

THE Bulletin

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A HONG KONG GENERAL CHAMBER OF COMMERCE MAGAZINE

香港總商會月刊

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Hong Kong's new airport at Chek Lap Kok is ready for take-off. Full reports on how to get to, use and get from the airport. P.8

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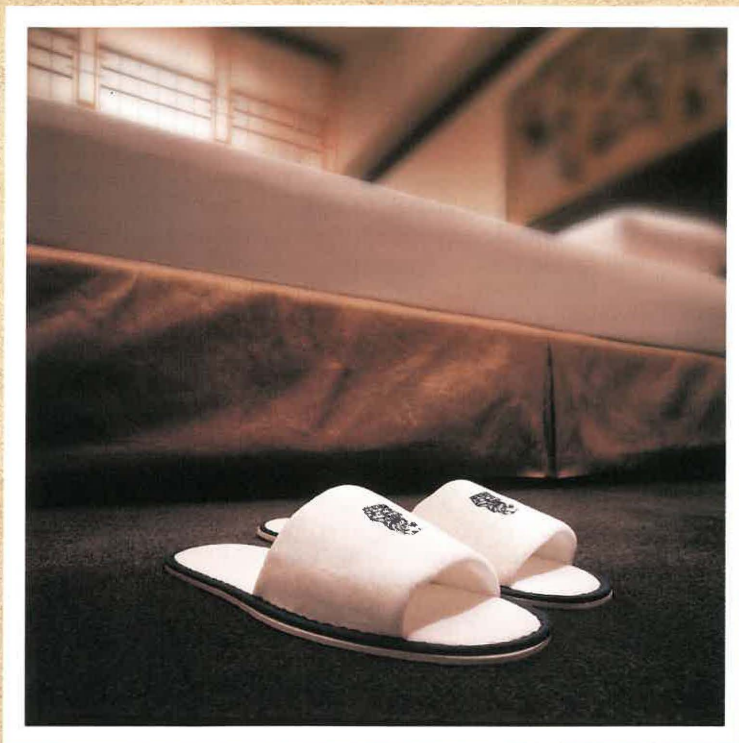
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*Airport Pictures: All airport pictures courtesy of the Airport Authority.
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Emerging in better shape!

Fellow Chamber members. As this is my first editorial since being elected Chairman of the Chamber on April 28 it takes a somewhat more personal approach than will be the case in the future. Its message is an important one nonetheless. Let me say at the outset, however, what a privilege it is to be elected Chairman of the Chamber in the first year of the return of Hong Kong to Chinese sovereignty. My thanks go to your representatives on the General Committee for their confidence in me.



Peter Sutch, Chamber Chairman

On behalf of the Chamber, I would also like to thank The Hon James Tien for the work he did as Chairman during the past two years, the important years of transition to Chinese sovereignty. Of course, he will continue to be kept busy now as the Chamber's representative on the first SAR Legislative Council. I also look forward to working closely in the future with our new Deputy Chairman, Mr C C Tung, and two Vice-chairmen, Dr Lily Chiang and Mr Anthony Nightingale.

Given recent events in the region and in the Hong Kong SAR itself, there seems little doubt that we will have plenty of work to do in the immediate future. It is now apparent that the East Asian financial crisis, which began so dramatically with the collapse of currencies around the region in the middle of last year, has had a more significant impact on Hong Kong than was previously thought. The economic and social fallout from the crisis is also still being felt throughout the region, especially in Indonesia, and this may have further repercussions for the Hong Kong SAR.

At the same time, Hong Kong has been hit by its own home-grown problems – the slump in the tourism industry, the various food and other scares and rise in unemployment being among them. The SAR also continues to feel the effects of the rise in local interest rates (a direct result of the region's financial crisis) and the consequent decline in the property and share markets. There is no easy way out of any of these problems and their effect on the local community. As our Chief Executive, Mr Tung Chee-hwa, has indicated, the SAR may be among the first of the economies in the region to recover, but it is likely to be a long, slow process.

Chamber members can rest assured that the Chamber itself will be working hard, at both a Committee and Directorate level, to address the problems facing the community. I have personally marked three issues for immediate attention – the unemployment situation in Hong Kong, the decline in tourism and the environment. On the first of these, the Chamber has already prepared its submission to the Financial Secretary on the issue and looks forward to working closely with his Employment Task Force in the coming weeks. We will also be undertaking initiatives on the other two issues in the coming weeks and months.

Times may be tough at the moment, but by working together as Chamber members, we can achieve much. I look forward to working with you all throughout the next 12 months with special emphasis on our SME members. Together I believe we will emerge from the present uncertainties in far better shape than we started. ■

Peter Sutch
Chairman

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施德論

攜手同心 共渡時艱

各位會員，這是我自四月廿八日當選總商會主席以來發表的首份社論，且容我在此花上部分篇幅，說幾句心底的由衷之言。能在香港回歸祖國第一年出任總商會主席一職，的確是莫大榮耀！另外，亦要感謝各位理事對我的信任！

前主席**田北俊**先生在任兩年期間，正是香港回歸祖國的最關鍵時刻。對於田先生的卓越表現，我謹代表總商會向他致意。作為我們在特區首屆立法會的代表，相信他仍會非常忙碌。展望未來，我期望與常務副主席**董建成**先生、副主席**蔣麗莉**博士及**黎定基**先生緊密合作。

觀乎亞洲區及香港近日的形勢發展，我們須從速處理的工作著實不少。從去年中區內貨幣暴跌開始，亞洲金融風暴對香港的影響的確較預期為大。這場危機所引發的經濟和社會問題正陸續在區內浮現，其中尤以印尼的情況最為明顯；香港方面，金融風暴的進一步影響可能會在未來顯現。

除去外圍因素，香港亦受本身的難題困擾 - 旅遊業陷入低潮、食物衛生多次出現問題、失業率上升等，均屬其中例子。此外，股市及樓市亦因利率高企（亞洲金融風暴的直接後遺症）而大幅下調。要走出低谷，決非易事。行政長官**董建華**先生曾說，香港將是區內第一個復蘇的經濟體系，但從現狀看來，這會是一個漫長的過程。

無論是透過屬下的委員會或總商會本身，都會致力解決社會現時面對的問題。我認為急需予以正視的事項有三：失業問題、旅遊業不景及環境惡化。關於第一點，總商會已向財政司司長呈交意見書，並會在未來數週跟他領導的就業專責小組緊密合作；至於其他兩點，我們也會逐步提出建議和開展工作。

此時此刻，日子確然艱巨；但只要我們攜手同心，必可取得一番成績。未來一年，我期待與各位，特別是中小企業會員，並肩共渡時艱。如能萬眾一心，相信我們必可從一片迷霧中步向豁然開朗之境。 ■



香港總商會主席薩秉達



薩秉達
香港總商會主席

A New Era in the Air as Chek Lap Kok Opens to Traffic

Hong Kong's new airport at Chek Lap Kok will take the Special Administrative Region (SAR) into a new era of transportation and business, according to the Airport Authority's Chief Executive Officer, Dr Henry "Hank" Townsend.

"No-one in the SAR will be untouched by its opening," he told luncheon guests at the close of the Chamber seminar "Using Hong Kong's New Airport", held at the Hong Kong Convention and Exhibition Centre on May 8.

The special half-day seminar was designed to introduce potential users to the airport and its road and rail access. It was attended by more than 100 Chamber members and guests, most of whom also took the optional afternoon tour of the airport.

Dr Townsend said the airport, which is scheduled to officially open on July 6, will play an important role in the future growth of the SAR economy and mark the beginning of a new era in transport efficiency.

"Its expanded capacity brings new opportunities for Hong Kong's trade sector, its tourism sector and for the thousands of companies and individuals involved in industries which together make up Hong Kong's downstream service economy," he said.

"The airport, with its increased air traffic capacity – 35 million passengers and three million tonnes of air cargo annually at opening – an accompanying business opportunities is critical to Hong Kong's economic well-being."

Dr Townsend said that despite the recent economic downturn in the region Hong Kong had to prepare for future growth and that the International Air Transport Association (IATA) was predicting growth in regional air passenger traffic of 4.4 per cent, as well as 6.5 per cent average growth in air cargo.

"These figures are lower than the forecasts made by IATA a year ago, but still show that we are operating in a growth industry," he said. "Airlines in the region expect to take delivery of more than 3,000 aircraft over the next two decades, doubling their fleets, trebling their seating capacity and boosting their cargo carrying capacity."

By the year 2010, the Asia-Pacific region could be responsible for half the world's air passenger traffic," he said.

Dr Townsend said the new Chek Lap Kok airport would be much more than an



A massive project – the new airport at Chek Lap Kok. 龐大宏偉的赤鱘角新機場。

航空交通新紀元

機管局行政總裁董誠亨博士指出，特區的對外交通和商業發展將隨著赤鱘角機場開幕而邁向新紀元。

五月八日，總商會假香港會議展覽中心舉行一個以新機場為題的研討會；董是當日中午餐會的主講嘉賓，他總結說：「新機場開幕，跟香港全體市民也息息相關！」

研討會旨在介紹新機場的設施、配套道路及鐵路系統，出席的會員和嘉賓超過一百位，其中大部分均選擇在同日下午到新機場參觀。

新機場將於七月六日正式啟用。董誠亨指出，它不但標誌著香港的航空交通踏入新紀元，對本地經濟發展也十分重要。

他說：「新機場開幕初期，每年的客運及貨運吞吐能力已達三千五百萬人次及三百萬公噸，這可為香港商界帶來大量發展機會，從貿易、旅遊，以至無數從事服務行業的公司和僱員都會受惠。」

亞洲經濟雖受金融風暴影響，但董認為香港必須為未來作好準備。國際航空運輸協會預測，亞太區的航班客運量將增長百分之四點四，貨運量更會平均增長百分之六點五。

「上述數字雖低於該會一年前的預測，但足以顯示航空業仍在增長。未來二十年，

區內航空公司預計會增購三千多架飛機，使商用機數目及載客量分別增長一倍及兩倍，載貨量自然亦會大大增強。

「到了二零一零年，亞太區將佔全球航空客運業務的一半。」

董誠亨指赤鱘角有別於傳統機場：「新機場會逐步發展為一個自給自足的商業中心，全面提供營商所需的設施。」

機管局的商業哲學是推廣優質服務，鼓勵服務供應商彼此競爭。

「舉例說，新機場將由香港空運貨站有限公司及亞洲空運中心有限公司負責貨運，每天通過的貨物總值超過十億港元。」

「香港飛機工程有限公司、中國飛機服務有限公司及泛亞太平洋航空服務有限公司將提供飛機維修服務。現時，香港飛機工程有限公司正在新機場興建一個可同時容納三架波音 747 客機的機庫。」

「機上膳食方面，國泰航空飲食服務、德國航空飲食服務、佳美航空食品三家公司均在機場島上設有先進廚房，每天預備的航空餐將超過十萬份。良性競爭的哲學同樣適用於停機坪服務 - 香港新機場地勤服務有限公司、怡中機場地勤服務有限公司及奧格登航空服務有限公司將全日廿四小時運作。」

airport in the traditional sense. "As it evolves over the coming years, it will take the form of a self-sufficient centre of commerce, providing all the tools of business in a single location," he said.

Dr Townsend said the Airport Authority's commercial philosophy promoted quality services and encouraged competition among service providers.

"For example, two companies, HACTL and AAT will be responsible for cargo handling. At the new airport, shipping through the airport each day over HK\$1 billion of cargo," he said.

"Hong Kong Aircraft Engineering Company (HAECO), China Aircraft Services Ltd (CASL) and Pan Asia Pacific Aviation Services (PAPAS) will provide aircraft maintenance services at the airport where for base maintenance a hangar capable of housing up to three Boeing 747 aircraft under one roof is being built by HAECO.

"Three aircraft caterers, Cathay Pacific Catering Services (CPCS), LSG Luthansa Service Hong Kong and Gate Gourmet Hong Kong will prepare over 100,000 meals a day in their state-of-the-art kitchens on the airport island. And our philosophy of competition also extends to apron services where three ramp handling companies – Hong Kong Airport Services (HAS) Jardine Air Terminal Services and Oden Aviation will operate around-the-clock.

He said the new shopping centre, the Hong Kong Sky Mall would also operate in the passenger terminal.

But Dr Townsend added that the commercial character of the airport would eventually be defined by its real estate developments.

"We have over 85 hectares of prime real estate – equal in size and potential to the central business district and Wanchai combined," he said.

"This land has been divided into three separate commercial sectors which we will develop incrementally over the years to complement the existing airport business and, where appropriate, to introduce new forms of business in the light of the changing market situation," he said.

Already Cathay Pacific Airways, Hong Kong Dragon Airlines and China National Aviation Corporation are establishing their commercial headquarters on the airport island. Other real estate development in the form of Sun Hung Kei's multi-level freight forwarding centre, office parks, trade, exhibition and business facilities, and light industrial developments are either underway, or planned.

The Regal Airport Hotel will open before the end of this year with over 1,000 rooms, but in the longer term as many as 4,000 hotel rooms in possibly three separate hotels are expected to be developed to meet

the demands of both the tourist market and the on-airport business that will grow as other facilities are built.

Later this year, a business aviation centre will open to meet the demands of the growing market in executive travel which is reflected in the increase in orders that manufacturers are receiving for new long haul executive aircraft.

"The airport "city", as it emerges, could become a one-stop city for many of our visitors," Dr Townsend said. "Business meetings, conferences and exhibitions will be held on the island with Hong Kong participants visiting the airport on a daily basis and visitors staying on the airport island and using its facilities for their meetings and deal making, symposiums and marketing ventures.

"But, just as this airport community develops, we as the strategic manager of its developments, remain committed to maintaining service quality. Customer service is fundamental to our objective of ensuring that the airport is both efficient and user-friendly.

"Already our research teams have identified the performance levels customers expect and we are developing performance plans and targets to be adopted by our business partners," he said.

"We are continually refining our long term planning to ensure that the airport precisely meets the needs of both Hong Kong and the broader catchment of the Pearl River Delta.

"We have already brought forward the development of our second runway – to be completed before the end of this year – and an extension to the passenger terminal's north west concourse which will be in operation next year. Our operational developments in the future will include a second terminal and a satellite concourse located mid-field of the airfield.

"With Hong Kong's own population of 6.5 million people, and many millions more in the neighbouring Pearl River Delta, the catchment for which this new airport is destined to serve is clear," he said. ■



Howard Young introduces Dr Townsend.
楊孝華先生介紹董博士出場。

董說，香港機場購物中心將設於客運大樓內；然而，新機場的商業特色最終將取決於配套的物業發展計劃。

「新機場可提供逾八十五公頃優質用地，論規模和潛質，足可媲美中環及灣仔。機場島上的商業用地分為三個商業區，發展計劃將分期進行，以配合現有的機場設施；如市場需要轉變，亦可引入新的業務。」

國泰、港龍及中國航空正在機場島上興建新總部大樓；其他正在施工或處於計劃階段的，則包括由新鴻基興建的多層貨運代理中心、辦公大樓、停車場、貿易展覽及商業設施，以至輕工業發展項目。

機場富豪酒店將於本年底揭幕，提供逾一千個客房；長遠來說，為了應付遊客和島上商業區的需要，三家酒店將相繼發展，合共提供四千個客房。

本年稍後，一家商用航空中心將正式啟用，以配合不斷增長的商務客位市場。製造商接到的新款長型客機訂單不斷增加，便是很好的證明。

「機場城」的設施一應俱全，訪港外國旅客甚至可以「足不出戶」。董誠亨說：「旅客可停留在機場島上，與每天往返的本地代表舉行商務會議、研討會或展覽會。」

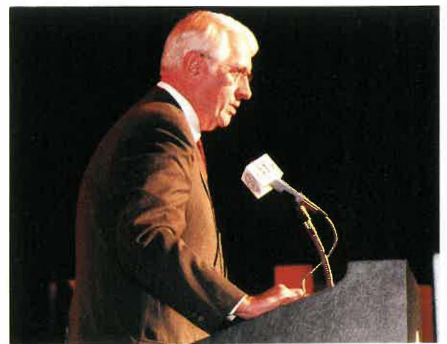
「作為機場城的總管理人，我們對優質服務的堅持是不會改變的。要確保新機場有效運作和方便乘客，其中一項條件就是提供高質素的顧客服務。」

「機管局研究部早已著手調查乘客對新機場服務水平的期望，並按此編訂服務計劃和目標，供業務夥伴遵守。」

「我們不斷修訂長遠發展計劃，確保機場配合香港及珠江三角洲的需要。」

「機管局已開始興建第二條跑道（將於本年底啟用），客運大樓西北客運廊擴展部分亦會於明年開幕；至於日後的發展計劃，則會包括第二座客運大樓和新客運廊。」

「香港擁有六百五十萬居民，加上鄰近珠江三角洲的龐大人口，新機場的服務對象是十分清楚的。」 ■



Dr Henry Townsend – "a new era for the SAR".
董誠亨博士：「新機場帶領特區邁向新紀元。」

Dynamic Gateway to HK

Hong Kong's new airport and its supporting infrastructure are new community assets which will give the SAR an edge in those sectors so important to its economic well-being – international aviation and tourism.

According to the Airport Authority's Corporate Development Director, Mr Clinton Leeks, the facilities and services at the new airport will ensure an efficient and cost effective international passenger terminal that will "stand as a dynamic gateway to Hong Kong".

Speaking at the Chamber's "Using Our New Airport" seminar he said that in addition to providing quality facilities and services, the Airport Authority had taken on the task of building an airport "that reflects the efficiency and dynamism of Hong Kong itself".

He said the new airport terminal is an expansive and spectacular building presenting an environment for users that is quite different from the existing airport at Kai Tak, both in terms of its location and sheer size.

Mr Leeks said airline passengers and others travelling to and from the airport could choose between the MTR Airport Express – which will take 23 minutes to get from central to Chek Lap Kok – and road transportation using a new road network from urban Hong Kong.



Inside the terminal building. 機場大樓內觀。

"Road and rail transport share the same transport corridor on the airport island through to the Transportation Centre, the passenger terminal's kerbside drop-off area and four designated parking areas," he said.

From the Airport Station located in the transportation centre, passengers cross bridges into the Departures Hall.

Passengers arriving by airport bus and taxi will be dropped off at designated kerbside areas outside the passenger terminal from where they enter the departures hall.

Flight information screens and clear signage will direct passengers to their appropriate check-in desks. None of the 288 desks will be allocated exclusively to any airline although we will attempt to

打開動感之門

對香港人來說，新機場及配套的基礎設施是社會的寶貴資產，在本地經濟中舉足輕重的航空業和旅遊業將大大受惠。

機管局機構拓展科總監**列擎志**先生表示，亦鱗角的設施和服務可確保新機場符合營運和成本效益，發揮「香港動感之門」的作用。

他在總商會主辦的「新機場研討會」上指出，除了提供優質設施和服務外，機管局更肩負興建一個「能反映香港人效率與活力」的機場的重責。

新機場佔地廣闊，佈局宏偉，無論在規模及選址方面，均與啟德機場大不相同。

來往新機場的人士可選擇機場鐵路或其他交通工具，前者只需廿三分鐘便可從中環直達亦鱗角。

他說：「在機場島上，機鐵與其他陸路交通工具將共用同一段走廊進入運輸中心，

以及毗鄰客運大樓的上落區和四個指定停車處。」

從運輸中心內的機鐵站下車後，乘客走過天橋便到達離境大堂；選坐機場巴士和的士的乘客會在客運大樓外的指定地區下車，進入離境大堂。

機場內裝有航班資料顯示屏幕和清晰路標，指引乘客前往正確櫃檯辦理登機手續。機場共設二百八十八個旅客登記櫃檯，雖然不會分配給固定的航空公司使用，但機管局會儘可能安排航空公司每天在差不多的範圍辦公。

國泰航空將於客運大樓南端設立頭等乘客登記處，而各家航空公司的一百二十多個櫃位，則會散佈在離境大堂各處。

旅客辦理登機手續後，寄存行李便會通過三重先進的安全檢查，估計大部分均可在十二分鐘內開始被存放到客機的行李艙。如乘客已在機鐵香港站及九龍站預辦

登記手續，他們便可直接接受出入境及保安檢查。

通過所有檢查後，旅客可選擇購物進餐（香港機場購物中心一百四十三家商店及餐廳中，七成位於禁區內），或到指定航空公司及接近登機閘的公眾候機室稍事休息。

機場內設有供公眾使用的商務設施，旅客可即時或預先購票。

乘客可使用自動人行道前往登機閘；機場內亦設有旅客捷運系統，由穿梭列車貫通客運大樓東、西大堂，每部列車分為兩卡，可乘載一百五十人，車程只需七十秒。

客運廊提供的停機位共有三十七個，旅客可以從固定的登機橋登機；另外，位於停機坪的客機停機位及貨機機位則分別有廿七個及十三個。

對抵港旅客來說，新機場同樣能為他們提供快捷友善的服務。

ensure that airlines operate from similar locations each day.

Cathay Pacific Airways will have a special first class check-in area at the southern end of the passenger terminal and over 120 individual airline counters are located in various points of the departures level.

Bags undergo the first of three stages of state-of-the-art security screening as soon as they leave check-in. It is expected most of these bags will be ready to be loaded onto their waiting aircraft in as little as 12 minutes. Meanwhile, passengers who have already checked-in at either Hong Kong or Kowloon Stations on the Airport Express will pass directly through to Immigration and personal security checks.

Once airside, passengers have a range of choices. They can enter Hong Kong Sky Mall which has 70 per cent of its 143 retail and food and beverage outlets strategically located airside. They can move through to designated airline lounges or onto public lounge areas located close to aircraft gates.

For people requiring business facilities, there is a common-use lounge for which tickets can be bought at the door or pre-booked at downtown outlets.

Travelators will take passengers to nearby aircraft gates. An automated people mover system will take passengers to the more distant gates along the central spine. Stations for this system are located in the east and west halls of the concourse and are accessed by escalators and lifts

下機後，抵港旅客可使用自動人行道或捷運系統前往出入境檢查櫃檯；行李認領處亦有清晰標示，指出正確的轉盤號碼。行李會在最接近認領處的開口卸下，從卸到運送至認領轉盤，只是十分鐘左右；如停機地點較遠，機上行李也可於卸下後二十分鐘被運送到認領轉盤。

認領行李後，旅客會經過海關檢查櫃檯，然後到達分為兩區的接機大堂。

多個機構在抵港大堂內設有諮詢櫃檯，協助旅客解決疑難。香港酒店業協會將於海關檢查處附近設立兩個諮詢櫃檯，提供本地酒店資料及訂房服務，亦有部分酒店在接機大堂內設有自己的訂房櫃位。

另外，香港旅遊協會將於轉機大堂及接機大堂設立多個諮詢櫃位，供應資料小冊子、香港地圖等刊物；其他設有櫃檯的還包括中國旅行社、澳門旅遊協會及多家旅行社。

地鐵公司會設立兩個乘客諮詢櫃位，並負責安裝及操作機場快線售票機；此外，巴士公司、機場租車公司及電話租車公司亦會有本身的服務櫃位。

from the main areas of the building. Each of the two-car trains carries 150 people on a 70 second journey between the stations.

The airport opens with 37 fixed link air bridges and 27 remote stands for passenger aircraft. There are another 13 stands for cargo aircraft.

For arriving passengers, the passenger terminal is equally efficient.

After disembarking from their aircraft, passengers will use the automated people mover system or travelators to reach Immigration and then move through to the baggage reclaim hall where clear signage will point them in the direction of one of 12 baggage carousels.

The first bags from aircraft which unload at gates closest to the baggage handling facilities, will reach these reclaim carousels within 10 minutes of leaving the aircraft. For aircraft located at more distant gates or remote parking stands, bags will begin to come through for collection within 20 minutes of the aircraft being unloaded.

From baggage reclaim, passengers will pass through customs and on into the meeters and greeters area which has been divided into two zones.

Many other information counters are located throughout the arrivals area of the passenger terminal to assist incoming passengers. The Hong Kong Hotels Association will operate two counters just beyond the customs posts at arrivals level for inbound visitors to check on the location of hotels and to make room

reservations. Several individual hotels will operate their own reservation counters in the meeters and greeters hall.

Similarly, the Hong Kong Tourist Association will operate information counters in the arrivals transit area and throughout the meeters and greeters area with a range of information for visitors including brochures and maps of Hong Kong. Both the China Travel Service and the Macau Tourism Association have offices here, along with a group of travels agents.

The Mass Transit Railway Corporation will operate two information counters together with ticketing machines for the Airport Express and bus companies, limousine hire and phone hire companies will also be represented.



Clinton Leeks – "a dynamic gateway".
列肇志：「打開動感之門。」

All in all a Thumbs up for Chek Lap Kok

Ms Emma Ho, human resource manager at the HKGCC, gives her opinion of the new airport:

"The first impression is that it's very big and modern like a hyper-airport – something you would expect in Washington DC. State-of-the-art is the phrase that comes to mind, but there are still areas for further improvements. The staff are helpful. Everyone had high expectations on the airport which was very impressive."



HKGCC staff enjoy the new airport.
總商會職員參觀新機場時合照。

參觀後記

總商會人力資源經理何慧敏參觀新機場後有以下感想：

「新機場給我的第一個印象是規模非常龐大和現代化，直教人想起華盛頓首都機場。雖然仍有需要改進的地方，但機場已給我十分先進的感覺，職員也相當友善。大家對新機場都有很高期望，事實上它亦沒有令我們失望。」

Getting there, being there (and handling air cargo)

Chek Lap Kok will not only provide the Hong Kong SAR with a world class international passenger airport, but a world class ground transport access system and world class air cargo handling facilities.

Three key players in the SAR's new airport – Cathay Pacific Airways, the Mass Transit Railway Authority (MTR) and Hong Kong Air Cargo Terminals Ltd (HACTL) – delivered these messages to the Chamber's recent "Using the New Airport" seminar.

Mr Tony Tyler, Cathay Pacific's Director of Corporate Development, stressed importance of the role of the new airport as an "aviation hub" and to the future of Hong Kong's own flag carrier as well.

"We are the largest private investor in the airport," he said. "We have more at stake in the success of this airport than anybody else and we are determined to make it a success."

Mr Robert Noble, the MTR's Marketing and Planning Director, said the group's new Airport Express service would provide a world class means of getting to and from the airport.

"The Airport Express is not the only means of getting to the new airport but I hope what I can show you today is that it should be the preferred method," he said. "Getting to and from the airport will not be the weak link in the whole airport product."

And Mr Anthony Charter, Chief Executive of HACTL, said the company's new Super Terminal One would maintain Hong Kong's position as the leading international airport in the world of air cargo handling.

"Super Terminal One will be able to handle 2.4 million tonnes in the main terminal and 200,000 tonnes in the express centre," he said. "This is 60 per cent more tonnage than we currently handle at Kai Tak (the old airport site)."

Mr Tyler said the key aspects of the airport as far as Cathay Pacific is concerned is how it will improve service and develop the company's network, how the company has invested in the airport and how it would do things differently for passengers in the new terminal.

He said the airport was vitally important to Cathay Pacific because of its relative size, being responsible for 30 per cent of the total traffic through the new airport facilities.



An aerial view of the terminal building.

俯瞰新機場大樓。

一流貨運處理設施

赤鱘角不但為香港提供世界一流的國際機場，其配套地面運輸系統及空運貨物處理設施也是首屈一指的。

在總商會主辦的「香港新機場」研討會上，國泰航空、地鐵公司及香港空運貨站有限公司的代表向與會者傳達了這個訊息。

國泰航空公司企業發展董事湯彥麟先生強調，新機場不但是「航空交通樞紐」，更關係到以香港為家的國泰的未來發展。

他說：「我們是機場計劃內最大的私營環節投資者，比任何人更關心新機場的成敗。我們當然會竭盡所能，令計劃取得豐碩成果。」

地鐵公司市務及策劃總監盧保先生指出，由該公司發展的「機場快線」將提供世界一流運輸設施往返新機場。「機場快線並不是來往赤鱘角的唯一選擇，但我希望向各位證明這是最理想的交通工具。在整個新機場發展計劃中，交通安排絕對不會成為弱項。」

香港空運貨站有限公司常務董事翟建安先生認為，在處理空運貨物方面，由該公司

發展的超級一號貨站將有助香港保持其領先地位。

他說：「超級一號貨站可分別在主貨站及快速處理中心內處理二百四十萬噸及二十萬噸貨物，吞吐量較啟德機場高出六成。」

湯彥麟表示，國泰最關心的是新機場如何協助該公司改善服務質素、發展航線網絡，以及令乘客感受與別不同的服務水平。國泰的總載容量將佔新機場使用者百分之三十，赤鱘角對該公司的重要性不言而喻。

「我無意誇大新機場對國泰的重要性，但我們終於可以擁有一直夢寐以求的地勤設施。所有人都會因新機場開幕而受惠。」他補充說，經濟位乘客固然會在新機場內獲得更佳服務，但頭等和商務乘客更能體驗服務水平的重大提升。

不過，赤鱘角的最大貢獻，在於它能維持香港作為「區域航空中心」的地位。（根據《基本法》第一百二十八條，香港有需要「維持其國際及區域航空中心的地位」。）

"I cannot overstate the importance of this new airport for Cathay Pacific Airways in every way, but particularly on our service side," he said. "At last we will be able to produce a ground product at our home base to match what we have aspired to do in the air."

"Everyone will benefit from the airport," he said. But he added that while economy class passengers would be better off than at Kai Tak, it would be the premium class passengers that would see the most significant change in the services offered by the group.

He said the greatest benefit for everyone, however, would come from the development of Chek Lap Kok as a regional aviation hub with Article 128 of the Basic Law outlining the need for "maintaining the status of Hong Kong as a centre of international and regional aviation".

"The benefit of a hub is that the amount of through-traffic supports very high frequency," he said. "It also supports destinations that otherwise would not be served directly from Hong Kong."

He said that aviation hub traffic afforded the traveller greater choice of destinations and frequency of flights, helped drive down prices and provided other economic benefits.

"The additional slots that Chek Lap Kok makes available is going to make this much easier to do," he said. While Kai Tak currently provides 31 movements an hour and Chek Lap Kok will do the same on opening, this will quickly expand.

By August this year, there are expected to be 34 slots an hour available, by October there will be 37, by January next

year (with the second runway) there should be 40 and by the summer of next year there should be 50 or so slots an hour.

But Mr Tyler said one factor working against developing Chek Lap Kok as a hub was the charging policies of the Airport Authority, especially the charges on transfer passengers who did use many airport facilities.

He said Cathay Pacific's investment in the airport was extremely significant at \$7.8 billion, with the company's new Cathay City headquarters including a hotel solely for staff as well as a host of other facilities for the group.

The MTR's, Mr Noble said the rail transport group had a tremendous advantage in planning its Airport Express service because it not only involved a completely new airport (with planned access for rail traffic) but also two new stations at the Central and Kowloon ends.

"The Airport Express is going to be a world class way of getting to and from the new airport," he said. He said that in reality there would be two services, the Airport Express itself, with four stations, and the new Tung Cheung Line, with six.

"We intend to position the Airport Express as a valuable service for passengers, a first class, value for money service," he said. The Tung Cheung line on the other hand would be available for both passengers and employees at the new airport and the surrounding district.

He said the Central and Kowloon stations, with their own check-in services would actually be an extension of the airport check-in.

HACTL's Mr Charter explained that Kai Tak handled 1.7 million tonnes of cargo through its two terminals last year and was the leading international airport for cargo handling world-wide.

"In the total league – international and domestic traffic together – Kai Tak was number three in the world after Memphis and Los Angeles," he said.

He explained, too, that Memphis had a special advantage as it was the hub for the Federal Express (Fedex) cargo group.

He said the overall cargo capacity at Chek Lap Kok would also be enhanced by the second operator, Asia Air Freight Terminals, with the ability to handle another 400,000 tonnes a year.

Mr Charter said the new terminals would be at the southern end of the airport together with a forwarding centre supplying warehouse space for forwarding agents.

He explained the HACTL terminal's unique design facilities for ease of handling and consolidating cargo and how the terminal would operate from a user's perspective.

Opening the airport seminar, the Chamber's Director, Dr Eden Woon, described it as the largest infrastructure project undertaken by Hong Kong and "a symbol of what Hong Kong really is – at the cutting edge of service and competition".

He added that the Chamber had held the very first airport seminar back in 1990 and the latest was the continuation of a series aimed at ensuring business understood the scope and facilities of the new airport.

