For many companies future competitiveness relies on recognising and clearly emphasising internally the strategic importance of product innovation, according to Jeremy Kidner, Managing Director, Intelligence Asia, speaking at a Roundtable luncheon.

Innovation must be linked to growth and profitability and must be properly managed.

"Successful innovation requires a true understanding of the market place and an ability to anticipate how customer's needs will develop, and ensuring that this customer focus remains the guiding principle through the whole development process," he said.

To improve development speed, efficiency and quality, companies need to establish a process framework in which appropriate tools and techniques can be effectively deployed.

"Extending teamworking beyond the organisational barrier, by working with customers and or outsourcing specific tasks to suppliers is increasingly seen as one method of radically improving efficiency of

the end products development process," he said.

Having implemented changes to the product innovation process, it is vital that these improvements are universally implemented within the organisation and that a flexible process of ongoing improvement is established.

"The inability of many companies to deliver a continuous flow of innovative products to the marketplace is due to their failure to effectively manage the pre-development activities," he said.

Without a clear direction and product and process targets development projects often become all encompassing leading to stagnation and delay.

Successful innovation requires a multifunctional team environment in which all members of the team are motivated and led to achieve common goals.

"In order to establish repeatable success companies need to develop effective measurement systems for both project and the innovation process," he said.

Two types of innovation can be identified – sustaining innovations and disruptive ones.

These are not measures of the novelty of innovation. A radical shift in an industry's underlying technology will nonetheless be a sustaining shift, as long as it serves the needs of the existing customer base and delivers more of the sort of improvement they are looking for.

"Responding to a sustaining innovation is a challenge for the industry's existing members, but they usually rise to it. New entrants, who seek to take advantage of this innovation find it hard to compete with the incumbents' advantages," he said.

A disruptive change is one that is unappealing to the industry's existing customers, because it offers them no gains in the areas they care about.

"The innovation may not be particularly profound in a technological sense – indeed it often relies on off-the-shelf components. Typically it creates an entirely new, lower price point and lower cost structure. This opens the door to a new, previously unsuspected, set of customers," he said.

Without them, indeed, the innovation will not survive.

認識創意 妥善管理

Intelligence Asia董事總經理基德納在小型午餐會上表示，對不少公司而言，未來的競爭力如何，有賴公司內部是否認同及重視產品創新的重要性。

創意必須與業務發展和盈利掛鉤，同時也須得到妥善的管理。

他說：「若要成功創新，就必須透徹了解市場情況，洞悉顧客需求的轉變，並確保這種以顧客為本的原則主導整個創作進程。」

為提高發展速度、工作效率和產品質素，公司須設立一套完善的產品開發程序，以便有效地善用合適的工具和技術。

他稱：「透過與客戶合作或外發特種工序，可衝破企業界限，擴大合作的空間；這種做法有利提高產品開發的效率。」

產品創新程序經過改革後，須確保這

些變革同樣推廣至整家公司內，並設立靈活的機制，使改革進程不斷自我完善。

他表示：「很多公司未能持續推出新產品，是由於未能有效地管理發展前的準備工作。」

發展計劃若缺乏清晰的方向和產品及製作指標，便往往雜亂無章，停滯不前，甚至延誤頻生。

要成功創新，必須設立一個跨功能的團隊，隊中每位成員皆積極奮發，一起邁向共同的目標。

他稱：「若要保持成功，公司便須為發展項目及創新進程建立有效的量度制度。」

創意可以分為兩大類：持續性創意和反傳統創意。

此分類並非用來衡量創意的新穎程度。例如，若某行業的基礎科技徹底改

變，只要有關改變仍然照顧現存顧客的需要，並因應他們的要求作出改善，這種變化仍可稱為持續性改變。

他道：「對業內人士來說，回應持續性創意是一項挑戰，但他們多能奮力應付。希望從持續性創意獲益的新競爭者，卻發現難與業內人士的優勢匹敵。」

反傳統性創意所針對的並非現有客戶，因為這種創意所帶來的好處他們並不重視。

他表示：「這種創意所依賴的，不一定是先進的科技，反之，它往往借助現成的設備，憑着低價的產品及成本結構，開拓客戶基礎。」

事實上，沒有這批新顧客，空有反傳統創意也是徒然。

他指出：「反傳統創意能夠異軍突起，是因為所有的公司都盡力滿足顧客的需要。為求在市場上獨佔鰲頭，不少

"Disruptive innovations come about precisely because companies do too good a job of competing to meet their customers needs. In their efforts to stay ahead many companies don't realise the speed at which they are moving up-market, over-satisfying the needs of the original customers as they race the competition towards higher performance, higher-margin markets. In doing so they create a vacuum to lower price points into which competitors employing disruptive technologies can enter," he said.

Once these disruptive entrants have created a new low-cost market, they rapidly improve the performance of their offerings until they match the needs of the original customers.

"The older technology may still be delivering higher performance, but if customers do not need it, they will not pay for it. For the new entrants the combination of good enough performance and much lower cost is a new devastating advantage. Few of the old competitors survive," he said.

How should a company respond to disruptive technologies? It is very difficult since everything in a well-managed company's genes tells it to steer away from low-margin, low-performance products with no clear market.

"The best approach is to set up an arms-length unit with small company costs and flexibility and to focus on finding customers who value the new technologies strengths," he said. ■

公司不自覺地迅速邁向高質素、高利潤的市場發展，以致過份滿足原有顧客的需求。在此情況下，他們忽略了低檔市場，因此，反傳統創意的競爭者便可乘虛而入。」

這些新競爭者一旦開拓了低檔的新市場，便會快速改善產品的質素，以求符合原有顧客的要求。

他說：「舊有的科技或許可提供較佳的服務，然而，顧客若沒有這種需求，就不會多花分文。對新競爭者來說，以低價提供不俗的產品是新的『必殺技』，這一招往往使不少『老行尊』難以應付。」

公司應如何回應反傳統創意？答案是十分困難。原因是推出低利潤、低質素、沒有明確市場的產品，都是每家管理完善的公司力求避免的。

他道：「最好的對策，是成立成本低、規模小和靈活性高的部門，集中尋找重視新科技的顧客。」 ■

A Forest Saved

By Chan Wai-kwan

According to environmentalists, 17 trees are saved for every tonne of paper recycled.

The Chamber started collecting waste paper for recycling in December 1991. By the end of July 1998 a total of 1,000 trees have been saved.

Over the past 80 months, the Chamber has collected almost 60 tonnes of paper. This is equivalent to 11,538,460 sheets of A4 size paper. If stacked upon each other, they measure 1,269 metres, which is 300 metres higher than Tao Mo Shan, or three times the height of the 90-storey International Finance Centre being built in the Central Airport Railway Station.

These figures just how paper-intensive the Chamber organisation is. On average, every one of the 140 staff members of the Chamber is throwing away the equivalent of 34 A4 size paper every day for the past six years.

Three people thought something should be done about the waste papers. They were the three Chan's: WK Chan (myself), Estella Chan, the then Assistant Manager for Administration, and tea lady Mrs Chan. They went through the Yellow Pages and

other sources for waste paper collectors. Eventually, in December 1991 they found a company which collects used paper for recycling. With makeshift collection bins and a little persuasion, a recycling scheme for the Chamber was set up. What is remarkable is that the scheme has been running entirely as a staff-driven campaign, without any compulsion on the part of senior management.

Originally the scheme applied only to the head office in United Centre. The Certification Offices did not take part because they were, rightly, concerned about confidentiality of the documents. By 1993, they were fully convinced that there would be enough security and they too joined in the recycling effort.

Besides paper recycling, the Chamber also advocates green practices like fewer circulars, using both sides of paper, email instead of memo's, asking members to bring their own agenda papers thus reducing the need for copies, converting used paper into notepads, and so on. With the launching of the Chamber's own Web site on the Internet, some more paper – and hence trees – is probably being saved too.

1000 trees may not be very many but for the 140 staff, that is 7 for every one. Not bad, and we shall go on! ■

救救樹木大行動

陳偉群

環保人士稱，每回收一公噸廢紙循環再用，便可拯救17棵樹木。

總商會自1991年12月起，便開始廢紙回收計劃。直至1998年7月底，這項計劃共拯救了1,000棵樹木。

過去80個月內，總商會合共回收了60公噸廢紙，數量相等於1,153萬8,460張A4紙。如果把這些廢紙堆疊起來，便可高達1,269米，比大霧山還要高300米，跟機鐵中環站樓高90層的國際金融中心相比，更是該大廈的三倍。

這些數字顯示了總商會耗紙量之大。過去六年，總商會140名職員中，每人每天平均丟掉了相當於34張A4紙。

約於七年前，會內的「環保三聖」認為，必須在廢紙處理方面做點工夫。這「三聖」分別為陳偉群（筆者）、前任行政副經理陳桂珍和茶水房的英姐。他們翻來覆

去地查閱《黃頁》，並透過其他途徑，到了1991年12月，終於找到了廢紙回收商。稍加游說後，會內各同事紛紛增設臨時收集箱，正式推行廢紙回收計劃。值得嘉許的是，這項計劃全屬職員自發參與，管理層並無強迫。

最初，回收計劃只在統一中心的總部內推行。各簽證辦事處由於顧及文件保密問題，起初並無參與，直至1993年，簽證部完全確信資料不會外洩後，才加入廢紙回收行動。

除廢紙回收外，總商會亦倡議多項「綠色」行動，如減少通告數目、採用雙面印刷、以電子郵件代替備忘錄文本、呼籲會員帶備議程，減少複印，以及把廢紙合成筆記本等。總商會設置網頁後，相信可節省更多紙張，從而拯救更多樹木。

1,000棵樹也許不算甚麼，但對全公司140名職員來說，即每人拯救了七棵樹，成績已算不俗。各同事，努力吧！ ■

Managing and Identifying Intellectual Property

The commercial world has become considerably more aware of Intellectual Property (IP) rights and there global value to international business. But as with most technical fields there is considerable misunderstanding as to the nature and scope of these rights and how they impact on business, according to MR Manender Grewal, of M Grewal & Co Solicitors. Mr Grewal was speaking at a Roundtable luncheon organised by the Chamber.

"I think it would be safe to say that IP impacts to a greater or lesser degree on all aspects of the commercial world, whether it's designing clothes, developing pharmaceuticals or selling insurance. Indeed, one would be hard pressed to think of an industry in which IP doesn't impact in some form or other," he said.

IP gives absolute or qualified monopoly in the market place in relation to goods, services or information and so affords considerable power to the owner.

"IP can be amongst the most valuable assets owned by a business and for some industries it may represent their main or principal asset," he said.

For example, the computer software and publishing industry rely exclusively

on copyright. These rights give businesses a competitive edge that keeps them ahead of competitors.

"In order to get the most out of IP rights you need a proper understanding of what these rights are and how they may be exploited. Failure to properly exploit or protect your IP rights could mean loss of your competitive edge and loss of your exclusivity," he said.

There is considerable misunderstanding and ignorance in the commercial world what these rights are and as a result valuable rights are not acquired, lost or not fully exploited.

Patents: "This is a very powerful monopoly granted only in respect of new inventions for products and processes. You can only obtain patent for something, which is new, involves an inventive step, is capable of industrial application and is not specifically excluded by law, as a method of doing business, scientific theories or computer programmes," he said.

A patent grants an absolute monopoly to make, sell and import the patented product or process for a period of 20 years from the date of filing the application.

"Once the patent is granted you can stop anyone from using the patent even if they created the same invention independently," he said.

Patent protection in Hong Kong used to be granted in respect of UK patents, which had been registered in Hong Kong. This is no longer the case.

"In June 1997 the Government enacted the Patents Ordinance which empowered Hong Kong to grant its own independent patents for the first time in its history," he said.

To get a patent, There is a requirement that the invention must be new. This means that the subject matter must not be known at the time of application ie it must not be a part of the state of the art.

"Therefore you must not disclose the invention to anyone until after you have made an application for patent protection. If you disclose the invention to anyone before making the application you will be unable to obtain patent protection for your invention anywhere in the world," he said.

