

工商月刊

BULLETIN

November 2000
二〇〇〇年十一月

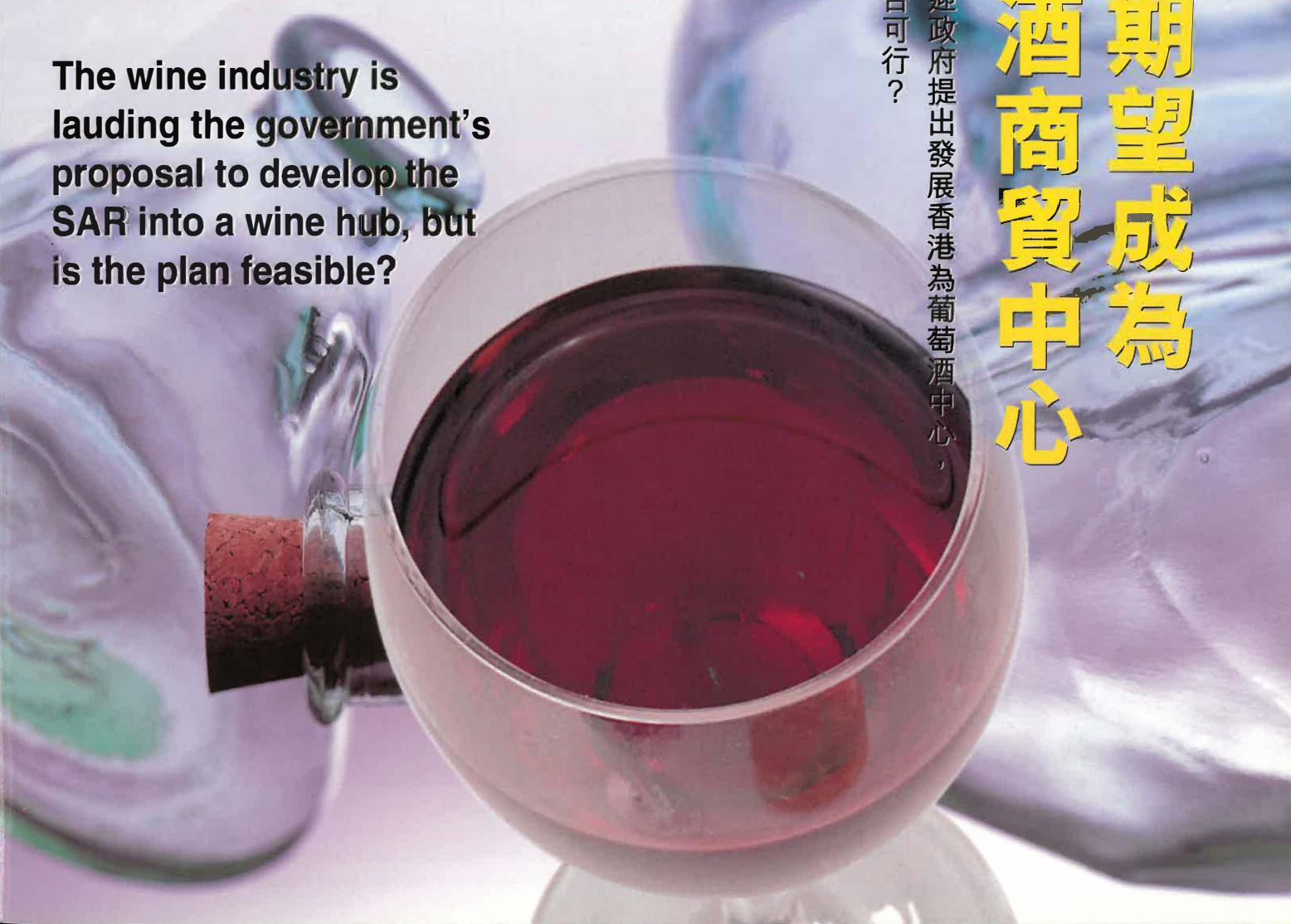
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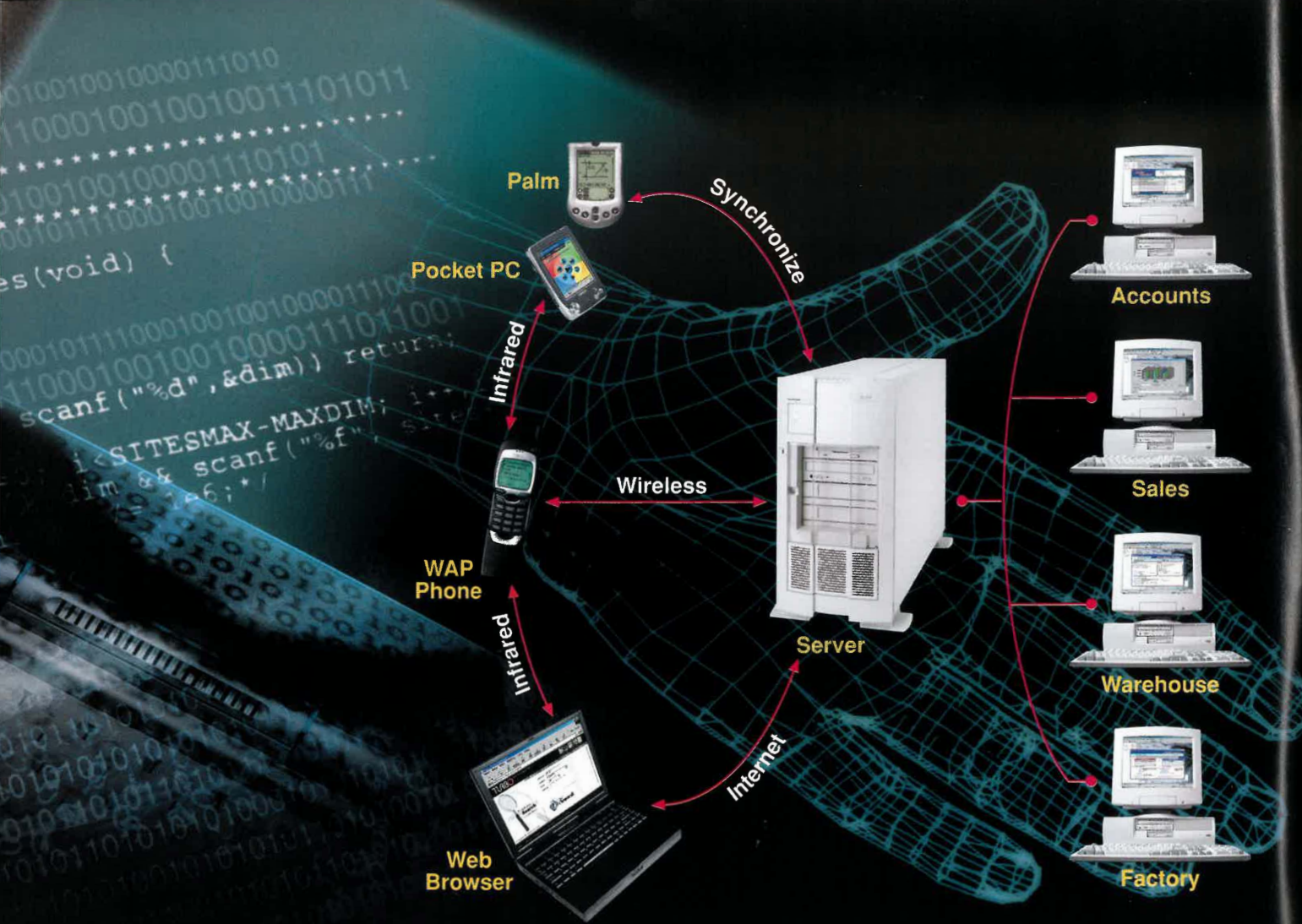
WINE HUB ASPIRATIONS