Moderator for the seminar was Mr Howard Young. ■

湯說：「作為區域航空中心的好處是貨運及人流量大，並增加香港與其他地區的直航聯繫。」在選擇目的地及航班上，旅客可因此享有更高的自由度；機票價格亦會加倍廉宜。

啟德機場每小時可容納三十一架飛機升降。赤鱗角開幕初期已可達至這個數字，並會在短期內迅速增加。正因如此，上述各項才可一一做到。

本年八月，新機場每小時已可容納三十四架飛機升降，到十月增至三十七架；當第二條跑道在明年一月啟用，架次將可增至四十；而到了明年夏季，每小時的升降架次應增至五十或以上。

但湯彥麟認為，機管局的收費政策是有礙赤鱗角成為區域樞紐的其中一個因素，該局對轉機旅客的收費尤其偏高。

國泰正在機場島上興建名為國泰城的新一總大樓，其中包括一幢員工酒店，供該公司駐海外的機艙人員使用，全部設施的總投

資額高達七十八億元。

地鐵的盧保先生指出，該公司在設計機場鐵路時享有不少優勢，原因是這不但牽涉機場站，也包括中環及九龍兩岸的車站。

「機場快線將提供往返新機場的一流服務。」機場鐵路實際上分為兩部分，即來往機場的「機場快線」（四個車站）及服務北大嶼山的東涌線（六個車站）。

盧說：「我們希望機場快線能為旅客提供一流水平、物有所值的服務。」東涌線的服務對象則包括新機場工作人員及附近居民。到機場的旅客亦可選擇乘搭這條路線。

機場快線中環及九龍站設有預辦登機手續的櫃位，實際上是把有關服務伸延至市區。

香港空運貨站常務董事翟達安表示，啟德機場去年處理的貨物達一百七十萬噸，是首屈一指的國際空運貨物中心，如

綜合計算國際及本地貨運量，排名更僅次於孟菲斯（聯邦快遞的貨運中心所在）及洛杉磯。

他說，赤鱗角的貨運處理能力可隨著另一家公司——亞洲空運中心有限公司投入服務而提升。該公司每年的吞吐量為四十萬公噸。

新的空運貨站位處機場南端，該處還有一所貨運代理中心，為貨運代理提供充足的倉存設施。

他接著解釋了該公司空運貨站的獨特設計，以及貨站怎樣從用家的角度運作。

為研討會揭幕時，本會總裁翁以登博士形容新機場是香港有史以來最大型的基建工程，並「確實反映了香港的實況——以優質服務掌握競爭優勢。」

他補充說，總商會早於一九九零年已開始主辦有關新機場的研討會，最新的一系列活動則旨在向商界介紹其設施及服務。

研討會的主持人是楊孝華先生。 ■

From Kai Tak to Chek Lap Kok in 24 hours

The \$HK155 billion airport construction is the single largest engineering programme ever undertaken and unlike Kai Tak, the new airport will be able to operate round-the-clock.

The building of the airport was one of the largest earth-moving and dredging operations ever completed in such a short time – 10 tonnes of soil a second to make a total of 347 million cubic metres.

Airplanes will take off from the new airport on Monday 6 July.

This was decided because Sunday night was needed for lighter traffic conditions so to facilitate smooth relocation and a slow start, since air traffic is less on Mondays.

During the night, staff and equipment essential to airport operation will be moved within a few hours of Kai Tak closing and the opening of Chek Lap Kok.

When fully developed the airport will have a capacity of 87 million passengers and nine million tonnes of cargo a year. Hong Kong already ranks first in international cargo throughput and third in terms of international passengers.

With this in mind, we are reporting on the new airport facilities, the MTR Corporation's Airport Express and bus routes to Chek Lap Kok. ■

關鍵廿四小時

耗資一千五百五十億港元的赤鱗角新機場是香港有史以來最大型的單一工程項目。新機場建成後可全日廿四小時運作，不受飛機升降時段限制。

新機場建造計劃涉及大量開山和填海工程，而且必須在短時間內完成。施工期間，承包商須搬挖砂泥三億四千七百萬立方米，即平均每秒十公噸，工程規模之大，可見一斑。

新機場將於七月六日（星期一）啟用，選擇這個日子的原因有二：第一，星期日晚的交通情況一般較好，不會為搬遷行動增添麻煩；第二，星期一的航空交通較為疏落，正好給新機場慢慢「熱身」的機會。

香港是全球貨運最繁忙的空港，以乘客流量計算也排名第三。新機場全面發展後，其客運及貨運吞吐量可達八千七百萬人次及九百萬公噸。

今期《工商月刊》將專題介紹新機場、機場鐵路及往來赤鱗角的巴士路線。 ■

Aesthetics Play Important Role in Airport Ambience

Works of art in the passenger terminal and other locations will be used to compliment the distinctive architecture of the new airport.

One sculpture commissioned by Australian, Michel Santry, will be hung in the massive atrium of the East Hall; the other by Dr Tao Ho will be in the West Hall.

A full-scale working replica of the Farman II Biplane, the first aircraft to fly in Hong Kong at Sha Tin in 1912, will also be displayed over the East Hall.

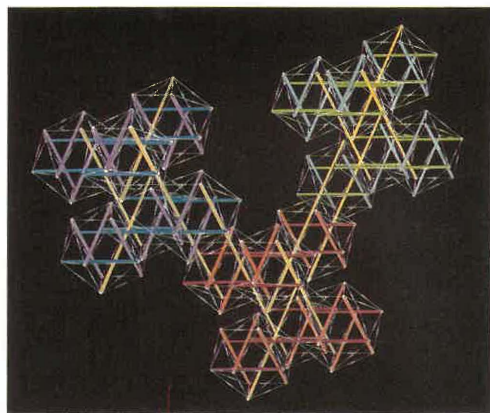
This policy of showcasing art will provide a venue for local artists to display their work in the future. ■

錦上添花

機管局將在客運大樓及多個地點擺設別具特色的藝術作品，以烘托新機場獨特的建築設計。

兩件分別由澳洲雕塑家米歇爾·桑特里和香港建築師何弼博士精心設計的作品，將懸掛在東、西兩個大堂。此外，東大堂亦會展出一架亨利費文第二代雙翼機的仿製品，展品大小與實物相若。該機是首架在香港（沙田）飛行的飛機，時為一九一二年。

機管局的藝術政策，是為本地藝術家提供展覽作品的場地。 ■



Dr Tao Ho's hanging sculpture for the West Hall consists of an array of 18 icosahedra made of rainbow coloured aluminium tubes joined by stainless steel tension wires. Measuring ten metres by eight metres by nine metres, the complex form symbolises the dynamic interaction of the 18 districts of Hong Kong and the ingenuity of its people.

何弼博士的雕塑將懸掛在客運大樓西大堂。這件作品由十八個二十面體組成，長十米，寬八米，高九米，材料是不銹鋼拉力線及彩虹七色鋁管。雕塑結構複雜，象徵了香港人的靈活性，以及全港十八區之間的緊密聯繫和合作。



One good thing leads to another - The Airport Express



We'll have you flying in no time

The Airport Express will connect seamlessly with the existing MTR network. You can board the Airport Express at Hong Kong Station via the Island Line, or at Tsing Yi Station via the Tung Chung Line. And, whenever you use this service, your MTR journey will be **free-of-charge**. So no matter where you are in Hong Kong, you'll never be far away from the rest of the world.

Airport Stays Open Even When Typhoon Signal 10 is Hoisted

What happens when a typhoon strikes Hong Kong unleashing gusts of wind with speeds up to 284 km/hr (Wanda, 1962) lashing at planes circling the airport.

The answer to this question is, not a lot.

"The airport will not close. However, incoming planes might be re-directed and outgoing planes may be delayed – it's up to the discretion of the pilots and airlines whether to fly during inclement weather conditions like these," said Mr S T Chan, scientific officer, Hong Kong Observatory.

Although the El Nino effect should weaken by July, its tail-end could bring extreme weather.

"At Kai Tak when there is a typhoon

warning above eight planes are usually diverted and, sometimes, when signal three is up and there is heavy rain they will be re-directed," he said.

A high-tech meteorological office is installed at Chek Lap Kok air traffic control tower.

"This will warn us of any incoming storms," he said.

Equipped with a sophisticated aerodrome meteorological observing system, forecasters can observe conditions on the runway and neighbouring areas.

A terminal Doppler weather radar detects windshear associated with thunderstorms and typhoons around Chek Lap Kok. And, a windshear and turbulence warning system analyses the data from the

Doppler for detecting airflow patterns over the terrain and then issuing warnings.

An aviation meteorological data processing system displays and disseminates weather information to airlines and other users.

Three anemometers on each of the Northern and Southern runway check windshear and instruments record visual range.

"Weather observers and aviation forecasters are undergoing intensive training for the state-of-the-art equipment.

"A total of 20 weather stations on Lantau and surrounding islands will monitor the weather at Chek Lap Kok – the airport has been positioned specifically not to experience severe weather," he said. ■

先進系統探測天氣變化

你是否還記得六二年襲港的颱風溫黛？當年，她以每小時高達二百八十四公里的陣風吹襲香港。假如溫黛今天重臨香江，對新機場又有什麼影響？

答案是：「影響不大！」

香港天文台科學主任陳世倬先生說：「即使懸掛十號風球，新機場亦不會關閉，只是來港班機可能要轉飛其他地方，離港班機會延遲起飛，這完全視乎機師和航空公司的決定。」

「在啟德機場，假如八號或以上的熱帶氣旋警告信號正在懸掛，航機有可能轉飛其他目的地；有時即使只懸掛三號風球，如遇上大雨和雷暴，航機亦須轉飛。」

香港天文台在赤鱗角新機場的航空交通指揮站設有氣象所，內裡配置最先進的氣象監測系統，可監察跑道及鄰近地區的天氣狀況。當中，多普勒天氣雷達可以偵察因雷暴及颱風造成的風切變；風切變及湍流警報系統則會分析多普勒雷達所錄得的數據，找出氣流狀況，發送警報。此外，航空氣象數據處理系統會向航空公司及其他使用者發出天氣資料。

在新機場南、北兩條跑道上，均設有三個風速表和其他記錄視程的儀器。

陳世倬說：「有關人員正接受緊密的操作訓練。在大嶼山和鄰近小島上，共有二十個氣象站監測赤鱗角的天氣狀況。」 ■

Dedicated Inspection Centre for Jet-fresh Venomous Snakes

One particularly unusual feature of the Perishable Handling Centre at the new airport is a special customs examination room for the inspection of live, poisonous snakes – a culinary delicacy for Hong Kong people in Winter.

The centre located in SuperTerminal 1 will handle the jet-fresh meat, fruit and vegetables, flowers and seafood that Hong Kong people enjoy.

"Perishable goods now account for 25 per cent by tonnage of all air cargo imported into Hong Kong, for this reason SuperTerminal 1 has been designed to provide easier and faster handling facilities for perishables than ever before," said Ms Cecilia Cheung, staff services manager, HACTL.

A dedicated perishables handling centre is located on the northern face of the main terminal building, with its own ramp interface area.

The perishables can be directly transferred from the plane to the waiting consignee much faster than at Kai Tak, and with customs present on each floor, inspection is fast.

"The interface accesses 16 workstations and 24 truck docks on the ground floor and – through dedicated hoists – a further 24 workstations and 31 truck doors on the first floor. Customs examination areas are provided at each level," Ms Cheung said.

"The proximity of the Perishables Handling Centre to freighter aircraft parking allows release of the first shipments within 30 minutes of discharge from a freighter," she said. ■

Airport Express Railway on Fast Track to Success

By Louise Parkinson

With a construction bill standing at a whopping HK\$35.1 billion the success of the airport railway is tantamount to the success of the whole Chek Lap Kok project.

The two are so inter-dependent that maximum efficiency in both will synergistically improve the whole experience for passengers.

"With a predicted 30 per cent of the market share – we expect the railway to be the most popular mode of transport amongst flyers – environmentally we are the most energy efficient people mover," said Mr Russell Black, project director, MTR Corporation.

"Even if the airport is fantastically efficient and user-friendly, if the transport is below par it will be a disappointment to passengers," Mr Black said.

The MTR Corporation has done research into airport passenger needs to pre-empt any problems.

"We aim to run a smooth premium quality service," he said.

Two separate services run concurrently – a fast 23-minute passenger link to the airport and domestic service, of the same speed, to Tung Chung.



Airport Express train. 機場快線列車

The 34 km airport railway travels 8 km in tunnel, 6 km on elevated structures and 20 km at ground level, operating at speeds up to 135 km/hr (the normal MTR goes 80 km/hr maximum).

39,000 passengers are expected on a busy day, which is anticipated to rise to 75,000 in 2001.

With 64 seats per car, six cars (plus one for baggage) will be used initially. Eventually this will be increased to nine.

"The interiors provide a business-class type environment, plus there are digital voice announcements and an active line programme that will indicate the movement of the train along the route," Mr Black said.

Each seat back will have a video screen featuring nine channels of news, weather, tourist and flight information. The programmes will vary according to whether they are played to arriving or departing flyers.

領略「飛」一般感覺

隨著新機場開幕，機場鐵路亦會同時投入服務。《工商月刊》特別走訪了負責這項工程的地鐵公司。

白璐珊

機場鐵路與新機場的關係可說是相輔相成、密不可分。

它是地鐵公司最新提供的客運服務，建造成本高達三百五十一億港元。該公司工程項目總監柏立恆先生表示：「我們估計機場鐵路的市場佔有率可達百分之三十，成為最受乘客歡迎的選擇。事實上，我們也是最具能源效益的集體運輸工具。」

「不管新機場如何先進方便，如欠缺配套的運輸設施，乘客必定感到失望。」

機場鐵路分為機場快線及東涌線，兩者車速相若。機場快線連接香港市區及新機場；東涌線則以東涌新市鎮為終點，提供地區性集體運輸服務。

動工前，地鐵公司曾深入研究飛機乘客的需要，力求盡善盡美。

柏立恆說：「提供最佳服務是我們的目標。」

從市區乘坐機場快線到赤鱗角，全程只需廿三分鐘。整段路長三十四公里，其中八公里為隧道，六公里是高架橋，只有二十公里屬地面行車。一般地鐵列車的最高時速是八十公里，但機場快線卻高達每小時一百三十五公里。

地鐵公司預測，繁忙日子的乘客量將達每日三萬九千人次，到了二零零一年，更會急升至七萬五千人次。

機場快線初期會採用七卡車，其中包括

一卡行李卡，每卡車廂提供六十四個座位。列車車卡的數目最終會增至十個（包括行李卡）。

柏立恆說：「列車為所有乘客提供商務式座位，除了數碼式廣播系統外，車廂亦設有顯示圖，讓乘客知道列車的位置。」

每個獨立座椅背後均設有電視熒幕，由九個頻道提供新聞、天氣、旅遊及航班資料，節目內容會因應乘客的需要（離港或抵港）而作出調整。

駕駛室亦採用了全新設計，為司機提供較舒適的工作環境。由於列車以高速行走，因此安裝了現代化的自動列車控制系統，以保障乘客安全。

A new layout of driving cab ensures comfortable conditions for train operators. And, because of its high speed, the train will run under the protection of an automatic control system.

1,500 extra staff have been recruited to operate and maintain the railway and the trains.

"There will mix of driver experience on the new railway – from transferred staff to new recruits," he said.

Onboard microprocessors and three phase induction motor drives ensure passenger comfort by the provision of a diagnostic system for a safe and reliable service.

"The computers continually monitor how far in front the next train is so it maintains a safe distance, but the computers can allow the trains to run as close as 105 seconds between them," he said.

Space for wheelchairs is available on the trains and they have been designed so that internal and external noise levels are minimised. Constant temperatures can be maintained regardless of passenger load.

The trains, with bodies of welded aluminum, have been manufactured using fire-safe materials.

Tracks that run close to residential buildings will be enclosed in a noise screen.

AEG-CAF, a German-Spanish joint venture, was awarded the contract to build 11 trains for the Airport Express and 12 for the Tung Chung line.

The railway, financed by equity from the Government and debt, runs from Hong Kong Island via Kowloon to Chek Lap Kok and Tung Chung on Lantau. ■

為了應付機場快線的日常運作和維修，地鐵公司已額外增聘一千五百位員工。

柏立恆說：「這些司機中，部分是由地鐵借調過來，但亦有新聘請的員工。」

列車採用微型控制系統、三相馬達及故障判斷系統，目的是為乘客提供舒適可靠的服務。柏立恆說：「電腦系統確保列車間保持安全距離，但不會影響車速，兩班列車到站的時間可以僅相隔一百零五秒。」

車廂特預留空間，供傷殘人士擺放輪椅。由於經過特別設計，車廂內外的噪音水平平均會減至最低；此外，列車安裝了先進的空氣調節系統，無論乘客多寡，車廂都可以維持穩定的室溫。選料方面，車身外殼是以鋁合金製造，而為了確保安全，其他物料亦具備防火功能。此外，貼近民居的路軌會加建隔音罩，盡量減低對市民的滋擾。

獲批列車合約的 AEG-CAF 是一家由德國及西班牙合組的公司，它須為機場快線及東涌線分別建造十一部及十二部列車。 ■

Stations are State-of-the-Art

User friendly, durable and cost effective, with a consistent but distinctive spatial character and architectural identity, are the design criteria the architects used for the stations of the Airport Railway.

Sir Norman Foster who is responsible for designing the Airport Terminal Building was also involved in the design of the Airport Station.

"We wanted a dynamic first impression – a signature station – that will be consistent with the architecture and finishes off the airport," said Mr Russell Black, Project Director, MTR Corporation.

The station, like others on the railway route, has been designed using sweeping curves and an aerofoil shaped roof – similar to that of the Hong Kong Convention and Exhibition Centre Extension.

"The idea was to include flying as a design concept, so that the roof appears to be an aero-dynamic wing, poised for take off," Mr Black said.

All new stations maximise use of multi-volume space and exploit natural light, unlike existing MTR stations, which are of a style from the 70s.

Horizontal in layout and architecturally distinctive, the station's interior combines light, airy spaces with modern materials of glass, stone and metal in cool shades of grey and cream.

"We have used a lot of glass to enhance space and improve security, particularly in the lifts," he said.

Although protection from terrorism is not a major factor in Hong Kong, the extensive use of glass and CCTV for high visibility, as well as having station design approved by the Police and Fire Services departments, increases safety and security for passengers.

The station is purposely located adjacent to the Airport Terminal Building and above ground for easy access so passengers can reach the destinations with minimum walking. There are no stairs between platforms and the Airport Terminal Building; everything is on the same level for both arriving and departing passengers connecting by footbridges within a minute's walk. The footbridges allow for wheelchair access, and there is a tactile path for the blind. There are also travellers at some of the footbridges.

Travelers need not go through any ticket gates when walking from the Airport Arrival Hall to the Railway's Departure platform, although tickets, which will be available from machines at the terminal building, may be checked onboard the train. The single journey will cost HK\$100 from the Airport to Hong Kong on the Airport Express. For the Tung Chung Line, it costs \$20 from Tung Chung to Hong Kong. ■

車站設計走在時代尖端

機場鐵路沿線各站究竟依照怎樣的準則設計？

方便乘客、經久耐用和符合成本效益已屬必然條件，更重要的是，各車站力求風格統一之餘，卻不能失掉本身的獨特個性。

霍朗明爵士不但是機場客運大樓的建築師，他更參與了赤鱗角總站的設計工作。

地鐵公司工程項目總監柏立恆先生說：「抵港旅客對香港的第一個印象源自機場車站。我們希望這是一個充滿活力、生機蓬勃的印象！此外，車站設計必須跟新機場的建築和布局協調。」

跟機場鐵路其他車站一樣，赤鱗角站採用波浪形設計，以及類似香港會議展覽中心擴建部分的翼形上蓋。

柏立恆說：「設計時，我們希望突出飛行的概念。因此，赤鱗角站上蓋的外形仿如一雙展翅待飛的翅膀。」

跟地鐵站不同的是，所有機場車站均盡量利用空間和天然光。赤鱗角站大量採用了玻璃、石子及金屬等現代化建築材料，顏色則以灰色和米色為主。

柏立恆說：「我們大量使用玻璃，不但令車站看起來加倍寬敞，而且有助保安，易於監察升降機內的情況。」

香港雖少受恐怖活動威脅，但大量使用玻璃和安裝閉路電視，卻可提高車站的「透明度」。此外，機場站的設計早經警方及消防處批核，乘客置身其中，人身安全更能受到保障。

整個機場站建於地面，而且毗鄰客運大樓，把乘客步行的路程縮至最短。車站月台與客運大樓間並無梯級；抵港和離港旅客使用的月台都在同一層，並以人行橋（可供輪椅通過）相連，路程少於一分鐘。此外，車站設有特別通道，方便失明人士；部分人行橋更安裝了自動人行道。

乘客可透過售票機購買車票，但從抵港大堂前往車站月台，卻無需通過任何入閘機；鐵路公司只會派職員在列車上抽查車票。

從中環至赤鱗角，機場快線每位單程收費一百元；東涌線方面，香港至東涌的車資是二十港元。 ■



Kowloon station In-town Check-in Hall. 乘客可在機鐵九龍站預辦登機手續。

Check-in Facilities at Principal Airport Stations

By Louise Parkinson

Twenty-eight airline check-in counters at Hong Kong Station and 33 in Kowloon Station will enable passengers to check-in their baggage and receive a boarding pass on the day of their flight – cutting out a lot of hassle.

"Our research indicated that there would be a definite customer demand for this service to overcome the inconvenience of carrying baggage," said Mr Black. Ultimately, there will be 45 check-in counters at Hong Kong Station and 82 at Kowloon Station when the need arises.

Hong Kong Station, located on a six-hectare site of reclaimed land in front of Exchange Square has a roof spanning 25 metres above a grand glass entrance facade to the In-town Check-in Hall.

Another feature at the Airport Railway stations is the platform screen doors opening onto the train from the platform.

"This feature is primarily an energy saving device although it does have

safety benefits and minimizes noise," he said.

"High temperatures are a big customer complaint. Currently all MTR tunnels are air-conditioned along with the platforms. This results in a higher energy consumption to maintain a given platform temperature. The screen doors will allow the required comfortable temperatures to be maintained minimising loss of energy down the tunnels.

"We also have programme to retrofit platform screen doors at existing MTR stations over the next few years. The biggest problem with the platform screen doors is developing a signaling system accurate enough so that the train stops directly adjacent to them, but modern systems can now achieve this," he said.

Footbridges link the station with the Exchange Square bus terminus. Public transport pick-up and drop-off facilities will be directly accessible from the Airport Express In-town Check-in Hall at ground

level. Taxis, private cars, minibuses, hotel vehicles and tour buses will also be able to access the platform level below by means of vehicular ramps, thus allowing pick up at the same level. Underground parking will be available when the station is complete.

Passengers can enter the station from Central MTR Station via an air-conditioned subway with moving pavements to save time and effort and for easy baggage handling and disabled access.

Much of the subway was constructed using the cut and cover method.

"During construction, impact on the environment was minimised with regular and frequent monitoring of noise, dust and water quality. Traffic impact assessments were carried out to quantify the effects of construction. The findings helped us to proper manage it – for example temporary lane closures for piling installation while minimising the effect on traffic disruption," he said. ■

預辦登機手續

白璐珊

不消多久，乘客便可直接在市區預辦登機手續，免卻不少麻煩。

機鐵香港站及九龍站分別設有廿八及三十三個航空公司服務櫃位，方便乘客託運行李及即日領取登機證。

地鐵公司工程項目總監**柏立恆**表示：「調查結果告訴我們，乘客對這類服務的需求很大。」如有需要，香港站及九龍站的服務櫃位最終可增至四十五個及八十二個。

機鐵香港站位處中區交易廣場前面的填海區，佔地六公頃。機場快線地面入口大堂上蓋寬達廿五米，沿線車站月台均設有幕門。

柏說：「幕門可保障乘客的安全，減低噪音，但最主要的作用還是節省能源。事實上，不少乘客也投訴月台溫度過高。現時，所有地鐵行車隧道和月台都有空氣調節，要保持月台溫度穩定，需要耗費大量能源。安裝幕門正是解決問題的方法。」



Trolleys available at Airport Express stations

機場快線車站備有手推車。

「未來數年，地鐵站月台亦會陸續加裝幕門。不過，我們必須開發一套準確的訊號系統，確保車門與幕門的位置互相配合。現代科技先進，要做到這一點並不困難。」

香港站與交易廣場巴士總站將由行人道連接。乘客可直接從機場快線地庫大堂上、下車轉乘其他公共交通工具。此外，的士、私家車、小巴、酒店車輛及旅遊巴士亦可使用行車斜道，直達月台同一層；待車站全面竣工，地庫停車場便會投入服務。

中環地鐵站與機鐵香港站之間築有隧道。全條隧道均有空氣調節，大部分地方更設有行人輸送帶，方便傷殘人士及攜帶行李的乘客進出。

隧道採用「隨挖隨鋪」方式建造。柏立恆說：「施工期間，我們一直密切監察工地範圍的噪音、塵埃和水質，盡量減低對環境的影響。另外，交通影響評估的結果亦有助我們採取正確措施，舉例說，打樁時暫行封閉道路，便可減低對附近交通的滋擾。」



Platform screen doors. 月台幕門

Citybus Provides Stiff Competition for Airport Express

Generally, buses have deeper penetration than the trains making them more convenient and accessible for passengers to the airport, according to Lyndon Rees, managing director, Citybus.

Feeder buses will serve the four routes going to the airport. The journey will take 35 minutes and it will be non-stop.

"The seats recline and a CCTV allows upper-deck passengers to maintain watch over their luggage – there are only 72 seats so the baggage compartment is ample," he said.

The HK\$3 million buses will have wheelchair and pram access, plus there will be a customer service centre at each terminus.

"We are interviewing current drivers for the new routes and are looking for those with a high standard of English that will include some Mandarin and even Japanese."



Citybus Chairman Mr Tsui Tsin Tong on the drover seat of "Cityflyer".

城巴主席徐展堂先生「掌舵」城巴機場快線。

城巴機場快線

城巴董事總經理**李日新**先生表示，巴士的覆蓋面一般較鐵路為大，對前往機場的乘客來說，是更方便的交通工具。

城巴將開辦四條行走市區至新機場的路線，平均行車時間只需三十五分鐘。李說：「除座椅可調校傾斜度外，巴士上更安裝了閉路電視系統，方便上層乘客看管行李。由於全車只有七十二個座位，擺放行李的空間十分寬敞。」

這些行走新路線的巴士每輛價值三百萬港元，屬低地台設計，並特設斜板，方便使用輪椅及嬰兒車的人士上落。此外，城巴在新機場設有客戶服務中心，為乘客提供資訊。

李說：「我們正為招聘司機進行面試，他們必須具備一定的英語水平，略懂普通話和日語就更為理想。」

大快朵頤

香港人嗜吃，每天新鮮空運抵港的各式美食數量龐大，新機場特別照顧了港人在這方面的需要。

在新機場的鮮活貨物處理中心內，活生生的毒蛇也佔一席位！

香港人嗜吃，蛇羹更是冬天最受歡迎的美食之一，位處新機場超級一號貨站的鮮活貨物處理中心便設有特別驗貨室，檢查入口活蛇。此外，中心也負責處理其他進口鮮肉、蔬果、鮮花及海產。

香港空運貨站有限公司員工服務經理**張鳳鳴**小姐表示：「鮮活貨物佔本港空運進口貨物四分之一。新機場經過精心設計，能進

一步提高處理這些貨物的效率。」

鮮活貨物處理中心設於貨運大樓北面，面向停機坪，裝卸貨物更加方便。此外，中心每層均有海關人員值勤，大大縮短了檢查時間。

張說：「中心不但連接地面十六個工作台及廿四個上落貨區停車位，更利用載貨升降台，直通一樓的廿四個工作台和三十一個上落貨區停車位。」

「由於中心鄰近貨機停機坪，貨物自貨機卸下後半小時便可交與收貨人。」

Massive Engineering Projects Spearhead Airport Railway

By Louise Parkinson

A 1,068 double-decker viaduct carrying four railway tracks, two on each level, from Tsing Yi Station, spans the Rambler Channel, connecting to Kwai Chung Park.

Five foundations were built in the sea using a precast pilecap shell.

"Each shell weighs up to 2,200 tonnes and is made on a semi-submersible barge. The barge is then sunk – allowing the shell to float off – after this the shell is towed into position. Once a connection to the piles has been made, the shell is emptied of water and filled with concrete to form the footing for the bridge columns which have taken shape over the sea," Mr Black said. The bridge deck segments were precast in a construction yard in Kwai Chung.

"The decks were erected by the balanced cantilever method. The first units were placed directly on top of a column. Additional segments were then lifted into place and attached to the first pair using high strength prestressing steel," he said.

The deck then grew out from either side of the column and eventually adjacent completed cantilevers were connected to form a bridge. Epoxy glue was used to join the segments. This acted as a lubricant and when hardened formed a watertight joint.

跨山越海

全長一千零六十八米的藍巴勒海峽大橋是機場鐵路的重要一段。大橋分為兩層，每層各有兩條路軌。離開青衣站後，機場鐵路從這兒橫渡藍巴勒海峽，進入葵涌公園。大橋造價高達四億九千萬港元，由法國與日本合組的法國瀋海五洋建設聯營公司承建。

地鐵公司工程項目總監柏立恆先生解釋：「這項工程需要在海中建造五個橋墩。橋帽是預先在躉船上建造的，最大的橋帽約重二千二百噸。橋帽建成後，躉船便會下沉，讓橋帽浮出；橋帽接著給拖到預定位置，再放入海中。待橋帽與樁柱間的夾縫封好後，橋帽內的海水會被抽出，改放鋼筋和混凝土，成為露出海面的橋墩的基座。」

至於大橋橋面，是在葵涌預製場內建造的。

"We scheduled activities for the night and at weekends to minimise the impact on marine traffic," he said.

The HK\$490 million contract was awarded to a French-Japanese consortium, Dragages Penta Ocean Joint Venture.

A 1,026 long immersed tube going under the harbour contains the track for the Airport Railway between the Central Reclamation site and the southern part of west Kowloon.

The tunnel was constructed out of 10 precast reinforced concrete units each weighing 11,000 tonnes.

"The alignment of the immersed tube is curved so every unit is a unique shape. In fact, it is the biggest curved underwater tunnel of this type in the world," said Mr Black.

The units were cast on the floor of a casting basin. After the units had been completed each unit was fitted with steel bulkheads and sealed at each end. The casting basin was then flooded and the units floated.

A channel formed to link the casting basin with Tai Tam Bay enabled the units to be towed to a temporary mooring off Tseung Kwan O for storage until being sunk in their final location in the harbour.

他說：「裝嵌橋面，用的是平衡懸吊方法。每一橋段的第一段橋面會直接放在橋墩上，其他橋面則放在第一段橋面的左右兩邊，利用緊拉的強力鋼鏈固定位置，直至連成大橋。在裝嵌過程中，用以連接橋面的樹脂膠漿可產生潤滑作用，膠漿凝固後，更會形成防水的接縫。」

「我們盡量安排在晚上和假日施工，藉此減低對海上交通的影響。」

除藍巴勒大橋外，西區沉管隧道也是機場鐵路計劃的一部分。

西區沉管隧道全長一千二百六十米，連接中環填海區及西九龍填海區。隧道分為十段，每段約重一萬一千噸。

柏立恆說：「由於隧道呈弧形，因此，大部分管段的弧度並不相同。它更是全球同類型弧形海底隧道中規模最大的。」

隧道各段是在預製場內建造。每批管道



Rambler Channel Bridge under construction.
建設中的藍巴勒海峽大橋。

At the site of the tunnel the preparations were made by creating a pre-dredged trench, with a sand foundation layer to receive the units.

When the units had been brought together in their final location on their foundation, the bulkheads between adjoining units were removed and work inside the tunnel was completed. Above the tunnel units a layer of backfill was placed to provide protection from external damage.

Disruption to shipping was minimised by building the Western Immersed Tube and Western Harbour Crossing simultaneously so that only a single temporary division of the shipping fairway was required.

The HK\$600 million contract was awarded to Japanese-British consortium Kumagai Tarmac Joint Venture.

"This project have been made easy because Hong Kong is in the forefront of this technology with many years of experience acquired on several previous immersed tube tunnel projects across the harbour," Mr Black said. ■

白璐珊

完成後，管道兩端會以鋼帽密封，工程人員再引入海水注滿預製場，把管道浮起。預製場與大潭灣之間有水道連接，管道會被拖往將軍澳泊船區臨時貯存。

當一切準備就緒，管道便給拖往維港的適當位置，沉放在一條預先挖好的海溝內。工程人員在管道下灌入海沙，造成一層基座，然後再以沙石回填管道四周，保護管道。這時，管道間的鋼帽會被拆掉，內壁工程完成後，最後是鋪設路軌和進行內部裝修。

由於西區沉管隧道與西區海底隧道的工程同期進行，海港船舶航道無需分兩次更改，減少了對海上交通的干擾。

沉管隧道工程價值六億港元，由日、英財團——熊谷組托馬克聯營公司承建。

柏立恆說：「香港建有多條海底隧道，這方面的經驗十分豐富，對建造西區沉管隧道很有幫助。」 ■



Building for the Future

Hong Kong and China Gas takes pride in supplying towngas to the new international airport at Chek Lap Kok.