"Most businessmen fail to understand this. They are so excited about their fantastic invention that they rush out and tell, everyone, or they are unsure the

知識產權知多少？

M Grewal & Co Solicitors的格雷沃爾在總商會的小型午餐會上表示，商業社會對知識產權及其國際商業價值日益重視，然而，它的性質及範圍如何？對商業活動有何影響？有關這方面的技術性問題，社會人士仍存有不少誤解。

他表示：「若說知識產權或多或少均對商業社會各個範疇帶來影響，我想也並無不當。不論時裝設計、醫藥發明或保險買賣，無不與知識產權有涉。事實上，要想出一個完全跟知識產權無關的行業，並非易事。」

知識產權能在市場上給予產品、服務或資訊持有人絕對或合資格的獨有權利。

「知識產權可能是某項經營的最珍貴資產，甚至是某些行業的主要或首要資產。」

他舉例說，全賴版權，電腦軟件商及出版商才能取得競爭優勢，領先同業。

「若要從知識產權中獲取更佳保障，便須正確了解何謂知識產權？應如何善用這方面賦予的權力？若不能有效地使用或保障您在知識產權的權益，便會損失競爭優勢，失去獨有權利。」

知識產權是甚麼？對於這個課題，商界並未加以重視，甚至存有誤解。正因為這樣，很多經營者並沒有爭取應有的權益，甚至失去或未完全享用有關權益所帶來的保障。

專利權：「專利權為商品持有人賦予有力的獨家經營權，只有那些新發明的產品及製程，才可獲取這方面的保障。獲發專營權者，必須有所創新，有所發明，而

其產品或製程亦須具有實際的應用功能，並已納入專利權法的保障範圍內（按照有關規定，經營手法、科學定理或電腦程式均不屬法例保障之列。）

專利權法為領有專利的產品或製程賦予絕對及獨有的製造、出售及進口權，獲發專利權者，可於申請獲批後20年內享有這項權利。

「取得專利權後，不論別人是否獨立研究同一項發明，您也有權阻止他們使用專利品或製程。」

以往，港商若要領取專利權，必須先向英國申請，待申請批核後，再在香港註冊。現在，情況已不同。

「自1997年6月起，港府制定了專利權條例，讓香港自行頒發獨立的專利權。」

product will be successful so they market it for a few years before applying for a patent."

There is no such thing as a worldwide patent. A patent is a national right and if you want patent protection in different countries you have to make an application for a patent in each country.

"As the monopoly is for a period of 20 years only it is important that the patent is fully exploited. Licensing plays a key role in patent exploitation as seen in joint ventures and technology transfer agreements," he said.

Copyright: Copyright protects literary, artistic, dramatic and musical works. Unlike patents, which protect ideas, copyright does not protect an idea; it merely protects the expression of the idea when the idea is reduced in writing or some tangible/readable form.

"You cannot protect the idea of a computer programme but you can protect the programme itself. Sometimes it is difficult to separate the idea from expression," he said.

The work must be original which means it cannot be copied from any previous work but must be the skill, effort and labour of the author.

Copyright protection in Hong Kong is available to anyone who creates or

取得專利的首要條件是創新。換言之，申請專利前，產品的內容不可公諸於世，亦不能是已發展的設備或技術。

「正因為這樣，您不能在申請專利保障前，向外界披露您的發明，否則，便不能在全球任何一處取得發明的專利權。」

「大部分商界人士都不大了解這一點，好些人為自己偉大的發明感到無比興奮，於是急忙告訴別人；好些則未敢肯定新產品的銷路，於是把產品先行推出市場銷售數年，然後才申請專利。」

格雷沃爾指出，現時並沒有國際性專利權這回事，所謂專利權，是個別國家頒發的獨家經營權，若希望在不同國家內擁有專利權，便須個別向每個國家提出申請。

「由於專利權只能維持20年，因此，最重要的是在期限內盡量透過專利的保障受惠，方法之一，是藉發牌制度保護專利權持有人權益；例如，透過簽訂合資及科技轉移協議，專利權者便可授權其他人士經營專利產品。」

版權：版權保護文學、藝術、戲劇及音樂作品免受侵犯。跟專利權有所不同，版權所保護的僅是表達意念的方式，而非創作概念本身。簡言之，版權所保護的，

publishes an original work anywhere in the world. The HKSAR Government has retained the power to deny copyright protection in Hong Kong to authors of these countries, which do not give reciprocal protection to Hong Kong works.

"Copyright comes into existence as soon as the work is created without the need for registration. You will enjoy copyright for your work in numerous countries around the world by virtue of international conventions without the need for registration in any country," he said.

The right exists for the life of the author plus a further 50 years.

"That is obviously a very longtime and the impact of this is best illustrated by Disney. Mickey Mouse was created 60 years ago and still enjoys copyright to this day," he said.

Designs: Designs are defined as features of shape, configuration, pattern or ornamentation, which are applied to an article.

"Designs can be registered or unregistered. To be registered the design must be new ie it must not have been published in Hong Kong or anywhere else in the world prior to the date of application and must have aesthetic appeal," he said.

是那些文字或有形／可讀資料的表達方式。

他舉例說：「您不能保護電腦程式的原創意念，但能保護程式本身。然而，很多時候，意念和表達方式亦甚難區分。」

受版權保護的，必須是原創作品，既不可抄襲得來，又必須是作者本身的心血結晶。

全球任何地方創作或出版的人士，一律受香港版權法保護。可是，對於那些不為香港創作提供同等保障的國家，港府亦可保留權利，拒絕為其國民的創作給予版權保護。

格雷沃爾表示：「作品完成後，即受版權保護，毋須註冊。全球大多國家曾在國際會議上同意，原創作品不用註冊，也受版權保護。」

原創者可終身及於辭世後50年擁有作品的版權。

他說：「透過版權，原創者的作品便可長時間獲得保護，這從迪士尼的卡通人物創作裡可見一斑。米奇老鼠雖已創作60年，但至今版權仍歸迪士尼所有。」

設計：物件的形狀、外形、花紋或修飾，皆可稱為設計。

格雷沃爾稱：「設計可分註冊或非註

If the design is not new or lacks aesthetic appeal it will be an unregistered design.

"Design registration gives an absolute monopoly to use the design for a period of 25 years subject to payment of renewal fees every five years."

Trade and Servicing Marks: Trade and servicing marks are a marketing tool used by businesses to enable customers to recognise goods and services. Brand names and logos of products play a very important role in the successful marketing.

"Trade marks are extremely valuable assets in the commercial field. Consider for example that the mark Marlboro is valued by their owners at US\$3 billion," he said.

The monopoly of trademarks can potentially last indefinitely.

Confidential Information and Trade Secrets: Know how and trade secrets are often the basis of their commercial success of a business.

"To illustrate the value of confidential information consider the formula for Coca-Cola. This is one of the best-kept secrets. If they had patented the formula it would have only lasted for 20 years and would have been available to the public for all to use," he said. ■

冊兩類；若屬前者，就必須是嶄新的創作，在申請註冊前，不可在本港或全球任何地方推出，而作品本身更須擁有美感。」

若作品並非嶄新創作，或缺乏美感，便屬非註冊類別。

「為設計註冊後，原創人可於25年內享有絕對的獨家使用權，惟期間須每五年繳付續期費一次。」

商標：商標是營商者運用的市務工具，它有助顧客辨認公司的貨品及服務。商品能否成功推廣，品牌及標識是重要的一環。

「對商界而言，商標是極為重要的資產。萬寶路的持有人估計，公司的商標價值已達30億美元。」

原則上，商標的獨家使用權可由持有人永遠擁有。

商業秘密：業務成功的背後，往往依賴某些商業秘技及秘密。

他指出：「可口可樂配方是最機密的商業秘密之一，這正好說明資料保密是何等重要。若該公司為配方申請專利，便只能在20年內享用專利權，其後便得把配方公開了。」 ■

Investing in the Czech Republic

By Louise Parkinson

The Czech Republic plans to use its central location on the Continent to become a strategic business and trading hub within the new Europe. To help it achieve this objective it introduced a new investment incentive scheme in April of this year.

"This scheme is open to greenfield and joint venture investments into hi-tech manufacturing industries. The total documented investment should be at least US\$25 million and there should be environmentally friendly production," said Mr Miroslav Krenk, Consul-General of the Czech Republic (CR).

The incentives include deferred payment of corporate tax for the first five years and remission of the accumulated tax after meeting the requirements. Also offered is accelerated tax depreciation of machinery and remission of duties on machinery and equipment.

"There is a provision of interest-free loans for the creation of new job opportunities for Czech citizens and for training and retraining Czech citizens," he said.

There is also provision of a site prepared for investment for a symbolic price.

Lying in the geographical centre of Europe, the CR is a landlocked country neighbouring Poland, Germany, Slovakia and Austria. It has a population of 10.3 million and an area of almost 80 thousand sq. km.

Trade volume with Hong Kong is significant since it occupies one of the leading positions outside Europe.

"In 1996 Hong Kong was the Czech's third biggest export destination outside Europe," he said.

Main items exported to Hong Kong include glassware, steel products, machinery and transport equipment, textile yarn and chemicals. The main items imported from Hong Kong are electric and electronic components, textile items, toys and games, shoes, optical items, clocks and watches.

"There is no trade, investment protection or double taxation agreements between the Czech Republic and Hong Kong. There is normal free trade," he said.



Foreign trade in the CR is now entirely in private hands and apart from drugs, ammunition and a few other sensitive items, which are licensed, absolutely free.

"About two thirds of foreign trade goes to Europe," he said.

Currency is fully convertible as per Article No. 8 of IMF regulations. All prices

投資捷克良機

白璐珊

捷克共和國位處歐洲大陸中部，盡得地理。今年四月，當地推出了新的投資優惠計劃，期望藉此吸引外商，使該國成為歐洲的商貿樞紐。

捷克駐港總領事克雷恩克稱：「這項計劃專為那些在新開發區發展高科技製造業的投資者及有關合資項目而設。根據規定，獲享優惠者須證明投資總額不少於2,500萬美元，而有關項目亦須符合環保原則。」

優惠措施包括首五年延期繳交公司利得稅，向符合優惠條件的公司退還累積利得稅、提高機械設備的折舊免稅額，以及退還機械設備的關稅。

他說：「那些能為捷克國民提供就業、培訓及再培訓機會的投資者，亦可享有免息貸款。」

優惠計劃又以象徵式收費為投資者提供發展用地。

捷克是位於歐洲中部的內陸國家，毗連波蘭、德國、斯洛伐克和奧地利，人口1,030萬，佔地近八萬平方公里。

香港是捷克的主要貿易夥伴，貿易額謹隨後者其他歐洲貿易夥伴。

克雷恩克表示：「九六年，香港是捷克在歐洲以外的第三大出口市場。」

捷克輸往香港的主要貨品包括玻璃製品、鋼鐵產品、機械、運輸工具、紗線及化工產品。至於當地從香港進口的貨品則有電器、電子零件、紡織品、玩具、鞋類、視光產品及鐘錶。

克雷恩克指出：「捷克與香港沒有訂立貿易及投資保護協定，也沒有簽署雙重課稅協議，兩地間維持正常及自由的貿易關係。」

現時，除了在經營藥物、軍火及其他少數敏感項目時須領取牌照外，當地所有外貿均由私人參與，經營者可享有絕對自由。

他說：「捷克約三分之二的外貿是輸往歐洲的。」

該國按照國際貨幣基金組織第八條規定，容許自由兌換貨幣。除房地產及能源價

格外，所有物價均可自由浮動。此外，該國亦已把舊有的稅制徹底改變，轉而採納歐洲的標準稅制。

克雷恩克稱：「私營界別現佔本地生產總值約八成。現時，由政府經營運作的，只有鐵路、郵務、能源供應、部分醫療服務，以及無人願意購入的大型銀行和企業。」

現在，當地最後三家半國營銀行正逐步邁向私營化。

他指出：「在捷克註冊的公司共150萬家，其中只有1,500家是國營企業。」

捷克的開放改革始自1989年共產政權下台。

他稱：「1991年1月1日，政府提出新的預算方案，自始全國便展開了經濟改革。我們的改革意念深受奧地利及芝加哥學派影響，主要策略包括全盤改變物價基礎、推行外貿自由化、容許貨幣自由兌換、實行宏觀經濟緊縮政策和鼓勵國企私營化。」

自1993年起，捷克的經濟穩步上揚。1994及96年，當地的生產總值分別增長了2.6%及4.4%；1997年增幅雖僅為1%，但預

are liberalised except for housing and energy. And, the tax system has completely changed, being now of European Standard.

"Private sector represents now about 80 per cent of the GDP. What still remains in government hands is the railway, postal service, energy distribution, partly health care and the biggest banks and companies that no one wants to buy," he said.

Privatisation of the last three partially state-owned banks is now in the process.