The wine industry is lauding the government's proposal to develop the SAR into a wine hub, but is the plan feasible?

洋酒業人士歡迎政府提出發展香港為葡萄酒中心，但這項計劃是否可行？

香港期望成為
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The Bulletin welcomes letters from Chamber members, but reserves the right to edit any material supplied. Opinions expressed in Letters to the Chamber does not necessarily imply endorsement by the Chamber.

《工商月刊》歡迎本會會員來函，惟本刊保留編輯權。以下內容，純為讀者意見，不代表本會立場。來函請交：
Letters should be sent to: **The Editor, The Bulletin, The Hong Kong General Chamber of Commerce, 22/F United Centre, 95 Queensway, HK. Fax: 2527-9843. Email: malcolm@chamber.org.hk**



We should not be complacent

Although October was reminiscent of the heydays when Hong Kong businessmen scrambled to find hotel rooms at inflated prices and flight bookings for a flood of visitors, complacency should not be allowed to triumph again.

Once again, Hong Kong's Malthusian syndrome appears to be driving another cycle of inflationary boom which is mostly supply driven as a result of a restrictive land policy and lack of new investment by the real estate sector.

The difference is that this time there are real alternatives across the border in Shenzhen and mostly in Shanghai, where a majority of members are confessing their current or intended strategies of delocalising a growing part of their operations. This comes at a time when the image of Hong Kong overseas is in dire need of revamping as more and more business leaders and potential investors take advantage of a growing number of direct flights to Beijing or Shanghai to bypass Hong Kong.

Major landlords, hoteliers and employers in Hong Kong would be well advised to lead the way on moderating rental and salary increases, failing which the revival of the Hong Kong miracle rebound might well prove short lived and the new Invest Hong Kong Office will have a hard time convincing would-be overseas investors to come to Hong Kong rather than to cheaper and increasingly attractive alternative mainland destinations.

*Paul Clerc-Renaud
Managing Director
Fargo Group*

我們不應自滿

十月令人憶起往昔繁華的景象，其時，酒店房租高企，但房間依然供不應求；遊客紛至沓來，來港機票被搶購一空。即使如此，但我們不應自滿，否則，香港難望再次成功。

馬爾薩斯候群綜合症似乎又要觸發另一次通脹週期，觸發這次通脹，主要是由於土地政策的限制和地產界缺乏新的投資，致令供不應求。

不過，這次情況有所不同。如深圳和上海等內地城市正為商人提供真正的投資選擇，當中以後者尤甚。不少商人亦承認，正在或計劃把擴展中的業務轉往他地。有鑑於此，香港在海外的形象亟需革新，原因是愈來愈多商界領袖和有意投資的人士不經香港，乘坐不斷增多的直航飛機到北京或上海經商。

香港的大業主、酒店東主和僱主宜調低租金和增薪幅度，否則，香港的復蘇現象只會是曇花一現，而投資推廣署也將難以游說有意投資的海外人士前來香港，而非消費相對低廉和吸引力愈見增加的內地城市。

*Fargo Group
常務董事
祈浩能*

China's WTO entry positive for Hong Kong

October is a hectic month for those of us in the trading business. Many overseas buyers are here because of the Canton Fair and the many other fairs in Hong Kong. Invariably, the topic of conversation at luncheons and dinners always ends up debating the effects of China's WTO entry on Hong Kong.