We have invested over \$0.5 billion in the project and taken more than five years in the planning, design and construction to bring towngas to Tai Ho, Tung Chung and Chek Lap Kok. Residents in the North Lantau new towns and visitors at the new international airport will now be able to enjoy the convenience of towngas supply.

Hong Kong and China Gas is dedicated to building a better future for the people of Hong Kong.



Hong Kong's Tallest Building is Major Trackside Property

A 97-storey tower is one of three office buildings that will stand on the 14-hectare reclaimed site west of the existing Jordan Road Ferry Pier. This will be shared with four hotels (2,400 rooms), 5,000 residential flats and 90,000 square metres of retail space adjacent to Kowloon station.

"Property that is close to the airport railway is exceedingly valuable," Mr Black said.

The four-hectare site of Hong Kong Station will have an 88-storey financial centre due to be finished in 2003, and a 38-storey office block called South West Tower that will be occupied by the end of the year. There will also be two hotels (1,200 rooms) and shopping malls.

"The Asian economic crises has not affected selling the property because the majority of the sites were tendered before October last year, besides, this is long term planning – the crises will seem like a hiccup once these developments are fully completed," he said.

Built by the Aoki Corporation and costing HK\$4,067 million, the station will serve the Airport Express and the Tung Chung Line.

Tung Chung Station at the terminus of the Tung Chung Line will rise three stories and be located at the centre of the new town on reclaimed land.

Twenty-two hectares of land next to the station has been developed.

"The Tung Chung population will provide the workforce for the airport and related activities. Sufficient roads, transport interchanges and footpaths will link the station allowing for vast residential and commercial development, including hotels," he said.

Tsing Yi station, another site for prospective development, will be located immediately south of the existing Tsing Tsuen Bridge.

"The seven-level station will service the Airport Express and the Tung Chung providing associated transport interchange, car parking etc," he said.

Feeder buses will bring passengers in from the population of Kwai Tsing, Tsuen Wan and the Northern New Territories.

"The station will attract a lot of commercial activity, but it has been designed to minimise traffic impact," he said. The Corporations Operations Control

Centre will be located at Tsing Yi Station.

Another important station, that does not offer any scope for property development on the Tung Chung Line, is Lai King, which will become the interchange station between MTR Tsuen Wan Line.

"The opening of this route will greatly reduce congestion on the Nathan Road corridor – we believe by 25 per cent – so travel outside the Kwai Tsing and Tsuen Wan districts particularly to and from Tsing Yi will be greatly improved," he said.

"The main works included bulk excavation, which required demolition and re-provision of The Lai King Community Hall, for the station and tunnel portal. A cover was erected before excavation to reduce noise and emissions," he said.

The Lai King station and tunnels contract was awarded to Maeda Corporation.

Olympic station has a site of 15.9 hectares for development consisting of 5,250 residential flats, 65,000 sq.m.gfa of retail space, two hotels and four office blocks, three of which will be used as the Hongkong Shanghai Banking Corporation's back-of-house facilities. ■

面貌一新

機鐵沿線的物業發展計劃規模龐大，一幢矗立於九龍站的辦公大樓將成為全港最高的建築物。

在佐敦道碼頭以西、佔地十四公頃的新填海區上，將矗立三幢辦公大樓，其中樓高九十七層的一幢更會成為全港最高的建築物。

上述辦公大樓只是機鐵九龍站的一部分，整項建設還包括四家酒店（提供二千四百個房間）、五千個住宅單位及佔地九萬平方米的商場。

地鐵公司工程項目總監柏立恆說：「機鐵站上蓋物業的價值很高。」

在海港的另一面，香港站的上蓋物業發展計劃亦非常龐大。該站佔地六公頃，其中

樓高八十八層的辦公大樓將於二零零三年竣工，樓高三十八層的 South West Tower（中文名稱未定）則會在本年底入伙。此外，整項發展計劃更包括兩幢酒店（提供一千二百個房間）及多個大型購物商場。

柏立恆指出：「由於大部分投標程序在去年十月前完成，亞洲金融風暴並未影響物業的銷售情況。這是長線規劃，待這些物業落成啟用，金融風暴相信已事過境遷。」

香港站由日本青木建設株式會社承建，合約總值四十億六千七百萬元，將同時為機場快線及東涌線服務。

東涌站是東涌線的總站，共分三層，建於東涌新市鎮中心的填海地上。車站附近的新發展物業約佔地廿一公頃。

柏說：「我們預計，大部分東涌居民均會在新機場上班或從事相關行業。因此，我們會興建足夠的道路、交通交匯設施和行人徑，連接車站及附近的商住物業。」

機鐵青衣站位處青荃橋之南。車站共分七層，內有機場快線及東涌線的月台、交通交匯處、停車場等設施。葵青、荃灣及新界北區居民可乘接駁巴士到這兒轉坐機鐵。

柏立恆說：「工程完成後，青衣站可提供大量商業機會；設計時，我們已盡力減低對交通的影響。」

地下鐵路公司的車務控制中心亦會建於青衣站內。

荔景站雖欠缺大型物業發展計劃，但其地位相當重要。它將是地鐵荃灣線及機鐵東涌線的轉車站。

柏說：「荔景站啟用後，可大大紓緩彌敦道走廊的擠迫情況，縮短往返葵青及荃灣區的時間。對往返青衣的乘客來說，改善情況尤其顯著。」

「興建荔景站涉及大型的挖掘工程。為此，我們須拆卸及重建荔景社區會堂；展開掘石工程前，工地會先築起隔音罩，以減低工程發出的噪音。」

荔景站及有關隧道由前田建設株式會社承建。

機鐵奧運站及相關發展項目佔地十五點九公頃，包括五千二百五十個住宅單位、六萬五千平方米商場、兩家酒店及四幢辦公大樓，其中三幢將是匯豐銀行後勤辦公室所在。 ■



THE CHAMBER IN ACTION

Eden Woon Reports

June

Chamber Urges Members to Embrace Information Technology

As many of you know, the Chamber launched its website (www.hkgcc.org.hk) on 28 April. Everyday, we are noticing an increased number of people trying to access this site. I hope that you are among them or will soon join them. In order to encourage more users of our Website, many Chamber programs will permit, through 31 July, a discount of 10% if you sign up for these programs using our Website.

The Chamber firmly believes that we can serve our members better with the use of information technology. We will continually upgrade our Website, and we are beginning a major effort to do a much better job capturing the expertise and business scope of our members. That way, we will have a much more efficient way of matching our members with those who want to find business partners.

But providing better service to members is not the only reason the Chamber is modernizing through information technology. The other, and perhaps more important, reason, is the Chamber's belief that competitiveness of Hong Kong businesses, especially SMEs, can be raised through a full realization of the potential of computers. Talk of property prices and the cost of doing business hides the fact that efficient use of computers also improves Hong Kong's competitiveness. E-commerce is a hot subject these days worldwide, and opens up a whole new world of business opportunities. With the difficult Hong Kong and regional economic environment, being able to link up with Europe and America electronically can be the difference between expanding or contracting your business.

Many organizations in Hong Kong, such as the Hong Kong Articles Numbering

Association, Hong Kong Industrial Technology Centre Corporation and TRADELINK, are also trying to push Hong Kong businesses into areas such as Supply Chain Management, EZ-trade, e-commerce, on-line trade documentation, etc. The Chamber joins them in this effort, by making computers a way of life for Chamber members and by providing education. You will notice in *The Bulletin* and in Chamber programs in the coming months features and education on e-commerce and other uses of the computer by businesses, especially SMEs. The Chief Executive has identified the need for Hong Kong to swiftly enter the information technology age. He named Mr K C Kwong to be in charge of IT for the SAR Government. And the Chamber can hear on 20 July from Mr Kwong himself – Secretary Kwong has agreed to speak to the Chamber on 20 July on his vision for the role of IT in Hong Kong's economic future. ■

善用資訊科技

正如各位所知，總商會網頁 (www.hkgcc.org.hk) 已於四月廿八日正式啟用；觀察所得，使用人數可說是與日俱增。希望你也是其中的一份子，或快將加入他們的行列！為了鼓勵更多使用者進入網頁，從現在至七月三十一日，總商會大部分活動都會給予在網上訂位的人士九折優待。

總商會深信，資訊科技可協助我們服務會員。除不斷提升網頁質素外，我們已著手進行一項計劃，更有效地整理有關會員業務範圍和專長的資料，以便把有意尋覓商務夥伴的單位轉介予適當的會員。

提升會員服務質素，並不是我們緊貼資訊科技的唯一原因。另一股更重要的推動力，是我們深信香港商界（特別是中小企業）

的競爭力可透過全面電腦化而得以增強。在高談物業價格和經營成本的同時，我們似乎忽略了一個事實：有效應用電腦一樣可改善香港的競爭能力。今時今日，電子商業已成為全球熱門話題，並且開拓了嶄新的營商機會。亞洲和香港經濟不景，能否以電子商業方式與歐美建立業務聯繫，可能便是成敗的關鍵！

香港貨品編碼協會、香港工業科技中心、貿易通等不少本地機構，正致力協助香港商界採取供應鏈管理、通商易、電子商業、網上報關等經營方式。在這方面，總商會跟上述機構的目標一致，辦法是把電腦變成會員日常運作的一部分和提供培訓。你會發現，《工商月刊》將有更多以電子商業及商界（特別是中小企業）應用電腦為題的特稿，

而我們亦會舉辦有關的活動和培訓課程。行政長官早已指出，香港有需要儘快進入資訊科技年代。他委任了鄺其志先生掌理特區的科技政策。在七月二十日，會員將有機會聆聽鄺局長就資訊科技在香港經濟前景中的角色一抒己見。 ■



本會動態

經濟及立法事務部

一連串剛公布的經濟數據令該部忙個不了，其中包括去年最後一季的本地生產總值、三月份失業率、內地首季生產總值等。該部正檢討對本年經濟增長的預測，並有意調低在去年底商業高峰會上所作的估計。

因應本港的失業問題，當局特別成立由政府及私營環節組成的專責小組，並由財政司司長擔任主席。財政司司長邀請總商會提交解決失業問題的意見書，負責草擬工作的正是經濟及立法事務部。一如往常，首席經濟學家在月內應多個團體的邀請發表演說，其中包括香港會計師公會、香港展覽會議協會、德國商業銀行、澳洲商會及 Tai Tai Investment Club。此外，他會見了來自英國、日本、美國、新加坡及澳洲的記者和經濟分析員，並回答本地傳媒的查詢。

國際貨幣基金會代表來港評估本地經濟前景期間，曾與首席經濟學家會面。此外，他也出席了中央政策組就「香港競爭力」舉行的研討會、香港貨幣及投資匯展開幕典禮、亞洲協會年會部分環節、香港退休計劃協會執委會會議，及總商會在四月廿八日舉行的週年會員大會。期間，該部完成了五月號的《工商月刊》，並著手製作六月號。

經濟政策委員會

委員會於五月十三日開會，討論香港及內地最新公布的經濟數據和失業情況。會員也討論了該部所編製的中港貿易報告，並決定報告內應作的修改和包含的建議。委員會決定邀請不同講者出席未來的會議，而參與下一次會議的，將是港口和船務方面的專家。席上，委員會主席鮑磊先生提出了數項旨在改善失業問題的建議。

中國稅務小組 (隸屬稅務委員會)

重組後的中國稅務小組於五月五日召開首次會議，由李國雄先生擔任主席。成員討論了九八/九九預算案中有關避免雙重徵稅的安排，並列舉可於總商會日後訪問內地時向官員提出的問題。

國際商務部

委員會動態

美洲委員會

五月十一日，美國華盛頓州肯特市市長懷特先生率領貿易代表團到訪，希望藉此促進兩地的商業聯繫（特別是玩具及加工食

DIRECTOR'S REPORT

ECONOMIC AND LEGAL AFFAIRS DIVISION

The release of new economic numbers, particularly Gross Domestic Product (GDP) growth for the final quarter of last year and unemployment numbers for March, kept the Division busy during the month under review. New statistics on the Mainland economy, including first quarter GDP figures, also attracted the Division's attention. As a result the Division is now reviewing its economic growth forecasts for the current year with a view to downgrading the Hong Kong figures first announced at the Business Summit on December 4 last year.

During the month the Division also began work on the Chamber's proposed submission to the Government on the unemployment problem in the SAR. The Submission is being made at the request of the Financial Secretary who now leads a Government-organised private-public sector Task Force examining this important issue for the SAR. The Chief Economist was also kept busy during the month delivering speeches promoting the Chamber and the Hong Kong economy and business sector. He made presentations to the Hong Kong Society of Accountants, the Conference and Exhibition Supplies Association, Commerzbank, Austcham and the Tai Tai Investment Club. He also met with journalists and other economic analysts from the UK, Japan, the US, Singapore and Australia, as well as answering queries from local media.

The Chief Economist again met with representatives of the International Monetary Fund during their regular visit to Hong Kong to assess the outlook for the SAR economy. He also attended the Central Policy Unit's seminar on Hong Kong's Competitiveness, the opening of Money World Asia, some sessions of the Asia Society Annual Conference, and an Executive Committee meeting of the Hong

Kong Retirement Scheme Association (HKRSA), as well as the Chamber's Annual Meeting on April 28. During the month the Division also completed the May issue of The Bulletin and began work on the June issue. There were two committee meetings within the Division during the month.

Economic Policy Committee

The Economic Policy Committee met on May 13 to discuss the latest Hong Kong and Mainland economic figures as well as the unemployment situation. The meeting also discussed the China-Hong Kong trade paper prepared by the Division and decided on modifications to be made to it and recommendations to be included in it. The Committee also decided to invite specialist speakers to future meetings, including port and shipping experts to its next meeting. Committee Chairman Mr Martin Barrow, tabled some recommendations aimed at improving the unemployment situation.

China Tax Group

The China Tax Group, an offshoot of the Taxation Committee, has been reconstituted under the Chairmanship of Mr Stephen Lee and held its first meeting on May 5. Members of the Committee discussed the double tax arrangements between the Mainland and Hong Kong, announced in the 1998-99 Hong Kong SAR Budget. They also discussed various other China tax issues, including suggestions on issues that could be raised on future Chamber visits to Mainland officials.

INTERNATIONAL BUSINESS DIVISION REPORT

TRADE COMMITTEES

Americas

A trade mission from the Washington State, USA, led by the Mayor of Kent, Mr Jim White, visited the Chamber on May 11. The objective was to improve business links between Hong Kong and Kent/King County, particularly in the

Mr Antonio Gualberto do Rosario (left), Minister of Economic Coordination for Cape Verde, led a 29-member delegation comprising government officials and leading businessmen which visited Hong Kong and China in late April. The delegation paid a courtesy call to the Chamber on 27 April and was met by Lawrence Fung (right), Chairman of the Arab and African Committee. The Minister briefed members on the current economic developments in Cape Verde and investment opportunities. Members needing any more information can contact Mr Jose Filomeno C D Monteiro, Consul of Cape Verde in Hong Kong at Tel: 2375 3728 or Fax: 2375 2969.



佛德角共和國經濟協調部部長羅薩里奧先生(左)於四月底率團訪問香港及中國。該團一行廿九人，當中包括政府官員和商界領袖。代表團於四月廿七日到訪總商會，獲阿拉伯及非洲委員會主席馮元光先生(右)接待。羅氏向會員介紹了佛德角現時的經濟狀況和投資機會。查詢詳情，請與該國駐港領事蒙蒂羅先生聯絡，電話：2375 3728；傳真：2375 3969。

品)。在五月十五日的小型午餐會上，美國副總領事史萊克先生談到中(港)美關係的現況和前景，並預測兩國在克林頓總統訪華期間將討論的問題。午餐會後，委員會隨即舉行會議，一致通過由袁耀全先生擔任主席，洪克有先生及戴謙先生為副主席。四月廿三日，墨西哥駐港總領事哈爾克先生應邀主持一個午餐會，講述該國的最新經濟情況，以及從貨幣危機中復元的經驗。當日出席的會員超過四十位。

阿拉伯及非洲委員會

四月廿七日，佛德角共和國經濟合作部部長羅薩里奧先生率領一個十人代表團到訪，獲委員會主席馮元光先生迎接。羅薩里奧認為，佛德角擁有優越的地理位置，社會和政治環境穩定，全乃吸引外資的有利條件。四月廿三日，埃及駐港總領事伊利信先生應邀擔任一個小型午餐會的嘉賓，介紹當地的經濟狀況及為外商提供的最新優惠。

當日下午，委員會召開例會，通過由馮元光先生連任主席，高保利先生及麥高樂先生則分膺第一及第二副主席。此外，委員通過在下半年組團前往杜拜，而對於阿拉伯及非洲商務旅客在香港機場入境時需接受冗長檢查，各人也表達了對事件的關注。五月十五日，埃塞俄比亞國營企業部部長阿布拉沙先生到訪，話題主要圍繞該國現時推行的經濟改革及私有化計劃。

亞洲委員會

四月廿三日，委員會召開會議，商討於六月廿一至廿七日組織考察團前往越南，以及參加「動感亞洲」貿易展覽會的有關安排。該項活動於九月九日至十一日假大阪舉行，是首個專為中小企業而設的大型貿易展覽會。

中國委員會

月內，共有六個來自內地的代表團到訪總商會，來訪的嘉賓包括：宜興市委書記戴解平先生(四月十六日)；大慶市市長楊信先生(廿三日)；南京市人民政府副秘書長汪學成先生(廿四日)；四川省質促會常務副會長向玉明先生(五月七日)；蘭州市副市長楊咏中先生(五月十二日)；福建省人民政府對外開放辦公室副主任陳少和先生(五月十三日)。除希望與總商會加強合作外，他們來港是為了宣傳下列活動：四川國有企業資產重組國際研討會暨招商洽談會(七月九日至十日)；九八蘭州交易會(八月廿六至三十日)；南京洽談會(九月十九日)。

四月廿八日，田北俊主席邀請新華社香港分社協調部部長鄒哲開先生共晉午餐，討論香港現時的經濟情況，在座者包括本會常務副主席董建成先生、理事李國賢先生及總裁翁以登博士。在四月十六日的例會上，會員討論了未來的組團及活動大計。

A six-member delegation led by Mr Yi XiQun, Assistant Mayor of Beijing Municipality, called on the Chamber on May 5 and met Mr Denis W K LEE, member of General Committee, and Mr Sidney Fung, Assistant Director for Int'l Business. The objective of the visit was to invite the Chamber to be one of the co-organizers of "Going into 21 Century - Beijing & HK Economic Cooperation Seminar".



由北京市市長助理衣錫群先生率領的一個六人代表團於五月五日到訪，獲理事會理事李榮鈞先生及國際商務助理總裁馮澤棟

先生接待。代表團此行旨在邀請香港總商會作為十月在港舉辦的「邁向21世紀—京港經濟合作研討洽談會」的主辦單位之一。

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areas of processed foods and toy products. At a Roundtable luncheon held on May 15, Mr Stephen Schlaikjer, Deputy Consul General of the US spoke on the current state and future outlook of Sino/HK-US relations. He also outlined his thoughts on the possible agenda for the upcoming visit of President Clinton to China. Immediately after the Roundtable luncheon, the Americas Committee held its regular meeting at which Mr Andrew Yuen was unanimously elected as Chairman. Mr H Y Hung and Mr John Draheim were elected as Vice Chairmen.

A Roundtable luncheon was held on April 23 at which Mr Armando Jarque, Consul General of Mexico in Hong Kong was the guest speaker. Mr Jarque briefed members on the latest economic situation in Mexico and Mexico's experience in recovering from its recent currency crises. The luncheon was attended by more than 40 members. A Committee meeting was held immediately after the luncheon to discuss, among other things, the proposed mission to Vietnam from June 21 to 27 and arrangements for participation in "Dynamic Asia", the first large-scale trade fair for small and medium enterprises to be held in Osaka from September 9 to 11.

Arab and African

On April 27, a 10-member delegation from Cape Verde led by H E Mr Antonio Gualberto do Rosario, Minister of Economic Coordination visited the Chamber. The delegation met Mr Lawrence Fung, Chairman of the Arab and African Committee. Mr do Rosario highlighted the geographic location, social and political stability of Cape Verde as favourable conditions for attracting foreign investment. The Committee organized a Roundtable luncheon on April 23, at which Mr Ossama Elashiry, Consul General of Egypt in Hong Kong, briefed members the new incentives available in Egypt and the current economic situation.

The Committee held its regular meeting immediately after the luncheon at which Mr Lawrence Fung was re-elected as Chairman and Mr Barrie Cook and Mr Alistair Macleod were re-elected as First and Second Vice Chairman respectively. During the meeting, members discussed and endorsed the organization of a Chamber mission to Dubai during the second half of 1998. Members also expressed concern about the lengthy immigration checks at the Hong Kong airport on business visitors from Arab and African countries. H E Mr Assefa Abraha Minister of the State Enterprises, Ethiopia, paid a courtesy call to the Chamber on May 15. Discussions were focused on the economic reforms and the privatization programs currently taking place in the country.

China

Six incoming delegations from China called on the Chamber during the month. The guests included Mr Dai Jieping, Secretary of the Municipal Committee of Yixing, Jiangsu Province (April 16); Mr Yang Xin, Mayor of Daqing (April 23); Mr Wang Xuecheng, Deputy Secretary General of Nanjing (April 24); Mr Xiang Yuming, Executive Vice Mayor of Sichuan CCPIT (May 7); Mr Yang Rongzhong, Vice Mayor of Lanzhou (May 12) and Mr Chen Shaohe, Vice Director-General of the Office for External Economic Affairs, Fujian Province (May 13). Besides fostering closer relationship with the Chamber, the visitors also promoted the following events: the International Seminar on State-owned Assets Restructuring & Foreign Investment on July 9-10; the '98 Gansu, Lanzhou Trade Fair on August 26-30; and the Nanjing Trade Fair on September 19.

The Chamber Chairman, the Hon James Tien invited Mr Zou Zhekai, Head of the Coordination Department of Xinhua News Agency, Hong Kong Branch to lunch on April 28. Mr Tien discussed with Mr Zou the current

economic situation in Hong Kong. The Chamber Deputy Chairman, Mr C C Tung, General Committee member, Mr Simon Lee and the Chamber Director also attended the lunch. The China Committee met on April 16 at which plans for forthcoming missions were discussed. Members were also invited to suggest topics or themes for other China-related functions.

The Chamber organized two outgoing missions to China in May. A 12-member delegation led by the Chamber Director visited Dalian on May 3-6. The delegation was received by senior Dalian government officials including the Mayor of Dalian, Mr Bo Xilai. Another group of 39 delegates, led by Dr Lily Chiang, Vice Chairman of the Chamber, visited Guangzhou and Shenzhen on May 15. Meetings with Mr Tang Bingquan, Vice Governor of Guangdong Province, Mr Chen Kaizhi, Vice Mayor of Guangzhou and Mr Zheng Tongyang, Vice Mayor of Shenzhen were arranged. The delegation also visited the Futian Free Trade Zone and the Guangzhou Economic and Trade Development District.

Europe

Mr Ulrich Niemann, Director for People-to-People Exchange, Asia-Europe Foundation, met the Chamber Director, Dr Eden Woon on April 17 to further discussions on coorganizing the EMU Roadshow to be held on June 23 in the Hong Kong Convention and Exhibition Centre. Mr Philippe Maystadt, Deputy Prime Minister and Minister of Finance of Belgium, and Mr Joseph Yam, Chief Executive for Hong Kong Monetary Authority, confirmed their participation as speakers in the Roadshow. On April 28, a Turkish delegation led by Mr Haluk Gumus, Group Director for Business and Marketing Development, met with Mr Manohar Chugh, Chairman for the Europe Committee, Mr Sidney Fung, Assistant Director for International Business, and other members of the Chamber. Mr Gumus is in charge of a feasibility study for the setting up of a free trade zone for textile industries in East Istanbul.

SHIPPING

The Shipping Committee met on May 14 to discuss the competitiveness of Hong Kong Port and other port operational issues. The Committee also discussed the proposed visits to Yantian Port scheduled for end June. At the meeting, Mr Terence Sit and Mr Neil Russell were respectively re-elected as Chairman and Vice Chairman of the Committee for another term.

HONG KONG INTERNATIONAL

During the month, the following VIP visitors visited the Chamber for discussions on the current political and economic developments in Hong Kong. They included: Mr Ivan Rogers, Chef de Cabinet of Sir Leon Brittan (April 16); Mr Lars Krobäck, Managing Director of the Danish Chamber of Commerce

總商會在五月份兩度組團出訪內地，第一個是由總裁率領的大連市考察團(五月三至六日)，該團一行十二人，獲包括市長薄熙來在內的高層官員接待；另一個是由總商會副主席蔣麗莉博士擔任團長、一行三十九人的華南訪問團。團員於五月十五日前赴廣州及深圳，會見廣東省副省長湯炳權先生、廣州市常務副市長陳開枝先生及深圳市副市長鄭通揚先生。此外，眾人亦參觀了福田保稅區及廣州經濟技術開發區。

歐洲委員會

亞歐基金會兼 People-to-People Exchange 總裁涅曼先生在四月十七日拜訪翁以登博士，商談於六月廿三日假香港會議展覽中心聯合主辦 EMU Roadshow 一事。比利時副首相兼財長邁斯塔特先生及金管局總裁任志剛先生已答允擔任講者。四月廿八日，委員會主席文路祝先生、國際商務部助理總裁馮棟澤先生及其他會員接待了一個來自土耳其的訪問團。訪問團團長居米什先生現時負責研究在伊斯坦布爾東部，設立紡織業保稅區的可行性。

船務委員會

委員會於五月十四日舉行會議，討論香港港口的競爭力、港口其他運作問題，以及在六月底組團考察鹽田港等事宜。席上，薛力求先生及羅理奧先生獲選連任主席及副主席之職。

香港國際委員會

在月內到訪的貴賓包括：布烈坦爵士首席閣員羅杰斯先生(四月十六日)；丹麥商會執行總幹事克羅巴特先生(四月廿三日)；英國貿易及工業部國際貿易政策科進口政策主任貝里先生(五月十二日)；率領一個四十四人代表團訪港的港加商會副主席馬楚民先生。

太平洋地區經濟理事會

四月廿四日，理事會屬下的科技工作委員會主席派弗博士與翁以登總裁會面。九九年國際年會籌備委員會於四月廿三及五月七日開會，討論年會的程序及籌款建議。國際年會指導委員會每季一次的午餐會於五月十一日假匯豐銀行舉行，由委員會主席施德論先生主持。席上，會員討論了年會講者的人選，並獲匯報最新的籌備情況。

工商政策部

「香港的新機場」研討會

香港服務業聯盟與香港總商會於五月八日聯合舉辦一個以新機場為題的研討

會，邀得機管局、國泰航空、地鐵公司及香港空運貨站有限公司代表介紹新機場的設施。出席的會員超過一百位。當日的午餐會嘉賓是機管局行政總監董誠亨博士；餐後，會員可隨團到新機場實地參觀。

香港服務業聯盟

推廣服務業

服務業推廣策略小組：四月十六日，聯盟秘書長陳偉群博士應邀出席小組新組成後的首次會議。由於去年的「服務業三方論壇」十分成功，小組決定再次主辦這項活動，並委託香港服務業聯盟統籌有關事宜。

「香港服務業獎 - 創意」：在四月廿八及三十日的小型午餐會上，陳偉群博士向接近五十位出席者講解「香港服務業獎」的背景，以及其中由聯盟主辦的「創意獎」詳情；此外，陳博士亦曾於五月五日向香港工業總會介紹上述獎項。

世界服務業聯盟會議

四月廿四至廿六日，陳博士出席了由美國服務業聯盟在(英國)牛津郡迪奇利園召開的會議，為在公元二千年開始的下一回合世貿服務業談判作好準備。會後，各代表就有關談判的主要項目發表聲明，並同意設立「全球服務業聯網」，聯繫不同地區的服務業聯盟。與會者在四月廿七日於倫敦召開新聞發佈會，公佈有關決議，發佈會由英國無形貿易局主席韓達德勳爵主持。

委員會動態

《全港發展策略檢討》：運輸/基建委員會、地產服務委員會聯同環境委員會於四月三十日召開會議，聆聽港府總城市規劃師陳俊鋒先生講解《全港發展策略檢討》的結果。

專業服務：專業服務委員會於四月三十日舉行會議，議程上的主要項目包括：新成立的香港證券學院、世貿專業服務談判及「專業團體聯合中心」的籌組進度。

反映意見

亞太經合組織：徵詢相關行業的會員後，香港服務業聯盟於五月一日就「亞太經濟合作組織部門自願提早自由化」一事向貿易署提交意見，其中特別提及能源業的情況。

創意與科技：徵詢成員的意見後，聯盟於五月十五日向行政長官特設的創新科技委員會遞交建議書。

保護私隱：五月八日，陳博士出席了個人資料(私隱)諮詢委員會的會議。

香港特許經營權協會

執委會會議

執委會於五月七日舉行會議，商討協會的未來大計，席上提出的建議包括：特許經營商生產力的研究；進一步推廣特許經營（如加強與大學合作）；宣傳協會網頁等。

「特許經營指南電腦光碟」及培訓課程

光碟修訂版已經完成。截至現在，共有一百三十人報讀由協會主辦的特許經營培訓課程。該會計劃再多主辦兩輪課程。

工業及中小型企業

中小型企業

四月十七日，委員會向一千三百家會員公司發出一份有關銀行收費及服務的問卷；在四月二十日的會議上，委員會討論向服務業支援資助計劃申請撥款，研究香港公司在內地營商的經驗。有關申請已於五月十一日遞交工業署。此外，總商會將參與籌備在九九年二月舉行的「中小型企業週」。

該部於四月廿八日通告全體會員，邀請他們參加在六月六日至七日於順德舉行的「企業資產購併與重組研討會」。五月七日，顧張文菊律師應邀為一個小型午餐會擔任嘉賓，分析《強制性公積金》對中小型企業的影響，當日共有廿九位會員出席。

環境委員會

世界自然（香港）基金會的邱淑述女士出席了委員會在四月廿一日的會議，介紹該會的工作。五月九日，陳偉群博士代表總商會出席一個有關「廿一世紀持續發展」的思考會，思考會由環境問題諮詢委員會延聘的研究顧問籌辦。

工業事務委員會

十九位會員於五月八日參觀李錦記集團及香港中文大學工程學院，獲該集團主席李文達先生及中大工程學院院長程伯中教授接待，訪問團團長是委員會主席蔣麗莉博士。

營運部

會員事務

本屆週年會員大會已於四月廿八日假港島香格里拉大酒店完滿舉行，出席的會員超過一百位；《工商月刊》五月號更採用理事會選舉結果和當日的細節作封面專題。截止五月，會員公司的數目為三千八百一十六家。四月二十日，廿多位會員和嘉賓參加在清水灣舉行的高球聚會，至於四月份（廿一日）的3288晚飯會，出席者也有六十八位。

(April 23); Mr Alec Berry, Director for Import Policy, International Trade Policy Division, Department of Trade and Industry, UK (May 12); and Mr John Mah, National Vice-Chair of the Hong Kong-Canada Business Association (May 13), who led a 44-member delegation of the Association to visit Hong Kong.

PACIFIC BASIN ECONOMIC COUNCIL

Dr Howard Peiffer, Chairman of PBEC Working Committee on Technology met the Director General, Dr Eden Woon on April 24. The PBEC IGM 1999 Organizing Committee met on April 23 and May 7 to discuss HK IGM program and fund-raising proposal. The second of the PBEC IGM Steering Committee quarterly luncheons took place on May 11. Hosted by Mr John Strickland, Chairman of the Steering Committee, at HongkongBank, members offered ideas on conference speakers and were updated on arrangements to date.

BUSINESS POLICY DIVISION

AIRPORT SEMINAR

On May 8 the Chamber and the HKCSI jointly presented a seminar on "Using the New Airport". About 100 members attended to hear representatives from the Airport Authority, Cathay Pacific, Mass Transit Railway Corporation and HK Air Cargo Terminal speak on the facilities at the new Hong Kong International Airport. The seminar was followed by a luncheon with a keynote speech by Dr Henry Townsend, Chief Executive of the Airport Authority on the new airport. Members then went on a site visit to Chek Lap Kok.