"There is more than 1.5 million companies and businesses registered in the CR, out of them just 1,500 are state-owned," he said.

A favourable wind has come since the collapse of the Communist regime in 1989.

"The economic transformation began in the 90s with the introduction of the new state budget. Ideologically the reform scenario was influenced by the ideas of the Austrian and Chicago schools. The reform strategy was based upon radical and principal changes in price and foreign trade liberalisation, currency convertibility, macro economic austerity and privatisation," he said.

There has been generally been an upward trend in the economy since 1993. GDP growth rate was 2.6 per cent in 1994, 4.4 in 1996 but only one in 1997, at the end of 1998 a seven per cent growth rate is expected.

"The exchange rate of the Czech crown used to be stable for years, in May 1997 the currency came under pressure and was

計到了 1998 年底，增長率可望重攀 7% 高峰。

克雷恩克說：「捷克貨幣（克朗）的匯價多年來保持穩定。97 年 5 月，克朗受壓下，貶值約達兩成，其後，政府容許匯價自由浮動。」

捷克連續多年外貿出現赤字，但現時情況已漸見改善。

他稱：「今年，我們估計赤字約為 30 億美元，佔本地生產總值 3.8%。」

在《馬城條約》五項規定中，捷克履行了四項，只有通脹一項未能達到有關要求。捷克的通脹率徘徊於 10% 前後。

克說：「政府現時穩定經濟的策略是堅持自由貿易、鼓勵企業自負盈虧，以及逐漸壓抑通脹。」

此外，政府亦計劃逐步取消物價管制，並致力平衡預算，以改善國家財政情況，更實行減稅（特別是入息稅）刺激經濟。

他說：「政府將減少每年公共開支在本地生產總值中的比例約 1%。此外，尚未全面改革的國企將逐步私營化，而重點目標則為國營銀行。政府亦致力提高國內的資金市場的透明度，以打擊逃稅和經濟犯罪活動，並嘗試刺激經濟，帶動本地生產總值上升。」

1996 年，捷克的外資總額高達 70 億美

元，而投資項目多由外商與新近進行私營改革的國企合資經營。

克稱：「目前看來，外商參與的合資企業最為成功，它們已是國家的主要出口棟樑。外商多來自歐洲及美國。」

綜觀歷史，捷克一直是歐洲大陸文化交匯點，尤其以首都布拉格，更是歐洲的文化重鎮。

早於十六世紀哈布斯堡王朝時代，捷克的經濟已為鄰近之冠。

他說：「第一次世界大戰結束後，捷克與斯洛伐克於 1918 年正式宣布獨立，成立捷克斯洛伐克（簡稱「捷克」）。由於經濟基礎穩固，因此立國後，捷克即發展為全球工業最發達、經濟最富庶（按人均計算）的國家之一。」

二次大戰後，該國由共產政權統治達 40 年之久。

他說：「二次大戰結束至 1989 年間，我們在共產黨統治下蒙受極大的損失。當時，國內所有工業生產均歸國有，經濟由中央規劃，商界嚴禁與國外自由市場聯繫，以致經濟發展緩慢。」

「企業的主要目標不在盈利，而是配合政府五年計劃裡繁瑣的要求。企業不可破產，一切虧損均由政府補貼。凡此種種，皆使國家經濟一蹶不振。」

Foreign investment inflow reached about US\$7 billion in 1996, joint ventures with recently privatised companies being the dominant form.

"The companies with foreign participation seem to be the most successful

so far, they are the main force in exports. The investors come mostly from Europe and the USA," he said.

Throughout history, the Czech lands used to be north-south and east-west crossroads of European civilisation, and especially the capital Prague, one of the main centres of European culture.

Since the 16th Century the Czech lands were part of the Habsburg Monarchy and from an economic viewpoint have always been the most developed part.

"That is why when independence of Czech Lands together with Slovakia was officially declared in 1918, after the First World War, and Czechoslovakia born, the country found itself to be one of the most industrially developed and richest (in per capita terms) country in the World," he said.

After World War II the Communist regime took charge of the country for 40 years.

"During that time, till 1989, we lost a lot under the Communists. All the industries nationalised, the economy was centrally planned and contacts with free markets were restricted so progress was very slow," he said.

"The main goal of enterprises was not profit, but meeting the detailed criteria of the five year plans prescribed by the government. They could not go bankrupt and losses were subsidised by the government. All this made for a very unhealthy economy," he said. ■

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Sony Sees Intranet as a Major Asset as Business Grows

Consumer electronics and entertainment giant Sony Corporation turned 50 in 1996. This makes Sony International Hong Kong, established in mid 1994, a mere fledgling under its wing. Yet this comparatively young company returns high revenues and continues to grow rapidly.

Pre-1994 the operational headquarters for Sony were located in Singapore. But, recognising the enormous opportunity presented by North Asia's dynamic business climate and the vast opportunities presented by being on the doorstep of China, Sony decided to set up Sony International Hong Kong (SIH) which handles most of the company's output from North Asia.

While North Asia clearly offered high growth potential, the cost of operating the business from Hong Kong, particularly in manpower terms, was significantly higher than in Singapore.

From the outset Managing Director Masami Kinugasa's goal for the North Asia Manufacturing hub centre was clear – grow the business, not the headcount. The question was how to achieve it?

Although SIH trade in Sony products, the 60 staff neither produces, nor even sees,

the end product that drive their business. Instead, they form a powerhouse of planning, management and control.

The business requires a substantial amount of executive travel and generates an enormous paper trail too.

"My objective was to have a high performance company with a flat organisational structure and low headcount," said Kinugasa. "To achieve this, we need an IT infrastructure that would enable everyone of our staff members to share information. It was essential that this technology should contribute directly to the business."

In August 1996, SIH chose Lotus Notes. This decision was based on the findings of a two-month internal task force, which concluded that the strategy for increasing office productivity and efficiency must be through groupware.

"The task force analysed all current office activities and found they fell into two categories – personal and group," said Masao Kuruma, Senior Manager, Systems Planning Department. "These further subdivided into non-creative work, like phone



Masami Kinugasa, Managing Director of Sony International Hong Kong.

香港新力董事總經理 Masami Kinugasa

calls, faxing, preparing documents and so on, and creative work which involves things like planning, research and negotiation."

內聯網助新力展鴻圖

電子消費品及娛樂事業巨擘 Sony Corporation 在九六年已創業五十週年，旗下的 Sony International Hong Kong 於九四年中創辦，後者雖是集團內新成立的一員，但卻為企業帶來龐大的收益，業務更迅速增長。

九四年前，新力的營運總部本是設於新加坡，但由於北亞地區商業蓬勃，而香港與中國大陸只是咫尺之隔，發展機會良多，因此，集團決定在香港成立 Sony International Hong Kong (下稱“SIH”)，專責處理北亞地區的大部分出口。

北亞的發展潛力雖大，但香港的營運成本卻高於新加坡，其中以人力資源的開支尤甚。

從一開始，SIH 以北亞為生產基地時，便訂下了明確的目標——致力擴展業務，控制員工增長數目。然而，問題是：怎樣才可達到這個目標？

SIH 雖負責營銷新力產品，但公司內六十位僱員卻不用生產，甚至製成品也從未看過。他們所組成的，是一支負責企劃、管理及控制的隊伍，是公司業務發展的動力之源。

該公司的行政人員不時須出外公幹，而內部亦得存儲大量文書記錄。

SIH 董事總經理表示：「我的目標是使公司成為一家高效率的機構；公司內，架構必須簡單直接，員工數目亦須保持低位。為了達到這個目標，我們需要一套先進的資訊科技系統，以便每位僱員互通訊息。最重要的，是這套系統應使公司直接受惠。」

九六年八月，內部專責小組在為期兩個月的研究顯示，若要提高辦公室的生產力和效率，必須透過電腦組件，有鑑於此，SIH 選用了 Lotus Notes。

公司的系統策劃部高級經理指出：「經

專責小組分析後，發現辦公室內所有運作可分為個人及機構兩大類，而其下則可細分為兩項，一是非創造性活動，如接聽電話、傳真、準備文件等；二是創造性活動，包括策劃、研究、談判等工作。」

「那時候，我們的資訊科技系統十分落伍，只配備了電子郵遞及基本的辦公室電腦軟件，生產力亦僅維持在個別僱員的層面。專責小組認為，我們須在個人與機構活動之間，集中注意工作流程自動化及群體生產力兩項。正因為這樣，我們決定找尋一套可靠的群組系統，最後，終於選擇了 Lotus Notes。」

隨後，SIH 邀請 Lotus 的商業夥伴 TetraBusiness Solutions 設計群組電腦系統。系統內須包括話音郵遞、電子傳真、文件圖像、上網及接駁 UNIX 主機等多項功能。

整項計劃分兩階段進行。在第一階段裡，該公司為 SIH 安裝了九個 Notes 應用程式

"At that time, we had a fairly unsophisticated IT infrastructure which included email and basic office automation software. Productivity was at the individual level. The task force concluded that between the personal and group activities our focus should clearly be workflow automation and group productivity. That's when we decided to look for a seamless groupware solution and turned to Lotus Notes."

"Having made the decision, SIH approached Lotus' business partner, Tetrabusiness Solutions, to provide a solution. A solution that integrates everything within the PC environment – voice mail, electronic faxing, document imaging, access to the Internet and the Unix mainframe.

Tetra took a two-phase approach to the project. Phase one encompasses a total of nine Notes applications plus the integration of a Lotus fax Server. The applications cover workflow automation, information sharing and discussion document imaging and management and office automation.

Workflow automation essentially makes form filling faster, easier and more efficient. The process for requesting and authorising business trips, for example, has been cut down from days to hours because the departmental and divisional authorisation required can now be done in parallel with airline and hotel reservations, requests for petty cash, travellers' cheques, insurance and so on.

"Decision-making control is very important within our organisation and reflects our effort to maintain operational integrity of our business. In this area, information exchange and subsequent approval for action requires the circulation of forms using individual stamps," said Ho Chee Woon, Assistant Manager, Systems

及Lotus傳真系統伺服器。這些應用程式備有一系列功能，包括工作流程自動化、資源共享、文件圖像和管理，以及辦公室自動化等。

透過工作流程自動化，可使表格填報手續簡易快捷，提高辦公室內的工作效率。舉例說，出外公幹的批核手續以往需時數天，現在只消數小時，便可完成整個審批程序；透過系統，部門的審批工作可跟預訂機票和住宿，以及申請公幹備用金、旅行支票和購買旅遊保險等程序一併進行。

系統策劃部助理經理說：「決策控制程序對公司非常重要，重視有關程序，反映了我們致力維持公司的營運業務健全。在資料交流和決策審批的過程中，公司必須傳遞表格，以便蓋印作實。然而，不少高層決策者須經常出外公幹，以致作出決定時，每每需時頗長，當中以採購或投資方面的決策尤甚。提出這些申請時，必須填寫表格，有些時候，更須預備正式的報告，並附上所有證明文件，以便高層審閱。此外，公司亦把有關審批申請變為電腦影像，方便電子傳送。好些如報價單和簡介單張等佐證資料，也可

Planning Department. Chee Woon added, "many of the senior decision makers are frequent travellers and decision Making could be a lengthy process especially for purchasing or investment decisions. Such requests requires forms to be filled in and in some cases formal presentations with all the supporting documentation must also be made to circulated for approval, Tetra provided the secure solution. Our approval chips have been bitmapped so that we can apply them electronically. Even the supporting documents such as quotations and brochures are scanned into the system and attached electronically to the request. If a presentation is to be made the Notes documents are simply projected directly from a PC on to a screen. There is no need for transparencies."

Today all this is automated. Although the use of document imaging is part of the decision-making application, imaging is cross-functional. Another major area where it is being used, for example to store the company's logistics documents.

SIH's paper trail amounts to 12,000 A4 sheets per month. In the past, the company sent boxes of copy invoices, bills of lading, delivery notes and packing lists to its warehouse for long-term storage. Quite apart from the expense involved, customer queries relating to archived documents could take weeks to answer.

Today, not only are all current logistics documents scanned and stored, the archived ones are being processed. Now queries can be dealt with in seconds rather than days.