I tell them that I am optimistic about the future, because we in business in Hong Kong continue to be lucky, in spite of it being "a borrowed place on borrowed time."

Hong Kong continues to possess advantages for companies doing business in Asia and the Greater China region. Even with Hong Kong becoming one country, two systems, the opportunities with China's opening up remain comparable to those 20 years ago. My only concern is when will Hong Kong's advantage cease to exist?

*H Y Hung
Vice-chairman
Americas Committee*

中國加入世貿對香港有利

對我們從事貿易行業的人來說，十月可說是旺季。不少買家為了參加廣東展銷會和本港其他展覽會，都紛紛前來。在午餐會和晚宴上，中國加入世貿對香港的影響往往成為席上必談的話題。

我告訴他們，我對前景充滿信心，縱使香港是「借來的地方和借來的時間」，但本港的商界將繼續被幸運之神眷顧。香港將繼續為經營亞洲和中國內地業務的公司帶來優勢。即使香港已奉行一國兩制，但隨着中國門戶開放，發展機遇將不遜於二十年前。我唯一的憂慮是，香港將何時失去優勢？

*美洲委員會副主席
洪克有*

SMEs need guiding hand in new era

Hong Kong has long attracted entrepreneurs from around the world like a magnet, and rags-to-riches stories abound here. Many come in search of prosperity, but also the stability and good rule of law that Hong Kong enjoys. And I am pleased to say that most of us have achieved our goals and have enjoyed a good living here.

But over the last few years, traditional

trading businesses have been adversely affected by the financial crisis, e-commerce and upstart online companies, which have diminished their role of middleman. China's accession to the WTO will present immense opportunities for Hong Kong, and many sectors like banking, insurance, telecommunications, IT, et cetera, will definitely benefit. But these industries are dominated by a few large corporations. This leaves little opportunity for small businesses and their role of middleman will diminish further. As a result, SMEs will continue to suffer and eventually many small- and medium-sized enterprises may vanish.

Before we reach this critical juncture, leading business organizations like the Hong Kong Trade Development Council and the Hong Kong General Chamber of Commerce should come up with some brand new, practical ideas that can help SMEs face the new challenges and continue to do business. SMEs are not asking for direct financial assistance. All we are asking for is a guiding hand. Any effort to this effect will be sincerely appreciated by SMEs.

Manohar Chugh
Vice-chairman
Asia/Africa Committee

中小型企業需要援手

香港長久以來像一塊磁石，吸引了全球各地

不少企業家前來發展，在這片土地上，寫下了無數商人的發跡史。不少人來此，不但是為了實現尋金夢，也是由於香港安定的社會和良好的法治制度所致。我樂見這批來港發展的商人中，大多已達到目標，安居樂業。

可是，在過去數年間，傳統的貿易行業受到金融危機、電子商貿和新興的網上公司打擊，使一向所擔當的中介角色受到削弱。中國加入世貿，將為香港帶來眾多機遇，如銀行、保險、電訊、資訊科技等多個行業必將受惠。不過，這些行業均由數家大型企業壟斷，小型企業只能在有限的發展空間內經營，因而令它們的中介角色進一步受創。這樣下去，中小企業將繼續面對困境，當中不少將難逃倒閉的厄運。

在事態尚未發展至如此嚴峻的境地前，香港貿易發展局和香港總商會此等重要的商界組織應想出嶄新和務實的建議，以協助中小型企業面對新挑戰和繼續經營。中小型企業並不要求直接的財務資助，而是指引。如能提供這方面的協助，必令中小型企業感激萬分。

亞洲/非洲委員會副主席
文路祝

'Managing Business in China' guidebook

My congratulations on producing your guidebook "Managing Business in China." I have spent some time on it recently and found it well researched, and full of fresh and useful tips.

Some points I found very informative, for example, "localisation of management in the

mainland has no consistent performance impact;" and "reality of control, which is more important than the formalities of ownership."

I think it should be read by every PRC practitioner. Again, thank you for the initiative and I look forward to others to come.

Lawrence Yee
Vice president & General Manager
Greater China & Korea
Dun & Bradstreet

EDITOR'S NOTE: The electronic version of "Managing Business in China" is available on the Chamber's Web site at www.chamber.org.hk/mbc/

中國營商管理指南

謹此祝賀貴會成功編製《中國營商管理指南》。最近，我翻閱了這本指南，發現有關研究全面，內容充實，見解新穎。

當中部分要點十分有用，例如研究發現，在內地僱用當地管理人員對業務表現的影響並不一致；管控的實質性遠較擁有權的形式更重要。

我認為，這是每位內地營商者必讀的指南。再一次感謝貴會的努力，期望日後貴會能編製更多這方面的報告。

美國鄧白氏商業資料
大中華及韓國區副總裁兼總經理
余以恆

編者按：《中國營商管理》電子版已上網（網址：www.chamber.org.hk/mbc/）



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Prepare for 2001 with the Business Summit

With this year's Policy Address from the Chief Executive now behind us (see report on page 28), it is time for the Chamber to also look to the immediate future. Given the local and international uncertainties, especially concerns about global economic trends, it is hardly surprising that the Chief Executive took a confident, if cautious, approach in his address this year.