COALITION OF SERVICE INDUSTRIES

Promotion of Services

Services Promotion Strategy Group (SPSG) : On April 16 Coalition Secretary General Dr WK Chan was invited by the newly constituted SPSG to attend its first meeting on the item of the Tripartite Forum. Following the success of last year, the SPSG decided to hold another tripartite forum in the coming year and the HKCSI has again be tasked with organising the event.

Hong Kong Awards for Services – Innovation : Two Roundtable luncheons on the Innovation Award were held on April 28 and 30 respectively. About 50 participants attended to hear Dr Chan explain the background to the Hong Kong Awards for Services and details of the Innovation category, of which the HKCSI is leading organiser. Dr Chan gave a briefing to the Hong Kong Federation of Industries on the Awards Scheme on May 5.

Global CSI Conference

Dr WK Chan attended a conference convened by the USCSI in Ditchley Park, Oxfordshire on April 24-26. The theme of the

Conference was to prepare for the next round of negotiations on services under the WTO, which will begin in the year 2000. The Conference concluded with a statement on the main issues for the Year 2000 negotiations. Participants also agreed to establish a "Global Services Network" as a virtual organisation linking the CSIs. These results were announced to the public through a press conference in London on April 27 presided by Lord Douglas Hurd, Chairman of British Invisibles.

Committees

Territorial Development Strategy Review : A meeting was organised by the Transport/Infrastructure Committee jointly with the Real Estate Services Committee and the Chamber Environment Committee on April 30 to hear government Chief Town Planner Mr Michael Chan explain the result of the Territorial Development Strategy Review.

Professional Services : The Professional Services Committee met on April 30. The key agenda items included the newly formed Hong Kong Securities Institute, WTO professional services negotiations and progress of the Joint Professional Centre.

Representation

APEC consultation : After consulting members in the relevant sector, the CSI submitted its views on the APEC Early Voluntary Sectoral Liberalisation to Trade Department on May 1, commenting specifically on the energy sector.

Innovation and technology : Following consultation among CSI members, the Coalition submitted a paper to the Chief Executive's Commission on Innovation and Technology on May 15.

Privacy : Dr Chan attended a meeting of the Personal Data (Privacy) Advisory Committee on May 8.

FRANCHISE ASSOCIATION

HKFA COMMITTEE MEETING

The Committee met on May 7 to discuss the future plan of the Association. Suggestions included: studies on productivity of franchise operations, to further promote the concept of franchising eg through co-operation with universities, wider promotion for the HKFA homepage, etc.

CD-ROM AND TRAINING COURSES

The second version of the Franchise Training CD-ROM has been released. So far, 130 people have participated in the franchise training organized by the Association. Two more courses are planned.

INDUSTRY AND SME

Small and Medium Enterprises

A questionnaire on bank charges and services was circulated to 1,300 members on

人力資源

人力資源組期間主辦的課程及研討會如下：

- 「專業電話應對技巧課程」：四月廿一日舉行，為期半天，共十二位學員；
- 「能幹助理須知」課程：四月廿三日舉行，為期一天，共十二位學員；
- 「如何發揮員工之團體精神及增加工作效率」課程：四月廿七日舉行，為期一天，共十三位學員；
- 「秘書及個人助理時間管理」課程：四月廿九日舉行，為期一天，共十一位學員；
- 「前線工作人員實效英語寫作課程」：為期兩天，時間是五月十二日及十四日，共十六位學員；
- 「經濟氣候及勞工法例轉變對商界的實質及法律寓意」研討會：五月五日假香港會議展覽中心舉行，約三十三位這方面的專業人士出席，現場氣氛熱烈，參加者與講者均能積極交流意見。

人力資源委員會於五月十二日舉行會議；席上，會員聽取了有關勞顧會的各項最新建議，其中包括：保障僱員在分娩假/有薪病假期間免受解僱；宣傳《職業安全及健康條例》及《職業安全及健康規例》活動的內容。委員會決定設立工作小組，找出會員機構最需要哪類技術人材，並促請政府提供有關培訓，以協助僱主尋找適當人選，填補這些空缺。委員會將向會員發出問卷，工作小組已在五月二十日開會底定問卷內容。

資訊科技

總商會網頁已於四月廿八日的週年會員大會上正式啟用，我們亦已把進入「會員專頁」所需的密碼通知所有會員。此後，會員便可透過網頁接收最新消息、報名參加活動、查閱及修訂《會員名冊》，以及查詢各類產品資料。網頁已成功取代沿用多年的「電話傳真系統」，大大減省了商會與會員通訊而耗費的紙張。我們希望更多會員善用這種先進的工具。

行政

九八至九九年度《會員名冊》(印刷本及網上版本)將於七月底出版，有關排版工作已經完成。月內共有八次賽馬聚會，參加者共四百三十六人。總商會網頁刊載了由政府物料供應處及市政事務署提供的十項投標資料。《會員折扣優惠計劃》五月號通訊已寄發予全體會員，今期刊載的優惠共十六項。

該組在月內主辦的培訓課程包括：「香港稅務研討會 1998」、「香港公司法例及公司秘書實務」及「商務發展與銷售技術」，各分三晚進行，分別有十八、十二及八位會員參加。 ■

April 17. The SME Committee met on April 20 to discuss a number of issues including a submission to the Services Support Fund for a survey of Hong Kong companies' experiences in doing business on the Mainland. An application was handed in to the Industry Department on May 11. The Chamber will also partake in a collective effort to organise an SME Week in February 1999.

A circular to all members was issued on April 28 inviting participation in a symposium on The Reformation of State Owned Enterprises in the PRC in Shunde between June 6 and 7 1998. A Roundtable on the implications of the Mandatory Provident Fund for SMEs was organised on May 7. Some 29 members attended the gathering at which Mrs Christine Koo was the speaker.

ENVIRONMENT COMMITTEE

Ms Alex Yau of the World Wide Fund for Nature briefed members on the work of her organisation at a meeting on April 21. On May 9 Dr WK Chan represented the Chamber at a brainstorming session on the government study on "SUSDEV21" organised by the study consultant for the Advisory Committee on the Environment.

INDUSTRIAL AFFAIRS COMMITTEE

A visit to the Lee Kum Kee Company and the Engineering Faculty of the Chinese University was organised for 19 members on May 8. Mr Lee Man Tat, Group Chairman of the LKK Group and Prof P C Ching, Chinese University Faculty Dean of Engineering, received the Chamber group headed by Dr Lily Chiang, Chairman of the Industrial Affairs Committee.

OPERATIONS DIVISION

Membership

This year's Annual General Meeting was held on April 28 at Island Shangri-la Hotel with more than 100 members attending. The results of the General Committee election and other details of the meeting were reported in the lead story of the May issue of The Bulletin. Membership stood at 3,816 as of May. Some twenty members and guests joined an outing of the Golf Club at Clearwater Bay on April 20. The monthly Dinner Club meeting was held on April 21 and 68 participants attended.

HUMAN RESOURCES

A half day training course on "Professional Telephone Skills" was held on April 21 for 12 participants. A one-day training course on "The Exceptional Assistant" was held on April 23 with 12 participants. A one-day training course on "Coaching & Teambuilding Skills for Managers & Supervisors" was held on April 27 for 13 participants. A one-day training course on "Time Management for Secretary & Personal Assistant" was held on April 29

for 11 participants. A two-day training course on "Effective Writing for Frontline Staff" was held on May 12 and 14 for 16. A one-day seminar on "Changing Course: The Practical & Legal Implications Facing Companies due to Recent Changes in the Economy & Labour Laws" was held on May 5 at the Hong Kong Convention and Exhibition Centre. Some 33 high ranking human resources professionals attended. The seminar was well received and interaction among participants and speakers was good.

The Committee met on May 12. Members were briefed on various LAB proposals such as: Protecting Employees Against Dismissal during Pregnancy/Paid Sick Leave; Publicity campaign to promote the new Occupational Safety and Health Ordinance and Occupational Safety and Health Regulation. The Committee decided to set up a small work-group to discuss how the Chamber could identify needed job skills amongst member companies with the hope that training assistance could be provided by Government to help employers finding suitable people to fill the vacancies. A member survey is proposed and accepted. The work-group met on May 20 to finalize the questionnaire.

Information Technology

The Chamber Website was launched on April 28 at the Annual General Meeting. Members were informed of browsing passwords to enable them to enter the member's pages in the Website. The Website is used to provide more timely information to members, on-line subscription to events, interactive membership directory and product inquiries. It has replaced the Phonafax system and reduced paper usage in communication between the Chamber and its members. Members are encouraged to use Internet more in accessing Chamber information.

Administration

Members Listing and Logos were prepared and formatted for the Membership Directory 98-99 (in paper form and homepage). The Directory is expected to be published in late July. Eight Race Meetings were organized during the month with a total of 436 participants. Ten tenders were announced for Government Supplies Department and Urban Services Department in the Chamber Website. There were two training workshops of 3 sessions each held this month, including "Hong Kong Taxation 1998" and "Hong Kong Company Law & Company Secretarial Practice" which were attended by 18 and 12 members respectively. A three-evening training workshop on "Business Development & Selling Techniques" was held and attended by 8 members. The May issue of the Discount Club Newsletter, announcing 16 offers, was published to all Chamber members. ■

CHAMBER FORECAST

Jul 20

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

七月份午餐會主講嘉賓：
資訊科技及廣播局局長鄺其志先生

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

Aug 23-30

Study Mission to Xian & Lanzhou

西安、蘭州訪問團
訪問團將拜訪省、市領導及參加蘭州交易會

(Enquiries: Phoebe Lee, Tel 2823 1239)

Jul 2 & 9, 9:30 am - 5:00 pm

Computer Based Franchise Training

特許經營培訓課程

Pacific Place Conference Centre
(Enquiries: Marina Wong, Tel 2823 1250)

Outbound Mission

- | | |
|-------------|--------------------------------------------------------------------|
| Jul 8 - 10 | '98 Sichuan International Seminar on Assets Reorganisation of SOEs |
| Jul 9 - 10 | The Chamber's Small and Medium Enterprises Delegation to Beijing |
| Aug 23 - 30 | Study Mission to Xian & Lanzhou |
| Early Sep | Mission to participate in the Xiamen Investment Fair |
| Oct 16-18 | PBEC Steering Committee Meeting, Los Angeles |

Chamber Forecast (Cont'd)

COMING EVENTS

Jun 18	Roundtable Luncheon: Achieving World Class Manufacturing Excellence
Jun 19	Training: Be An Effective Secretary
Jun 23	Training: Creativity for Business Application
Jun 25	Workshop: Use of "JIT" Inventory Management Process to Weather the Asian Financial Crisis
Jun 26 & 17	Summer '98 Executive Technology Conference
Jun 26	Training: Time Management for Executives and Business Owners
Jun 29	Training: How to Communicate with Confidence, Clarity & Credibility
Jun 30	Training: How to Excel as a Professional Office Manager
Jul 2 & 9	Computer Based Franchise Training
Jul 3 & 4	High Performance Sales Training
Jul 6 & 16	Training: How to Monitor your Financial Statements?
Jul 6 & 9	Training: Management Writing for Newly Promoted Supervisors and Managers
Jul 8	Training: Telephone English for Frontline Staff
Jul 10	Training: Time Management for Indispensable Secretary & Personal Assistant
Jul 20	July Subscription Luncheon: Mr K C Kwong, Secretary for Information Technology & Broadcasting
Jul 30	Training: How to be an Outstanding Receptionist
Jul 31	Training: How to Develop Positive Assertiveness for Professionals

COMMITTEE MEETINGS

Jun 25	China Committee
Jun 29	General Committee
Jul 6	Asia Committee
Jul 8	Europe Committee
Jul 21	Americas Committee
Sep 24	Shipping Committee

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

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Hong Kong General Chamber of Commerce China Activities Calendar

香港總商會中國活動日誌

總商會中國活動 CHAMBER CHINA ACTIVITIES

7月8日－10日 **四川國有企業資產重組國際研討會暨招商洽談會（成都）**
JULY 8-10 **INTERNATIONAL SEMINAR ON STATE-OWNED ASSETS RESTRUCTURING & FOREIGN INVESTMENT (CHENGDU)**
研討會的目的旨在加快四川省國有資產的重組步伐。會議期間將推出經過認真篩選的50家企業進行資產重組招商。國外企業家將有機會與內地企業洽商合作。香港總商會將組團參加研討會。
Sponsored by Sichuan provincial government, the purpose of the captioned seminar is to speed up the steps of the reorganisation of SOE assets in Sichuan province. 50 carefully selected projects will be recommended to the participants. Foreign entrepreneurs will have the opportunity to discuss with local enterprises to explore further cooperation. The Chamber will form a delegation to attend the Seminar.

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

7月14日 **廣州市來料加工策與項目介紹會**
JULY 14 **BRIEFING ON "PROCESSING INDUSTRY POLICIES AND PROJECTS IN GUANGZHOU"**
上午9時半至中午12時。介紹會由香港總商會與廣州市對外經濟貿易委員會合辦。內容包括：中國現行的來料加工政策廣州市鼓勵來料加工的政策與措施及廣州市屬下的市區的投資環境和項目介紹。
9:30 a.m. - 12 Noon. The briefing is co-organized by the Chamber and the Guangzhou COFERT. Briefing topics include: Policies on Processing industries in China; Policies and measures encouraging processing industries in Guangzhou; and investment environment and projects in various prefectures in Guangzhou.

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

8月23日－30日 **西安、蘭州訪問團**
AUGUST 23-30 **STUDY MISSION TO XIAN, LANZHOU**
香港總商會第一個到中國西南部的訪問團。行程將包括拜訪省、市領導；參觀蘭州交易會，等。正式訪問行程後，團員可選擇參加到敦煌旅遊。詳情即將公佈。
This will be the first Chamber study mission to southwestern China. Programmes will include meetings with provincial and municipal leaders and visit to the Lanzhou Trade Fair. An optional tour to Dunhuang will be followed. Details will be announced shortly.

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

展覽會 EXHIBITIONS

7月15日－20日 **第六屆廣州博覽會（廣州）**
JUL 15-20 **THE 6TH GUANGZHOU FAIR (GUANGZHOU)**
Enquiries 查詢: CCPIT Guangzhou 廣州市貿促會 — Tel 電話: 86-20-87787128 Fax 傳真: 86-20-87769011

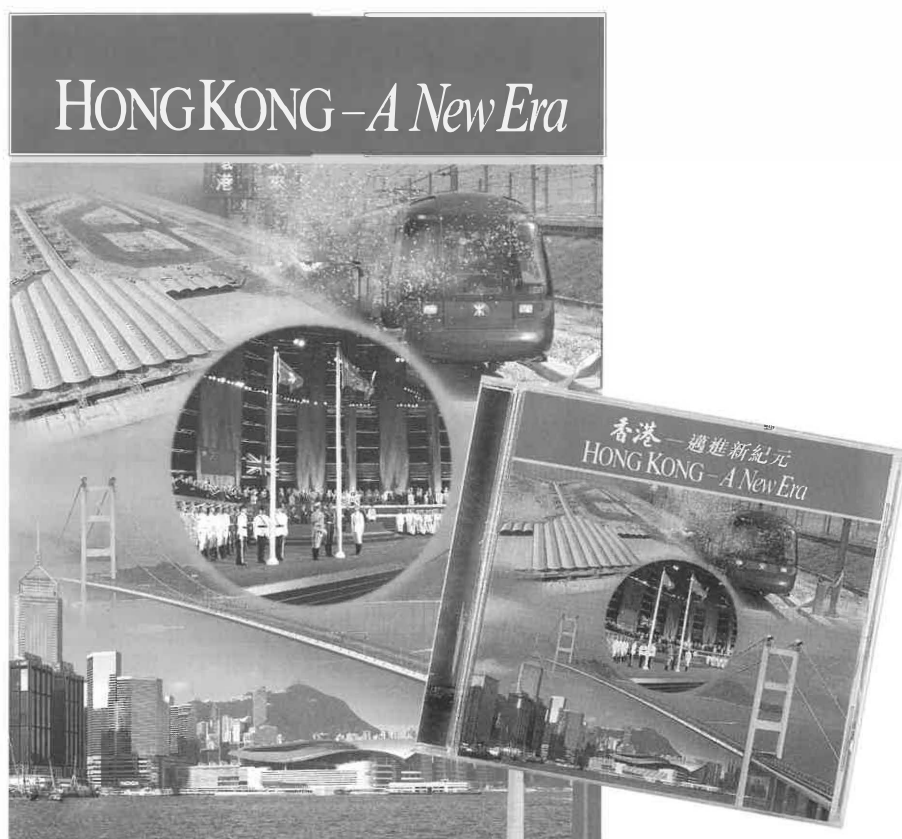
7月15日－21日 **中國大連出口商品交易會（大連）**
JUL 15-21 **CHINA DALIAN EXPORT COMMODITIES FAIR '98 (DALIAN)**
Enquiries 查詢: Mr Xu De — Tel 電話: 86-411-2815738 Fax 傳真: 86-411-2815739

9月19日至23日 **'98南京金秋經貿洽談會（南京）**
SEPTEMBER 19-23 **'98 NANJING GOLDEN AUTUMN ECONOMY AND TRADE FAIR (NANJING, JIANGSU)**
Enquiries 查詢: Nanjing COFERT 南京外經貿委 — Tel 電話: 86-25-4401135 Fax 傳真: 86-25-4560007

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Preparing for Services 2000

By Dr WK Chan, Secretary General, Hong Kong Coalition of Service Industries

A Country House in Oxfordshire

Ditchley Park, a historic house in the pristine countryside of Oxfordshire, was the venue for the Coalitions of Service Industries to hold their conference to prepare for the next round of negotiations on liberalisation of trade in services. The so-called "Services 2000" negotiations would not be launched until the year 2000, but since the Uruguay Round has taken some four years to plan, it was felt 1998 was not too early a time to begin preparation.

The nearest British Rail station to Ditchley Park is Charlbury, a small country station with no staff nor taxis. Access to Ditchley Park had to be arranged well beforehand and the number of participants was limited to 42.

Surrounded by several acres of wood and grassland, the house itself opens to a fine English garden with a small lake on one side. The interior is filled with antiques dating back to the 16th century. In all, Ditchley provided the perfect setting for a meeting of minds, which was what the 42 trade experts set out to do over the next three days.

Between tea and dinner

The first meeting started immediately after everyone checked in and had their afternoon tea. The Chairman of the whole conference was Jaime Serra, the former Mexican Trade Minister who was one of the architects of the General Agreement on Trade in Services (GATS) and the North American Free Trade Agreement (NAFTA). It was he who drafted the first version of the GATS text.

The session started with presentations by David Hartridge, WTO's Director of Services, Robert Madelin of the European Community and American Enterprise Institute's Claude Barfield. Claude Barfield brought up the subject of the Internet and how trade policy had to catch up with commercial reality and not to be left behind.

The importance of domestic regulatory reform was identified upfront as a key to the way forward. In the discussion the Asian crisis was cited as a possible drawback to globalisation. As the only participant from that part of the world (the other two Asian delegates were from Japan), I felt obliged to assert that the Asian financial crisis presented an opportunity for more, not less, liberalisation, using the



Ditchley Park in Oxfordshire.

牛津郡的迪奇利園。

服務二千年

陳偉群 • 香港服務業聯盟秘書長

鄉郊大屋

為了替下一輪《服務貿易自由化》談判作好準備，世界服務業聯盟選擇了在迪奇利園召開會議。雖然這輪被稱為《服務二千年》的談判待公元二千年才會開始，但上一輪的《烏拉圭回合會談》卻足足籌備了四年之久，由此看來，現時也是著手工作的適當時候。

迪奇利園是英國牛津郡鄉郊一所古老大屋，最接近的火車站是夏伯里站。該處既無車站職員，亦無公共交通工具接駁。前往當地，必須事先作好安排，而參與會議的人數亦只限四十二人。

大屋四周受連綿數英畝的林木和草地圍繞，門前是一個精緻的英式庭園，其中一邊更有小湖。屋內放滿了自十六世紀以來的大量珍品。總而言之，迪奇利園的確是與會四十二位貿易專家在未來三日集思廣益的理想地點。

從下午茶到晚宴

待眾人安頓下來、用過下午茶後，第一個會議隨即開始。大會主席是墨西哥前貿易部長撒拉。他不但是策劃《服務貿易總協定》及《北美自由貿易協定》的重要人物之一，也負責起草《服務貿易總協定》的文件初稿。

會議假「書房」內一張圓桌進行，坐在我身旁的是直至一個月前提擔任美國副貿易

代表、擁有大使稱銜的朗夫。此外，像遠道自阿根廷而來、逾八十高齡的馬丁內斯博士，服務業聯盟會議常客、私營環節世貿專家阿勒卡爾，以及負責籌備這次會議的美國服務業聯盟總裁費士庭等，都是令人熟悉的面孔。

會議開始，首先由世貿服務業總監哈特里奇、歐共體的馬德蘭及美國企業協會的巴菲爾德發表報告。我們的目的是向前看，並沒有用上太多時間檢討《服務貿易總協定》的進展。巴菲爾德提到互聯網的問題，強調貿易政策必須與時並進，配合實際商業環境。這成為了與會代表後來不斷談及的題目。另一熱門論題是怎樣爭取有關方面特別是商界，對繼續開放服務業的支持。

會上，改革內部監管制度給確認為推動服務貿易自由化的重要一步。討論期間，亞洲金融風暴被列舉為全球化可能引起的後遺症。作為該區的唯一與會代表（其他兩位亞洲代表來自日本），我感到有需要說明一點：亞洲金融風暴的出現，反而凸顯了服務貿易自由化的必要。我更引用了金融服務談判的成功例子。

經過一番實質討論後，會議首個環節已取得重大成果。期間並無喋喋不休的演辭，所有與會者的發言均簡明扼要，根本無需浪

費時間「熱身」。最後，我們準時在晚宴前結束會議。

英式晚宴

晚宴叫我再一次領略濃厚的英國風情。在燃起洋燭的「飯廳」內，穿起整齊禮服的與會代表分坐兩張長桌子共晉晚餐，互相寒暄一番。餐後，美國服務業聯盟創辦人賽雷曼便開始訴說往事。服務業運動如何在十九年前，東京回合談判結束後，於迪奇利園舉行的會議中茁壯成長。那時候，他們還在為服務業的定義爭辯。八二年，美國服務業聯盟成立，自此成為推動服務業全球化的先鋒。

費克特庫蒂是十九年前出席迪奇利園會議的代表之一。費原籍匈牙利，長期代表美國參與貿易會談，在烏拉圭回合的服務業談判中扮演重要角色。退休後，費參與多方面的工作，其中包括為香港政府擔任顧問，研究香港世貿辦事處的角色等。他的確是一位合適人選。

從挫敗中成長

參加第二天早上的會議前，大家先品嚐一客豐富的英式早餐。會議開始，經濟合作發展組織的紹塞首先評估《服務貿易總協定》的內容，接著由費克特庫蒂發言，指出尚待完成的工作（特別是改革監管制度）；於是，監管制度改革及監管機構的角色隨即成為與會代表的討論焦點。

談論放寬規管，茅頭免不了指向發展中國家。要在這個問題上達成結論並不容易，



From left: David Hartridge, Jaime Serra and Bob Vastine.

左起：哈特里奇，撒拉及費士庭。



The Library, where the Conference was held.

會議於「書房」舉行。

success of the financial services negotiations as an example.

Beside White Wine and Salmon

Dinner was another English experience. Delegates, all dressed up, were seated in two long tables in a candle-lit dining room to socialise while being served. After dinner Harry Freeman, a founder of the USCSI, rose to tell the story of how the services movement originated at the end of the Tokyo Round, in a Conference in the same House held 19 years before. At the time they hardly went beyond debating the definition of service. A few years later, in 1982, the USCSI was formed and became the herald in putting services on the global agenda.

Of Old Men and Young Men

The next day started off with an excellent homemade English breakfast before the first morning session kicked off. First, Pierre Sauve from the OECD gave an assessment of the GATS "architecture", ie the structure of the GATS agreement. Then Geza Feketekuty offered his assessment on the work that needed to be done especially in regulatory reform. The importance of regulatory reform for liberalisation and the role of regulators then became a main focus of discussion.

From Bankers to Accountants

The next session was for "sector snapshots". All the speakers came from the private sector. The first was Sir Nicholas Baynes from the British counterpart to the CSIs, elegantly named British Invisibles. From what Sir Nicholas said, the City of London was quite pleased with the outcome of the financial services agreement. Ken Lindhorst of AT&T who ranked the WTO telecommunications agreement a success expressed the same sentiment.

Not so for Charles Heeter of Arthur Andersen, who spoke on the work of the GATS Working Party on Professional Services (WPPS). While acknowledging that the WPPS' work had been substantive such as developing mutual recognition guidelines, the accountants were disappointed that the talks were not conclusive enough. But there were still three more months to go for the WPPS before the deadline of July 1998 so some progress might yet be made. I had a special interest in this sector because the current Chairman of the WPPS was Hong Kong's Michael Stone, the deputy head of government's Geneva Office.

The two other speakers were Peter Finnerty from Sea-Land, who bravely spoke of the maritime sector as being a very open sector in the US; and John Chrysler from Electronic Data System who wanted the Internet to be covered in the next round of negotiations.

One interesting question raised during the discussion was that of a "hybrid product", a concept being developed by the US to refer to situations where both goods and services were involved, such as in an e-commerce transaction. Another subject was that of the nature of the year 2000 negotiations, whether it should be limited to services (for which it has been mandated) or expanded to an all-embracing "Millennium Round". There was no consensus although the European delegates seemed to favour a big round with something for everyone.

Country and Queen

After lunch the Conference adjourned for a short trip to tour Oxford city or Blenheim in the Oxford countryside. Whenever an international conference is held in Ditchley, England earns some "invisible" exports as well as admiration for the marvels of the English countryside.

Having been a regular visitor to England, I did not join the Oxford trip but instead stayed in to savour some of the history that filled the House. That gave me a chance to talk to Andrew Buxton, Chairman of Barclays Bank who was very complimentary about Hong Kong's attendance. He expressed a great deal of understanding of the current difficulties in Asia and of the need for greater awareness within Asia of the benefits of liberalisation.

Parallel Paths

The countryside tour did not take long because participants had to be back for a pre-dinner session on "parallel paths of liberalisation". The Chairman Jaime Serra started off himself by giving his views on regional agreements and how they complement the WTO. Stuart Carre, a former Canadian official in Geneva who once chaired the WTO Working Party on GATS Rules, spoke about the rising investment flows and the importance of integrating investment disciplines. Jeff Lang then highlighted the importance of regulatory reform from the point of view of competition, arguing for a pro-competition model for regulations.

In the discussion the distinction between goods and services was questioned. The need to build a stronger business constituency in the face of the backlash against globalisation was again raised.

No Free Dinner

During dinner a special table was arranged for eleven of us in the "Breakfast Room". By then there had been a lot of bonding and mutual understanding among participants, so the time was right to consider something more novel. Earlier during informal discussions the concept of forming a global network for the CSIs had

been mooted. That idea became a proposal to be discussed among representatives of private sector association.

The concept of a global network had been suggested as early as 1995 in Dublin, but somebody had to take the initiative. There was an awareness that like many international efforts, a global alliance would not be effective without the US, so when it was the USCSI, which took the lead to do it, I was sure that something would be achieved this time.

After dinner a 12-people "drafting group" was formed to produce a paper to record the key issues addressed in the Conference and also to announce the formation of the Global Services Network. The group had to forego port and brandy but in the end they all felt it worthwhile.

Beautiful Sunday

The final day of the Conference was a Sunday although it did not feel like one. For those of us on the drafting group, morning breakfast was a continuation of the drafting for the final statement.

The morning session had three diverse subjects crammed into one and half-hours. First Robert Litan from the Brookings Institute gave an account of the US concern over the EC privacy directive, which the US regarded as being too strict. One possible course of action for the US was to take the matter to the WTO. Then Financial Times editor Guy de Jonquieres spoke on the talks between the US and EC on the "Transatlantic Marketplace". His assessment was that the talks would probably only achieve modest results.

Michael Gadbaw, a Vice President of General Electric, gave his views about China accession to the WTO. Talking like a Sinophile, he made it clear that both he and General Electric supported China's accession. But he also pointed out the practical difficulty, the major issue being that the US government had not made up its mind about China. He described the annual MFN debate as preposterous and that it amounted to the US deciding every year how it wanted to conduct its commercial relationship with China.

In the discussion that followed, Dr Martinez took the opportunity to canvass support for relaxation of the privacy regime in his own country. On China's accession I gave a more optimistic view by citing the reforms of state owned enterprises as evidence of China moving towards a market system. Akira Yamada, who was in charge of the service negotiations in Japan, also expressed support for China's accession.