"Within the Sony organisation we place great emphasis on environmental issues," said Kinugasa. "It gives me great pleasure to be able to see that our paper

經過掃描儲存在電腦系統內，並以電子附件形式連同申請一併傳送。若須詳細解釋，Notes亦可把文件透過電腦直接投影在屏幕上，無需使用投影片。」

現在，SIH的辦公室已全面自動化。透過文件圖像化，不僅方便公司作出決策，更可發揮多項功能，如儲存公司文件，便是一例。

SIH每月的文書紀錄多達一萬二千張A4紙。以往，公司把一箱箱發票、提貨單、送貨單和包裝表送往貨倉長期儲存。除了費用高昂外，每當顧客查詢已存檔的文件時，便得等候數星期，才可接獲回覆。

現時，公司不僅把所有內部文件掃描存檔，更以同樣方式處理已存檔的文件。客戶查詢時，只需數秒便可取得回覆。

公司發言人稱：「新力十分重視環境保護；安裝這套系統後，我們的耗紙量大減，令我十分高興。」

此外，Notes的主要優點是可與SIH的精密儀器互相配合，尤其是Optical Jukeboxes。此外，新力顯示器影像清晰，與Notes配合使用，更是相得益彰。

consumption has dropped dramatically since we implemented this solution."

In addition, Chee Woon says a major benefit of Notes was its ability to interface smoothly with the sophisticated Sony equipment used at SIH, particularly the Optical Jukeboxes. And at the level of individual desktop users, Notes is enhanced by the use of Sony monitors, which are noted for their flat sharp images.

The results of the original taskforce pointed to the fact that individual staff members were the source of a wealth of information – such as market data, business knowledge, guidelines and know-how. At best this was shared on an ad-hoc, informal basis. At worst it was not shared at all.

"To maintain our minimum headcount objective while ensuring business continuity we required more synergy from the individual knowledge," said Chee Woon. "The answer was a knowledge database."

"It is very important to get everyone to use Notes but it is also quite a challenge. In some cases, you have to change people's mindsets. But we've been lucky Mr Kinugasa has strong convictions for using group productivity and knowledge sharing tools and is a strong champion of Notes. What's more we are a young highly educated, IT-literate staff who pride themselves in being the 'digital dreamkids'."

"We embarked on an intensive education programme, providing special equipment for our training room and running Notes courses for all end-users. As a result, we have already seen a lot of improvement. We haven't reached where we want to be, particularly with regards to the Knowledge Database, but we're getting there." ■

專責小組的研究結果顯示，僱員本身是市場數據、商業知識、指引、實際技能等知識財產的泉源。過去，這些珍貴的資料最多只可透過非正式途徑互相交流，但很多時候，僱員間根本沒有機會分享有關資料。

發言人說：「為了一方面維持最低的員工數目，一方面確保業務運作如常，我們必須集思廣益，建立知識資料庫。

「最重要的，是使公司內每位僱員使用Notes，但這並非易事。有些時候，我們必須改變同事的想法。幸好，公司的董事總經理堅決採用生產力和資料共享工具，而他本身亦精於使用Notes。此外，我們更擁有一群曾接受高深教育、熟悉資訊科技的年青僱員，他們對自己成為『電腦發燒友』而深感自豪。

「我們為需要使用Notes的僱員提供深入的培訓，並特為培訓室添置器材。結果，情況大有改進。然而，我們還沒有達到預期的理想，尤其是在知識資料庫這方面，但無論如何，公司正朝目標進發。」 ■

The War Against Viruses

Now that computers' proximity to each other is growing, so too are the risks to systems health. Whereas computer viruses often took years to spread worldwide, now, thanks to the Internet, they can migrate between hosts in a matter of hours. Fortunately, the cause of this increased rate of infection is also the means to its cure.

IBM and Symantec Corporation have combined forces to jointly develop and deliver a family of anti-virus products under the Norton AntiVirus brand name. The family includes new products for IBM platforms, and will merge technology from both IBM and Symantec, including IBM's Immune System technology.

Using biological parallels, a unit at IBM Corp's Thomas J Watson Research Facility, in Hawthorne, New York, has developed and successfully tested what it calls an immune system for cyberspace. Invisible to the user, the system automatically detects, removes and vaccinates against computer viruses by using the Internet. It works like a mirror of human immunology, only better, since it doesn't rely on humans having the good sense to protect themselves.

Rather than expecting users to retrieve downloadable updates from an anti-virus

supplier's Web site a more effective way is to remove the human element of the delivery system altogether.

When a protected PC's virus-checking software detects an unknown virus, the system samples it by removing the infected data, attaching it to an innocuous host, and sending it either to the network's administrator or directly to IBM over the Internet.

If the sample is already known to IBM, the virus is automatically replicated and analysed to determine its workings. The cure is then sent back to the administrator where it is disseminated to the original host and other computers on the same network. In addition, the virus' signature and vaccine are both added to the master database at IBM, which will ultimately begin updating the immune system of all its users via the Internet.

At a San Francisco demonstration, IBM researchers infected a laptop computer with viruses unknown to its anti-virus software and watched the computer automatically cure itself. Roundtrip time from point of infection to point of cure was 3-5 minutes, including file transfer time between San Francisco and Hawthorne, New York, the location of IBM's virus detection unit.



Daniel Schneersohn, Regional Director, North Asia Symantec Corporation.

賽門鐵克北亞區業務總監施內爾佐恩

電腦病毒攻防戰

今時今日，電腦系統之間的聯繫愈緊密，各系統面臨的安全危機也日益增大。過去，電腦病毒往往須時數年才可擴散全球，但現時由於互聯網普及，不消數小時，電腦病毒便能侵襲一個又一個的電腦系統。幸好，這情況雖然加速了電腦病毒的傳播，但也有利於清除病毒。

國際商業機器與賽門鐵克攜手研究一系列防毒軟件，並以「諾頓」防毒軟件為品牌。系列具備了支援 IBM 平台的新產品，亦設置了國際商業機器的「免疫系統」科技，被譽為是兩家公司的科技結晶。

國際商業機器轄下的沃森研究所設於紐約霍索因，研究所內設有工作小組；該小組在生物學原理的啟迪下，創製了一套嶄新的電腦免疫系統。經實驗後，系統證實有效。免疫系統可透過互聯網自動偵測及清除電腦病毒，並發放病毒「疫苗」，整個過程，完全不經人手操作。系統的運作與人體的免疫系統相

比，毫不遜色；兩者的相似之處，是擁有自我保護的意識。

以往，使用者須從防毒軟件供應商的網頁存取或下載最新的病毒防護程式，但現時系統的除毒方法，較前更快捷簡便，原因是整個過程完全剔除了人為因素。

病毒防護系統一旦偵測到不知名的病毒入侵電腦，便會抽取病毒樣本；首先，移除受感染的資料，並讓病毒依附在另一無關重要的檔案上，然後將檔案傳送給網絡系統的管理人員，或透過互聯網直接送至國際商業機器的有關部門。

假如這種病毒已有先例，該部的人員會立時複製病毒，分析病毒運作的方式；隨後，網管人員便會獲得除毒的方法，並轉送給受感染的原電腦和同一網絡上的其他電腦。另一方面，病毒的特徵和「疫苗」亦會儲存在國際商業機器的主資料庫內，如此一來，所有使用者的免疫系統均可透過互聯網更新。

在三藩市舉行的示範會上，研究人員使用了受病毒侵襲的手提電腦作為示範，而有關病毒是防毒軟件毫不認識的。會上，參觀者可觀察電腦自行運作的情況。電腦由受感染至清除病毒，只需三至五分鐘，當中包括傳送檔案往返三藩市與紐約霍索因之間的時間。霍索因是國際商業機器病毒偵測部門的所在地。

然而，即使全面使用免疫系統，總會有了新的電腦病毒出現，正如人類總要受到新病毒的威脅一樣。

為了迎合本地公司對更快捷有效的防護工具的需求，賽門鐵克推出兼容視窗 NT 伺服器的諾頓 5.0 中文版及英文版。

賽門鐵克北亞區業務總監施內爾佐恩表示：「這套軟件是多層式的防毒程式，可在桌上電腦、伺服器、群組伺服器、互聯網和網間連接器等多個層面上，全面保護公司內的電腦系統。這套軟件用法簡易，操作完全自動，防護性能超卓。」

Even with full implementation of an immune system, there will always be new computer viruses, just as there are always human ones.

Responding to demands from local corporations for more effective antivirus protection across the enterprise, Symantec has launched Norton AntiVirus (NAV) 5.0 for Windows NT Servers in English and Chinese.

"The multi-tier antivirus programme protects an enterprise at the desktop, sever, groupware servers, Internet and gateway levels. It is easy to deploy, and has fully automated administration and maintenance capabilities," said Mr Daniel Schneersohn, Regional Director, Symantec.

NAV 5.0 lets IT managers centrally control and configure desktops and automatically disseminate and install anti-virus software upgrades providing the latest updated protection.

"The benefits to corporations include simplifying work procedures for IT managers, improving their efficiency and, at the same time, reducing disruption from virus infections and resulting operation costs," he said.

One of the new features of NAV 5.0 is a Workstation Quarantine option that extends virus protection to the desktop by allowing users on connected workstations to send and store suspicious or infected files onto an isolated area of the server.

"NAV 5.0 for Windows NT simplifies the management of the industry's most advanced virus detection and removal technologies and gives administrators full

control over workstations throughout the enterprise enabling virus infections to be centrally managed and removed or repaired, all at the same time."

The Workstation Quarantine option simplifies system cleanup.

Another benefit is the Scan-and-Deliver capability, enabling administrators to e-mail viruses to the Symantec AntiVirus Research Centre for analysis and receive a fix within 24 to 48 hours.

"Symantec expects the turnaround to be reduced to less than two hours following the future intergration of Digital Immune System as part of the strategic alliance with IBM," he said.

If the infected file, which the customer wishes to transmit, contains confidential information, they can choose to have the contents of their file deleted. This not only ensures virus prevention is safe and convenient, it also meets the customer's needs for confidentiality.

More comprehensive protection is provided by improved detection in compressed files such as Zip files as well as other compressed file formats such as MIME/UU and others.

"NAV 5.0 for Windows NT automatically protects against malicious ActiveX and Java applets. With the enhanced LiveUpdate feature in the NAV Server, administrators can be sure they always have the most up-to-date virus protection for each Windows NT Server in the organisation," he said.

"LiveUpdate now delivers virus definitions must faster with Micro

definitions in English and Chinese that allow users to download the virus protection definitions that they need."

Using this feature, virus definition updates can be downloaded up to four times faster than when replacing the entire definition set.

The Symantec AntiVirus Research Centre delivers virus definition files weekly.

"This allows administrators to quickly and simply keep their Windows NT Server completely protected from the latest virus threats," he said.

NAV 5.0 integrates with the Norton System Centre, a plug-in for the Microsoft Management Console that allows administrators to deploy, configure, monitor and update antivirus software from a central point.

"Norton System Centre eliminates the difficulty administrators have in maintaining up-to-date virus protection without a central control vehicle. When combined with NAV, Norton System Centre offers further efficiencies in software management including automatic distribution of the software across the network and automatic download of virus definition updates," he said.

The Centre reduces the costly overhead typically associated with installing, updating and upgrading software.