There are certainly reasons for caution. Locally, although the SAR has seen a good recovery from recession, there are clearly some business sectors and some members of the community that have not seen the benefits they might have expected. These factors, along with the setback to the local share market, have naturally led to concerns about the future direction of the economy.

The second half of the year so far has produced sustained growth, but high crude oil prices have emerged as a threat to the recovery. Globally, volatile equity and currency markets, and concerns about a slow down in the economy of the world's biggest market, the United States, are all very important issues as far as sustaining Hong Kong's recovery is concerned.

It is in this context that I would like to address two issues in this chairman's message that could prove to be important to you as a Chamber member and local business leader charged with making vital decisions for your company's and your employees' future. First up, is the Chamber's Business Summit, to be held this year on Dec. 13. Second, is the Chamber's annual pay review analysis for the year ahead.

This year's Seventh Annual Business Summit looks at the SAR as "The Hub of Asia." The summit promises to be another outstanding event, featuring the Chamber's economic forecast for the year ahead. Once again, this year the summit will be opened by the SAR Chief Executive.

The Plenary Session will feature three speakers from key "hub" sectors of the local economy: Esquel Group Chairman Marjorie Yang speaking on logistics, President and Managing Director of Goldman Sachs (Asia) Richard Gnodde speaking on finance, and Group Managing Director of Pacific Century CyberWorks Alexander Arena speaking on the digital hub. Chamber Director Dr Eden Woon will act as moderator.

I will chair the popular General Committee Panel Discussion, which this year features: Hong Kong and Shanghai Banking Corporation Chairman David Eldon, John Swire & Sons (HK) Ltd. Chairman James Hughes-Hallett, Microsoft Hong Kong Ltd. General Manager Graham Brant, and On Kung Hong Ltd. Executive Director Andrew Yuen.

After the Chamber's economic forecast, the half-day Business Summit will conclude with a special luncheon address by Joseph Yam, chief executive of the Hong Kong Monetary Authority. I strongly recommend that all Chamber members book early for this important summit.

On our wage analysis for the coming 2001 year, which you should have already received, I would simply like to recommend that members take the Chamber's views into account when undertaking their wage review in the year ahead. While the recovery in the local economy has been robust, it has been uneven and, unusually, has been accompanied by continuing consumer price deflation. This has made the wage analysis difficult.

Further compounding the difficulties was the need to take into account the introduction of the Mandatory Provident Fund (MPF), which is a cost on business, but an ultimate benefit to employees. Yet another consideration was the fact that the community had borne a large degree of wage restraint in two years of recession and that some companies were faced with a high labour demand and turnover, especially in the new economy.

All these factors had to be taken into account and, in the circumstances, the recommended increase of up to 2 per cent (or 7 per cent including MPF for many) may be regarded as fairly positive under the circumstances.

As usual in the SAR, it is up to individual businesses to make their own decision on what they believe they can afford. Some sectors have done better than others. Some businesses may be able to pay a little more, indeed they may see the need to do so to retain key staff. Others, who have not yet benefited strongly from the economic recovery, may need to pay less. I commend the Chamber's analysis to you.



C C Tung
Chairman

商業高峰會 指引明年新路向

行

政長官發表了本年度的《施政報告》(請看本期第28頁專文報導)後,是時候展望未來了。本地及國際仍存在不明朗因素,當中以全球經濟趨勢的問題,尤其引起關注,難怪行政長官在《施政報告》中採取了平穩踏實的策略儘管態度較為審慎。

採取審慎的態度當然事出有因。在本地方面,縱使特區經濟已大為復甦,但顯然部分界別和社會上有些人仍未能如原先所料般獲益。在這些因素的陰霾下,加上港股下挫,自然令人對未來經濟的發展方向產生憂慮。

下半年至今,經濟持續增長,但由於原油價格高企,使復甦步伐受到影響。在全球方面,股市和貨幣市場波動,人們憂慮美國這個世界最大的市場出現經濟放緩,凡此種種,都是香港經濟能否持續復甦的關鍵因素。

有鑑於此,我希望在本文裏淺談二事。第一,是總商會於12月13日舉行的商業高峰會;第二,是本會對明年的薪酬檢討。這二事不論對總商會會員,還是那些須肩負重責,為公司及僱員作出重要決定的商界領袖,均十分重要。

本年的第七屆商業高峰會議所探討的主題是特區成為「亞洲樞紐」的前景,會上將公布本會對來年的經濟預測,保證是本會另一項矚目盛事。一如往年,今屆高峰會將由行政長官主持開幕。

在全體會議上,將有三位來自本地主要「樞紐」界別的講者致辭,分別為溢達集團董事長楊敏德、高盛(亞洲)有限責任公司總裁及常務董事羅以德和電訊盈科執行委員會副主席艾維朗,他們會分別就物流工作、金融財務及數碼中心發表演說。屆時,本會總裁翁以登博士會擔任司儀。