During that session Lord Douglas Hurd arrived. He had been guest of honour at the celebration for Shakespeare's birthday at Stafford the day before. A former Foreign

but當馬丁內斯博士嘗試以一個故事作總結時，各人隨即全神聆聽。故事是這樣的：一位年青銀行家向資深的前輩請教成功之道，老銀行家回答說：「良好的決策！」當被問到怎樣作出良好決策時，他答道：「經驗！」年青人再問經驗從何而來，老前輩說：「很簡單，錯誤的決策！」

各抒己見

下一節是由不同界別發表意見，所有講者均來自私營環節。首先發言的是英國無形貿易局（服務業聯盟在英國的對口組織）的拜內斯爵士。據他所言，倫敦對《金融服務協定》的結果頗感滿意；AT&T的林霍斯特與拜內斯爵士意見相仿，他更讚譽《世貿電訊服務協定》為一大成就。

安達信公司的赫特卻有不同意見。說起《服務貿易總協定》專業服務工作小組時，他認同小組的確取得一些實際成就（如制訂相互承認的指引），但卻對談判未夠全面感到失望。不過，現在距離九八年七月的限期還有三個月，小組說不定可取得一些進展。小組現任主席是港府駐日內瓦辦事處副首席代表史端仁，因此，我對事態發展也特別關心。

其他兩位講者是Sea-Land的芬納蒂及Electronic Data System的克士拿。芬納蒂談到海運，行業在美國如何開放；至於克士拿，則希望把互聯網包括在下一輪談判之內。

討論期間，代表談到數個有趣問題，其一是「混合商品」。這個概念由美國人提出，形容同時牽涉貨物及服務的情況（如以電子商業方式進行的交易）；另一項就是公元二千年談判的性質：究竟只應限於服務貿易（規定必須進行），還是擴大至一個包羅萬有的「千年回合談判」？歐洲代表雖看來傾向選擇後者，但我們始終未有在這個問題上達成共識。

皇室淵源

午膳後，各人暫時休會，按自己的興趣到牛津市或鄉郊的布萊尼姆觀光。每次有國際會議假迪奇利園舉行，英國總能贏得一些「無形」出口，以及人們對英倫鄉郊秀麗景色的讚歎。

擁有和管理迪奇利園的迪奇利基金成立於一九五八年，宗旨是促進國際、特別是大西洋兩岸的聯繫。按照基金創辦人威爾斯爵士的遺願，維繫之道在於挑選一些大西洋兩岸人民共同關心的公共政策事宜，舉辦會議。

迪奇利園約在一五八零年由亨利李爵士興建。他是伊利沙伯女皇一世最鍾愛的首席侍臣。歷史上，李氏家族與皇室及貴族的關係相當密切。迪奇利園更一度成為英國名相邱吉爾在二次大戰期間的官邸。

我因經常往返英國，並沒有參加大會安排的觀光節目，反而趁機留在園內，仔細欣賞俯拾皆是的歷史珍寶。這也讓我與巴克萊銀行主席巴克斯頓閒聊。他很高興香港參與

這次會議，而且十分了解亞洲現時面對的困難和協助亞洲認識自由化好處的需要。

雙管齊下

由於代表須在晚飯前進行一節會議，觀光節目很快便告一段落。該環節名為「通向自由化的平衡大道」。主席撒拉首先講述對地區性協議的看法，以及這些協議可怎樣與世貿組織配合。曾主持世貿《服務貿易總協定》法則工作小組的前加拿大駐日內瓦官員卡雷，談到投資轉移的情況日益普遍，因此有需要制訂全面的投資法則。朗夫接著從競爭的角度，強調改革監管制度的重要性，促請採取有利競爭的監管模式。最後，美國貿易代表處的斯托萊引用該國與歐盟間的「香蕉個案」，解釋《服務貿易總協定》內的糾紛調解程序。表面上看來屬於貨物貿易的個案，美國卻成功指稱本土批發商受到不公平對待，因此與服務業有關。案例已成為《服務貿易總協定》的里程碑。

討論過程中，代表質疑「貨物」與「服務」的分野，並重提尋求商界支持全球自由化的必要。關於「非政府組織」對現時正由經濟合作發展組織編訂的《多邊投資協定》的劣評，我不由得微感驚訝。我一直認為，該協定源於美國商界的游說活動，向來進展良好。當聽到協定被形容為「公關災難」，不再受美國商界支持時，我倒上了新的一課。

廢寢忘餐

晚飯時，大會為我們其中十一人在「早餐房」內特別安排了一張桌子，大家既然有了更進一步的默契，也是研究新論題的適當時候了。在早期的非正式討論環節中，曾有代表提出設立架構，聯繫全球服務業聯盟的意念。意念稍後便變成私營環節代表正式討論的建議。

早在一九九五年的都柏林，已有人提出上述概念；但要把概念變成事實，卻需有人牽頭。像其他國際活動一樣，缺少了美國的參與，全球聯盟根本難有作為。既然這次是由美國服務業聯盟採取主動，我相信必然可以幹出一番成績。

晚飯後，一個由十二人組成的「起草小組」正式成立，負責把會議中討論的重要事項輯錄成報告，以及公布「國際服務業網絡」誕生。雖然忙得沒法仔細品嚐餐桌上的美酒，但大家還是覺得值得。

假日風情

會議最後一天是星期日，但各人卻沒半點假日的感覺。像我這樣的起草小組成員，早餐時間便是草擬最後聲明的工作會議。

在上午短短一個半小時內，代表要討論三件截然不同的事情。首先，Brookings Institute的利塔簡述了美國對「歐盟私隱指引」過嚴的憂慮，美國回應的其中一種方法是把事件交世貿組織裁決；《金融時報》編

輯容凱爾的發言圍繞著美國與歐盟有關「泛大西洋市場」的會談，他個人認為談判只會取得一般成績進展。

通用電器副總裁加德寶發表了他對中國加入世貿的意見。發言時活像親華人士的他清楚指出，自己和通用電器都支持中國加入世貿，但最主要的難題是美國拿不定對中國的政策。加德寶形容每年有關延續中國最惠國待遇的辯論「荒謬不智」，要每年重新釐定對華貿易關係，對美國也沒有好處。

馬丁內斯博士接著爭取機會，游說代表支持放寬阿根根的私隱規例。在中國加入世貿的問題上，我的看法較為樂觀，並引用了國企改革的例子，證明中國已步向市場經濟。在日本負責服務業談判的 Akira Yamada 也表明支持中國加入世貿。

英國前外相韓達德爵士在這一節進行時抵達會場。前一天，他應邀為在斯塔福德舉行的莎士比亞誕辰慶祝活動擔任嘉賓。韓現任國家西敏寺銀行副主席兼英國無形貿易局主席。

在會議最後一節，泰半時間用於修飾稍後發表的新聞聲明。各人積極討論，並紛紛提出意見，使聲明最終版本的篇幅較初稿整整長了一半。

關於設立「國際服務業網絡」的問題，代表認為這將是一個寬鬆、「但起著實質作用」的組織。它的核心成員包括各地服務業聯盟和有關組織，並歡迎全球服務業從業員參加。組織以網站為通訊渠道，重點工作是服務貿易政策，但現時會專注於公元二千年的談判。

大會安排了在週一召開新聞發佈會，我是其中一位發言人，也是亞洲區的唯一代表。

出席告別午宴前，各人參加了特別延長的雞尾酒會。我在席上與韓達德爵士閒聊，他看來對五月廿四日的立法會選舉十分關心。午宴後，大家各自離開迪奇利園返回倫敦。

新聞發佈會

發佈會由英國無形貿易局安排在倫敦市 City Corporation 舉行。主持人是韓達德爵士和撒拉，我就坐在韓的旁邊。其他出席者還包括朗夫、費士庭及拜內斯爵士。出席的傳媒代表有廿三位，在週一早上來說已經十分理想。

韓達德爵士致序辭後，撒拉總結了會議的成果，並特別提到「全球服務業聯網」；接著是由我主講中國加入世貿的問題。我表達了樂觀的看法，但也強調新會員遵守世貿規定的重要性。朗夫說的是監管制度改革及服務貿易自由化進程。答問環節的氣氛頗見輕鬆。當被問及《服務貿易總協定》的成效時，我引用了香港開放國際長途電話市場，提早八年終止香港電訊專營權的例子。其後，我接受了中國電視聯網訪問，他們很有興趣知道中國與全球服務業運動的關係。

英國的行程到此為止，但我們深知，不消幾個星期，在迪奇利園達成的協議內容便會透過國際服務業網絡的網頁傳達到世界各地。 ■

Minister of Britain, Lord Hurd was now Deputy Chairman of NatWest and Chairman of British Invisibles.

The concluding session was spent mostly on refining and embellishing the press statement. Not surprisingly, the paper generated a lot of suggestion and discussion and as a result the final version was some 50 per cent longer than our draft. The final conclusion about the GSN is that it would be a loose, "virtual" body with a Web site as a point of contact. It would be made up of CSIs and related bodies as the core, but everybody in the service sector worldwide would be welcomed to join. It would focus primarily on services trade policy and in the meantime it would concentrate on Services 2000.

A press conference was arranged for the next day and I was to be one of the presenters, being the only CSI representative from Asia.

The farewell lunch was preceded by an extended period for cocktails for people to say goodbye. I spent some time with Lord Hurd who seemed very interested in Hong Kong's elections on 24 May. We then bid farewell to Ditchley and went our separate ways to London.

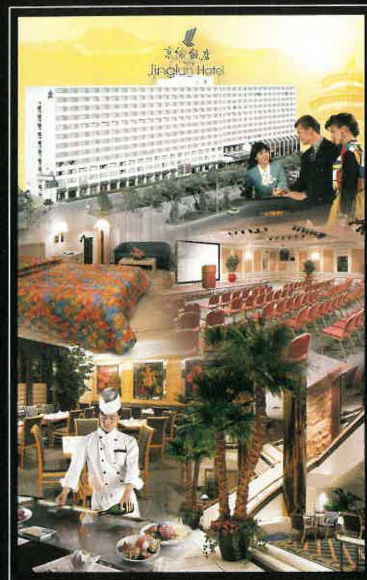
The Invisible Press Conference

The press conference was arranged by British Invisibles at the City Corporation in the City of London. I was seated next to Lord Douglas Hurd who chaired the press conference together with Jaime Serra. Other panelists included Jeff Lang, Bob Vastine and Sir Nicholas Bayne. The panel were very pleased that 23 media representatives had confirmed their attendance, on a Monday morning.

After Lord Hurd did the opening, Jaime Serra gave an overview of the result of the Conference, drawing attention particularly to the Global Services Network. I then spoke briefly about China's accession, giving the optimistic view while also emphasising the importance for new members to abide by WTO rules. Jeff Lang dealt with regulatory reform and the framework for further service liberalisation. The questions and answers that followed were rather lively. In response to a question about the usefulness of GATS, I took the opportunity to cite the Hong Kong experience of liberalising international telecommunications by removing the Hong Kong Telecom monopoly eight years ahead of schedule, as an example of how liberalisation worked. Afterwards I was interviewed by the Chinese Television Network, which was interested in how China related to the global service movement.

That ended all the programme in England but we parted in the sure knowledge that in a few week's time, the same messages from Ditchley would be resurfacing in the Internet with the launch of the Global Services Network homepage. ■

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The Firewall and Beyond – Security Solutions on the Net

By Louise Parkinson

Anyone developing their IT infrastructure should consider security issues. Both the Intranet (corporate network) and Internet environments must be protected, particularly if Internet commerce is taking place or sensitive information is being transferred.

"As more companies embrace the Internet, their concern for impervious network security grows. What is needed is an integrated, enterprise-wide security solution that secures a company's network from unauthorised access, regardless of where the access attempt originated," said Dr Peter Chiu, principle lecturer of software engineering, Hong Kong Technical College.

"Firewalls can do this – they are computers or communication devices that



Dr Peter Chiu.
趙炳權博士

restrict the flow of information between two networks – and can protect one or more machines within a domain," he said.

Firewalls are commonly installed between the corporate network and the

Internet to prevent malevolent hackers trying to gain unauthorised access.

"They can also be used inside an organisation for damage limitation if a hacker does get in," he said.

Basically, a firewall implements a security policy which dictates rules that define the types of interactions that are allowed across a "virtual" boundary.

"Firewalls can screen traffic flowing over the wall and reject data that does not conform to policy – most security breaches are reported – so that measures can be taken to confine an area," he said.

Firewalls protect against unauthorised internal access and external users obtaining the access privileges of an insider by fooling the authentication mechanism.

互聯網保安之道

白璐珊

發展資訊系統時，必須考慮保安問題。不論是內聯網（機構網絡）或互聯網，也須受到保護，尤其是使用互聯網進行商業交易或傳送敏感資料。

香港科技學院電子工程系首席講師趙炳權博士指出：「愈來愈多公司使用互聯網，他們對網絡保安程度的關注也愈來愈高。他們需要一套全面的保安方案，防止任何未經授權者進入網絡。」他續謂：「『防火壁』的作用就在於此，它們是電腦或通訊設備用以限制兩組網絡互傳資料的裝置，更可保護同一系統內一部或以上的電腦。」

『防火壁』通常裝設於內聯網及互聯網之間，以防止惡意的業餘電腦高手在未經許可的情況下接上網絡。他說：「一旦破壞者進入網絡，『防火壁』也可減輕系統受損的程度。」

基本上，防火壁負責執行一套保安指令，決定哪種類型的通訊模式可以通過這「無形」的界限。他說：「防火壁能檢查通過的資料，阻止未符合指令的資料通過，監察範圍也可縮窄至某一地區。」

防火壁可以阻止內部或外來的未經授權者欺騙鑑定系統，以取得授權者接上網絡的權利。

趙博士指出：「更複雜的防火壁結構使用兩道或以上的防火壁，執行時仿如私人網絡。」這是供擁有兩個或以上網絡、網絡間由不保險的媒介（如互聯網）連接的機構使用。若兩道防火壁使用密碼監察所有來往信息，密碼可以有效地促使網絡私人化。

他指出：「密碼的作用是進入電腦區域，你需要一條方程式來編寫密碼，我們稱之為鎖匙；你亦需要方程式解碼，我們也稱之為鎖匙。」

兩條鎖匙可以是不同的，也可以是一樣的。

「沒有鎖匙，愈複雜、愈巨大的密碼便更難解開，反之亦然。」

他說：「可惜，美國並沒有出口最先進的組成密碼技術。」

利用文字組成密碼是十分危險的，因為解碼程式是根據字典來寫成。

「密碼由奇特的編碼組成，可以成功攔

截解碼程式。」

入侵網絡的工具不斷發展改良，使網絡受襲的機會提高。你的網絡可能在數分鐘內便被侵入，因此，裝置有效的保安系統是十分重要的。

他說：「入侵網絡者與網絡保安系統好比病毒與免疫系統，不停地進化、鬥爭，沒有永遠的勝和敗，但它們卻同時一起演進。」

「要杜絕入侵者是非常困難的，因為他們會利用一連串電腦來持續攻擊特定的目標。」

由於透過互聯網進行商業活動日漸普遍，保安系統的地位亦相應提高。現時商界最常用的系統（如香港萬國寶通銀行）是「保安電子傳送系統」(SET) 1.0 版，它使用密碼來監証及保護資料傳送。

下一代的「保安電子傳送系統」(SET) 是 2.0 版，對密碼中性，可進一步促進互聯網商業的發展。

趙炳權博士鑽研及教授電腦、軟件工程及人工智能凡二十餘年。他是香港工程師學會的資訊科技部委員。

They also protect against employees accessing leisure-time sites when they are at work and from "spoofing" – when the source address falsely makes it appear to come from a trustworthy source.

Also, they can guard against tunneling – when an attacker uses a subverted host to conceal the attack.

If an attacker tries to overload an internal host with requests from the outside a firewall will stop this.

Firewalls may use blocking technology where it is instructed to admit e-mail but block remote logins. Or proxy technology, this is when it can distinguish between authorised and unauthorised commands such as an unauthorised person accessing a protected directory.

"More complicated firewall structures use two or more separate firewalls to implement a virtual private network," he said.

This is for organisations that have two or more sites connected by an insecure medium like the Internet. If the organisation uses encryption (a confidential code) implemented by the two firewalls for all traffic between them, the encryption effectively provides a private network.

"Encryption is a code for accessing areas – you need a formulae to encrypt – we call this a key – and a formulae to decrypt – also a key," he said.

The two keys may be different or the same.

"The more complicated/larger the key the more difficult it is to decrypt without a decryption key and vice versa.

"Unfortunately ultra high-tech encryption technology from the US is not exported," he said.

Using words for encryption is dangerous because hacker programs will be based on dictionaries.

"A strange combination of code will defy hacker programmes.

Network attack tools are being developed and improved constantly, increasing the odds that your network might be invaded – your network assets could be jeopardised in minutes unless you have a proper security system in place.

"Hackers and network security can be compared to viruses and the immune system – constantly fighting a never-ending evolutionary battle that is never won or lost – it just becomes more advanced," he said.

"It is difficult to pin down hackers because they use a chain of computers to login to a particular target."

As Internet commerce (IC) becomes mainstream security technology will play a critical role. The most common form used for commerce on the Internet now, and used by Citibank in Hong Kong, is Secure Electronic Transfer (SET) Version 1.0 technology, which uses encryption to authenticate and secure data transfer.

The next generation of Secure Electronic Transfer (SET) is version 2.0. This has encryption-neutral architecture that should foster the development of speedier IC applications. ■

Dr Chiu has studied and taught computer and software engineering and artificial intelligence for over 20 years. He is Chairman of the Internet Working Party.

AT&T Launch mySite Internet Service for HK

mySite, the first dial-up Internet service for Hong Kong consumers which includes a personalised home page and local content, was launched recently.

Ms Yvette Ong, managing director, AT&T Online Services said: "mySite gives customers high-speed Internet access plus the ability to create their own personalised home page containing bilingual information. Plus, it offers email and optional global roaming service".

Information available to mySite customers has been chosen with the Hong Kong consumer in mind.

"Users can choose from a selection of content and customise it so they can have information on a range of topics from news to business and lifestyle," she said. ■

個人上網服務

AT & T日前推出了嶄新的 MySite個人上網服務，讓客戶因應本身的需要，自選個人網頁及資訊內容。

該公司香港網上服務部總監翁綺慧小姐表示：「客戶不但可高速接駁互聯網，自選 MySite 網站上的中英雙語資訊，而且能享用電子郵件及 AT & T 國際漫遊服務。」

MySite 網站上的資訊均經過特別挑選，以配合香港客戶的需要。

翁說：「用戶可隨時隨地選擇不同資訊，網羅最新的時事消息、工商動態和消閒情報，各適其適。」 ■

Internet Users Duped by Trading Program Swindle

The International Chamber of Commerce (ICC) issued a warning to investors against an alleged trading programme based on fraudulent investment instruments.

The scam, which is being promoted over the Internet, has already fleeced investors of millions of dollars.

ICC's London based commercial Crime Bureau reports that investors are being asked to put their money into a spurious "Bank Debenture Trading Programme".

Documentation claims that the investment involves the purchase and sale of fully negotiable bank instruments that purport to be a debt obligation of the top 100 world banks in the form of "Medium Term notes", "Standby Letters of Credit" or "Bank Guarantees".

Mr Eric Ellen, Executive Director of ICC Commercial Crime Services said: "These instruments are falsely said to conform in all aspects with the uniform customs and practice for documentary credits as published by the international Chamber of Commerce.

"The bank debenture trading programme described in the documentation does not exist. ■

當心網上騙局

國際商會近日發出警告，一個藉偽造投資工具騙財的網上買賣計劃已令全球投資者損失數以千萬美元。

總部設於倫敦的國際商會商業罪案科指出，這個稱為「銀行債券買賣計劃」的騙局聲稱，可讓投資者透過互聯網買賣由全球首一百家大銀行以「中期票據」、「備用信用證」或「銀行支付保證」形式發行的流通票據。

該會商業罪案科總監埃里克·埃倫說：「這些票據假稱完全符合國際商會《跟單信用證統一慣例》的規定，但文件內描述的買賣計劃根本並不存在！」 ■

Monitoring Change Helps Companies Innovate

To maintain a competitive advantage companies must anticipate change, otherwise they will struggle to adapt, particularly at a time of economic doldrums, according to Mr James Haybyrne, Chairman, Strategic Thinking Group.

Creating new product opportunity gains a competitive advantage, but this requires correctly forecasting change.

"By knowing how the future reveals itself will enable you to predict change in trends and allow new product opportunities to open," he said.

Mr Haybyrne said the future could be gleaned from snippets of information, rather like soundbites, that don't necessarily form a pattern and therefore may be unintelligible," he said.

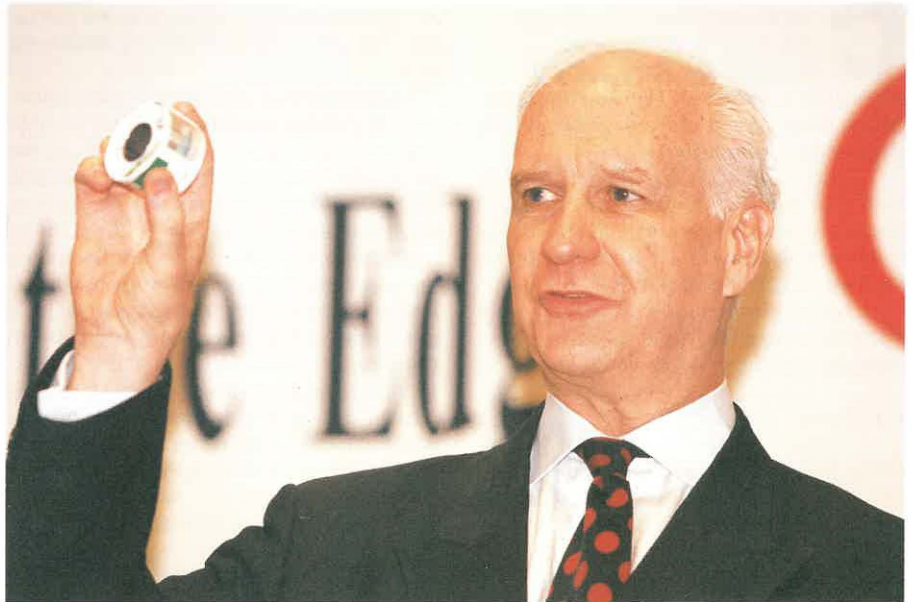
There are however common areas to look for these clues of change.

Firstly, look out for unexpected events particularly surprising failures or successes.

"This will give you a clue as to what is out there, also look at areas of growth, industry structure and its direction and the prevailing social climate such as recession, they will also indicate trends" he said.

Other areas that must be closely watched to foresee possible change is technological improvement that might create new market niches.

In addition, organisations should be introspective and focus on eradicating process bottlenecks where they can



Mr James Haybyrne, Chairman, Strategic Thinking Group. Strategic Thinking Group主席賀智彬先生

improve performance.

"Ultimately being innovative is having a system that successfully manages change and brings it to you," he said.

Barriers to innovation are lack of time – were urgent jobs squeeze out important jobs – and opposing opinions within an organisation.

"There needs to be an intelligent system managing change," he said.

There are three tiers to the system;

searching for the new opportunity; assessing the new opportunity and launching the new opportunity.

"The buzzword is 'futurewatch', where innovators anticipate change. This process is a key part that moves the organisation onto the next level – allowing a competitive advantage to be sustained by maintaining a constant dialogue with the business environment to produce innovation," he said. ■

靈活應變 致勝之道

要維持競爭優勢，企業必須時刻作好應變準備，這在經濟蕭條時尤其要緊。

提出上述見解的 Strategic Thinking Group 主席賀智彬先生認為，誰能創造新機會，誰便可掌握優勢，但先決條件是必須準確預測轉變。「若可從蛛絲馬跡中準確推斷潮流走勢，便能開拓新的發展機會。」

賀說，零碎的資料往往是揭示未來的線索，這些資料不一定互有關連，因此可能難於為人掌握；不過，偵查線索雖不容易，始終還是有跡可循。

那麼，怎樣才可洞悉先機？

第一，意料之外的事情最值得留意，尤其是出人意表的成功或失敗例子。

賀說：「你可以從中得到啟示，摸清現實環境；另外，你也要小心觀察哪些行業大有可為，弄清它們的結構和發展方向，留意社會大氣候，才可掌握潮流。」

今時今日，科技發展一日千里，技術上的突破足以造就新的市場機會，營商者當然不可掉以輕心。此外，企業本身亦要不斷自我檢討，除弊興利，表現才可更進一步。

賀說：「所謂創新，就是建立一套能巧妙應付轉變、兼且化轉變為機會的制度。」

阻礙創新的敵人莫如時間不足和機構內意見分歧。

賀智彬說：「企業需要建立一套應變制度。制度分為三層，即追尋、評估和把握新的機會。總而言之，富有創意的人必然『向前看』。惟有隨時作好應變準備，企業才可更上層樓；保持競爭優勢之道在於緊貼營商環境，力求創新。」 ■

Overcome Current Hard Times with Innovation

Companies should attempt to innovate in times of economic hardship not reduce creativity, according to Professor Kwaku Atuahene-Gima, Department of Management, City University, Hong Kong.

"When the economy is not doing so well managers choose not to innovate because it is too expensive and risky – this is the wrong attitude – it is a critical time for innovation," he said.

Challenging times can offer viable opportunities for new markets, new customers and profitable ventures.

Businesses that Don't

Economic downturn, for many companies, is the mother of rigidity and austerity. It is born of the principle that their objective is survival.

"These companies opt out of innovating and instead close service centres, layoff employees, reduce training budgets and reduce prices (in the erroneous belief that low price equates with value pricing). Such actions to

conserve resources mean the organisation falls back on well-learned organisational routines," he said.

These activities are not only value-destroying for growth, in an era of high competition and economic downturn, but also make it difficult for the organisation to bounce back when the economic environment turns benign.

"These activities are value destroying because little thought is given to their effect on the organisation's internal and external outcomes and, perhaps more tragically, to the future.

"Managers are more likely to pursue strategies in a manner that is 'news worthy' but in the long term is more likely to hurt rather than improve the business," he said.

There are several symptoms for the survival mentality; internal rather than external focus; focus on resources rather than outcomes for the basis of competition; competitor rather than market driven activities and low price orientation rather than value pricing.



Professor Kwaku Atuahene-Gima, Department of Management, City University. 香港城市大學管理學系系主任鴻壽吉馬博士。

Businesses that Do

"Economic downturns are tremendous opportunities for growth and profit for businesses with astute and brave managers. The rationale is that competitors

突破困境在於創新

香港城市大學管理學系系主任鴻壽吉馬博士指出，企業應在經濟低迷時力求創新，而非固步自封。

他說：「當經濟不景，管理層認為創新的代價太大、風險又高，因此不願嘗試。這是一種錯誤的看法！」

事實真相是，風高浪急的艱難日子往往提供了開拓新市場、新客源和新計劃的機會。

反面教材

對很多企業來說，經濟逆轉仿如寒冬來臨，這完全是「求存」心態作祟的後果。

他說：「這些公司不但不努力創新，反而只懂裁減員工、緊縮業務、削減培訓預算

和割價傾銷。所謂保留資源，說穿了就是固步自封。」

在競爭劇烈、經濟不景的大氣候下，上述措施對業務增長根本毫無幫助；待形勢好轉，公司亦難以迅速復元。

「推行這些措施，根本便沒考慮對公司內外，甚至前景的影響，不但毫無裨益，反而適得其反。管理層喜歡一些具有「新聞價值」的政策，但長遠來說，對企業弊多於利。」

「求存心態」的病癥包括以下各項：著眼內在多於外在；資源多於成果；對手舉動多於市場趨勢；割價傾銷多於正確定價。

足堪借鏡

「若有精明勇敢的管理人材，公司不

難在逆境中發掘拓展業務和盈利的良機。為甚麼？正如剛才所說，不少公司在這時固步自封，自削實力；另外，顧客也希望尋找一些具備新價值的產品和服務。」

然而，要在經濟不景時開創新局面，必須徹底改變管理及公司哲學，也就是從「掙扎求全」過渡至「追求卓越」。

他說：「富有創意的經理必然明白，成功取決於獨特的成果，而非資源！」

以英國航空公司為例，他們就是因為能率先賦予乘客在抵步時精神煥發的感覺，才能這般成功。能達致這個效果，其中一項重要措施是在希斯魯機場提供沐浴設施。不久，其他航空公司紛紛效法，甚至引發了一場「浴室大戰」，但英航依然優勢不減，這

are weaker, because they are likely to engage in value destroying activities, (mentioned above) and customers eagerly search for new value," he said.

But innovating in this era of economic downturn requires a total change of managerial and organisational philosophy – from the pursuit of survival to the pursuit of excellence.

"Innovative managers appreciate that corporate success comes from unique outcomes not unique resources," he said.

An example is British Airways (BA) they provide an outcome with a total business system that provides the experience of customers arriving refreshed at their destination. A major component of the system was to provide showers at Heathrow. Other airlines caught on, and this started the 'Shower Wars', as each airline wanted to get some of the market share. But BA still had the competitive edge.

"This is because customers trusted BAs service and would not like to be disappointed with another airline," Dr Gima said.

He said resources are a means to providing outcomes they are not outcomes in themselves.

"The business school theory that competitive advantage comes from unique resources is wrong. Different resource combinations can lead to the same outcome – compare Body Shop with traditional cosmetic companies," he said.

Also, unique outcomes are delivered through an organisational process of how the resources are used rather than by the unique resources themselves.

"The only unique resource that the competition will have difficulty acquiring is the "win, win, win" strategy of an innovative business system that provides unique outcomes with customer value," he said.

Innovation is a race won by people.

"Firms equip their people with the latest tools and practices for developing services and management systems that support them, yet in hard times training budgets are likely to be cut – this is wrong. Innovation is about creating value – the benefits that a firm provides to customers relative to prices and competitive offerings. Companies that compete at the value frontier use proven value management tools and techniques to equip employees to turn new ideas into product and services that provide unique values," he said. ■

是因為乘客信任英航的服務質素，不希望胡亂光顧其他航空公司。

資源是催生成果的「用料」之一，但兩者並不同。

「商業學校的理論課總說，獨特資源造就了競爭優勢，這是不正確的！不同的資源組合，可以催生出同一成果。把 Body Shop 與其他傳統化妝品店比較便清楚不過！」

縱使擁有獨特資源，亦必須運用得法，才可見到成果。

他說：「在充滿競爭的世界裡，怎樣制訂必勝策略，達致有商業價值的成果才是最困難的。」

「人」是創新之戰的爭勝關鍵。

「公司為員工提供最新工具，用以建立服務和管理制度；在艱難的日子裡，培訓預算最容易受到削減，這種做法可謂大錯特錯！創新的目的在於增值，也就是為顧客提供好處。以價值取勝的公司，會把早有實效的管理工具和技巧傳授僱員，讓他們把新意念轉化為具有獨特價值的產品和服務。」 ■

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New Laws Mean Egypt May Offer Enticing Opportunities

Numerous changes in Egyptian investment law have made it a more attractive place for possible ventures, according to the Consul-General of the Arab Republic of Egypt, Mr Ossama Elashiry.

Reforms in the law started in 1991 and continued in 1992 and 1997 in accordance with the IMF.

One of these has been the mainstreaming of investment licensing procedures and replacing them with a more transparent and less complicated system of registration.

"Bureaucracy has been minimised and investments are now approved automatically, as long as they are not related to blacklisted projects such as manufacture of military and tobacco products," said Mr Elashiry, speaking at a Roundtable talk in the Chamber.

"Foreigners can now own 100 per cent of their businesses and remit income earned in Egypt. Full ownership protects against future confiscation and nationalisation of foreign companies that was widespread in the 1950s," he said.

Recent changes in the law allow non-native companies to own land.

Investors from abroad can also import directly or through third parties whatever



Mr Elashiry, Consul-General of the Arab Republic of Egypt, tells members about recent changes in the law.

埃及駐港總領事伊利信先生向會員講解當地投資法規的最新轉變。

they require for their expansion or operation such as production requirements, materials, machinery, equipment, spare parts and transport without the need to register themselves in the Register of Importers.

"They can also export products without informing the Register of Exporters," he said.

Foreign trade liberalisation has caused Egypt to steadily move towards production in areas where it has a competitive advantage.

"Overall the more transparent tariff system which is to replace quantitative

restrictions on exports provides good investment opportunities, because Egypt is very competitive due to low production costs," he said.

Other incentives for outside investors include a five-year tax holiday for projects established inside new urban communities and industrial zones.

"Land reclamation and real estate development can enjoy a decade of being exempt from tax," he said.

The service sector is another area ripe for investment – banking, trade services, transport, communication and tourism all look promising, according to Mr Elashiry.

"Investment in tourism is particularly lucrative, even in light of the Luxor tragedy, because of Egypt's historic, cultural and national treasures.

"Revenues for tourism reached US\$2.5 billion in 1997, but we did see a reduction in Hong Kong tourists at the time of the massacre and when the Asian economic crisis hit," he said.

Hong Kong tourists account for approximately 10,000 visitors to Egypt a year.

"Our aim is to continue the economic reform and build a backbone of SMEs to provide a foundation for strong economic development," he said. ■

完善投資法規 積極開拓商貿

埃及總領事簡介該國投資環境。

埃及駐港總領事伊利信先生表示，隨著政府大幅修改投資法規，埃及的營商環境較以往更為吸引。

九一年，該國按國際貨幣基金會的要求推行改革，計劃一直延續至九七年。改革其中一項重要措施是精簡申領企業牌照的程序，提高透明度。

伊利信在本會主辦的午餐會上表示：「只要投資項目與軍火、煙草製品等受禁制的行業無關，已可自動通過審批程序，官僚主義的影響已減至最低。現時，外商可以全資擁有企業，有效防止了在五十年代蔚然成風的國有化浪潮再度出現；另外，他們也可隨意把在埃及賺取的收益匯往外地。」

最近，埃及更修例容許外國公司擁有土地。外商可直接或透過第三者進口日常經營或擴展業務所需的原材料、機械、設備、零部件和運輸工具，無需向進口商登記處登記。

伊說：「外商出口製成品時，也無需通知出口商登記處。」

放寬外貿管制後，埃及很快已能把握本身的競爭優勢，發展相關行業。

伊利信說：「埃及的生產成本低，因此，以透明度較高的關稅制取代出口配額制，有利於我國產品在市場競爭。」

在新發展社區或工業區設廠的外商可免

繳稅五年；土地開墾及房地產發展項目的免稅期更長達十年。

伊利信表示，銀行、貿易服務、運輸、通訊、旅遊等服務行業的前景良好，是理想的投資選擇。

他說：「埃及的歷史源遠流長，文化遺產豐富多姿，盧克索慘劇並沒有影響旅遊業的蓬勃發展。去年，旅遊業的收益便高達廿五億美元；不過，大屠殺和亞洲金融風暴後，香港旅客的確較以往減少。」

每年前往埃及的香港旅客約有一萬。

伊利信說：「我們希望透過改革經濟和培育中小型企業，為未來的經濟增長打好基礎。」 ■

MFN FOR THE MAINLAND ANNOUNCED BY CLINTON

Although US President Bill Clinton announced on 3 June that the US should extend China's MFN status once again, it is expected that many in Congress may want to stop him from doing that. They will cite campaign financing charges, illegal transfers of satellite technology, religious persecution, and general human rights violations as reasons not to grant this routine trading status to China.

Withdrawal of MFN from China will be particularly devastating for Hong Kong in the midst of an economic downturn. **Chamber members are urged to contact their American friends and partners to have them write to their congressmen, arguing that MFN renewal is good for the US, good for Hong Kong, and good for a more open China.** Please do so soon since the congressional debate will be heated during June.

克林頓宣佈給予中國最惠國待遇

雖然美國總統克林頓於六月三日宣佈美國會再次延續中國的最惠國待遇，但是，估計國會內不少議員會意圖阻止議案通過。議員所持的理據包括贊助競選經費的指控、非法轉授衛星技術、宗教逼害以及一般的違反人權情況，藉以反對給予中國這項常規的貿易待遇。

香港正處於經濟低迷的時期，取消中國的最惠國待遇會令本港倍加受損。**敬請總商會各會員聯絡美國朋友和生意夥伴，要求他們致力陳述最惠國待遇有利於美國、有利於香港，也有利於使中國變得更開放。**請盡快行動，因為六月內美國國會的辯論會十分激烈。

Election Committee Tests Candidates

Members from the Election Committee attended a forum on 2 May to meet and quiz the 25 Election Committee Candidates.