"The centre consolidates critical administration tasks into a single convenient console, thereby providing a cost-effective yet secure alternative to manual network administration," he said. ■

使用諾頓5.0後，專責資訊科技事務的主管可以統一控制和配置桌上電腦，即時發送和安裝防毒軟件的更新版，為電腦系統提供最新、最先進的病毒防護保障。

他說：「安裝系統的公司將獲益良多，既可簡化資訊科技主管的工作程序，提高他們的工作效率，又能減少電腦病毒造成的混亂和因此涉及的營運成本。」

諾頓5.0推出了全新的Workstation Quarantine選項。「工作站」內互相連接的使用者使用這選項後，便可傳送和儲存受感染或懷疑受感染的檔案到伺服器內的隔離區域。

「諾頓5.0面世後，使先進的病毒防護與清除工具變得簡單易用，而管理人員亦可全面控制公司的工作站，統一處理、控制和清除入侵的病毒，使系統回復正常。」

另一個新功能是「掃描和傳送」精靈，使用者可將病毒電郵至病毒防治研究中心進行分析，在24至48小時內，研究人員便會提供拯救辦法。

他說：「由於賽門鐵克與國際商業機器的合作日漸緊密，待數碼免疫綜合系統面世後，除毒的周轉時間相信會減至兩小時以下。」

若客戶鑑於檔案載有機密資料，無法把受感染的檔案傳送到研究中心，可選擇先把內容刪除。此舉不單確保防護過程安全簡便，便符合了客戶對資料保密的需求。

新軟件加強了壓縮檔和壓縮檔格式方面的防毒偵測，適合在Zip壓縮檔和MIME/UU等格式的檔案應用，因此，透過這個軟件，防護工作可更趨全面。

他道：「諾頓5.0自動保護電腦系統免受有害的ActiveX程式碼及Java附屬程式入侵。諾頓伺服器具備先進的LiveUpdate功能，客戶可以定期獲得最新的病毒防護保障，確保公司內每部視窗NT伺服器均運作正常。」

「現時，LiveUpdate可較前更快地傳送病毒定義碼，並具備中、英文版，以供選擇。此外，使用者亦可下載所需的防毒定義碼。」

若選用此項功能，下載新防毒定義碼會比取代整套定義碼快速四倍。

賽門鐵克病毒防治研究中心每周發放新的防毒定義碼。

他稱：「這項安排確保客戶的視窗NT伺服器免受最新的病毒威脅，更可提供方便快捷的防護辦法。」

諾頓5.0附送「諾頓管控中心」；此技術與微軟管理控制台相互結合，以供網管人員中央統籌、配置、監控及更新防毒軟件。

他說：「網管人員以往因缺乏統一的控制工具，難於提供第一時間的病毒防護保障；諾頓管控中心面世後，他們在這方面的困難便可得到減輕。這項技術與諾頓5.0結合後，公司便可更快捷地進行自動網上軟件輸送及病毒定義碼自動更新等軟件管理工作。」

此技術大大減低了高昂的系統管理成本，尤其是軟件安裝、更新及升級方面的成本。

他稱：「此技術將多項重要的網管工作集中單一的控制台，過程更為簡便，為用戶提供人手管理以外的另一選擇，並且成本效益更高，操作更安全。」 ■



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Net Skills the Key to Asia's Future Economic Success

Asia's economic downturn is disguising a far more fundamental shift in how government, companies and people in the region are going to conduct themselves in the future, according to John Chambers, CEO of Cisco Systems.

The inexorable growth of Internet usage around the region is proof that the Internet revolution is taking a firm hold. According to International Data Corporation (IDC) Asia's Internet users will have ballooned from 3.3 million in 1995 to more than 40 million in 2001.

"When the smoke from the current economic turmoil clears, people in Asia will find themselves already part of the Internet Generation," he said.

"Internet technology is having an impact on almost every aspect of people's lives, transforming the way they work, learn, live and play. Hong Kong has the opportunity to be at the forefront of these changes. It already has one of the world's best communications infrastructures and a proven aptitude for

embracing new technologies. By investing in skills to create an Internet-savvy workforce Hong Kong can increase its competitiveness and bolster its position in Asia's leader in trade and services."

The Internet has caught on faster than any technology in history, passing 50 million users worldwide in just four years. This compares with personal computer use, which took 13 years to reach the 50 million-user mark, 16 years for television and 38 years for radio.

In Asia, Internet usage is growing around 500 per cent a year, much of it driven by commercial activities. IDC forecasts suggest that Internet commerce in Asia will explode, growing from roughly US\$500 million in annual revenues today to US\$30 billion by the year 2001.

While consumer-focused Internet commerce has captured the imagination of both the press and public, Mr Chambers believes that business-to-business Internet commerce is going to have a far greater



John Chambers, President and Chief Executive Officer, Cisco System, Inc.

Cisco System, Inc 主席兼行政總裁錢伯斯。

掌握網上技術 開創營商大道

Cisco 行政總裁錢伯斯稱，亞洲的經濟衰退促使區內政府、企業及居民徹底改變了未來的工作或生活模式。

亞洲區互聯網使用量急升，足證互聯網革命已勢不可擋。據 International Data Corporation (IDC) 的資料顯示，亞洲的互聯網用戶數目會從 1995 年的 230 萬激增至 2001 年的 4,000 多萬。

錢說：「亞洲經濟從谷底攀升時，區內居民已進入互聯網年代。」

「互聯網科技影響著我們生活的每一環節，改變了工作、學習、生活和娛樂的模式。香港擁有全球最佳的通訊基礎設施，敢於接受新科技，因此，有機會躋身資訊革命的前列。只要香港積極培育互聯網科技專才，將可大大提高本身的競爭力，進一步鞏固貿易和服務業在亞洲的領導地位。」

互聯網科技的發展速度較以往任何科技快速。在短短四年間，全球用戶便已超越 5,000 萬；要擁有這個接觸面，個人電腦需 13 年，電視需 16 年，收音機更需 38 年。

亞洲的互聯網使用量現以每年五倍的速度增長，逾半用於商業活動。IDC 預測，亞洲的網上貿易發展迅速，年營業額將由目前約五億美元增至 2001 年的 300 億美元。

雖然傳媒及公眾的焦點均集中於以消費者為對象的網上商貿活動，但錢伯斯相信，企業之間的互聯網貿易活動將影響更深。事實上，他與一眾分析人士的看法亦不謀而合，例如 Forrester Research 估計，目前企業之間每年的電子商貿營業額已達 2,500 萬美元，而本年消費市場的營業額預料則為 60 億美元，兩者相比，前者顯然令後者失色。

到了 2002 年，網上消費市場的每年營業額預計將達 220 億美元，增長率達 366%，而企業之間的網上交易亦會激增至 3,270 億美元，增幅高達 13 倍。

Cisco Systems 本身正是推動網上商貿活動的佼佼者。Cisco 透過互聯網營商至今，生產力提高了兩成，每年節省的營運成本約為 5 億 5,000 萬美元。

錢伯斯道：「透過互聯網連繫客戶、員工、業務伙伴和供應商，令顧客更感滿意之餘，更可降低營運成本、提高競爭力、縮短將產品或服務推出市場的時間和提高員工的工作效率。」

「亞洲各地政府發現，互聯網有利於促進經濟增長，創造新的就業機會。互聯網讓政府以嶄新的方式為國民服務，並藉此機會改革教育制度。」

縱使互聯網有「改變一切」的潛力，但

impact. His view is shared by industry analysts such as Forrester Research, which estimates that the business-to-business sector is already worth an estimated US\$25 million annually, dwarfing its consumer counterpart which is projected to reach US\$6 billion this year.

By 2002, consumer Internet commerce is projected to increase 366 per cent to reach US\$22 billion while business-to-business Internet transactions are slated to jump 1,300 per cent to US\$327 billion.

Cisco Systems is a prime example of the power of Internet commerce. To date, the company has achieved a 20 per cent increase in productivity by using the Internet commerce, saving an estimated US\$550 million a year.

"By using the Internet to link customers, employees, business partners and suppliers companies can enjoy higher satisfaction levels, lower costs, more competitive agility, accelerated time-to-market and higher employee efficiency," he said.

"The lesson for governments around the region is that the Internet is driving economic growth and new jobs. It offers new ways to deliver government services and an opportunity to reshape education."

While the Internet has the potential to "change everything", Mr Chambers warns

錢伯斯警告，若缺乏熟練的專才，亞洲的互聯網發展將如美國般受到影響。

他說：「我們的目標是把互聯網納入全港中學及大專院校的課程中，以解決香港資訊科技人才不足的問題，並協助香港躋身在亞洲互聯網經濟體系的前列位置。」

世界潮流有二：其一是商業發展全球化，其二是資訊科技的革新，即邁向互聯網經濟。

以往，廠房和設備對企業很重要，但時至今日，員工的知識及資訊系統才是必不可少的元素。現在，「一技傍身」遠不及「做到老、學到老」合用。

現時，企業的管理對象是員工，當全球邁向互聯網經濟的新紀元，焦點便放於團隊工作與職權範圍的項目上。

以往，人們只重視保留工作崗位；如今，我們卻可創造新的職位。過去，薪金是企業的主要支出；今天，薪酬卻以分紅為主。從前，業務集中在本地進行，現在卻拓展至全球。

「企業要取得可觀的業績，不但須創新地

that a shortage of people with Internet skills could prove to be as much of a constraint in Asia as it has in the US.

"Our vision is to see networking being offered as a standard part of the curriculum in all of Hong Kong's schools and colleges. This will go a long way forward addressing the IT skills shortage and help propel Hong Kong into the forefront of Internet-based economies in Asia," he said.

The combination of two broad trends have been under way for several years. The first is the globalisation of business; the second is the revolution in information technology – towards an Internet economy.

In the old world plant and equipment was important in a company now it is knowledge of workers and systems. There is more emphasis on life-long learning rather than just one skill.

Companies were structured as labour vs. management now in an Internet economy it is more comparable to teams and empowerment.

Job preservation was more important now there is job creation. Wages used to be the mainstay of a company now it is profit sharing. The focus used to be on a country now it is global.

"It's not only a company's innovative use of technology that will win it favorable reviews. It's also the company's mindset

運用科技，更有賴企業的觀念文化、與外界的合作、對客戶的關注，以及人力資源方面的革新。其中，透過與外界合作，公司更可保障本身的知識財產。」

「政府應好好準備迎接互聯網經濟的來臨。互聯網對於企業、個人和國家來說，是公平的較量場地。只有作好準備的國家才能生存，成為互聯網年代的一員。資訊科技的發展並不局限於電話或電視，它帶來了全新的營商方式，並從銀行服務、購物、學習和消閒等方面融入社會。」

60、70年代，大型主機推動了資訊科技的發展。到了80年代，個人電腦成為提高生產力的工具。現在，若要提高競爭力，就得倚靠互聯網。

「互聯網面世後，隨即加強了資訊網絡的發展。日後，互聯網將發展為視聽資訊三合一網絡，讓用戶可上網免費傳送話音。這項發展除令個別電話服務商合併外，更令資訊及話音服務商結合，而網上寬頻視象服務亦會逐漸普及各地。發展互聯網經濟已是勢不可擋，問題是：各國政府準備好了嗎？」■

and culture, its willingness to team up with outsiders to acquire and retain intellectual assets, its near-religious focus on the customer, and its progressive human resources policies."

"Governments should be prepared for the Internet economy. The Internet provides a level playing field for companies, individuals and countries. Only those countries that are prepared will survive to be part of the Internet Generation. Information technology is not simply a matter of telephones or television; it is about introducing entirely new ways of doing business and interacting in the community, from banking and shopping to learning and entertainment."

In the 60s and 70s the information technology driver was the mainframe, in the 80s it was the personal computer as a productivity tool now it is the network to increase competitive advantage.

"Internet trends for the future will start with the consolidation of data networking companies this in turn will lead to all-in-one data, voice and video networks which will result in the consolidation of phone companies. Eventually voice will be free over data networks causing consolidation of data and voice companies which will result in optical internetworking broadband everywhere. My only question to governments is are you ready?" ■

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People with a Disability Excelling at Work

Bonnie Law is a clerk in a video production house mainly responsible for administrative work. Her duties include receiving phone calls, preparing invoices, handling payments, processing data as well as compiling reports. Being in service for three months, she has been working efficiently as well as enjoying a harmonious relationship with her colleagues. In Bonnie's career, she has excelled in different positions. She was promoted to a supervisor from a typesetter beginner in only three months. She also got conversant with computer knowledge in a short period of time after working as the coordinator of a computer maintenance service section. Moreover, she had been widely exposed to the newly developed cyber technology when she was once a customer service officer of an Internet service provider. She always rises to various challenges at work and takes every opportunity to learn. Her momentum for career advancement is not, even to the slightest extent, affected by her feeble legs.

Spreading her Wings

It is surprising to learn that such a highly adaptive and studious girl once

lacked confidence in proceeding to her career. The poliomyelitis badly crippled Bonnie when she was a child. Since then, she has to walk with the aid of a pair of calipers and crutches. After completing form five at an ordinary school, she planned to seek employment. However, she was deterred from working by her friends' bitter working experiences and she was taken under her parents' wings. For five years, after graduation, she had only taken up part-time jobs like private tuition and home-based jobs. Inspired by her friends, Bonnie was determined to secure employment with the help of the Selective Placement Division of the Labour Department and put her confined life to an end. She now enjoys the pleasure of work. She has explored her potential and regained confidence.

Performing Excellently

"Bonnie is a trustworthy employee. She does an excellent job," commended Mr Ng, Bonnie's present supervisor. Mr Ng was highly impressed by the performance of disabled employees who work for his business partners. These people perform so well that he was convinced of their

competence and decided to offer them employment. During her three-month's service, Bonnie proves that the disability of a person will not hinder their discharging of their duties if their working ability match the job requirement.