至於本人則會主持廣受歡迎的理事會小組討論環節,本年負責各個討論環節的理事會成員包括香港上海匯豐銀行有限公司主席艾爾敦、香港太古集團有限公司主席何禮泰、微軟香港有限公司總經理簡皓鴻及安勤行有限公司執行董事袁耀全。

本會發表經濟預測後,將舉行特備午餐會,嘉賓講者為金融管理局總裁任志剛。至此,為期半天的商業高峰會議結束。欲免向隅,我建議會員及早報名參加。

相信您們已接到本會2001年的薪酬檢討報告,希望會員檢討明年的薪酬時,考慮本會的意見。本地經濟雖然向俏,但增長的步伐不一,而且通縮持續,這個現象並不常見,令本會進行薪酬檢討時,遇上困難。

令情況更為複雜的是,本會在檢討薪酬期間,還須考慮引入強積金所帶來的問題,例如推行強積金使營商成本增加,但最終令僱員受惠,這些都是本會檢討時須予考慮的問題。此外,我們須予考慮的另一因素是,過去兩年,經濟衰退,社會承受薪酬緊縮的沉重壓力,有些公司對工人的需求增加,而公司內部的員工流失率亦上升,這情況在新經濟下尤甚。

我們考慮以上種種因素後,提出了最多增薪2%的建議(對不少人來說,當計算強積金供款後,增幅是7%),並認為這個建議實事求是。

一如既往,香港個別公司可按自己的承擔能力作出薪酬增幅的決定。由於有些界別表現較佳,所以部分公司或許可在工資方面,支出多一點。事實上,這些公司或許有需要藉此挽留重要的僱員。其他未能從經濟復甦得益的界別或許需在工資方面,支出少一點了。我誠意向會員推薦本會的薪酬檢討報告。

B

董建成

董建成
香港總商會主席

THE BULLETIN

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More economic measures needed by government

Overall, the Chief Executive's 2000 Policy Address delivered last month adopted a down-to-earth approach towards tackling certain issues. In the absence of ambitious reform objectives – as made by the Chief Executive in the past three years – this year's Policy Address focuses on policy adjustment. However, little concrete has been said on promoting economic development, bar a few generalisations.

SPEED UP SUPPORT TO SMES

As mentioned in the Policy Address, small and medium enterprises (SMEs) have long been a pillar of Hong Kong's economy. They account for more than 98 per cent of all local enterprises and employ more than 1.39 million people. Nevertheless, SMEs have been hard hit by the economic recession over the past two years and many of them are still looking at bankruptcy. In addition, financing problems also hinder the development of SMEs.

In his Policy Address, Mr Tung suggests three new government initiatives to help SMEs: "helping to start a new business," "helping to build a new business," and "helping to expand a business." But these initiatives cannot be pursued until the government receives proposals from the SME Committee members within six months after their appointment.

As a result, it is expected to take at least one year before specific measures will be rolled out, which is too late to address the immediate needs of SMEs struggling to survive now.

Therefore at the question & answer session with Mr Tung in Legco, I proposed that the SAR Government accelerate measures to support SMEs to help them recover and boost the local economy as a whole. I will continue to follow up this issue and reflect your opinions to the government.

IMPLEMENT HUMAN RESOURCES POLICIES PRUDENTLY

I agree with the government's initiative to review visa application policies for hiring foreign professionals on the grounds that importing more mainland and overseas professionals – not readily available in Hong Kong – will undoubtedly benefit the whole economy. In recent years, many countries have started to compete for talented people: Singapore, the rival of Hong Kong in particular, attracts talent by simplifying the application procedures and offering attractive

remuneration packages. It is thus necessary for Hong Kong to enhance its attraction to talented people by reviewing its visa application policy, or it may fall behind.

I generally support the training and retraining initiatives in the Policy Address although the effectiveness of some of them is questionable.

The effectiveness of the retraining effort has always been disputable. Even the Office of Ombudsman criticised the employment rate of retrained students. In fact, I think in-service training is more important than retraining, but now the latter receives more support and attention from the government. Whether the government is effective in allocating resources and in nurturing suitable people for the commercial sector deserves our concern.

In my opinion, the government's aim to increase the overall rate of secondary school leavers receiving tertiary education is too ambitious. Relevant authorities may rush to pursue the targeted rate at the expense of education quality. What concerns me most is the impact this programme may have on the English standard in Hong Kong, which has been declining in recent years. If the situation continues, the status of Hong Kong as an international financial and trade centre will definitely be affected. The SAR Government should give precedence to education quality over quantity, and ensure that resources are effectively deployed and suitable talent is provided for the business community.



James Tien 田北俊

STRENGTHEN ASSISTANCE TO BUSINESSES

Along with China's imminent accession to the WTO and its strategic development of western China, a multitude of business opportunities and sharp competition will no doubt emerge in the mainland. The SAR Government should retain professional consultants to conduct full-scale studies and analysis on the opening timetable of various sectors in the mainland, and to give advice to the government on where Hong Kong businesses can grasp business opportunities. This can help Hong Kong businesses enter markets ahead of the timetable. Besides strengthening the role of Hong Kong SAR's Beijing Office, the SAR Government should also set up economic and trade offices in major mainland cities to enhance Hong Kong businessmen's knowledge of the local business environment and the legal systems of particular regions.