Dr Hari Harilela, Ms Lily Chiang, Mr John Hung, Ms Fanny Lai, Mr Stanely Ko and Mr Andrew Yuen were present at the televised meeting.

Twenty-five questions were raised by the Election Committee one of those, from Hari Harilela, asked with current economic conditions and falling tourism what measures would the candidates suggest to the Government to reinvigorate the economy.

Ms Fanny Lai also posed a question to Mr Charles Yeung asking what solutions he would proffer to the Government to assist small to medium sized enterprises.

The Chamber Committee members observed that the interaction had been fruitful in determining which candidates



Dr Harilela, Fanny Lai and Stanley Ko at the candidate's session.

夏利萊博士、黎葉寶萍女士及高鑑泉先生出席電視論壇。

where well informed and most innovative in providing solutions to prevailing problems. This was useful when voting on 24 May. ■

考驗候選人實力

五月二日，第一屆立法會的選舉委員會委員獲邀出席一個電視論壇，直接向廿五位循該界別參選的候選人提問。

當日出席的總商會選舉委員包括夏利萊博士、蔣麗莉博士、洪承禧先生、黎葉寶萍女士、高鑑泉先生及袁耀全先生。

選舉委員合共提出了廿五條問題。夏利萊先生的問題是：面對經濟和旅遊業持續不景氣，候選人會向政府提出什麼解決方案？

黎葉寶萍女士則詢問其中一位候選人楊釗先生會向政府提供什麼意見，扶助中小型企業發展。

出席的委員一致認為，這次聚會令他們加深了解個別候選人對時下問題的觀點和處理手法，有助他們在五月廿四日作出正確選擇。 ■

Hong Kong Companies Get to Grips with Controversial Labour Laws

By Louise Parkinson

Faced with a ruthless economic climate atop a framework of more stringent anti-discrimination labour laws (disability, gender and family status the last of which was enforced on 21 November 1997), employers in Hong Kong must be ready to meet tough challenges.

With this in mind the Equal Opportunities Commission and 34 human resources practitioners met to discuss the ramifications of these recent developments at a seminar on 5 May for Chamber members.

"Worsening economic conditions mean companies are downsizing, this creates problems for directors and management in determining when and how to downsize, how to communicate their strategy to employees and understanding the legal structure surrounding it," said Mr James Tien, Chamber representative to the Legislative Council.

Last year, despite objections from the Chamber against some aspects of them, five separate anti-discrimination laws and codes of practice were introduced.

Codes of practice have recently been introduced for race and sexual orientation discrimination in the work place.

"Together they have changed the way we need to look at our employees and how we should behave towards them," he said. ■

掌握最新勞工法例

白璐珊

面對經濟不景及一系列新通過的反歧視條例(殘疾、性別及家庭崗位)，香港僱主必須為此作好準備。

在五月五日一個由總商會主辦的研討會上，三十四位從事人力資源工作的人士與平等機會委員會的代表共聚一堂，討論這些新條例的影響。

本會立法會代表**田北俊**先生指出：「經濟不佳令公司精簡人手的機會大增，在決定精簡人手的時間和方法、向員工解釋政策，以至認識有關的法律程序時，管理層不時會遇上困難。」

當局在去年通過了五項反歧視條例及實務守則，總商會對當中部分內容是有所保留的。

最近，平等機會委員會推出了有關種族和性傾向歧視的僱傭實務守則。

田北俊說：「隨著新法例的通過，面對僱員時，我們有需要建立一套新的思維和態度。」 ■

Recruitment & Termination in a Brave New World

Like the community we live in, the employment world may contain stereotypical assumptions and biased perceptions that could lead to discriminatory attitudes and unlawful action.

Ms Angela Ho, Chief Executive, Equal Opportunities Commission said that anti-discrimination legislation makes the employer responsible for an employee's discriminatory attitudes – even if was done without their knowledge or approval.

Many employers may find this disturbing, but if they take reasonable steps to prevent discrimination they are on the right side of the law.

"One of the easiest ways to eradicate discrimination is to develop a set of consistent

selection criteria for recruitment," she said.

The first place to start is the job advertisement.

"Look for job titles that are gender neutral – publishers should note they will be liable if they use an advertisement that discriminates," Ms Ho said.

A disclaimer can be written below the advertisement explaining that the post is open to anyone regardless of sex, disability or family status, if there are any doubts on wording.

Indirect discrimination is also unlawful.

"If you impose the same requirement or condition on everyone so that it favours a particular group, for example if you wish to

hire an information technology manager of a certain height that may exclude females – then it would be unlawful," she said.

For application forms, companies should avoid seeking information that may be perceived as discriminatory.

"Examples of such questions are those that deal with family, age of children, marital status and plans to have children. Even if recruitment is done through an agency remember you should ensure that objective selection criteria is used otherwise you are liable, not the agency," Ms Ho said.

Under the law an employer cannot request medical information for their selection process unless it is needed to see if the applicant is able to carry out the inherent requirements of a job.

"If an employer needs medical data to see what facilities a disabled employee may need – my advice is to get it later on when the appointment is made," she said.

For pre-employment medical checks you can only take into account a person who has a particular infectious disease that would jeopardise public health – this does not include HIV. And, a mandatory x-ray examination may be construed as discriminatory against pregnant women.

"Short listing applicants is also a minefield of discrimination because it is often left to junior staff – training is needed to ensure they know the policy. If a written test is required during interview make sure the content is only relevant to the job requirements and ensure it is modified for those with a disability," she said.

Medical and personal information for insurance and benefits can be collected after

appointment so that there is no misunderstanding on the motives of the employer.

"Ensure records of interviews are kept for 12 months so the employer is in a position to deal with any complaints of discrimination," she said.

If you hire someone with a disability you must take reasonable steps to accommodate that person – such as ramps for wheelchair access. Only if it is far too expensive can you use their disability as a reason for not hiring them.

"For promotion, transfer, training and development opportunities and dismissal consistent selection criteria are also applicable," said Ms Ho.

Employers should ensure that no employees are harassed or intimidated, and if an employee has taken action against discrimination in the past, they are

not unfairly treated.

"It is in your interest to develop and implement an internal grievance procedure, and implement an equal opportunities policy giving the responsibility to a senior manager. Also, get feedback from staff on how it is working, then you will protect yourself from liability," she said.

"Remember that just because you have no complaints of harassment in your company this does not mean it does not exist – it could mean that you just have no company policy," she said.

"When considering equal opportunities, people's first reaction might be that we are not born equal and therefore it is impossible to treat everyone the same. However, the aim of the Equal Opportunities Commission is not to equate all people. Their job is to simply ensure individuals have the chance to go as far as their talents, abilities and determination will take them," Ms Ho said. ■

開創公平社會

就業市場跟我們所處的社會一樣，難免存在種種誤解與偏見，由此而起的歧視行為卻可能觸犯法例。

平等機會委員會行政總裁**何蔡慧兒**表示：「根據反歧視條例，如僱員對他人抱歧視態度，即使僱主在事前並未得知或批准，也須負上責任。」不少僱主可能因此感到困擾，但只要他們採取防止歧視的適當措施，便不用發愁。

她說：「其中一種最簡單的預防歧視方法，就是制訂一套一視同仁的招聘準則。」

這應從招聘廣告說起。

她說：「職位名稱的性別必須中性。假如廣告有歧視成份，刊登者便要負上責任。」如對用字有懷疑，僱主大可在廣告末段附加聲明，指出申請人不會因性別、殘疾或家庭崗位受到歧視。

間接歧視原來亦屬違法。

她說：「如你提出的招聘條件只對某類申請人有利，亦屬違法。舉例說，如要求資訊科技經理擁有一定高度，而這高度卻是女性難以達到的，這也構成歧視。」

求職申請表上的某些問題，可能也有歧視成份。她說：「查詢申請人家庭狀況、子女年齡、婚姻狀況和生育計劃的問題，也屬於這一類。即使透過人事顧問招聘員工，亦要確保後者使用客觀的篩選標準，一旦出事，負責的仍是僱主。」

根據法例，僱主不能要求應徵者提供病歷。除非這跟申請人能否履行工作有直接關係。

她說：「如僱主是為了替殘疾僱員提供所需設施而查詢病歷，最好等待僱員正式受聘後才再進行。」

僱主不能因愛滋病而把申請人拒諸門外；要求孕婦在受聘前接受X光檢驗，亦足以構成歧視行為。

她說：「擬定面試名單往往由較低層的員工負責，因此容易出現歧視的情況。僱主必須讓這些員工接受培訓，確保他們了解公司的政策。此外，筆試內容必須跟工作有關，如有傷殘人士應試，僱主要為他們作出適當安排。」

如僱主需要索取申請人的病歷和個人資料，以安排投保和各項福利，最好還是

待僱員正式履新後，方才進行，以免惹起誤會。

她說：「面試紀錄應保存一年，以應付一旦有申請人投訴受到歧視。」

假如你聘用傷殘人士，便要為他們預備適當的設施（如輪椅通道）。除非聘用傷殘人士的開支過於龐大，你才可以殘疾為由，拒絕聘用他們。無論是晉升、調職、培訓或解僱，一視同仁的準則全皆適用。

僱主必須確保員工不受騷擾或恐嚇；假如僱員曾對歧視現象作出投訴，亦不應受到不公平對待。

她說：「確立內部申訴程序，由高級行政人員執行平等機會政策，絕對符合公司的利益。另外，你也要聽取員工的回應。沒有投訴，不等於投訴不存在，這只能說公司缺乏一套完整的政策。」

「說起平等機會，我們總是認為：人生下來便不平等，既然如此，人不可能獲得公平待遇。平等機會委員會的宗旨並非把所有人等同，而是希望人人都有盡情發揮才能、天份和理想的機會。」 ■

Dismissal of Employees - A Brief Guide

by Helen M Belshaw, Partner – Messrs Stevenson Wong & Lai

While solicitors are commonly called upon to advise as to the rights and entitlements of an employee upon termination of employment, unfortunately such advice is usually only sought after the termination has already been effected where breaches of contract and/or statute have already occurred. To avoid claims in the Labour Tribunal (where no legal representation is allowed) and the resultant expense and bad publicity, an employer is well-advised to seek legal advice on the proposed dismissal before the dismissal takes place. Set out below are a number of basic factors which should be considered before dismissing an employee but should by no means be taken as being a complete guide, as each case has to be considered on its own merits:

1. The distinction between contractual and statutory rights

An important distinction must be drawn between the employee's entitlements under a contract of employment, and those statutory safeguards which appear in the Employment Ordinance Cap 57 ("EO"). Usually, the latter are merely "bare minimum" entitlements, and will generally have no application where an employee enjoys more generous, contractual benefits.

2. Is the employee entitled to receive "notice" when the employment is to be terminated, and if so, how much?

• Contracts which stipulate a Notice Period:

Generally, the notice period stipulated in the contract of employment will prevail over the statutory provisions provided it is for at least 7 days. An exception to this rule is where an employee is "on probation", in which case no notice need be given by either party to terminate the employment during the first month unless the contract expressly provides otherwise.

• Contracts silent as to notice period or the period so stipulated is less than 7 days (where no probation period applies):

In both cases there is a statutory presumption that the employee's employment is deemed to be "monthly renewable", entitling both parties to receive at least *one month's notice of termination*, as long as the employee's employment has been "continuous" ie employment lasting at least 4 weeks where at least 18 hours per week has been worked.

When calculating the proper notice period, any annual leave entitlement should not be taken into account.

• Where no notice is required:

Either party may terminate the employment summarily (ie without notice) in the case of gross misconduct by the other party. In such circumstances; an employer need only pay the employee his accrued entitlement to wages, up to the date of dismissal, no notice or wages in lieu need be paid, and most other entitlements will be lost. If the employer is at fault, the employee may claim compensation for the benefits which he would have received if the contract had been terminated with notice.

3. Should the Employee be required to work out the notice period or receive a "payment in lieu" ?

Where proper notice is given the employee must work out the period of notice, unless expressly released by the employer. For many employers, once the decision has been made to dismiss an employee, it is preferable for the employee to leave immediately so as to cause least disruption to business. In such cases, the employer must compensate the employee for "wages in lieu of notice" ie the sum which the employee would have earned if he had been permitted to work out his notice period, but excluding any overtime payments.

4. Can the employee claim an end of year payment/bonus?

Employers are free to agree or exclude an "end of year"/"13th month" payment. However, if expressly included in the contract or provided as a matter of practice, the employer cannot then exclude an employee's right to a pro-rata payment upon termination of employment, and any attempt to do so, will be unenforceable. No pro-rata entitlement arises, however, on summary dismissal of an employee.

5. Is an Employee entitled to holiday/annual leave payments?

This is an area which commonly gives rise to confusion. As with other entitlements, an employee's right to paid holidays, is often expressly agreed in the employment contract, and therefore his pro-rata entitlement on termination of employment, will likewise be governed by the contract. It is only where the contract is silent, or where the contractual entitlements fall below the "bare minimum" provided for in the EO, that the statutory provisions will apply. The EO requires all employees to be granted public holidays, or days in lieu, and all employees in "continuous" employment, to be granted "rest days" ie one day off in every year. Hence,

on termination of employment, an employee must be paid for any public holiday or rest day for which he is due.

In addition, employees who have been in "continuous" employment for at least 12 months, are entitled to be paid "annual leave", calculated in the manner set out in Section 41 EO.

6. Is it possible to terminate a pregnant employee and if so at what cost?

Express contractual provisions may govern the entitlements of a pregnant employee whose contract is terminated. As before, if the contract is silent or provides for less than the statutory "bare minimum" entitlements, the EO will apply: Female employees who have been "continuously" employed for at least 26 weeks are entitled to ten weeks unpaid maternity leave; while those "continuously" employed for at least 40 weeks are entitled to 10 weeks' paid maternity leave ie. equal to 4/5ths of the employee's monthly salary.

Once an employee has been "continuously" employed for at least 12 weeks and has notified her employer in writing of the pregnancy (as verified by a Doctor's certificate), it is a criminal offence for an employer to dismiss her. Any such employee so dismissed, is entitled to receive: notice or wages in lieu; and an extra one week's pay (in all cases); and, where the employee would otherwise have been entitled to receive paid maternity leave had she continued working, a full 10 weeks' pay. These provisions do not apply to employees who are summarily dismissed for good cause.

7. What is the difference between severance and long service pay, and when do they respectively apply?

The right to severance pay, accrues to all employees who have been "continuously" employed by an employer for at least 24 months, and who are "dismissed by reason of redundancy". In practice this will cover most termination situations, except where an employee voluntarily resigns or is summarily dismissed. Severance pay entitlement may also be denied where an employee has been offered but unreasonably refuses, suitable alternative employment. The amount receivable by the employee will broadly be 2/3rds of his monthly pay for each year of "continuous" employment, subject to certain statutory limits, which are amended and updated from time to time. Any contractual gratuity or payment under

Mergers and the Human Resource Factor

During a time of economic turmoil there are more mergers and takeovers that confer a unique set of human resource management problems.

The effect of change after a merger directly impacts on human resources, according to Mr Peter Barrett, managing director of Organisation Development Ltd.

"Most companies during mergers undertake due diligence in respect of legal and financial issues, but tend to neglect human resource management. This detracts from securing optimum motivation of staff and reduces the likelihood of becoming a more effective organisation," he says.

At the time companies usually downsize, so aspects of termination come into play (previous article).

"CEOs take their eye off the bottom line because all their attention is on the merger, so productivity can also suffer. This can be solved by employing a facilitator consultant to oversee the merger instead of relying on the CEO," he said.

A radical change in company culture may result in a culture clash between the two merging parties.

"The real challenge is to unify them to benefit the business – but this can be problematic," Mr Barrett said.

Company culture must be reviewed particularly when there are abrupt changes in style from sudden acquisitions.

"When two different merging parts get together there might be conflict – a 'them and us' attitude may prevail with little cooperation. Firstly, you must diagnose the organisation by doing a management climate and staff attitude surveys – and then look at the strategic planning building and organisation integration.

"Mirror groups are a good exercise where you list out your perception of the other group and then they list out how they actually see themselves – and see if there is a match. Most mergers fail because they don't take into account the two different cultures," he said.

In addition, there may be problems of assessment and planning, management of information systems and decision making style.

"When looking at the individual and the team interfaces one must consider job

insecurity, the effect of new personalities above and below employees and problems with motivation," he said.

Downward and upward communication crises may occur and golden handshakes and extended notice arrangements may be required to secure senior executives from leaving.

It is essential to keep the same employment conditions before the merger otherwise directors may sign preferential contracts so they cannot be dismissed.

"It must be decided who to retain and who to release; this involves severance packages, golden handshakes, notice period and internal communication.

Terms must be harmonised this will mean rewriting contracts, negotiating contracts – including golden hellos to attract and retain high calibre top management," he said.

Lastly, team work must be developed this can be done by setting new corporate goals, aligning the duties of directors, re-organising their departments, agreeing on personal goals and reviewing performance.

Acquisitions can be far-reaching causing reactions by shareholders and the stock market. ■

a retirement scheme, will be deducted from the amount of severance pay receivable by the employee.

If, for some reason, an employee is not eligible for severance pay, he may nonetheless be entitled to long service pay (save where summarily dismissed for good cause) depending on his age and the length of service. This is calculated in a very similar way, and is subject to the same deductions for contractual gratuities or pension scheme payments, as severance pay.

8. When should all the entitlements be paid?

Generally an employee's entitlements (whether contractual or statutory) should be paid at the time the employment is terminated, but in any event, within 7 days thereof.

In conclusion, when determining entitlements on termination of employment it is essential to look first at the contract of employment to ascertain the respective rights of the parties. If the contract is silent, or appears to exclude or fall below minimum statutory entitlements, then the EO should be consulted to determine the position. To be on the safe-side seek legal advice to avoid contravening contractual and/or statutory provisions. ■

Helen M Belshaw

Partner – Civil Litigation

Messrs Stevenson, Wong & Lai

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收購合併的人事安排

經濟不景，收購合併的個案尤多，當中涉及不少獨特的人事管理問題。

機構發展顧問有限公司董事長畢烈先生指出，合併所帶來的轉變肯定會影響人力資源管理。

他說：「合併時，大部分公司總是小心奕奕，唯恐出現法律和財務問題，人事管理反而得不到應有的重視，結果是未能充分發揮員工的積極性，提高企業的營運效率。」

經濟蕭條時，公司裁員可謂司空見慣，如何終止僱傭關係便十分重要（見前文）。

「行政總裁的注意力全集中在收購本身，往往忽略了人事安排，公司的生產力可能因此受損。與其事事倚賴行政總裁解決，不妨聘請專責顧問協助。」

合併雙方各有不同的公司文化，出現衝突亦不足為奇。

畢烈說：「怎樣把兩者合而為一，令公司受惠才是最重要的；但這可能是一個艱巨的過程。」

若合併來得突然，更有仔細檢討公司文化的必要。

「把兩個本來獨立的個體合而為一，磨擦在所難免，更甚者是出現『敵我分明』的態度。首先，你需要進行一個有關管理風格和員工態度的調查，再把結果融入整體規劃內。

『鏡子小組』是一種很有效的檢討方法。首先，列出自己對另一組人的期望，再由對方寫出對他們自己的觀感，看看是否吻合。大部分收購失敗，是因為管理層未有充分考慮兩家公司的文化差異。」

合併後，出現問題的範疇還可能包括評核及規劃方式、資訊系統管理及決策風格。

「檢討個人與團隊關係時，必須考慮工作安全感、新同事和員工士氣的問題。」

溝通困難也是合併後常見的問題。若要防止高級行政人員離開，可能需動用優厚報酬或延長離職通知時間。

維持合併後受聘條件不變也是很重要的；否則，董事可能簽署了優惠合約，解僱不得。

「決定誰留誰去是很重要的，當中牽涉遣散補償、優厚報酬、通知期及內部溝通等事宜。」

「另外，你也需要統一受聘條件。這涉及重訂合約內容和進行磋商 – 包括以優厚條件吸引和挽留表現卓越的頂級行政人員。」

最後一步是鼓勵團隊合作，辦法包括訂立新的企業目標、調整董事職責、重組他們負責的部門、擬定個人目標和檢討表現。

收購合併的影響深遠，範圍所及，股東及股市亦在其內。 ■

COLLECTION 1998

FASHION
STYLE



FASHION AND SO MUCH MORE

New Taxation Policy on Imported Equipment

By HE Yan-fei*

According to an announcement by the State Council, customs and value-added import tax imposed on specific imported equipment of Chinese-ventured or foreign-ventured industries, that are at the top of the PRC government's list for development, have been exempted since January 1, 1998.

Range of Products Included in the Tax Exemption List

1. Foreign-ventured industrial projects enlisted in both sections of the "Encouraged Foreign Investment Industries" and "Restricted Foreign Investment Industries (Group B)" of *Catalogue for the Guidance of Foreign Investment Industries*, and also those involved in technology transfer are exempted from customs and value-added import tax imposed on imported facilities for self use (as part of the total investment for the projects), except for those stated in the *Catalogue for*

Taxable Merchandise Imported by Foreign Investment Industries.

Some specific areas enlisted in the "Encouraged Foreign Investment Industries" section of *Catalogue for the Guidance of Foreign Investment Industries* enjoy tax exemption. They fall into the following categories:

(1) Agriculture, forestry, animal husbandry, fishery and related industries; (2) light industry; (3) textile industry; (4) communication and transportation, postal and telecommunication industries; (5) coal industry; (6) power industry; (7) ferrous metallurgical industry; (8) non-ferrous metal industry; (9) petrol, petrochemical and chemical industries; (10) mechanical industry; (11) electronics industry; (12) building material, equipment and other non-metal mineral product manufacturing industries; (13) pharmaceutical

industry; (14) medical equipment manufacturing industry; (15) aerospace industry; (16) newly-developed industries; (17) service industry; (18) permitted items with products wholly for export.

Some specific areas enlisted in the "Restricted Foreign Investment Industries (Group B)" section of *Catalogue for the Guidance of Foreign Investment Industries* enjoy tax exemption. They fall into the following categories:

(1) Agriculture, forestry, animal husbandry, fishery and related industries; (2) light industry; (3) textile industry; (4) communication and transportation, postal and telecommunication industries; (5) power industry; (6) non-ferrous metal industry (sole foreign ownership is not permitted); (7) petrol, petrochemical and chemical industries; (8)

國家調整進口設備稅收政策

何雁飛*

國務院決定，自九八年一月一日起，對國家鼓勵發展的國內投資項目和外商投資項目進口設備，在規定的範圍內，免徵關稅和進口環節增值稅。

進口設備免稅的範圍包括：

一、對符合《外商投資產業指導目錄》鼓勵類和限制乙類，並轉讓技術的外商投資項目，在投資總額內進口的自用設備，除《外商投資項目不免稅的進口商品目錄》所列商品外，免徵稅和進口環節增值稅。

《外商投資產業指導目錄》鼓勵類是指下列行業的部分領域：

(一) 農、林、牧、漁業及相關工業；
(二) 輕工業；(三) 紡織工業；(四) 交

通運輸、郵電通信業；(五) 煤炭工業；(六) 電力工業；(七) 黑色冶金工業；(八) 有色金屬工業；(九) 石油、石油化工及化學工業；(十) 機械工業；(十一) 電子工業；(十二) 建築材料、設備及其它非金屬礦製品工業；(十三) 醫藥工業；(十四) 醫療器械製造業；(十五) 航天航空工業；(十六) 新興產業；(十七) 服務業；(十八) 產品全部直接出口的允許類項目。

《外商投資產業指導目錄》限制乙類是指下列行業的部分領域：

(一) 農、林、牧、漁業及相關工業；
(二) 輕工業；(三) 紡織工業；(四) 交通運輸、郵電通信業；(五) 電力工業；(六) 有色金屬工業(不允許外商獨資)；(七) 石油、石油化工及化學

工業；(八) 機械工業；(九) 電力工業；(十) 建築材料、設備及其它非金屬礦製品工業；(十一) 醫藥工業；(十二) 醫藥器械製造業；(十三) 船舶工業(中方控股或佔主導地位)；(十四) 內外貿、旅遊、房地產及服務業(不允許外商獨資)；(十五) 金融及相關行業；(十六) 其他；(十七) 國家和我國締結或者參加的國際條約規定限制的其它產業。

《外商投資項目不予免稅的進口商品目錄》規定的商品名稱：

電視機、攝影機、錄像機、放像機、音響設備、空調機、電冰箱、電冰櫃、洗衣機、照相機、複印機、程控電話交換機、微型計算機及外設、電話機、無線尋呼機、傳真機、電子計

mechanical industry; (9) electronics industry; (10) building material, equipment and other non-metal mineral product manufacturing industries; (11) pharmaceutical industry; (12) medical equipment manufacturing industry; (13) ship building industry (majority or directorial authority held by the Chinese side); (14) domestic and foreign trade, tourism, real estate and service industry (sole foreign ownership is not permitted); (15) finance and relevant industries; (16) miscellaneous; (17) other industries specified in the Sino-foreign treaties or international treaties.

Items enlisted in the *Catalogue for Taxable Merchandise Imported by Foreign Investment Industries* include: Television, video camera, video recorder and player, audio equipment, air-conditioner, refrigerator, freezer, washing machine, camera, photocopier, programme-controlled telephone exchange, microcomputer and external parts, telephone, pager, fax machine, electronic calculator, typewriter, word processor, car, motorcycle and others.

- Chinese-ventured industrial projects enlisted in the *Catalogue for Industries, Products and Technologies under Active Government Support* would be exempted from customs and value-added import tax imposed on imported facilities for self use (as part of the total investment of the projects), save for those stated in the *Catalogue for Taxable Merchandise Imported by Local Investment Industries*.

算器、打字機及文字處理機、汽車、摩托車、其他。

- 對符合《當前國家重點鼓勵發展的產業、產品和技術目錄》的國內投資項目，在投資總額內進口的自用設備，除《國內投資項目不予免稅的進口商品目錄》所列商品外，免徵稅和進口環節增值稅。

《當前國家重點鼓勵發展的產業、產品和技術目錄》的內容包括下列行業的部份領域：

農業、林業、水利、氣象、煤炭、電力、核能、石油天然氣、鐵路、公路、水運、航空運輸、郵電通信、鋼鐵、有色金屬、化工、石化、縫紉、醫藥、機械、電子信息、汽車、船舶、航空航天、輕工紡織、建築、城市基礎設施及

Some specific items enlisted in the *Catalogue for Industries, Products and Technologies under Active Government Support* are given tax exemption. They fall into the following categories:

Agriculture, forestry, irrigation industry, meteorological industry, power industry, nuclear power industry, petrol and natural gas industry, railway construction, highway construction, water transportation, air transportation, postal communication, steel industry, non-ferrous metal industry, chemical industry, petrochemical industry, awning material manufacturing industry, pharmaceutical industry, mechanical industry, telecommunication industry, motor industry, shipping industry, aerospace industry, light industry, textile industry, construction industry, infrastructure and property development, resource conservation and environmental protection, service industry.

Some specific products enlisted in the *Catalogue for Taxable Merchandise Imported by Local Investment Industries* are not granted tax exemption. They fall into the categories of:

Large and medium-sized agricultural machine and diesel engine, engineering machine, general machine, power generation facilities and related equipment for electricity transmission and transformation, heavy metallurgical and mining machine, food packaging machine, environmental protection equipment, machine tool and forging press, moulding equipment, general equipment and meter, office

房地產、資源綜合利用和環境保護、服務業。

《國內投資項目不予免稅的進口商品目錄》規定的商品名稱：

包括下列商品大類的其中一些商品：

中小型農業機械及柴油機；工程機械；普通通用機；發電設備及配套輸變電設備；普通重型、冶金、礦山機械；普通包裝食品機械；通用環保設備；普通機床及鍛壓、鑄造設備；普通儀器儀表；普通文化辦公機械；汽車、摩托車及其零部件、二手機電設備、輕工機械；紡織機械；電子設備；船舶設備；公安、消防設備；醫療設備；建材設備；冶金設備；包裝機械；建材設備；化工設備；非公路用車；環保監測設備；石油天氣設備；電力設備；其它。

equipment, motor car, motorcycle and parts, second-hand mechanical engineering facilities, textile machines, electronics equipment, shipping facilities, public security and fire-fighting equipment, medical equipment, construction equipment, metallurgical equipment, packaging machine, construction facilities, chemical manufacturing machine, motor cars not for use on highways, environmental protection monitoring system, petrol-natural gas installation, power supply equipment, and others.

- Technology and related parts attached with the above imported facilities as specified in the contract are exempted from customs and value-added import tax.
- Imported facilities not included in the above specifications are subject to the decision of the State Council for tax abatement or exemption.

The introduction of the new taxation policy has dramatically stimulated foreign investment. In the first quarter, Guangzhou achieved a record high figure of US 706,000,000 in terms of foreign investments, highlighting a 25.4 per cent rise when compared with the last year's figure. Moreover, investment of foreign enterprises had a two-fold increase at the same period.

* HE Yan-fei is a lawyer of Guangzhou Jin Qiao Law Firm and graduated from Zhong Shan University studying foreign language and law, he has been working since 1989.

三、對符合上述規定的項目，按照合同隨設備進口的技術及配套件、備件，也免徵關稅和進口環節增值稅。

四、在上述規定範圍外的進口設備減免稅，由國務院決定。

國家調整了外資進口設備稅收政策後，外商投資積極性大為提高，廣州市今年一季度，實際利用外資達七點零六億美元，比上年同期增長百分之廿五點四，外商獨資企業增幅更高達兩倍。

本文作者簡介

* 何雁飛，男，一九六四年出生，廣州金橋律師事務所律師，畢業於中山大學外語系和法律系，獲法學士學位，一九八九年開始從事律師工作。

MEMBER-GET-MEMBER Contest

會員招募會員大競賽

The second phase of the Member-get-member contest is now on.

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第二期《會員招募會員大競賽》已經展開！

作為香港總商會的會員，對於商會如何助您擴闊人脈網絡，開發貿易商機，您自然瞭如指掌！何不廣邀朋友加入商會，共享本會的優質服務？

只要您跟朋友談及商會為您提供的各項服務，並把他們的名片傳真到本會（號碼：2527 9843），我們會以您的名義發出邀請函件，請他們加入商會。舉手之勞即可令您有機會獲得多至 **三重獎賞**：

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每推薦一間公司加入商會，便會為您帶來一次抽獎的機會，贏取

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所推薦的公司加入成為會員，我們即會送上價值港幣二百元的購物禮券，而您會自動進入下一環節的抽獎.....

再三多謝您！

每一位經您推薦的會員都會為您帶來另一次抽獎機會，參加於 1998 年 7 月舉行的《會員招募會員大競賽 -- 特別大抽獎》，贏取下列禮品：

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A good turn-out at the Chamber's Annual General Meeting. 會員踴躍出席週年大會。

Chamber Faces Future with Cautious Optimism

By Louise Parkinson

Combined with a mission statement to look to the future positively Mr James Tien, Chairman of the Chamber, reminisced on the dramatic and moving events over the past year, in his address to the AGM.

Culminating with the return of Hong Kong sovereignty to China after 156 years of British colonial rule – he also reflected on the alarming East Asian economic crisis which brought to an end 15 years of sensational growth.

For the first nine months Gross Domestic Product growth was 6.1 per cent but slowed to a mere 2.3 per cent in the final three months. Overall growth for the year was still creditable at 5.2 per cent.

In the final quarter, interest rates rose, the stock and property markets fell, domestic consumption slowed dramatically and investment plans were delayed.

In addition, Hong Kong suffered a 25 per cent drop in tourists in the second half of the year and small to medium enterprises were hit hard by this reduction.

He highlighted the fact that although 1997 had been a successful year for the

Chamber – judging from its annual report – 1998 would be a tough year for the whole business community.

"But, if we keep our heads there is no reason why we should not see significant economic improvement by the end of this year," Mr Tien said.

Early economic figures for 1998 show that Hong Kong has been effected by fallout from the Asian economic turmoil.

"External trade remains weak; domestic consumption (including retail sales) are down; and property and share markets are still swathed in uncertainty.

"Given the numbers we have seen so far, we will be fortunate to see Gross

Domestic Product growth of one and two per cent in the first three months of the year."

He went on to say that although the near future looked grim, it was not all doom and gloom – there had been three positive events since the beginning of 1998.

Firstly, the Financial Secretary's inaugural SAR Budget that should provide a sound base for recovery later in the year and steady economic growth in the medium term.

"The broad-ranging tax concessions and steady increase in recurrent spending should have some modest stimulatory effect as the year progresses. In the long term – the Government has announced substantial capital spending which should help the economy towards the Millennium," he said.