Taking Initiative

Bonnie lives and works much the same way as any other person. She never demands privileged treatments or duty exemption at work in view of her disability. She also takes the initiative to seek advice from her supervisor and colleagues. Possessing self-confidence and aspiration for quality work, she actively gives opinions and makes suggestions at work.

Achieving Equal Opportunities and Social Acceptance

Bonnie's story is telling us that people with a disability possess positive working ability and high competence. Equal opportunities and social acceptance are what they long for. If you wish to employ people with a disability, please contact the Selective Placement Division at 2852 4803. ■

殘疾人士融入社會

自食其力 克盡本份

羅小姐現時在一家影片製作公司任職文員，負責公司內部的行政工作，包括接聽電話、處理帳單、追收款項、使用電腦整理及輸入資料，以及製作報告等。入職三個月，工作已漸上軌道，與上司及同事相處，亦甚融洽。以往，羅小姐只用了三個月時間，便學會植字，並當上了管工。此外，她曾先後擔任電腦維修聯絡員及互聯網公司的顧客服務員，在短時間內學會電腦操作技巧及有關知識。面對不同工作，她都樂於學習，應付自如，並沒因雙腳行動不便而受到限制。

積極開拓 璀璨人生

羅小姐勇於學習和嘗試的精神並非與生俱來的，事實上，她曾因缺乏信心而不敢踏足社會。羅年幼時患上了小兒麻痺症，需要

使用腳架和拐杖輔助走路。她在普通中學讀畢中五後，本想踏足社會，出外謀生，但因朋友告知工作艱苦，且自幼受家人過份呵護，因此便打消了就業的念頭，終日賦閒在家，無所事事，偶爾只擔任兼職補習老師，或承接工廠外發工件打發時間，就這樣，她虛度了五年光景。其後，在朋友的鼓勵下，羅頓覺自己再不能賦在家中一輩子，於是便透過勞工處展能就業科的介紹，找尋工作。踏足社會後，羅發現工作充滿樂趣，並重拾自信，自食其力。

表現出色 備受讚賞

「我認為羅小姐是一位好僱員，跟其他員工完全沒有分別。」羅的現任上司吳先生接受訪問時，這樣形容她。吳信任及起用殘疾人士，是由於他曾在客戶公司內看見殘疾僱員工作，深覺他們表現出色，與一般僱員沒

有區別，有些時候，甚至比身體健全的人士更勝一籌。事實上，羅入職至今僅三個月，她的工作表現足證殘疾人士的工作能力跟正常人沒有兩樣。

不亢不卑 積極溝通

羅小姐從不視自己為殘疾人士，亦不會因身有殘疾而要求享有特權，更不會自怨自艾；反之，她積極與同事及上司溝通，不會因自卑而害怕發表意見，自我收藏。

給予機會 發揮潛能

羅小姐成功就業的例子，正好告訴我們不應對殘疾人士的工作能力抱有懷疑，須知他們所盼望的，不是別人的施予，而是人們以一顆平常心待之，並給予工作的機會。

有意聘用殘疾人士者，請致電展能就業科，電話：2852 4803。■

Submissions to Government

ECONOMIC AND LEGISLATIVE AFFAIRS DIVISION

The work of the Division during the month focussed on helping prepare the Chairman's letter to the Chief Executive, Mr Tung Chee Hwa, ahead of his annual Policy Address, scheduled to be delivered to the First SAR Legco on October 7. Work also continued on the Chamber's Budget submission to the Financial Secretary, Mr Donald Tsang Yam-kuen, for the 1999-2000 fiscal year beginning in April next year.

The Chief Economist also met with other business groups to discuss the outlook for the 1999 Pay Review. A guideline will be issued to all Chamber members soon. He also spent some time reacting to media inquiries on the Government's Half-Year Economic Report issued on August 28 and conducted interviews with journalists from France, the UK and the US.

He briefed delegations from Denmark, Finland, Australia, Germany, France and Zimbabwe on the state of the SAR economy, as well as a representative from the US Federal Reserve Board. The Chief Economist also delivered a major speech to the Hong Kong Securities Institute on the

local economic outlook. There was one committee meeting with the Division during the month.

Taxation Committee

The Chamber's Taxation Committee met on September 14, primarily to discuss the Chamber's 1999-2000 Budget submission, particularly tax and other revenue items. Members of the Committee made several suggestions on Government taxation policy and the overall Budget outlook. The Committee also discussed some China Tax issues and the future programme for tax articles in *The Bulletin* and seminars and roundtables on tax issues.

INTERNATIONAL BUSINESS DIVISION REPORT

THE WORK OF THE TRADE COMMITTEES

China

A 10-member Tertiary Industries Delegation from Guangzhou visited the Chamber on August 20. The Chamber Director, Dr Eden Woon, received the delegation and gave the delegation a

general briefing on the role and functions of the Chamber.

A nine-member delegation from Dalian Development Zone, led by their Director, Ms Jiang Lihua, visited the Chamber on August 27. Director Jiang gave Chamber members a briefing on the investment environment of the Zone and opportunities for foreign investors.

Representing the Chamber, Mr Simon Ho, Deputy Financial Controller of Chen Hsong Holdings Limited and Ms Eva Chow, the Chamber's Senior Manager for China, attended a meeting in Shenzhen hosted by Mr Duanmu Jun, Deputy Director of the General Administration of Customs, on August 27. The purposes of the meeting were to explain the recent anti-smuggling activities conducted by the Customs and to listen to the concerns raised by Hong Kong business sector. Representatives from four major business associations in Hong Kong attended the meeting.

A Roundtable Luncheon on "Key Legal Issues of Foreign Enterprises in China" was held on September 2. The guest speaker, Mr Li Yongfu, briefed members on legal issues relating to setting up business in China. Issues covered included government control, registered capital, corporate structure,

獻策陳情 紓危解困

經濟及立法事務部

月內，該部忙於為主席編寫本會就《施政報告》向行政長官提呈的建議，並為1999至2000年度的財政預算案籌備建議書，以呈交財政司司長曾蔭權。

此外，首席經濟學家與其他商界團體人士聚首，討論1999年度的薪酬趨勢。會員可於10月接到薪酬增幅指引。此外，他亦就政府於8月28日公布的《上半年經濟報告》回應了傳媒的查詢，並接受法國、英國和美國記者的訪問。

9月份，首席經濟學家分別與到訪的丹麥、芬蘭、澳洲、德國和津巴布韋代表團會晤，並向美國聯邦儲備局代表講述本港的經濟情況。他亦為香港證券學院發表演說，展望本港的經濟前景。

稅務委員會

稅務委員會於9月14日舉行會議，集中討論總商會預算案建議書中的稅務及稅收問題。成員對政府的稅務政策和整體的預算案提出了多項建議。會上，與會者討論了內地的稅務情況和日後為《工商月刊》供稿、舉辦稅務研討會及小型午餐會的計劃。

國際商務部

委員會動態

中國委員會

8月20日，廣州第三產業代表團一行十人訪問本會，獲總裁翁以登博士接

待。期間，總裁簡介了本會的角色及功能。

8月27日，大連開發區姜麗華主任率領九人代表團來訪。姜主任向會員介紹了該區的投資環境及外商的投資機會。

震雄集團副財務總監何兆文及本會中國事務高級經理周紫樺代表本會，於8月27日前赴深圳出席由海關總署副署長端木君主持的會議。是次會議旨在講解深圳海關近期的反走私活動，並聽取本港商界的關注事項。本港四個主要商界團體均派代表出席是次會議。

9月2日，「如何在中國大陸開展你的生意」小型午餐會舉行。講者李永福律師簡述內地創業的法律問題，內容包括政府管制、註冊資本、公司架構、結業清盤及解決糾紛等。

termination and liquidation, and dispute resolution.

An 18-member Chamber delegation, led by Dr Eden Woon, visited '98 China Fair on Investment and Trade in Xiamen on Sept. 7-9. The delegation called on Mr Shi Guangsheng, Minister of MOFTEC, and attended two seminars, i.e. Forum on Direct Investment Strategies of Multinational Government and Forum on China's Policies of Utilising Foreign Capital. The delegation also had the opportunity of meeting separately with some provincial representatives from Jiangsu, Fujian and Shandong.

Asia

On September 9, the Chamber Chairman, Mr Peter Sutch welcomed a delegation from Kagoshima led by Mr Fukuzo Iwasaki, Chairman of Kagoshima Chamber of Commerce and Industry. The objective of the meeting was to promote bilateral exchanges between Kagoshima and Hong Kong. The delegation was briefed on the current economic situation in Hong Kong.

On September 2, an eight-member delegation from India led by Mr M Sahu, Director of Ministry of Industry, was cordially received by the Chamber Director, Dr Eden Woon. The delegation encouraged Chamber members to participate in the "Intechmart '98", an international trade fair for promoting

9月7至9日，翁以登博士率領本會18人代表團參加廈門「98中國投資貿易洽談會」。代表團拜訪外經貿部部長石廣生，並出席「跨國公司對華投資研討會」及「中國利用外資政策研討會」。訪問期間，代表團分別與江蘇、福建及山東省代表會晤。

亞洲委員會

9月9日，本會主席薩秉達接待日本鹿兒島代表團；該團由鹿兒島商工會議所會頭岩崎福三擔任領隊。此次會晤旨在促進鹿兒島與香港的雙邊關係。期間，本會高層向代表團講解了本港的經濟近況。

9月2日，印度工業部部長薩胡率領八人代表團訪問，獲本會總裁翁以登博士接待。代表團鼓勵會員參與當地一個國際交易會；交易會於12月4至8日在古吉接特邦舉行，旨在吸引外商投資。

9月2日，國際商務部副總裁馮棟澤代表本會出席土庫曼總理尼亞佐夫主講的商

foreign investments in Gujarat, which will be held from December 4 to 8 at Gujarat.

On September 2, Mr Sidney Fung, Assistant Director for International Business, represented the Chamber at a Business Presentation given by H E Mr Saparmurat Niyazov, President of Turkmenistan, who highlighted the business and investment opportunities in Turkmenistan.

A delegation from South Korea led by Mr Lee Boo-Hong, Executive Managing Director of South Korea Chamber of Commerce and Industry paid a courtesy call on the Chamber on September 11. The main purpose of the visit was to foster closer links between the two Chambers.

Americas

Mr Charles Delhaye, Director for External Relations Department, Ministry of the Walloon Region, and Mr Guy Bertrand, Trade Commissioner of Belgium in Hong Kong, called on the Chamber on August 26. The purposes of their visit were to learn about the role and services provided by the Chamber and to prepare for a business delegation due to visit Hong Kong in November.

Led by the Hon Rya Zobel, United States District Judge for Massachusetts and Director of the Federal Judicial Centre, a judicial delegation of the National Committee on US-China Relations paid a visit to the Chamber on September 10. The Chamber

務講座。會上，尼氏特別講述當地的商機及投資機會。

9月11日，大韓商工會議所專務理事李富弘率領代表團到訪。此行旨在加強兩會間的聯繫。

歐洲委員會

8月26日，比利時瓦龍區對外關係署署長德萊及駐港商務專員祈博湛到訪，以了解總商會的功能和服務範圍，並為11月訪港的商界代表團進行籌備。

美洲委員會

9月10日，麻省分區法官兼聯邦司法中心主管佐貝爾率領美國全國美中關係委員會的法務代表團訪問本會，獲翁以登博士接待。期間，翁簡述了本港自回歸後在法律、經濟及政治方面的最新發展。

9月10日，古巴商會主席薩爾薩門迪探訪本會總裁，以加強兩會之間的聯繫，並吸引本港投資者開拓古巴市場。

Director, Dr Eden Woon, received the delegates and briefed them on the latest legal, economic and political developments of Hong Kong after its Handover to China.

The President of the Chamber of Commerce of the Republic of Cuba, Mr Carlos Martinez Salsamendi, called on Dr Eden Woon on September 10 to further improve the coordination between the two Chambers. Mr Salsamendi was particularly interested in attracting Hong Kong investors to explore the Cuban market.

PACIFIC BASIN ECONOMIC COUNCIL

The PBEC IGM 1999 Organizing Committee met on September 3 to discuss, amongst other things, fund raising strategy, progress on speaker invitations and the 2nd promotion leaflet.

The PBEC IGM 1999 Steering Committee held its 3rd lunch meeting on September 9. Mr J E Strickland, Chairman of PBEC Hong Kong, China Member Committee, hosted the meeting at the Hongkong Bank. The meeting discussed organisation progress of the IGM, speaker invitation, fund-raising strategy.