政府須制訂更多經濟措施

二 零零零年施政報告已經於上月公佈，綜觀整份報告內容平實，沒有如過去三年般提出眾多遠大的改革目標，主要是對一些現行政策作出調整。不過，報告內有關促進經濟的篇幅較少，而且多只提及一些發展方向，欠缺具體計劃。

要加快支援中小企

正如施政報告所講，中小型企業是香港經濟的支柱，佔全港企業總數 98% 以上，僱員超過 139 萬人。然而，在過去兩年的經濟衰退中，中小企受到了極大打擊，至今很多仍在艱苦經營；加上他們向來都面對融資困難，業務因而受到不少阻礙。

施政報告提出將會從「便利創業」、「協助立足」及「促進發展」這三大方向，探討可行的支援方案。但若要將這些大方向轉為具體的方案，則需要等候政府委出新一屆中小型企業委員會的成員，然後讓他們在六個月內提交建議，再給政府研究才可。

由此粗略估計，具體的支援中小企措施可能至少要在一年後才能推行。這對於目前仍要面對經營困難的中小企來說，肯定是「遠水難救近火」。

所以我在立法會的行政長官答問大會上，已向董建華先生提出，要求政府加快制訂出支援中小企的措施，以冀令他們的經營狀況好轉之餘，也有利整體經濟發展。我必會繼續跟進有關工作，並歡迎各同業就如何支援中小企表達意見，以便我向政府反映。

人力資源政策須審慎施行

在人力資源方面，我同意政府檢討審批專業人士入境簽證的政策，因為從內地及海外引入更多本地欠缺的專業人士，

確實有助經濟增長。近年很多國家都爭相引入人才，尤其是香港的直接競爭對手——新加坡，更以簡易的手續及吸引的條件，吸納不少專才。所以香港是有必要檢討有關的入境簽證政策，以吸納人才發展經濟，否則便會落後於競爭對手。

我大體贊同董建華先生在施政報告內有關培訓及再培訓和提升教育質素的建議，但對當中部分內容則有所保留。

再培訓的成效一直受人懷疑，甚至連申訴專員公署也質疑有關學員的成功就業率。其實，我認為在職培訓的重要性比再培訓的還高，但政府現在每年撥大量資源用於後者，重視程度猶高於前者，令人懷疑其運用資源的成效，能否為工商界培訓最合適的人才。

至於提升高等教育普及率，我擔心這個目標定得過高，令到有關機構為求達致目標而倉卒進行，因而出現「重量不重質」的情況。特別是在英語能力方面，近年大學畢業生的英語水平已普遍下降，若情況未見改善，必會影響香港作為國際金融貿易中心的地位。故政府應先致力提高學生的質素，其次才是數量。這樣才能確保資源運用恰當，也為工商界提供合適的人才。

須加強協助港商

隨著中國即將加入世貿及計劃開發西部，內地無疑會湧現很多商機，但競爭也會日趨激烈。我建議特區政府應聘用專業顧問進行研究、分析，按內地開放各類工商市場的時間表，具體地向港商分析何處能獲取商機，使他們預早開拓市場。此外，除了駐北京辦事處要加強協助港商的職能外，特區政府也應在各大城市增設經貿辦事處，協助港商了解當地的法制、商情等資訊。



若您有任何意見，歡迎向我反映。通訊地址是中環皇后大道8號立法會大樓。（電話：2500 1013 傳真：2368 5292）

140th anniversary of Chamber just around the corner

Next year, the Hong Kong General Chamber of Commerce will celebrate its 140th anniversary. When it was founded in May 1861, the Chamber had 62 subscribers. None of the founding members could have imagined that Hong Kong would grow to become the economic powerhouse which it is today, and no one could have predicted the services provided, and influence exerted, by the Chamber today. There is no doubt that the Chamber's progress is tied intimately to Hong Kong's development. Through the contributions of all the chairmen, all the directors, and all the members during these 140 years, the Chamber has evolved to its present state. We are all proud of Hong Kong's achievements, and the Chamber's progress in this long history.

To help us celebrate this anniversary in 2001, the Chamber is planning a series of events year-round for its members. First, we will have the 140th Anniversary Distinguished Speaker Series featuring five or six political or business leaders all through the year speaking at Chamber luncheons. Invitations have been issued to notable figures in Hong Kong, in mainland China, and all around

the world, and acceptances are already coming in. The first such luncheon will be in February 2001. The dates will be gradually confirmed.



Dr Edén Woon
翁以登博士

Then we will have the 140th Anniversary Grand Ball on Friday, April 20. This black-tie dinner will be held in the ballroom of the Grand Hyatt Hotel and is designed to be an enjoyable celebration of the anniversary. We will feature light entertainment, some brief remarks by a guest of honour, images of the Chamber's and Hong Kong's history, dancing, and a lucky draw. The whole evening will be serious in that we treasure our heritage, but fun in that we want members and guests to have a relaxed evening. You and your spouse/guest should mark down April 20, 2001, to come celebrate with us.