Secondly, Mr Tung's promotion of Hong Kong to investors during a trip to France and Germany last month.

Thirdly, the Ninth National People's Congress which sent out good messages about the continued reform on the Mainland and the prospects of sustained inflationary economic growth.

"The election of Zhu Rongji as Premier has delivered a positive message to the global community. Nowhere is this more evident than in the reception his election has been accorded in major world capitals and, in particular, his reception on his visit to Europe last month".

Mr Tien stated that the restructuring of the Mainland government, continued state enterprise reform, ongoing reform of the financial system, and the "open door" to foreign investors are all very

positive images for the global community.

"The visit of the US President to China in two months will further emphasise the improvement in US-China relations and China's relations to the rest of the world."

On the global front Mr Tien said that concerns about further financial problems in the region, malaise in the Japanese economy and doubts whether the US economic expansion can go on apace, continue to attract attention.

On the domestic front the SAR will confront the prospect of slower growth, slightly higher employment and the impact of poor confidence levels.

He reiterated that economic fundamentals were sound and with continued growth on the Mainland, Hong Kong should be able to "ride out the storm" – as the financial secretary put in his Budget address.

He commended the new SAR Government, under the sound leadership of Mr Tung Chee Hwa, for swift reaction to the economic crisis – especially the Governments solid defence of the linked exchange rate to the US dollar – and its smooth handling of the return to sovereignty.

Praise also went to Mr Tung's overseas promotion of Hong Kong.

Mr Tien then went on to explain how the electoral process for the First Legislative Council of the SAR had begun successfully, with the poll for the Election Committee on April 2.

The Chamber's Commercial functional constituency had 18 candidates for the 12 positions and an excellent turnout of more than 45 per cent.

"By the end of next month the May 24 elections for the first legislature will be completed and we will be awaiting with interest for the first sitting of the new Legislative Council and the Chief Executives second policy address".

Mr Tien remembered how the year had brought change to the Chamber with the retirement of Ian Christie, who worked as Director for almost nine years, and was replaced by Dr Eden Woon.

He rounded his speech congratulating the Chamber on the opening of its Web site (<http://www.hkqcc.org.hk>).

Finally, Mr Tien urged the Chamber to continue promoting the interests of Hong Kong's businesses locally and abroad and to further develop its relationship with the Mainland.

He also paid a final tribute to Daniel Koo, who retired from the General Committee after 20 years of service. ■

審慎樂觀

週年會員大會上，剛卸任主席的**田北俊**先生回顧了多件在過去一年影響深遠的大事。

一九九七年，香港回歸祖國，英國人一百五十六年的殖民統治自此結束；然而，下半年一場東亞金融風暴卻令形勢逆轉，打破了區內大部分國家經濟持續十五年增長的驕人紀錄。

九七年頭三季，香港的經濟增長高達百分之六點一，但在最後一季卻急跌至百分之二點三。綜觀全年，本地整體經濟增長為百分之五點二，成績尚算不俗。

踏入第四季，在息口上升的不利影響下，股市及樓市相繼下調，內部消費明顯放緩外，投資計劃亦有推遲現象。另外，對香港經濟舉足輕重的旅遊業亦情況不妙，從下半年起，訪港旅客人次急跌四分之一，中小型企業所受的衝擊尤其嚴重。

田北俊強調，總商會在九七年雖表現優異（從年報可見），但九八年將是整個商界艱苦經營的一年；不過，他說：「只要我們沉著應付，本地經濟相信必可在年底前大大改善。」

九八年初公布的經濟數據已足證香港經濟受亞洲金融風暴影響。田說：「香港不但在對外貿易方面表現欠佳，內部消費（包括零售市道）亦有放緩現象，地產和股票市場更被不明朗的氣氛籠罩。以手頭數據推論，如九八第一季可錄得百分之一至二的經濟增長，已屬難能可貴。」

田北俊接著說，短期經濟前景雖看似黯淡，但踏入九八年後，仍有三大利好因素值得注意。

首先，財政司司長的特區首份預算案不但為經濟在年底復蘇奠下良好基礎，而且有利本地經濟在中期穩定增長。田說：「政府宣布寬減一系列稅項，並逐步增加經常開支，在一定程度上可促進經濟增長。長遠來說，大幅提高資本開支的好處更可從現在延續至下一世紀。」

第二，特首**董建華**先生出訪法、德兩國期間，成功鞏固了海外投資者對香港的信心。

第三，九屆人大再次申明中國堅持改

白璐珊

革開放的決心，並為經濟持續在低通脹下增長營造了良好氣候。

田說：「對國際社會來說，**朱鎔基**先生當選總理，可說是極為有利的消息。從各大國對朱當選的良好反應，以至他較早前出訪歐洲所受的禮遇，在在證明了這一點。」

田北俊認為，精簡政府組織架構，繼續推行國企及金融體制改革，以及為外國投資者打開大門，全皆有助中國建立積極進取的形象。「美國總統兩月後的訪華之行除會進一步改善雙方關係外，對促進中國與其他國家的關係亦有很大幫助。」

全球經濟方面，亞洲會否遇上另一輪金融風波？日本經濟何去何從？美國經濟又能否繼續增長？這一切都令人關注。

內部方面，香港仍要面對經濟放緩、失業率微升及信心不足的影響；但田氏重申，香港經濟基礎穩固，加上內地經濟持續增長，我們當可如財政司司長在預算案中所言：「自強不息、跨越困境。」

田氏在演辭中高度表揚特區政府在處理主權交接時的得體表現，以及行政長官在海外推廣香港的努力；面對來勢洶洶的亞洲金融風暴，特區領導班子迅即採取果斷措施，堅決捍衛聯繫匯率，這一點也值得稱讚。

田接著談到特區首屆立法會選舉的進展。

在四月二日的選舉委員會界別分組投票中，會員從十八名候選人中選出十二位代表，投票率超過百分之四十五。田說：「到了五月底，立法會選舉便告一段落。我們懷著歡欣的心情期待第一屆立法會誕生，以及行政長官發表第二份《施政報告》。」

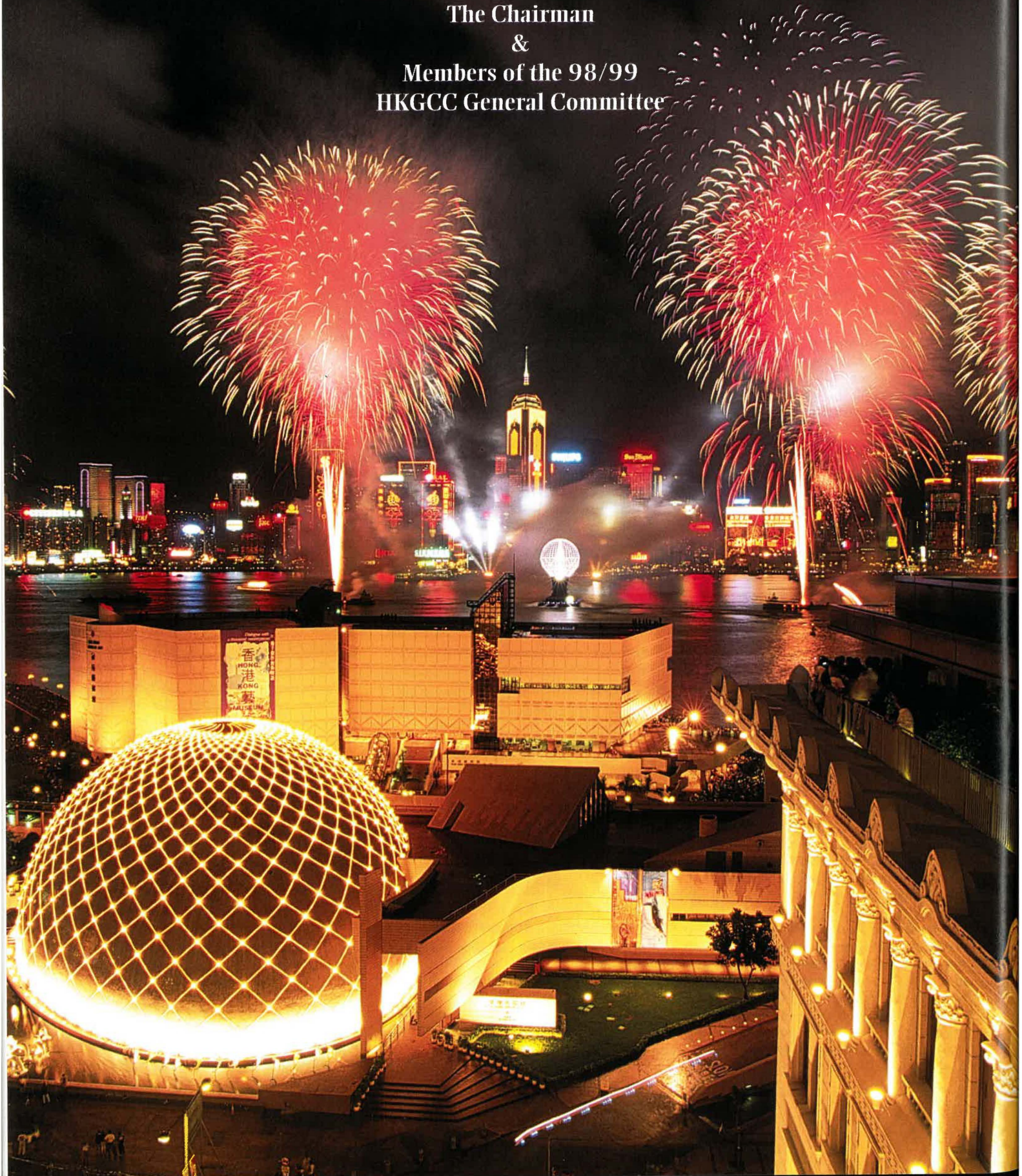
總商會在去年經歷了好些轉變。擔任總裁幾近九年的**祈仕德**先生榮休，由**翁以登**博士接任。此外，我們也推出了自己的網頁 (<http://www.hkqcc.org.hk>)，在資訊高速公路上跨前一步。

總結時，田勉勵總商會繼續促進香港商界在本土和海外的權益，並進一步拓展與內地的聯繫；而對服務商會二十年之久、不再連任理事的**古勝祥**先生，他也表達了由衷敬意。■



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Quiet Achiever Realises Its Taxation Objectives

By Louise Parkinson

Humbly labeling themselves "quiet achievers" the Taxation Committee has largely fulfilled its ambitions over the last year, according to Chairman Mr Roderic Sage.

"We want to ensure Hong Kong maintains its low, stable and predictable taxation system and that it works towards enhancing – not detracting from – a competitive position in the regional and global market place. Our submission to the 1998-9 Budget has accomplished that."

In a report to the AGM Mr Sage highlighted the inputs the Committee had made into the Chamber's submissions to Government, that were taken onboard in the Budget.

Included was a cut in profits tax to 16 per cent; a reduction of the hotel accommodation tax and a reduction in the airport departure tax.

In addition, several initiatives

suggested in the Chamber's Profits Tax Review paper submission, including the depreciation allowances, were adopted by the Budget. These were presented to the Treasury in person by Chamber Chairman Mr James Tien, and Deputy Chairman of the Taxation Committee, Mr Kau Shal Tikku.

Concern about double taxation problems emerging between Hong Kong and the Mainland prompted the General Committee, on its visit to Beijing in May 1997, to discuss the matter. This culminated in an agreement between the SAR and the Mainland announced in this year's Budget.

Mr Sage pointed out that although the 1997-8 Budget was hardly notable in the taxation area, at least the Chamber's budget submission was able to ensure that any increases in taxes, particularly indirect taxes, were not excessive.



Taxation Committee Chairman, Roderic Sage.
稅務委員會主席薛樂德先生。

恭賀香港總商會九八／九九年度
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稅務委員會主席薛樂德先生表示，委員會同人雖選擇「默默耕耘」的做事方式，但仍可達致預期目標。

他說：「委員會致力確保香港維持一套穩定、清晰的低稅制度，從而提高特區在亞洲和全球市場的競爭力。我們就九八/九九年度預算案提交的意見書已達致這個目標。」

週年會員大會上，薛臚列了稅務委員會在預算案意見書內所提出的建議，當中不少均獲當局採納，例子包括調低利得稅稅率至百分之十六，以及減徵酒店房租稅和機場離境稅。

去年中，特區政府曾就檢討利得稅一事

發表諮詢文件。當時的總商會主席田北俊先生，曾聯同稅務委員會副主席丁嘉善先生拜會庫務局局長，親自闡釋總商會建議書的內容。事實上，內裡多項建議（如重訂折舊免稅額）後來均獲政府採納。

特區與內地雙重徵稅的現象愈來愈令人關注，有見及此，理事會去年五月訪京時特別提出了這個問題。經過多番努力，避免雙重徵稅的協議終於在今年達成。

薛樂德談到前年的工作時表示，在九七至九八年度預算案中，有關稅務寬減的建議雖然絕無僅有，但總商會最低限度能透過提交建議書，確保政府不會大幅增加稅項。■

凍結徵費有助中小型企業渡過難關

白璐珊

總商會中小型企業委員會成功爭取政府凍結各類徵費一年，對飽受亞洲金融風暴影響的中小企業而言，可說是令人精神一振的喜訊。

在該會的努力下，香港貿易發展局更答允從本年四月一日起，一年內不提高收費。

委員會主席鄺家賢女士發表工作報告時指出，中小企業對香港經濟的貢獻過往一直為人忽略；影響中小企業經營的因素很多，部分往往不容易為當局了解，因此，委員會必須努力反映這些問題。為了提高中小企業會員的生產力和競爭力，該會在九七年舉辦的培訓課程數目整整增加了三倍。展望未來，他們將致力改善人力資源培訓和減低中小企業的營運成本（包括銀行收費）。

除積極與政府溝通外，委員會亦致力在海外推廣本地中小企業。不久前，鄺出席了在福崗舉行的亞太經合組織中小型企業研討會，並發表兩份有關人力資源、科技和信息交流的報告；在一個由遠東貿易服務中心主辦的研討會上，她談到如何加強台、港中小型企業的聯繫；此外，她曾接受一位德國記者訪問，解釋香港可怎樣成為海外中小型企業進軍亞洲和內地的橋樑。

委員會在九七年的另一成就，是與 AT & T 合辦首屆「香港傑出小企業獎」*，開創了特區先河。■

*首屆「香港傑出小企業獎」金獎得主是訊研科技有限公司。

Kwong delivered two papers on human resources and technology at an APEC SME symposium in Fukuoka, Japan, recently and spoke here on strengthening business ties between Taiwan and Hong Kong SMEs. A German journalist interviewed her on how Hong Kong is a gateway for international SMEs looking to break into the PRC.

Another ground-breaking achievement of the Committee, co-organised with AT&T Pacific, was the launch of the SARs first ever small business award in 1997 which was won by Signal Communications. ■

Reduction in Charges – Helping Hand to SMEs

By Louise Parkinson

Given the onset of the Asian economic crisis a freeze on fees levied by Government has been a welcome boost to SMEs, and one initiated by the Chamber's SME Committee that was incorporated into the 1998-99 Budget.

Recently the Committee also convinced the Trade and Development Council not to increase charges for a one-year period starting 1 April 1998.

Ms Phyllis Kwong, Chairman, speaking to the AGM stated that the importance of SMEs to the economy in Hong Kong has been underrated in the past, and there is much work to be done in accenting the factors that are unique to SMEs.

With this in mind the Chamber has improved competitiveness of SMEs with training workshops that increased three-fold in 1997.

In the future the Committee plans to continue to focus on human resource development, and reducing operational charges such as bank fees.

Ms Kwong also told the AGM that the



SME Committee Chairman, Phyllis Kwong.

中小型企業委員會主席鄺家賢女士。

Committee would continue the pledge to have effective and continued communication with Government.

Apart from local events the Committee has also been involved with overseas promotion of SMEs in Hong Kong. Ms

Committee Wants Hong Kong to Breathe Easy

By Louise Parkinson

Recommendations made by the Chamber's Environment Committee were included in the Government's Integrated Vehicle Emission Strategy, the aim of which was for taxis to use LPG instead of diesel.

For the next session, the Committee wishes to develop closer links with the Guangdong Authorities to augment comprehensive pollution policies in the Pearl River Delta.

Chairman, Mr Barrie Cook, expressed his joy at the number of letters and articles in newspapers about environmental issues, and hoped the public could take a more pro-active approach to green matters. But, he also showed dismay – because since the last AGM the environment had probably deteriorated not improved.

Mr Cook reiterated that the Committee supports the principle of polluter pays,

providing the relevant charging structures are transparent, although he does recognise charging is a contentious issue while the Government's Budget has a huge surplus.

The committee pledged support for the Government's SUSDEV 21 study and stated that while sustainable development is not understood by many in Hong Kong, it is relevant.

The Committee maintains open dialogue with the Government through the attendance of the Deputy Secretary for Environment at meetings. Green Groups also speak at gatherings to highlight their various causes.

The Chamber is also represented on the Advisory Council on the Environment and its Environmental Impact Assessment Sub-Committee, where it has given valuable advice on environmental issues in a business context.



Environment Committee Chairman, Barrie Cook.

環境委員會主席高保利先生。

"It is our view that good business practice and good environmental practice go hand in hand," Mr Cook said. ■

踏出改善空氣第一步

白璐珊

香港政府公布的第一階段汽車廢氣策略中，多項建議均源自總商會屬下的環境委員會，目的是鼓勵柴油的士改用石油氣。

至於下一個工作重點，委員會希望與廣東省當局加強聯繫，為珠江三角洲制訂全面的防污政策。

委員會主席高保利先生欣慰地指出，報章上越來越多與環保有關的讀者來信和文章，足證公眾十分重視這個問題，但從去屆會員大會至今，香港的環境質素卻每下愈況，使他十分失望。

高保利承認，在政府錄得巨額盈餘的情況下，是否徵收排污費的確極惹人爭議，但只要當局清楚公開排污費的收費準則，「污染者自付」的原則仍然值得支持。此外，委員會亦支持政府就廿一世紀的持續發展進行研究。「可持續發展」的概念雖然尚未廣為市民認識，但對香港卻十分重要。


解決污染問題必須由各方聯手。除邀請規劃環境地政局副局長列席會議外，委員會更不時邀請環保團體講解它們的工作，而在環境問題諮詢委員會及其屬下的環境影響評估小組委員會內，總商會皆有代表參與，從商界的角度就環保問題提供意見。

高總結說：「良好的商業和環保守則是同等重要的。」 ■


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Peter D A SUTCH Chamber Chairman

Chairman of the Swire Group in Hong Kong since 1 June 1992, Peter Sutch joined the Group in 1966 and since then has held various positions in the shipping and aviation fields. He was Managing Director of Cathay Pacific Airways from 1984 and Deputy Chairman of the Group from 1988.

Outside the Swire Group, Mr Sutch holds numerous appointments, including being a board member of The Hongkong and Shanghai Banking Corporation Ltd, The Community Chest of Hong Kong, Aviation Advisory Board, The University of Hong Kong Council and Hong Kong Trade Development Council, Commission of Strategic Development.

Chee-Chen TUNG, JP Deputy Chairman

Mr C C Tung is Chairman of Orient Overseas (International) Limited (OOIL).

Mr Tung was Educated at the University of Liverpool, England, where he received his Bachelor of Science degree. He later acquired a Master degree in Mechanical Engineering at the Massachusetts Institute of Technology in the United States.

Mr Tung is Deputy Chairman of the Hong Kong General Chamber of Commerce and has served as Chairman of Hong Kong Shipowners' Association between 1993 to 1995. He is a Director of Sing Tao Holdings Ltd and a member of the Hong Kong Port Development Board; the Hong Kong/Japan Business Co-operation Committee; the Hong Kong/United States Economic Co-operation Committee; the Hong Kong Trade Development Council; Center for Strategic & International Studies. He is also Honorary Consul of Consulate de Monaco and Justice of the Peace.

Mr Tung also serves as Chairman for the Institute of Shipboard Education Foundation and Hong Kong-America Centre. He is a member of the Council of The Hong Kong Polytechnic University. He serves on the Board of Visitors - School of Foreign Service, Georgetown University, USA, and Board of Trustees - University of Pittsburgh, USA.

Dr Lily CHIANG Vice Chairman

Executive Director of Chen Hsong Holdings Limited and Chief Executive of Hong Kong CAD-CAM Services Ltd and Hong Kong CAD-CAM Applications Ltd, Lily Chiang is a Fellow Member of both the Institution of Mechanical Engineers, UK, and Hong Kong Institution of Engineers.

Lily Chiang is a Member of the Operations Review Committee and Hong Kong Ethics Development Advisory Committee of the ICAC.

She is also a Board Member of the Hong Kong Industrial Technology Centre Corporation and a Member of the Industrial and Technology Development Council.

In the education field, Lily Chiang is a Member of the Vocational

薩秉達 (主席)

薩秉達先生於一九六六年加入太古集團，先後在船務及航運部擔任不同職務，一九八四年成為國泰航空執行董事，八八年成為太古集團香港總部副主席，九二年六月一日獲委任為主席。

此外，薩先生亦為香港上海匯豐銀行董事、香港公益金董事、航空諮詢委員會委員、香港大學校董會成員、香港貿易發展局理事，及政府策略發展委員會成員。



董建成 (常務副主席)

董建成先生現為東方海外國際有限公司主席。

董先生畢業於英國利物浦大學，獲科學學士銜，其後於美國麻省理工學院深造，獲機械工程碩士學位。

他現為香港總商會常務副主席，並曾於一九九三至九五年出任香港船東會主席。現時，他是星島集團有限公司董事、港口發展局委員、港日經濟合作委員會委員、港美經濟合作委員會委員、香港貿易發展局理事、Centre for Strategic & International Studies 成員、摩納哥領事館名譽領事及太平紳士。

此外，他也是海上教育學會及港美學術交流中心主席；香港理工大學校董會成員；美國喬治城大學外交事務學校校董；美國匹茲堡大學國際學術中心校董。



蔣麗莉博士 (副主席)

蔣麗莉博士現任震雄集團有限公司執行董事、香港電腦輔助設計及生產服務有限公司總裁，是英國機械工程師學會及香港工程師學會資深會員。

蔣是廉政公署屬下的審查貪污舉報諮詢委員會及香港道德發展諮詢委員會成員。

她亦為香港工業科技中心董事及工業科技發展局成員。





理事會成員簡介

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Training Council and chairs the Advisory Board of the Faculty of Engineering of the Chinese University of Hong Kong.

Lily Chiang is also a Director of the Chiang Industrial Charity Foundation Ltd, a Director and an Executive Committee member of Hong Kong Plastics Technology Centre Ltd, and a General Committee member of the Federation of Hong Kong Industries as well as Chairing its Group seven.

Anthony J L NIGHTINGALE Vice Chairman

Anthony Nightingale was born in Yorkshire, United Kingdom in 1947, and was educated at the Uppingham School and graduated from Peterhouse, Cambridge, with a Bachelor Degree (Honours) in Classics.

He joined the Jardine Matheson Group in Hong Kong in 1969 and worked in a variety of positions in the financial, trading and property sectors of the Group in Hong Kong and Tokyo. In 1980 he was appointed General Manager of Jardine, Matheson and Co, Ltd. In 1982, he was seconded to the Olayan Saudi Holding Co, an affiliate of Jardine Matheson Group in Saudi Arabia and in 1984 was appointed President.

In June 1987, he returned to Hong Kong from Saudi Arabia to take up the post of Managing Director of Jardine, Matheson and Co, Ltd.

In 1989, Jardine Pacific Limited was established, he was appointed the Managing Director of the company.

In April 1994, he was appointed Director of Jardine Matheson Holdings Ltd.

He was appointed Chairman of Jardine Pacific Ltd in April 1995 and Chairman of Jardine International Motor Holdings Ltd in February 1997. He has group responsibility for Jardine Pacific, Jardine International Motors, the Group's investment in Cycle and Carriage and for major business development.

Peter BARRETT

In his 22 years in Hong Kong, Peter Barrett was Executive Director of Hutchison Whampoa Ltd (1976-1981), and a General Manager of Hong Kong Telecommunications (1981-1988). Since 1988, he has been Chairman of Organisation Search Limited and Managing Director of Organisation Development Limited.

Peter Barrett is an active member of the Chamber. He represented the Chamber on Management Development Centre for the last 14 years and was Chairman of the Human Resources Committee since its inception in 1989 to May 1996.

He is currently an Executive Council Member of the Employers' Federation of Hong Kong, Executive Council Member of the Hong Kong Institute of Human Resource Management, an Executive Committee member of the Hong Kong Institute of Directors, and an Honorary Advisor to the Hong Kong Institute of Marketing.

教育方面，她現為職業訓練局委員及香港中文大學工程學院諮詢委員會主席。

此外，蔣博士是蔣氏工業慈善基金董事、香港塑膠科技中心董事兼執行委員會委員、香港工業總會理事及該會第七分組主席。

黎定基 (副主席)

黎定基先生於一九四七年在英國約克郡出生，在 Uppingham 學院完成中學後，於劍橋大學 Peterhouse 書院修業，獲古典文學榮譽學士學位。

黎於一九六九年在香港加入怡和集團，先後在香港及東京負責財務、貿易及物業等工作。一九八零年，他獲委任為怡和有限公司總經理；一九八二年奉派往沙地阿拉伯怡和聯號機構 - 奧利安沙地控股有限公司，並於八四年獲委任為該公司總裁。

一九八七年六月，黎定基自沙地返港，出任怡和有限公司常務董事。

一九八九年，怡和太平洋有限公司成立，黎定基獲委任為該公司常務董事；九四年四月，他出任怡和控股有限公司董事，並分別於九五年四月及九七年二月，獲委任為怡和太平洋有限公司主席及怡和國際汽車控股有限公司主席。在怡和集團內，黎氏掌管怡和太平洋、怡和國際汽車，以及怡和在合發集團的投資；此外，他亦負責策劃怡和集團的重大業務發展。



畢烈

畢烈先生在香港生活廿二年，曾任和記黃埔有限公司執行董事 (1976-1981) 及香港電訊總經理 (1981-1988)；一九八八年起出任 Organization Search Ltd. 主席及機構發展顧問有限公司董事長。

畢氏熱心參與本會會務，在過去十四年，一直代表總商會列席管理發展中心，自本會於一九八九年成立人力資源委員會以來，他一直擔任主席至九六年五月。

他現時是香港僱主聯合會執行委員會委員；香港人力資源管理學會執行委員會委員；香港公司董事學會執行委員會委員；香港市務學會名譽顧問。



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經過近四十年的努力，震雄塑膠注塑機已成為世界最暢銷的塑膠加工機械，生產基地遍佈香港、台灣及

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理事會成員簡介

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CHAN Wing Kee, JP

Managing Director of YangtzeKiang Garment Manufacturing Co Ltd and Director of YGM Trading Ltd, Chan Wing Kee is a Deputy to the Ninth National People's Congress of China and a member of the Judicial Officers Recommendation Commission of Hong Kong.

He was also a Deputy to the eighth National People's Congress of China from 1993-1997; a member of Hong Kong Affairs Adviser from 1993-1997; a committee member of The Preparatory Committee of HKSAR from 1995-1997; and a member of Basic Law Consultative Committee both in Hong Kong (from 1985-1990) and Macau (from 1989-1993).

Chan Wing Kee is Chairman of the Hong Kong Shippers' Council; Chairman of Textile Council of Hong Kong; Vice Chairman of Business and Professional Federation of Hong Kong; Vice Chairman of Chinese Manufacturers' Association of Hong Kong; Honorary President of Federation of Hong Kong Garment Manufacturers; Council Member of Hong Kong Trade Development Council; Member of Textile Advisory Board and Member of the Port Development Board of Hong Kong.

Christopher Wai-chee Cheng, JP

Chairman of USI holdings Ltd, and director for New World Infrastructure Ltd, Windsor Properties Holdings Ltd, W R Grace Co and The Grieves Group, Mr Cheng has served on the Trade Development Council for 14 years and is Chairman of the Staff and Finance Committee.

He also serves on the Public Service Commission, The Town Planning Board, Court of the Hong Kong University of Science and Technology and Council of the University of Hong Kong.

Founding Chairman of the Hong Kong Design Innovation Company and former Chairman of the Clothing Industry Training Board, he helped set up the Clothing Training Authority.

He was President of the Federation of Garment Manufacturers' and has worked closely with Government on international textile agreements.

Formerly he was Vice-president of the Chinese Manufacturers' Association, member of the Hong Kong Governor's Business Council and the Central Policy Unit of the Hong Kong Government, on the board of the Hong Kong Productivity Council and the Textiles Advisory Board.

Mr Cheng holds a BA and MBA from US Universities that include Columbia in New York.

He was appointed Justice of the Peace in 1985 and awarded OBE in 1992.

Linus Wing Lam CHEUNG, JP

Linus Cheung was appointed Chief Executive and an Executive Director of Hong Kong Telecommunications Ltd in March 1994, with overall responsibility for Hong Kong, China and the region. In January 1995, he was appointed as a Director

陳永棋

陳永棋先生為長江製衣廠董事總經理、長江貿易有限公司董事，現任第九屆全國人民代表大會香港區代表及香港司法人員推薦委員會委員。

陳氏曾任第八屆全國人民代表大會香港區代表、港事顧問、全國人民代表大會香港特別行政區籌備委員會委員、香港及澳門《基本法》諮詢委員會委員。

陳先生其他主要公職包括：香港付貨人委員會主席；香港紡織業聯會會長；香港工商專業聯會副主席；香港中華廠商聯合會副會長；香港製衣業總商會名譽會長；香港貿易發展局理事；紡織業諮詢委員會委員；香港港口發展局委員。



鄭維志

鄭維志先生現任富聯國際集團有限公司主席，也是新世界基建有限公司、南聯地產控股有限公司、W.R. Grace Co及The Gieves Group的董事；他服務香港貿易發展局十四年，現時是該局轄下職員及財務委員會主席。

他也是公務員敘用委員會、城市規劃委員會、香港科技大學校董會及香港大學校董會成員。

鄭氏為設計創新(香港)有限公司創辦人兼主席及製衣業訓練委員會前任主席，曾參與成立製衣業訓練局。

擔任香港製衣業總商會會長期間，他一直與港府緊密合作，協助官員洽談國際紡織品協議。

鄭維志曾任中華廠商聯合會副會長、總督商務委員會委員、香港政府中央政策組成員、香港生產力促進局董事會成員及紡織品顧問委員會委員。

鄭氏在美國接受大學教育，其中包括紐約哥倫比亞大學，獲工商管理學士及碩士資格。

一九八五年，他獲委任為太平紳士；九二年更獲頒英帝國官佐勳章。



張永霖

張永霖先生於一九九四年三月正式就任香港電訊有限公司行政總裁兼執行董事，負責該公司在香港、中國及區內所有業務。九五年一月，他更獲委任為英國大東電報局(香港電訊最大股東)董事。



The General Committee

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of the Board of Cable and Wireless plc, Hong Kong Telecom's largest shareholder.

An honours graduate in Social Sciences from the University of Hong Kong, Linus Cheung began his working life in 1971 with the Swire Group as a management trainee for Cathay Pacific Airways. He held numerous posts within the Airline, including assignments in Tokyo and Taipei. He was Deputy Managing Director of Cathay Pacific before joining Hong Kong Telecom in 1994.

In 1989 Linus Cheung was invited by the Hong Kong Government to join the Central Policy Unit for a two-year secondment and he still maintains this relationship as an unofficial adviser. He served for two years on the Government's Business Council until it was dissolved at the end of June 1997. He was appointed one of two Hong Kong representatives on the Pacific Business Forum of the Asia Pacific Economic Cooperation (APEC).

In January 1995, Linus was appointed as an adviser to the Chinese Society of Macroeconomics of the State Planning Commission of the People's Republic of China. He sits on numerous board and committees including the Financial Secretary's Services Promotion Strategy Group, the Securities and Futures Commission Advisory Committee, the Hong Kong Policy Research Institute and the Council of the Hong Kong University of Science and Technology.

David G ELDON

Born in Inverness, Scotland, David Eldon is Chief Executive Officer of The Hongkong and Shanghai Banking Corporation Ltd.

Having started his banking career with an Australian banking group in London in 1964, he joined The British Bank of the Middle East, a principal member of the HSBC Group, in 1968. In the same year he was posted to Dubai, the first of four consecutive postings to the Middle East.

David Eldon took up his first position in Hong Kong in 1979 as Manager Special Projects in Hongkong Bank's head office. He later became a District Manager, with responsibility for the Bank's branches in one of the busiest districts, Mongkok.