PBEC started a new round of membership drives in August, which has gone extremely well. PBEC Hong Kong currently has 111 members, of whom 96 are corporate and 15 are supporter members.

太平洋地區經濟理事會

9月3日，1999國際年會籌備委員會開會，討論項目包括籌款策略、邀請嘉賓講者情況及派發第二輪宣傳單張。

9月9日，1999國際年會籌備指導委員會舉行第三次午餐會。是次會議由理事會中國香港委員會主席施德論主持，並假匯豐銀行總部舉行。會上討論了國際年會的籌備進度、講員邀請的情況及籌款的策略。

理事會於8月展開了新一輪的會員招募活動，反應熱烈。該會現時共有111名會員，其中公司會員有96個，個人會員有15名。

工商政策部

香港服務業聯盟

小型午餐會

9月1日，聯盟舉辦小型午餐會，主題

BUSINESS POLICY DIVISION

HONG KONG COALITION OF SERVICE INDUSTRIES

Roundtable Luncheons

In the second of a two-part series on innovation, the HKCSI presented another Roundtable Luncheon on "Tracking the clues that lead to change" on September 1. The speaker was Mr Jeremy Kidner of Intelligence Asia.

Promotion of Services

The Editorial Board of the Servicing Economy Newsletter met on August 18 to decide on the themes of the issues for the second year and discuss the way forward for the Newsletter.

The judging panel of the Hong Kong Award for Services – Innovation conducted interviews with selected applicants on August 31 and September 2.

Committees

The Financial Services Committee met on 1 September with Mr Greg Willis of HSBC Life to discuss the Mandatory Provident Fund. The Committee also discussed SME related issues with representatives of the Chamber SME Committee. Following the meeting the Coalition sent a letter to the Secretary for Financial Services urging the

Government not to delay the start of the MPF.

The Information Services Committee met on September 4 with Deputy Secretary for IT and Broadcasting Mrs Jessie Ting to discuss the Government's telecommunications and IT policy. The Committee also considered the 1998 Review of Television Policy as well as the consultation paper on unsolicited fax advertisement. After the meeting the CSI wrote to the Secretary for IT and Broadcasting asking Government to extend the consultation period for the television review paper.

The Executive Committee met on 8 September to discuss promotion of services, multilateral trade policy, and public policies that impact on the service sector. The Committee also adopted the a new mission statement which reads, "To promote the continuing development and competitiveness of Hong Kong's service industries".

Multilateral Trade Policy

The Coalition has decided to commission CITYU Consultants to undertake the study on the General Agreement on Trade in Services as it relates to Hong Kong. The study is part of a "Services 2000" project to explore the opportunities arising from liberalisation of trade in services. A meeting of the CSI and City University research team on the project was held on August 26.

政策。此外，委員會研究《1998年電視政策檢討》及討論未經通知傳真廣告的諮詢文件。會後，聯盟發信資訊科技及廣播局局長，要求延長電視政策檢討的諮詢期。

執行委員會於9月8日開會，討論服務業推廣、多邊貿易和影響服務界別的政策。委員會採納的新宗旨為：「促進本港服務業的持續發展和競爭力。」

多邊貿易政策

鑑於《服務貿易總協定》與本港有關，聯盟決定委託香港城市大學顧問研究。是項研究是「服務貿易2000年」計劃的一部份，旨在探索服務貿易自由化所帶來的商機。聯盟與城大的研究小組於8月26日舉行會議。

管理顧問服務

8月31日，管理顧問服務研究小組開會，商討及通過香港大學的研究報告。研究

Management Consultants

A meeting of the Management Consultants Group was held on August 31 to consider and endorse the report on the study on management consultancy submitted by the Hong Kong University research team. The Group also formulated an action plan on promotion of management consultancy.

Intellectual Property

The Chamber and the Coalition would join the Intellectual Property Department and other organisations in a "No Fakes" campaign to promote protection of intellectual property rights. A meeting of the organisers of the campaign was held on September 2.

Submission on Business Policies

On August 31 the Coalition submitted two papers to Government on the Third Comprehensive Transport Study and the property market respectively.

In response to an invitation by a consultant commissioned by Government, the Chamber/HKCSI submitted a joint paper on interconnection and competition in the electricity supply sector on 11 September.

HONG KONG FRANCHISE ASSOCIATION

Franchising Training Kit

The final version of the CD-ROM on 小組亦制定了推廣管理顧問服務的工作計劃。

知識產權

總商會及聯盟參與反翻版行動，與知識產權署和其他機構攜手推廣保護知識產權運動。9月2日，運動主辦機構舉行會議。

商業政策意見書

8月31日，聯盟向政府提交兩份意見書，內容分別與《第三次整體運輸研究》和證券市場有關。

9月11日，總商會／聯盟應政府委託的顧問邀請，提交聯合意見書，探討電力供應界別內經營者之間的相互聯繫及競爭情況。

香港特許經營權協會

「特許經營指南」光碟

光碟的最後定版經已面世。此外，協會

為「應變之道」，嘉賓講者為 Intelligence Asia 的基德納。聯盟舉辦了一連串有關創意的活動，並分兩個系列進行，該小型午餐會屬第二個系列。

推廣服務業

8月18日，《服務港》季刊編輯委員會舉行會議，擬定各期主題，並商討季刊未來的路向。

「香港服務業獎——創意」的評審團於8月31日及9月2日約見部分參賽者。

委員會動態

9月1日，財政服務委員會與匯豐公積金服務的胡敬禮會面，討論強積金的問題。委員會亦與總商會的中小型企業委員會討論有關中小型企業的問題。會後，聯盟致函財經事務局局長，促請政府不可延遲推出強積金。9月4日，資訊服務委員會與資訊科技及廣播局副局長丁葉燕薇女士會面，討論政府在電子通訊及資訊科技方面的

franchise training is released. The Association is also producing two sets of guide books on franchising in both English and Chinese which will be published shortly

INDUSTRY AND SME

SME Committee

Members met on August 18 during which they were briefed on the work of the Business and Services Promotion Unit of the Financial Secretary's Office in relation to support to SMEs in Hong Kong.

Following a letter on behalf of the Committee to the SAR Chief Executive from the Chamber Chairman, members were invited to meet with the Deputy Secretary for Trade and Industry, Ms Cheung Siu Hing, on August 19. Members were provided the opportunity to reflect to Government the situation of SMEs under the existing economic circumstances.

A presentation on Government's special finance scheme for SMEs was organised for about 150 members on August 31 at the Hong Kong Convention and Exhibition Centre. The scheme was introduced on August 24, 1998.

The secretary attended a meeting of the CSI's Financial Services Sub-Committee on September 1 mainly to solicit views on the results of a survey on bank fees and charges and the special finance scheme for SMEs.

正製作兩套關於特許經營的中英文指南，並計劃於稍後出版。

工業及中小型企業

中小型企業委員會

8月18日舉行會議，向會員簡介財政司長辦公室內轄下工商服務業推廣署對中小型企業的支援工作。

本會主席代表委員會致函行政長官後，委員會獲邀與工商局副局長張少卿女士於8月19日會面。藉此機會，委員會成員可向政府反映中小型企業在經濟衰退時的困境。

8月31日，委員會在香港會議展覽中心舉行政府特別信貸計劃介紹會，約150名會員出席。該計劃特為業界人士而設，於8月24日推出。

9月1日，服務業聯盟秘書長出席財政服務委員會會議，收集業內人士對銀行收費調查結果及政府特別信貸計劃的意見。

9月11日，該會舉辦小型午餐會，講授

A Roundtable on the use of private limited companies to reduce operating risk was held on September 11. Nine members attended the session.

A training workshop on "Enneagram in Business" was organised on August 21. Seven members participated.

Environment Committee

A second exploratory meeting on an environmental awards for business was organised on September 9 with representatives from the Planning, Environment and Lands Bureau, the Environmental Protection Department and the Hong Kong Productivity Council.

The Committee held a meeting on September 10 at which officials from the Civil Aviation Department and the Environmental Protection Department gave a presentation on aircraft noise in the New Territories.

OPERATIONS DIVISION

Membership

The 1998-99 Membership Directory is published and is available for collection by members. It is a 428-page book to help generate business leads for members.

The September gathering of the 3288 Dinner Club was held on 15th with 96 participants. The promotional session by Cathay Pacific Airways Ltd and the Member-

如何藉成立私人有限公司減低營運風險，共九名會員參加。

「九種性格：現代商業管理模式」訓練工作坊於8月21日舉行，七名會員參加。

環境委員會

9月9日，委員會舉行第二次聚會，講解商業環保獎的細則。會上，規劃環境土政局、環保署及香港生產力促進局均派代表出席。

委員會於9月10日舉行會議。會上，民航處及環保署官員講述新界區的飛機噪音問題。

營運部

會員事務

《1998至1999年度會員名冊》已經出版，歡迎會員索取。全書共428頁，資料詳盡，有助會員找尋商業資料。

3288晚飯會九月份聚會於15日舉行，出席者共96人。晚飯會內的「推廣廣場」環節由國泰航空公司負責。另外，「會員招募會員大競賽—特別大抽獎」亦反應熱烈。

get-member Contest lucky draw attracted much interest from the participants.

Information Technology

Two new sections were developed on the Web site – "Job Vacancy" and "Committee Meeting". The "Job Vacancy" service is to provide free listing of jobs offered. The "Committee Meeting" section will provide a summary of committee meeting minutes to keep members at large posted of the issues being discussed.

Administration

The Chamber Head Office is now under renovation. The work is scheduled to be completed by mid-October. The new facelift will provide a better and larger area for conferences. A library will be built which will also serve as a members room.

Three Race Meetings were organised this month with a total of 145 participants.

Thirty tenders were announced for the Government Supplies Department on the Chamber Web site.

A two-evening training workshop on "Improve Management Planning" was held on August 24 and 26 and attended by 15 members.

The September issue of the Discount Club Newsletter, announcing 17 offers, was published to all Chamber members and listed on the Chamber Web site. ■

資訊科技

總商會網頁增設了「招聘欄」和「委員會動向」兩項，前者免費為會員刊登職位空缺，後者則詳載委員會的會議紀錄摘要，讓會員進一步了解當中情況。

行政

本會總辦事處正進行裝修工程，並定於十月中旬完成。竣工後，本會總部將煥然一新，為會員提供更理想寬敞的場地舉行會議，並新設閱覽室，供會員查閱資料。

月內共有三次賽馬聚會，參加者共145人。

總商會網頁轉載了政府物料供應處的30個投標項目。

8月24及26日，該部舉辦了為期兩晚的「企業策劃」訓練工作坊，吸引了15名學員參加。

《會員折扣優惠計劃》九月號通訊已寄發給全體會員，會員在總商會網頁上亦可瀏覽有關訊息。今期刊載的優惠共17項。■

CHAMBER FORECAST



Diary Dates

COMING EVENTS

- Oct 12** Roundtable Luncheon: Currency Movements and Trade Issues in Asia
- Oct 13** Chamber Golf Club: Golf Outing to Long Island, Dongguan
- Oct 13** Joint Subscription Luncheon: Mr Lee Hsien Loong, Deputy Prime Minister of Singapore
- Oct 14** Roundtable Luncheon: IT Strategy for Hong Kong
- Oct 15** Breakfast Meeting with Senior Executives from The Economist
- Oct 15** Meeting with a Trade Delegation of the World Trade Centre San Diego, USA
- Oct 15** Roundtable Luncheon: Positioning the Manufacturing Industry into the Next Century
- Oct 15** Buyer-Meet-Seller Forum: Can Hong Kong Supplier Still Add Value in Electronic Industry
- Oct 20** Roundtable Luncheon: Effective Software Management
- Oct 20** 3288 Diner Club October Meeting
- Oct 21** Workshop: Refresher Workshop for Senior Secretaries & Personal Assistants
- Oct 21** Roundtable Luncheon: Commercial Arbitration
- Oct 26** Subscription Luncheon: Mr Andrew Sheng, Chairman of Securities & Futures Commission
- Oct 27** Chamber Golf Club: Golf Outing to Kau Sai Chau Jockey Club Golf Course, South Course
- Oct 30** Roundtable Luncheon: Implications of Malaysian Financial Intervention on Business and Economic Activities of Hong Kong
- Nov 5** Subscription Luncheon: Mr Leo C O'Neill, President and Chief Rating Officer, Standard & Poor's Rating Services
- Dec 1** Hong Kong Business Summit 98