In addition, we will have newspaper supplements and other special events throughout the year. We will of course continue with all our usual services and programmes to members, but I am sure you will agree that 140 years is a long time for any organisation, and we should take time to celebrate that. We look forward to you joining us at events all through the year.

總商會一百四十週年誌慶將至

明年，香港總商會將慶祝創會140週年。總商會於1861年5月成立，成立之初，共有會員62個。相信沒有一位創會會員會想到，香港會發展為今天如此經濟富強的城市，也沒有人會料到，本會能提供今天的服務和發揮今天的影響力。毫無疑問，本會的發展與香港的發展息息相關，全賴歷屆主席、總裁和全體會員在這140年的貢獻，總商會才取得今天的成就。對於在這段悠悠歲月裡香港的成就和總商會的發展，我們感到自豪。

為慶祝這次週年紀念，本會將於2001年全年為會員籌辦一系列活動。首

先，是「140週年名人講者系列」。本會將於明年全年邀請五至六位政界或商界領袖蒞臨這個系列的午餐會致辭。我們已致函香港、內地及全球的知名人士，邀請他們擔任嘉賓講者，並陸續收到他們覆函，表示答允出席。名人講者系列的首個午餐會將於2001年2月舉行，日期將稍後落實。


此外，我們亦於明年4月20日（星期五）假君悅酒店宴會廳舉行140週年盛大舞會。舉辦這個隆重宴會，旨在讓會員及嘉賓歡度週年。屆時，我們將安排節目助興、邀請一位主要嘉賓發表簡短演說，以及放映有關本會和香港歷史的影像圖片。

會場上的賓客可翩翩起舞和參加抽獎。在意義層面上，當晚的宴會將是莊嚴的，因為它表達我們珍視本會的歷史，但氣氛卻是輕鬆的，因為我們希望會員和嘉賓可開懷歡度一個愉快的晚上。您可攜眷或嘉賓出席，與我們共慶週年紀念，請謹記2001年4月20日！

我們將在報章的副刊上刊登專輯，並於全年舉辦特備活動。當然，我們亦會繼續如常為會員提供服務和舉辦各項活動，但相信您們必定同意，140年對任何機構而言，都是悠久的歲月，值得我們特別慶祝。我們期待您們踴躍參加明年舉辦的活動。



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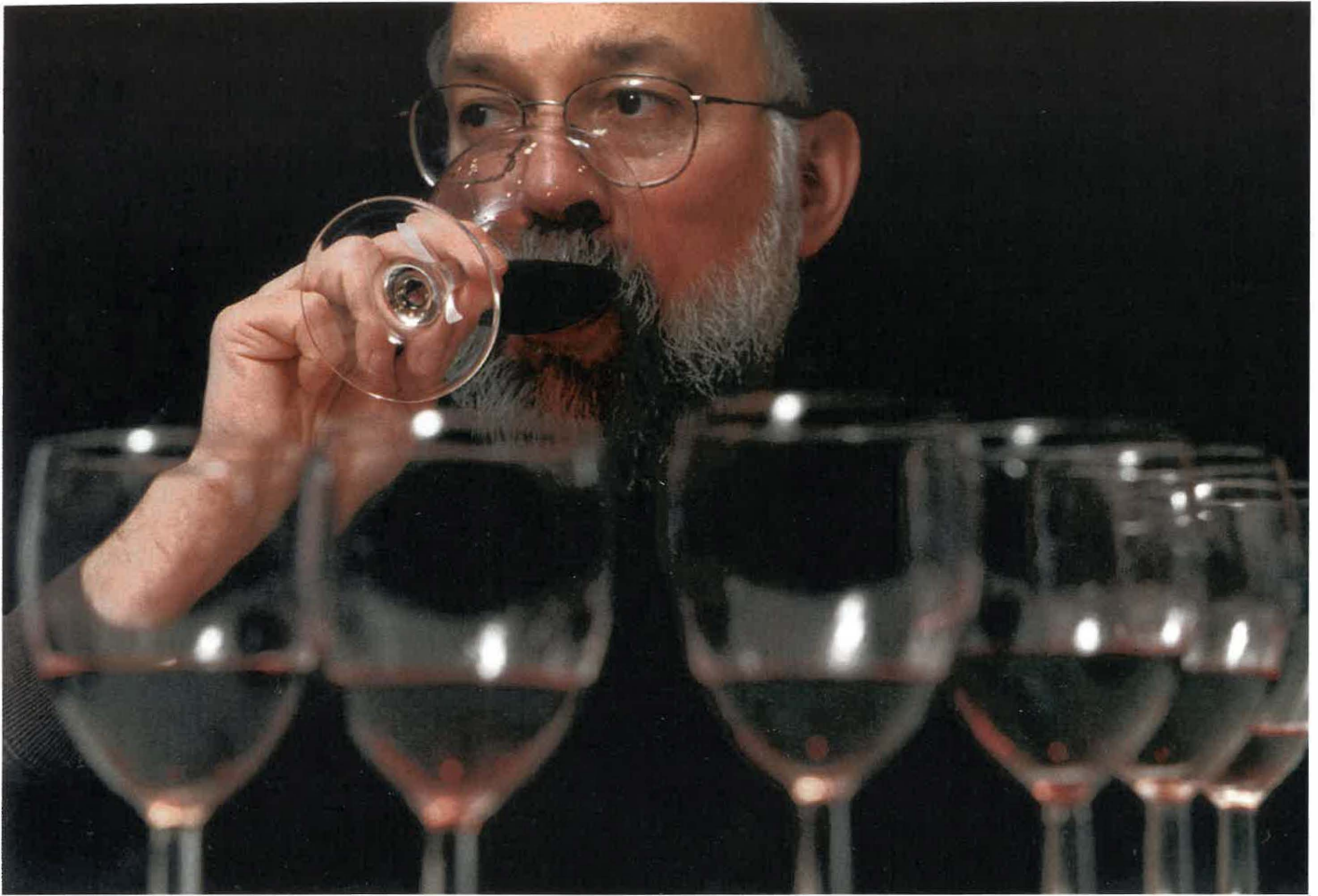
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Wine hub aspirations