In 1984, David Eldon was appointed Deputy Managing Director of The Saudi British Bank. He returned to Hong Kong in 1987 to take up the position of Senior Manager of International Corporate Accounts. At the end of 1988 he was appointed Chief Executive Officer Malaysia, and was promoted to General Manager in 1990. He returned to Hong Kong in June 1992 and, after a temporary assignment as General Manager Hong Kong and China, he took up the position of General Manager in Hongkong Bank's International Department. David Eldon was made an Executive Director of the Bank in January 1994 and became Chief Executive Officer on 1 January 1996.

David Eldon became an Associate of the Chartered Institute of Bankers (ACIB) in 1972 and a Fellow of the Institute (FCIB) in 1986. He is non-executive Chairman of Hang Seng Bank, a Steward of the Hong Kong Jockey Club, and a Council Member of the Hong Kong Academy for Performing Arts.

七一年，張在香港大學畢業，獲社會科學榮譽學士學位；同年加入太古集團，成為國泰航空公司見習行政人員，其後擔任多項職務，並曾奉派往東京及台北工作。加入香港電訊前，張先生為國泰航空公司副董事總經理。

八九年，張永霖應港府邀請，借調到中央政策組工作，為期兩年，現時仍然是該組的非官方顧問。張曾任總督商務委員會委員兩年，直至該會在九七年六月底結束運作為止。此外，他也是亞太經濟合作會議太平洋商業論壇兩位香港代表之一。

九五年一月，張獲中國國家計劃委員會屬下的中國宏觀經濟學會委為特邀常務理事。現時，他是財政司司長屬下服務業推廣策略小組、證券及期貨事務監察委員會諮詢委員會、香港政策研究所，及香港科技大學校董會成員。



艾爾敦

艾爾敦先生在蘇格蘭延文禮士市出生，現任香港上海匯豐銀行行政總裁。

一九六四年，艾先生在倫敦加入一個澳洲銀行集團，開展了他在銀行界的事業；六八年，他加盟中東英格蘭銀行（匯豐集團主要成員），並於同年派駐杜拜，前後共四次奉調在中東地區工作。

七九年，艾爾敦首次獲派到香港工作，在匯豐銀行總行擔任特別項目經理，其後再成為地區經理，主管該行旺角區各分行業務。

八四年，艾氏獲委任為沙地英國銀行副常務董事；八七年回港出任匯豐銀行國際工商客戶高級經理。一九八八年底，他獲委任為匯豐銀行馬來西亞行政總裁，並於九零年晉升為總經理；九二年六月回港後，曾短暫出任香港及中國區總經理，後擔任匯豐銀行總經理，主管國際業務。九四年一月，艾爾敦先生成為該行執行董事，並於九六年一月一日起出任行政總裁。

艾氏於一九七二年成為英國銀行學會會士，八六年成為該會資深會士。他是恆生銀行非執行董事長、香港賽馬會董事及香港演藝學院校董會成員。



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The General Committee

1998

Tony Wing-Cheung FUNG

Tony Fung, Chairman of Yu Ming Investments Limited, has had a career spanning over 20 years in the investment and securities industry and China trade.

He is also a member of the National Committee of the Chinese People's Political Consultative Conference, Council Member of the Chinese University of Hong Kong and Vice Chairman of the Chinese University of Hong Kong three-year MBA Programme Advisory Committee.

Dr Hari N HARILELA, JP

Chairman of the Harilela Group of Companies in Hong Kong and abroad, a leader of the Indian community in Hong Kong, Hari Harilela is very active in the community, serving on numerous boards and committees, such as the Better Hong Kong Foundation, the Hong Kong University of Science and Technology and the University of Hong Kong Foundation for Educational Development and Research.

He is also President of the Council of Hong Kong Indian Associations, the Hong Kong Association for the Mentally Handicapped, Friends of the Society for the Rehabilitation of Offenders, Hong Kong, and Permanent President of the Indian Chamber of Commerce. He is also appointed Hong Kong Affairs Adviser to the People's Republic of China and was a member of the Selection Committee.

John Terence HUNG

John Hung is Managing Director of Wheelock and Company Limited and Executive Director of Wheelock's major associate, Wharf (Holdings) Limited. He is also responsible for the group's business development, investment and management arm, Wheelock Pacific Limited.

John Hung joined Wharf in 1967, following a legal education in London. Seconded to Singapore from 1975 to 1985, he headed up Wharf's joint-venture warehouse operations and the Group's hotel investment arm, and later became the Group's Singapore Chief Representative.

He is extremely active in promoting the economic future of Hong Kong in partnership with China. Apart from his Chamber position, he is also a member of the British and Australian Chambers of Commerce, a Fellow of the Hong Kong Management Association, and a member of the Chartered Institute of Transport.

John Hung is Chairman of the Government appointed Hong Kong Sports Development Board. An ex-international cricketer, he was instrumental in inaugurating the highly successful annual Hong Kong International Cricket Sixes Tournament. He was formerly the President of the Hong Kong Cricket Association but has since stepped down and now holds the position of Vice President. He is a Vice President of the Hong Kong Rugby Football Union. He is a member of the Advisory Committee of the Eric Liddell Foundation, established to promote sporting, educational and cross-cultural links through sports for young athletes from Hong Kong, the PRC and Scotland. He is also a founder member of the Government supported Tourism Development Steering Committee.

馮永祥

馮永祥先生現任禹銘投資有限公司主席，從事投資、證券業務及中國貿易達廿年以上。

馮先生是中華人民共和國全國政協委員、香港中文大學校董，及香港中文大學三年制工商管理碩士課程顧問委員會副主席。



夏利萊博士

夏利萊博士現任夏利萊集團主席。

夏氏為香港印度社團領袖，熱心服務社會，在多個機構及委員會擔任公職，其中包括香港明天更好基金、香港科技大學、香港大學教育發展及研究基金。

他現為香港印度社團總會、香港弱智人士服務協進會及香港釋囚協會會長、印度商會永遠會長。此外，他也是中國政府委任的港事顧問及推選委員會委員。



洪承禧

洪承禧先生現職會德豐有限公司常務董事兼九龍倉集團有限公司(會德豐主要聯營機構)執行董事，專責處理集團旗下會德豐亞太有限公司的業務發展、投資及管理事宜。

洪氏在英國修讀法律後，於一九六七年加入九龍倉集團，七五至八五年間奉派至新加坡，管理九龍倉在當地的合資企業所經營的貨倉業務和集團的酒店投資部門，後成為集團駐新加坡首席代表。

洪氏熱心推動中港經濟發展，除擔任本會理事外，同時是英國和澳洲商會、香港管理專業協會及英國特許運輸學會會員。

洪承禧現任香港康體發展局主席。他曾是香港木球代表隊成員，大力促成現時每年一度的香港國際木球大賽。他也是香港木球會前任主席，卸任後現為該會副主席。洪氏為香港欖球聯會副主席及埃里克·利迪爾紀念基金諮詢委員。基金會的宗旨是透過為香港、中國和蘇格蘭的青年運動員舉辦活動，加強他們在體育、教育和文化上的聯繫。另外，他是政府資助的香港旅遊發展策劃委員會創會成員。





理事會成員簡介

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Walter Ping-sheung KWOK, JP

Chairman and Chief Executive of Sun Hung Kai Properties Ltd, Walter Kwok was educated at the Imperial College of Science and Technology, London University.

He is a Director of the Hong Kong Real Estate Developers' Association, Hon Treasurer of the Federation of Hong Kong Hotel Owners, and a Committee member of the Hong Kong/Japan Business Cooperation Committee.

Amongst his many community services, Walter Kwok is the Chairman of Former Directors Committee of the Community Chest of Hong Kong, a Board member of Lord Wilson Heritage Trust, and a member of the Young Presidents' Organisation (China Chapter). He is also active in the field of education, being a founding Court member of the Hong Kong University of Science and Technology, and a member of MBA Programmes Committee of the Chinese University of Hong Kong.

Walter Kwok is also a Vice Chairman of the All-China Federation of Industry and Commerce, and member of the National Committee of the Chinese People's Political Consultative Conference.

Denis Wing-kwan LEE

Managing Director of Kingscore Industrial Ltd and Kingscore Handbags Ltd, Denis Lee is a typical small business operator for the past 30 years. An active Chamber member, and Chairman of the Small and Medium Enterprises Committee from 1992-1995. He is also a member of the China Committee.

Denis Lee devotes a lot of his time promoting, representing and safeguarding the interests of small and medium enterprises in the Hong Kong business community and represented the Chamber at the First World Assembly of SMEs held in Beijing in 1993 and represented Hong Kong's private sector at the APEC SME Ministerial Meetings held in the Philippines in 1996. He was appointed as Chairman of the Government SME Committee in July 1996. He is also sitting on the Service Support Fund Vetting Committee and a member of the Services Promotion Strategy Group.

Simon K Y LEE, JP

Honorary Fellow of the University of Hong Kong, Simon Lee is Chairman of the Sun Hing Group of companies (established in 1945) with over 400 employees. He has been in the shipping, insurance, warehousing and transportation-related business in Hong Kong for 50 years.

Simon Lee served quite extensively on Hong Kong Government marine-related committees, i.e. Port Committee, Pilotage Advisory Committee, Port Executive Committee and Container Handling Committee of the Port Development Board, Past Chairman of the Chamber's Shipping Committee, and Past Chairman of its Asia Committee, leading several goodwill missions to Japanese prefectures and to South Korea. He is also Vice Chairman of the Hong Kong-Taipei Business Cooperation Committee.

His community service includes: District Governor of Lions Clubs International District 303 (Hong Kong and Macau) 1970-71;

郭炳湘

郭炳湘先生畢業於英國倫敦大學帝國學院，現任新鴻基地產發展有限公司主席兼行政總裁。

他也是香港地產建設商會董事、香港酒店業主聯會名譽司庫及香港 - 日本經濟合作委員會委員。

郭氏的其他公職包括：香港公益金歷屆董事委員會主席；衛奕信勳爵文物信託委員會委員；青年總裁協會（中國分會）委員；香港科技大學顧問委員會創始會員；香港中文大學工商管理碩士課程顧問委員會委員。此外，他亦為中華全國工商業聯合會副主席及全國政協委員。



李榮鈞

李榮鈞先生現任勁億實業有限公司及勁億手袋有限公司董事長，過去三十年來，是典型的中小企業東主。他積極參與總商會會務，九二至九五年間為本會屬下中小型企業委員會主席；此外，他也是中國委員會的成員。

李氏致力促進、反映及維護本地中小型企業的權益，一九九三年，曾代表本會參加在北京舉行的第一屆世界中小型企業會議，後於九六年代表本港商界，出席在菲律賓召開的亞太經合組織中小型企業部長會議；同年七月，他獲委任為港府中小型企業委員會主席。此外，他也是服務業支援資助計劃撥款委員會，及服務業推廣策略小組的成員。



李國賢

李國賢先生是香港大學名譽院士，現任新興行船務有限公司主席。新興行於一九四五年創立，現有員工四百多人。李氏從事船務、保險、倉務及與運輸有關的行業達五十年之久。

李氏曾服務多個政府海港委員會，如港口事務委員會、領港事務諮詢委員會、港口事務委員會執委會、港口發展局貨櫃處理委員會等。他曾擔任香港總商會船務委員會及亞洲委員會主席，多次率領親善訪問團出訪日本及南韓，現為本會屬下香港 - 台北經貿合作委員會副主席。

他過往擔任的公職包括：國際獅子總會 303 區（香港及澳門）地區總監（1970-71）；國際獅子總會國際理事（1987-89）；華商會主席



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理事會成員簡介

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International Director 1987-89 and Board appointee 1990 of the Lions Clubs International at Oakbrook, Chicago, USA; Chairman of the Chinese Club 1983-86; current President of the Hong Kong Society for the Deaf; Chairman of the Hong Kong Liver Foundation; President of the Lions Eye Bank of Hong Kong; a member of the Court of the University of Hong Kong; a member of the Court of the Hong Kong Polytechnic University; Honorary Consul of the Republic of Benin in Hong Kong.

Victor T K LI

A graduate of Stanford University, USA, Victor Li is Deputy Chairman and Deputy Managing Director of Cheung Kong Holdings Ltd, Chairman of Cheung Kong Infrastructure Holdings Ltd, Chairman of Anderson Asia Holdings Ltd, Executive Director of Hutchison Whampoa Ltd, a Director of the Hongkong Electric Holdings Ltd, a Non-Executive Director of the Hongkong and Shanghai Banking Corporation Ltd and Hopewell Holdings Ltd.

Victor Li's community activities include his position as a member of the Chinese People's Political Consultative Conference, a member of the Commission on Strategic Development and a member of the Business Advisory Group. He is also Honorary Consul for Barbados in Hong Kong.

LIANG Xiaoting

Liang Xiaoting is a member of the Board of Directors of the Bank of China (BOC), Deputy Chief Executive of the BOC Hong Kong-Macau Regional Office and First Deputy General Manager of BOC Hong Kong Branch.

Born in China in 1951, Liang Xiaoting graduated from Hebei University, China, in 1976. He completed the East China Normal University's International Finance Programme in 1983.

Liang Xiaoting joined BOC Head Office in 1980. Prior to his present assignment, he had held various positions at the Bank, including: Deputy General Manager of the International Business Department, Beijing Head Office; Deputy General Manager Vice Chairman and Chairman of China Development Finance Co (HK) Ltd.

He is also a member of the Hong Kong Monetary Authority Exchange Fund Advisory Committee and Banking Advisory Committee, the Securities and Futures Commission SFC Advisory Committee, SFC Takeovers and Mergers Panel, SFC Takeovers and Appeal Committee, a Director of Hong Kong Interbank Clearing Ltd, and Hong Kong Securities Clearing Co Ltd.

Joop B M LITMAATH

Born in the Netherlands in 1934 and a Hong Kong resident for 35 years, Joop Litmaath is a typical trader and was the first to campaign for a seat as a representative of the Small And Medium Enterprises. He was successfully elected to the General Committee in 1991 and re-elected in 1994. He has been active in the Chamber

(1983-86)。李氏現任香港聾人福利促進會會長、香港肝壽基金主席、香港獅子會眼庫會長、香港大學校董會校董、香港理工大學校董會顧問委員會委員及西非貝寧共和國駐港名譽領事。

李澤鉅

李澤鉅先生畢業於美國史丹福大學，現為長江實業(集團)有限公司副主席兼副董事總經理、長江基建集團有限公司主席、安達臣大亞(集團)有限公司主席、和記黃埔有限公司執行董事、香港電燈集團董事、香港上海滙豐銀行非執行董事、合和實業有限公司非執行董事。



李氏擔任多項公職，是中國人民政治協商會議第九屆全國委員會委員、香港策略發展委員會委員及港府營商諮詢小組成員。此外，他也是巴巴多斯駐港名譽領事。

梁小庭

梁小庭先生現任中國銀行董事會董事、中國銀行港澳管理處副主任及中國銀行香港分行第一副總經理。

他於一九五一年在中國出生，七六年畢業於中國河北大學，八三年在上海華東師範大學完成國際金融系研修課程。

一九八零年，梁氏加入中國銀行總行，曾先後出任中國銀行北京總行國際業務部副總經理、中國建設財務(香港)有限公司副總經理、副董事長及董事長等要職。

他現為香港金融管理局外匯基金諮詢委員會委員；銀行業諮詢委員會委員；香港證券及期貨事務監察委員會(證監會)諮詢委員會委員；證監會收購及合併委員會委員；證監會收購上訴科委員會委員；香港銀行同業結算有限公司董事；香港中央結算有限公司董事。



李馬

李馬先生於一九三四年在荷蘭出生，在港生活三十五年，九一年晉身本會理事會，並成功於九四年連任。他形容自己是典型的商人，能在本會理事會代表中小型企業的聲音。李氏服務總商會三十年，兩度擔任歐洲委員會主席，數次率領本會商務代表團出訪海外，現時是香港國際委員會其中一位大使。



The General Committee

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for 30 years, twice as Chairman of the Europe Committee and as leader of several of the Chamber's overseas trade missions. He is also one of the Hong Kong International Ambassadors.

Founder and Managing Director of a Dutch trading company, Scarfell Enterprises Ltd, established in 1974, Joop Litmaath is an exporter of a wide range of consumer goods manufactured in the Far East. In his spare time he is a pianist and a member of a Dixieland band. Past President of the Rotary Club of Hong Kong and Assistant District Governor of the Rotary District 3450 Hong Kong And Macau, Past Chairman of the Dutch Association, Founder Member of the Dutch Business Association, Official in the Stanley Residents' Association, Board Member of the Hong Kong Sea School and Incoming Chairman of the Hong Kong Country Club.

In April 1996, he received a Knighthood in the Order of Orange-Nassau from HM Queen Beatrix of the Netherlands.

David J RIMMER

Born and educated in England, David Rimmer was admitted as a solicitor in England and Wales in 1966 and in Hong Kong in 1987.

After a career in the UK spanning 20 years first as an in-house counsel in the aerospace industry and then in private practice, David Rimmer came to Hong Kong in 1987 to join Robert W H Wang & Co, solicitors. In 1994, he established his own firm Rimmer & Co in association with the international German law firm Beiten Burkhardt Mittl & Wegener, with offices in Europe and Beijing.

David Rimmer is an active member of the Chamber and currently sits on the Chamber's Europe, Legal and SME Committee. He is a past Council member of Inter Pacific-Bar Association and a Board member of the Hong Kong Sea School.

Ross E SAYERS

Ross Sayers is Managing Director and Chief Executive Officer of CLP Holdings Limited (parent company of the China Light & Power Group). He is also the First Deputy Chairman of Guangdong Nuclear Power Joint Venture Co Ltd which owns and operates the Daya Bay Nuclear Power Station. Other Directorships held by Ross Sayers within the China Light Group of Companies include Chairman of Hong Kong Nuclear Investment Co Ltd, Director of China Energy Investment Co Ltd and Castle Peak Power Co Ltd.

Prior to working in Hong Kong, Ross Sayers had been Chairman and Chief Executive Officer of the State Rail Authority of New South Wales based in Sydney, Australia, for four years.

A native New Zealander, Ross Sayers had held a number of senior posts in the public and private sectors in New Zealand, including Chairman and Chief Executive of New Zealand Railways, Managing Director of New Zealand Breweries Ltd, General Manager-Operations of Feltex New Zealand Ltd, and Managing Director of Holeproof Industries Ltd. An accountant by training, he had also been a Partner of the Mcelroy Speakman & Co (Public Accountants).

He is currently the Vice Chairman of the Employers' Federation of Hong Kong, and a Member of a Fund-raising Committee of the Hong Kong Community Chest.

李馬是馬得利洋行董事總經理。洋行由李氏於一九七四年創辦，出口各類在遠東地區製造的消費品。李氏為業餘鋼琴家，而且是迪克西蘭爵士樂隊成員。他是香港扶輪會前任會長、國際扶輪社第3450地區副總監、荷蘭協會前任主席、荷蘭商業協會創會成員、赤柱龍舟比賽正式宣佈員、香港航海學校董事局成員及香港鄉村俱樂部新任主席。

一九九六年四月，他榮獲荷蘭貝姬特麗克絲女王頒授奧蘭治 - 納索爵士勳章。



萬大衛

萬大衛先生生於英國，在當地接受教育，先後於一九六六年及八七年在英國/威爾斯及香港取得律師資格。

萬氏在英國發展事業二十年，初在航天業機構內任職法律顧問，後私人執業，並於八七年來港，成為王惟翰律師樓合夥人。一九九四年，他成立萬大衛律師事務所，是德國拜托·布克哈特·密特及維根訥律師事務所的聯營機構，在歐洲和北京均設有辦事處。

萬大衛積極參與本會會務，現為歐洲委員會、法律委員會及中小型企業委員會成員。此外，他也是太平洋區訟務律師協會執行委員會前委員及香港航海學校董事局成員。



施以誠

施以誠先生現任中電控股有限公司(中電集團母公司)常務董事及行政總裁，也是持有及經營大亞灣核電廠的廣東核電合營有限公司第一副主席。他在中電集團內的其他職務包括：香港核電投資有限公司主席、中電投資有限公司董事及青山發電有限公司董事。

施先生來港工作前，曾於澳洲悉尼新南威爾斯州鐵路局擔任主席及行政總裁四年。

他生於紐西蘭，在當地的私人及公共機構歷任要職，其中包括紐西蘭鐵路局主席兼行政總裁；紐西蘭釀酒廠行政總裁；紐西蘭Feltex有限公司營運總經理；Holeproof工業有限公司常務董事。施氏擁有會計師資格，曾是Mcelroy Speakman & Co. (會計師事務所)合夥人。

施以誠現為香港僱主聯合會副主席及香港公益金籌款委員會委員。





理事會成員簡介

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Brian STEVENSON

Brian Stevenson, a chartered accountant with more than 28 years' experience in East Asia, principally in Hong Kong. He is the immediate past Chairman of the Hong Kong Coalition of Service Industries, the service arm of the Chamber, and served in this capacity from 1992 to 1997.

He is Chairman of Ernst & Young's operations in Hong Kong and China, responsible for coordinating and directing the firm's activities and 1,800 personnel there. He is a member of the Ernst & Young Executive Committee, effectively the main board of the firm worldwide.

His other community involvement includes positions as Council Member of the Hong Kong Vocational Training Council; the Financial Secretary's Services Promotion Strategy Group; the Securities Appeal Panel; and Vice President of the Hong Kong Rugby Football Union.

The Hon Henry Ying-Yen TANG, JP

Henry Tang, educated at the universities of Michigan and Yale in the USA, is Managing Director of Peninsula Knitters Ltd and Meadville Ltd and a Legislative Councillor since 1991.

An Awardee of the Young Industrial Council in 1989, Henry Tang is Honorary President of the Hong Kong Woollen and Synthetic Knitting Manufacturers' Association Ltd, Chairman of the Federation of Hong Kong Industries, a committee member of the Textile Council, and Member of the Executive Council and Provisional Legislature of The Hong Kong Special Administrative Region.

He is also a member of the Chinese People's Political Consultative Conference Shanghai Committee and a council member of the Hong Kong Trade and Development Council. He is a steward of the Hong Kong Jockey Club and a member of the Advisory Committee to the Exchanges' Working Group on New Market Development at the Stock Exchange of Hong Kong.

Alex L F YE

Born in 1942 and raised in Shanghai, Alex Ye graduated with Bachelor of Science and Master of Science degrees from the Shanghai Fudan University.

Between 1968 and 1978, Alex Ye worked extensively in the electronics industry in Shanghai. In 1988, he was appointed the Executive Vice Chairman of the then newly formed Shanghai Foreign Investment Commission.

In 1991, Alex Ye was posted to Hong Kong as the Chief Executive of the Shanghai Desk based in Hong Kong. The Shanghai Desk is the result of a cooperation between the Shanghai Foreign Investment Commission and Arthur Andersen & Co. It provides services to existing enterprises in Shanghai and assists in promoting the flow of foreign investments into Shanghai.

Since September 1995, Alex Ye joined the Kerry Group and currently is the Chairman of Kerry Holdings (China) Co Ltd.

施文信

施文信先生在以香港為主的東亞地區從事會計師工作逾廿八年，一九九二至九七年間為本會分支組織 - 香港服務業聯盟的主席。

施現任安永會計師事務所香港及中國大陸區主席，負責協調和領導該行在上述地區的業務及一千八百名員工。他也是管理安永全球業務的執行委員會成員。

施文信的其他公職包括：香港職業訓練局理事、財政司司長屬下服務業推廣策略小組成員、證券及期貨事務上訴委員會委員及香港檳球會副主席。



唐英年議員

唐英年先生在美國密芝根大學及耶魯大學接受教育，現任半島針織廠有限公司及美維集團有限公司董事總經理，一九九一年起擔任立法局議員。

唐氏於一九八九年榮獲青年工業家獎，現為香港羊毛化纖針織業廠商會名譽會長、香港工業總會主席、香港紡織業聯會理事及特區行政會議成員，並曾任臨時立法會議員。

此外，他也是上海政協委員、香港貿易發展局理事、香港賽馬會董事及聯合交易所第二板市場成員。



葉龍蜚

葉龍蜚先生於一九四二年出生在上海，是復旦大學物理學學士及碩士。

一九六八至七八年間，葉氏在上海從事電子業；八八年奉派組建上海市外國投資委員會。

他在一九九一年調駐香港，出任 Shanghai Desk 行政總裁。Shanghai Desk 乃香港安達信公司與上海外國投資委員會的合作項目，除服務上海市的企業外，亦負責促進外商在當地的投資。

葉氏於九五年九月加盟嘉里集團，現任嘉里集團（中國）有限公司董事長。





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Dr Eden Woon Director, The Hong Kong General Chamber of Commerce

Dr Eden Woon joined The Hong Kong General Chamber of Commerce as Director in May 1997. Prior to his position in the Chamber, he was the Executive Director of the Washington State China Relations Council in the United States.

The Washington State China Relations Council has been a leading voice since 1979 in promoting trade between China, Hong Kong, and the United States. This non-profit business council represents over 180 corporate members such as Boeing, Microsoft, Weyerhaeuser, Frank Russell Company, Price/Costco, PACCAR, Starbucks, major ports, banks, law firms, and other manufacturers, retailers and businesses of Washington State.

Dr Woon assumed this position in the Council in December 1994 after serving for five years as China policy advisor for the Secretary for Defence in the Pentagon. He was responsible for formulating policy positions and recommendations on all issues related to China which affect the Department of Defence.

Dr Woon was assigned to the US Embassy in Beijing from 1983-85, and he was the China desk officer for the Chairman of the Joint Chiefs of Staff. While in the US Air Force, he had also been an associate professor of mathematics at the Air Force Academy. He retired from the US Air Force as a Colonel in 1993.

A Phi Beta Kappa graduate of the University of Iowa, Dr Woon has a doctorate degree in mathematics from the University of Washington. He has published articles in mathematics, in foreign affairs, and in international business. Dr Woon is a member of the Council on Foreign Relations and the Pacific Council on International Policy.

Dr Woon has received the US Defence Civilian Distinguished Service Award and the Defence Superior Service Award with three oak leaf clusters.

The Hon James Pei-Chun TIEN, JP Chamber Representative on First Legislative Council of the SAR

James Tien, who was born in Shanghai, was brought up in Hong Kong and educated in the USA. Mr Tien is the Chairman of Manhattan Holdings Ltd, Manhattan Garments (International) Ltd, Manhattan Realty Ltd and Manhattan China Investment Ltd and a director of a number of private companies.

A Legislative Councillor since 1988, James Tien is very active in the community and serves on Government bodies and committees as well as non-Government boards and committees. He serves on the Provisional Legislative Council's Trade and Industry Panel, Manpower Panel, Constitutional Affairs Panel and Economic Services Panel of which he is the Chairperson. He is Chairman of the Yan Chai Hospital Advisory Board, Vice Chairman of the Textile Council of Hong Kong, a General Committee Member of the Federation of Hong Kong Industries, Court Member of the Hong Kong Polytechnic University and a council member of the Hong Kong Trade Development Council.

翁以登博士 香港總商會總裁

翁以登博士於九七年五月出任香港總商會總裁，之前是美國西雅圖華盛頓州中國交流理事會理事長。

該會為非牟利組織，自一九七九年
起，一直積極推動中國、香港、美國間的
商貿發展，屬下會員機構超過一百八十
家，其中包括波音飛機、微軟、
Weyerhaeuser、Frank Russell Company、
Price/Costco、PACCAR、Starbucks，以及州內其他主要港口經營
商、銀行、律師事務所、製造商、零售商和企業。

翁博士於九四年十二月起擔任該會理事長，之前五年在美國國防部工作，擔任國防部長的中國政策顧問，負責就所有對國防部有影響的中國事務制定政策立場書及建議。

一九八三至八五年，翁氏奉派往北京美國大使館，曾擔任參謀長聯席會議主席的中國事務主任；服務美國空軍期間，曾任空軍軍校數學科副教授，九三年退役時官至上校。

翁博士畢業於艾奧華大學，在華盛頓大學取得數學博士學位，曾發表有關數學、外交事務及國際商業的文章。他也是外交關係委員會及太平洋國際政策委員會的會員。

翁博士曾獲美國國防部傑出國民服務獎及優秀服務獎橡葉勳章。

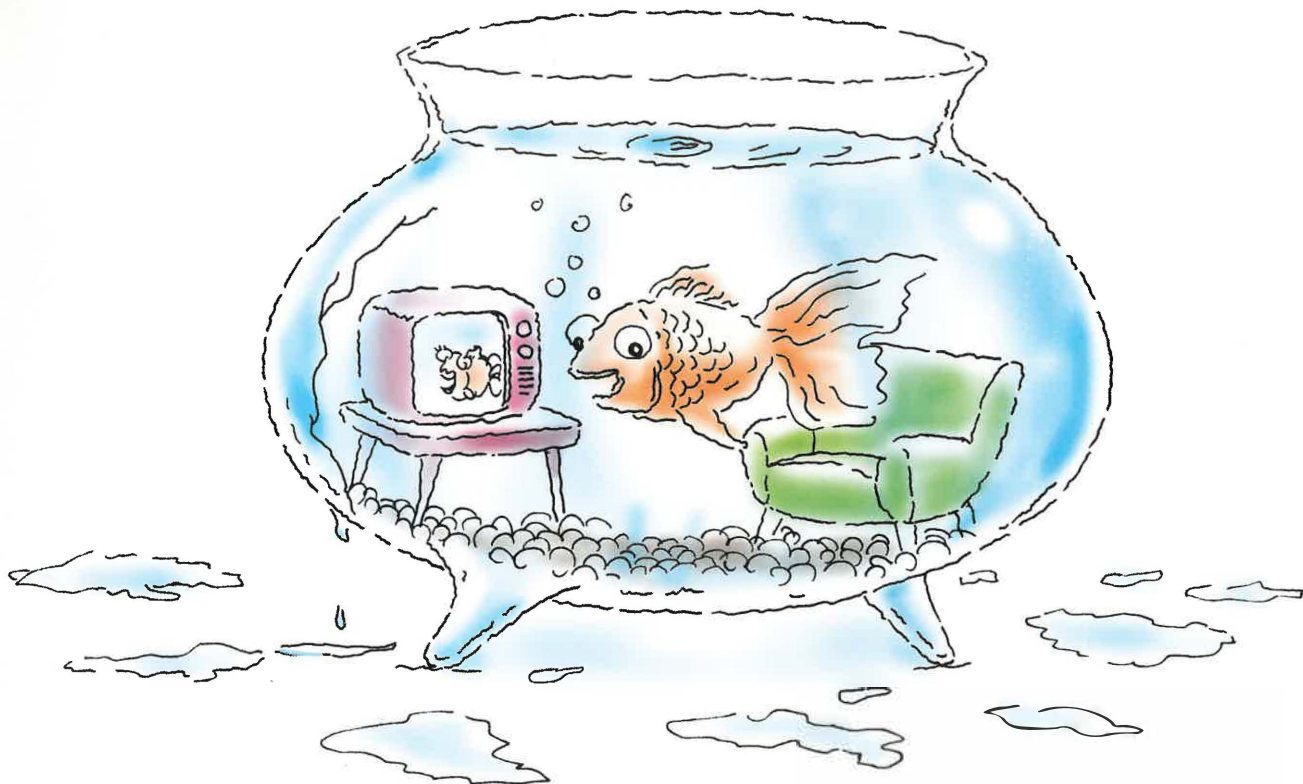


田北俊議員 特區首屆立法會總商會代表

田北俊先生在上海出生，在香港及美國接受教育，現為萬泰控股有限公司、萬泰製衣（國際）有限公司、Manhattan Realty Ltd. 及萬泰中國投資有限公司主席，並於多家私人機構擔任董事。

田氏自八八年起出任立法局議員，一向積極服務社會，是多個政府組織及委員會，以及非政府組織及委員會的成員。他是臨時立法會屬下貿易及工業事務委員會、人力事務委員會及政制事務委員會的成員，並出任經濟事務委員會主席。此外，他也是仁濟醫院顧問局主席、香港紡織業聯會副主席、香港工業總會理事、香港理工大學創會委員及香港貿易發展局理事。





我們稱「至尊」，只因我們是最好。

「至尊家居保險」至尊級保障，至專業服務。

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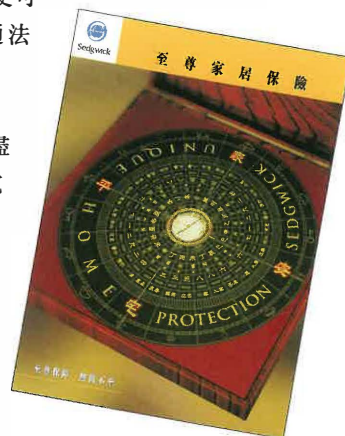
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