COMMITTEE MEETINGS

- Oct 8 Economic Policy Committee
- Oct 12 Americas Committee
- Oct 21 HKI Steering Committee

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

OUTBOUND MISSION

- Oct 16-18 PBEC Steering Committee Meeting, Los Angeles
- Oct 16-20 Mission to Dubai and Bahrain
- End Nov Mission to Kaohsiung

Oct 13

**Joint Subscription Luncheon
Mr Lee Hsien Loong,
Deputy Prime Minister of Singapore**

新加坡副總理李顯龍先生

Conrad Hotel
(Enquiries: Luka Lam, Tel 2823 1253)

Oct 26

**October Subscription Luncheon
Mr Andrew Sheng,
Chairman of Securities & Futures
Commission**

**證券及期貨事務監察委員會主席
沈聯濤先生**

Island Shangri-La Hotel
(Enquiries: Rammy Chan, Tel 2823 1225)

Nov 5

**November Subscription Luncheon
Mr Leo C O'Neill,
President and Chief Rating Officer
Standard & Poor's Rating Services**

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

Dec 1

**Hong Kong Business Summit
Opening Remarks:
The Hon Donald Tsang,
Financial Secretary
Luncheon Keynote Speaker:
Dr Kenneth Courtis,
Chief Strategist & Economist of
Deutsche Bank**

Hong Kong Convention and
Exhibition Centre
(Enquiries: Luka Lam, Tel 2823 1253)



China Activities Calendar

香港總商會中國活動日誌

11月2日 中國經濟新形勢研討會

NOVEMBER 2

NOVEMBER 3

11月3日 香港—台北經貿合作新形勢研討會研討會

CHINA BUSINESS UPDATE CONFERENCE

HONG KONG - TAIPEI BUSINESS UPDATE CONFERENCE

最近一年，亞洲國家飽受金融風暴的影響，經濟發展的速度放緩。內地經濟的發展形勢與香港的發展關係更加密切。香港總商會將舉辦兩場高級研討會，探討中國經濟發展的新形勢以及港台之間的經貿合作情況。研討會將為參加者舉供最新的信息及商機。

In the past few months, most of the Asian countries are suffering through severe financial crisis and declining economies. China's economic health and the business relationship between Hong Kong and Taipei will be more vital to our economy. The Chamber will organize two high-level Conferences back-to-back on business development in China and business cooperation between Hong Kong and Taipei. Participants of the conferences can obtain first hand and up close business advice, information and opportunities to face the challenges ahead.

中國經濟新形勢

日期： 1998年11月2日
時間： 上午九時至下午五時十五分
地點： 君悅酒店
語言： 普通話／英文（大會將安排即時傳譯）
費用： 港幣700元

香港—台北經貿合作新形勢

日期： 1998年11月3日
時間： 上午九時至下午一時
地點： 香港會議展覽中心4樓
語言： 普通話
費用： 港幣350元

大會晚宴

兩場研討會的講員將被邀出席。另外，來自台北的四十多位知名商界代表亦會參加宴會。

日期： 1998年11月2日
時間： 晚上七時
地點： 皇朝會
費用： 港幣550元

China Business Update

Date: 2 November 1998
Time: 9:00a.m. - 5:15 p.m.
Venue: Grand Hyatt Hotel
Language: Putonghua / English (With Simultaneous interpretation)
Fee: HK\$ 700

Hong Kong - Taipei Business Update

Date: 3 November 1998
Time: 9:00 a.m. to 1:00 p.m.
Venue: 4/F., HK Convention and Exhibition Center
Language: Putonghua
Fee: HK\$ 350

Networking dinner

Speakers of both conferences will be invited. A group of 40 prestigious businessmen from Taipei will attend.

Date: 2 November 1998
Time: 7:00 p.m.
Venue: Dynasty Club
Fee: HK\$ 550

主講嘉賓 SPEAKERS

王 暉 外經貿部台港澳司司長
邵 寧 經貿委企業司司長

諸力立 第一東方投資有限公司主席
Denis Simon Director, China Strategy Group
高西慶 中銀國際控股有限公司執行總裁
美 臣 太古飲料董事總經理
王美岳 航天科技國際集團有限公司主席
段永基 四通電子集團有限公司總經理
劉 助 香港工業科技有限公司行政總裁
孫道存 太平洋電線電纜有限公司總經理

Wang Hui, Head, Dept. of Taiwan, HK and Macau, MOFTEC
Shao Ning, Head, Department of Enterprises, State Economic and Trade Commission
Victor Chu, Chairman, First Eastern Investment Group
Denis Simon, Director, China Strategy Group, Andersen Consulting
Gao Xiqing, CEO, BOC International Holdings Ltd
Steve W Mason, Managing Director, Swire Beverages
Wang Meiyue, Chairman, China Aerospace Int'l Holdings Ltd.
Duan Yongji, President, Stone Electronics Ltd.
James Liu, Executive Director, HK Industrial Technology Center
Jack Sun, President, Pacific Electric Wire & Cable Co Ltd.

專題題目 KEY ISSUES

China's Road of Reform; Equitization of SOE; Challenges & Opportunities amid the Asian Economic Crisis, and others.....
中國邁向外革之路；中國國企改革對外商帶來的機會；亞洲金融風暴下兩岸三地酶手化危為機，及其他.....

兩場不容錯過的、中、港、台大型研討會。名額有限，報名從速。

Two Conferences you cannot afford to miss. Register ASAP as seats are limited.

查詢及報名：請電2823 1239或傳真2527 9843。

For further information and registration, please call 2823 1239 or Fax: 2527 9843.

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Wage Restraint Necessary

Wage determination in the SAR is up to individual Chamber member companies, their profitability, performance and prospects. But to guide members in this process the Chamber recently issued the following statement:

For eight years now the Chamber has provided its members with an annual pay review guideline to better enable them to determine, based on their own company conditions, annual wage and salary increases and to control overall payroll costs. During this time, we have successfully reduced real wage expectations within the community at a time of fairly rapid economic growth, an asset price "bubble" and high, but admittedly moderating, consumer price inflation.

This year, however, we face entirely different circumstances. The Hong Kong SAR is in the midst of extremely difficult economic times. In the opening six months of this year the economy actually contracted by an average of four (4) per cent. Little improvement, if any, is expected in the second half of the year and the economic weakness is expected to extend

well into 1999. Asset prices have slumped, corporate revenues and profits are under pressure and consumer price inflation continues to fall rapidly.

Unemployment is, however, on the rise and many employees in the private sector are concerned about future employment prospects rather than merely the immediate outlook for their salaries and wages.

Hong Kong is trying to improve its competitiveness even while maintaining its currency link to the US dollar. This is done through reduction of asset values and prices, but wage adjustments cannot fail to be an integral part of this effort. In such circumstances, we believe that further wage restraint is necessary in the year ahead if business costs are to be controlled, business closures avoided and further job losses minimised across the whole community.

Therefore, we are recommending to members that they should aim for no overall increase in wages and salaries, at all levels in the company, in the forthcoming 1999 calendar year. Other benefits should be critically reviewed. In certain circumstances, it may be necessary to adjust downward wages, salaries, and benefits in consultation with those affected.

This does not mean, however, that individual employees cannot be rewarded. More than ever, we believe the "three P's" should come into play in awarding individual pay increases and awards – Performance, Productivity and Profitability.

We also recognise that some Chamber members may have to be more flexible in determining their wage and salary adjustments. Some may need to consider wage and salary cuts and to discuss this prospect with their employees. Others may need to award modest increases to retain key staff where skills are in short supply.

At this difficult economic time for the SAR, it is important that costs be kept under control if Hong Kong is to improve its competitiveness, protect existing jobs and emerge more rapidly from the present economic downturn. Although this is understood by almost everyone in Hong Kong, close communication with your employees is essential.

We at the Chamber will be working to achieve these objectives on behalf of our member companies. We hope that that our recommendation can assist our members in making the difficult remuneration decisions for 1999. ■

限制工資增長 勢所必然

釐訂工資或增或減，是個別會員公司因應盈利情況、業績表現及營運前景的決定。本會曾向會員發出以下通函，以提供有關指引。通函如下：

過去八年，總商會均向會員發出年度薪酬檢討指引，以助他們按各別公司的情况，釐訂每年的工資及薪金加幅和控制薪酬的成本。期間，在經濟急速增長、地產價格高漲，以及通脹高企（但誠然正漸趨緩和）的時候，我們已成功降低社會對實質工資增長的期望。

然而，本年的情况卻截然不同。目前，特區的經濟正面對極度嚴峻的時刻。首半年，本地的經濟實際上已收縮4%，預料須待本年下旬，情况或許才微有改善，而經濟疲弱的現象，相信會持續至1999年。年內，本港樓價下滑、公司收益及盈利受壓，通脹亦繼續急速下跌。

可是，本地的失業率不斷上升，不少私營界別的僱員所關注的，是未來的就業前景，而非單是薪金及工資的即時趨勢。

香港維持聯繫匯率之餘，亦嘗試提高本身的競爭力。要達致這一點，除降低樓價及物價外，工資調整才是不可或缺的一環。在這情況下，若要控制營商成本、避免生意倒閉、遏止整個社會的職位進一步流失，本會相信來年有必要進一步壓抑工資。

正因為這樣，我們建議在未來1999年裡，會員應盡力使公司各階層的整體工資及薪金不予增長，而其他福利也應審慎檢討；在某些情況下，或許經諮詢受影響僱員的意見後，有需要調低工資、薪金及福利。

然而，這並不表示公司不必獎勵個別員工。我們堅信，以增薪及獎賞獎勵個別

僱員時，應考慮三大元素：工作表現、生產力及盈利能力。

此外，我們亦了解部分會員在釐訂工資及薪金調整幅度時，可能須較具彈性。有些公司或許須考慮減薪，並與僱員商討有關安排；有些則須以溫和的增薪幅度獎勵僱員，以挽留那些市場短缺的重要員工。

特區經濟正陷低迷，若要提高競爭力、保存現有的職位，並儘快從現時的經濟衰退中復甦，最重要的是控制成本。這個道理，雖然幾近每位港人都明白，但僱主仍有必要跟僱員緊密溝通。

總商會全體員工將致力代表會員機構達致這些目標。謹此希望我們的建議能協助會員作出困難的99年度薪酬檢討決定。■

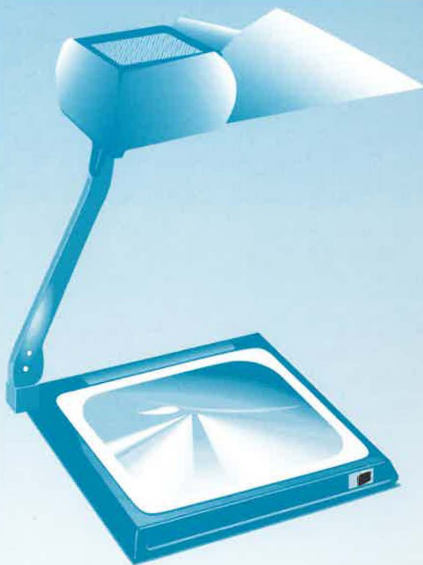
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它恰如其時 地抵達市場



以最具競爭力的成本生產最優質的產品已不足以取勝。要於現今的市場上獨佔鰲頭，速度及效率都是非常重要的。可否以最快捷及最具成本效益的方法將產品推出市場，是閣下產品成功與否的關鍵因素。

今天，製造商可能要費煞思量，才可將一件產品送到消費者的面前，就以這個數字鐘為例，它的設計是源自香港，配件及原料是來自亞洲五個不同的供應商，而生產地則是在深圳。但這只是一個開始而已，接下來的工序還包括倉存管理、訂單處理、開立運輸文件、以至最終的包裝及分發至全球的買家。

若這個數字鐘是閣下的產品，閣下需要一些可將所有工序組織起來的工具。那些工具可以有效地管理供應鏈資訊流程，從而使貿易夥伴節省數天、以至數星期的時間，提早完成訂單及將產品遞送到市場。

誰可給您這方面的保證？過去二十七年來，Asian Sources利用旗下的貿易刊物及最近屢獲殊榮的CD-ROMs、網站及軟件，將買家及亞洲製品供應商聯繫起來。而現在，Asian Sources推出最完美的電子貿易解決方案，為採購商及製造商創造更佳的供應鏈管理。

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