The wine industry is cheering the government's proposal to develop Hong Kong into a wine hub, but is the plan feasible?

Plans are afoot to make 2001 the "Year of the Clink," that is if those with an eye on making the territory a regional wine trading and distribution hub have their way.

Even Financial Secretary Donald Tsang, during his August visit to Australia, was beating the drum and selling Aussies on the idea that Asia is where it's happening and Hong Kong is at the heart of it.

Wine distributors here are also toasting the proposal. "I think it is a fantastic idea," said Antonio Koo, managing director of Ponti Trading Ltd., one of Hong Kong's largest wine importers. "I think with the

growing wine consumption in the whole of Asia, there is tremendous potential to expand Hong Kong's role as a wine distribution centre, particularly within the greater China area."

At present, there is no dominant wine distribution centre in Asia, which results in wine distribution and trading in the region being fragmented and inefficient.

By acting as the funnel through which wine to the rest of Asia and China flows, Hong Kong could act as the cellar master to an industry that is predicted to grow by as much as 20 per cent annually over the next six years to reach a value of US\$2.2 billion.

GROWTH POTENTIAL

Hong Kong clinched its way through US\$58 million worth of wine in 1999, and that figure is expected to reach US\$156 million by 2006, according to a study conducted by Arthur D Little Asia Pacific, Inc.

Re-exports from Hong Kong are expected to grow from US\$43 million in 1999 to US\$128 million in 2006, and the total Hong Kong share of the wine market is expected to grow from US\$101 million in 1999 to US\$284 million in 2006.

But while imports are projected to rise steadily, the study pointed out that consumption remains low compared to traditional wine

香港期望成為葡萄酒商貿中心

洋酒業人士歡迎政府提出發展香港為葡萄酒中心，但這項計劃是否可行？

政

府正密鑼緊鼓，規劃大計，準備在2001年積極推動葡萄酒業發展，使香港成為區內的葡萄酒貿易及分銷中心，但那些

有心人能否如願以償？

就是財政司司長曾蔭權八月訪問亞洲時，也竭力向澳洲人宣傳，亞洲的葡萄酒業正全速發展，而香港則是區內的中心。

本地葡萄酒分銷商也贊成這個構思。Ponti Trading Ltd 常務董事古賢倫說：「這個構思妙極！我認為，隨著亞洲的葡萄酒銷量日漸增加，香港極有機會成為葡萄酒的分銷中心，特別是成為大中華地區的葡萄酒中心。」Ponti Trading Ltd 是香港最具規模的葡萄酒入口商之一。

目前，亞洲並沒有一個主要的葡萄酒分銷中心，因此區內的葡萄酒分銷和貿易相當分散，也缺乏效率。

香港如發展為區內的葡萄酒分銷中心，便會成為葡萄酒輸往亞洲各地和中國內地的重要渠道，也會因此成為葡萄酒的貯藏庫。預計在未來六年，亞洲的葡萄酒消費每年會增長兩成，到了2006年，消費額將達22億美元。

Arthur D Little Asia Pacific 的研究顯示，亞洲在1999年的葡萄酒消費達65.8億港元。

研究亦顯示，香港在1999年的葡萄酒消費達5,800萬美元。預計到了2006年，數字會上升至1.56億美元。香港的葡萄酒轉口總值將由1999年的4,300萬美元增至2006年1.28億美元，而香港在葡萄酒市場的佔有率將由1999年的1.01億美元增至2006年的2.84億美元。

雖然葡萄酒的進口量將穩步上升，但研究亦指出，跟全球歷史悠久的葡萄酒市場相比，亞洲的葡萄酒銷量仍然偏低。以人均飲用量計算，亞洲區每年的葡萄酒人均飲用量為0.06升，美國為7升，澳洲為18升，而法國則達60升。

不過，中國加入世貿後，為了符合世貿的協定，將大幅把酒品輸入的關稅由現時的65%降至2004年的20%。業內分析人士預計，輸入中國的葡萄酒總值將由去年的1.87億港元上升至2006年的4.02億港元。



Antonio Koo, managing director of Ponti Trading Ltd., thinks the proposal to promote Hong Kong as a wine trading and distribution hub is a great idea, but feels the 60 per cent duty on wine could thwart the plan.

Ponti Trading Ltd. 常務董事古賢倫認為，政府提出發展香港為葡萄酒的商貿及分銷中心，固然是可喜的建議，但徵收六成關稅會令發展受阻。

COVER STORY

markets elsewhere in the world. Per capita consumption in the region averages 0.06 litres per year, compared with 7 litres in the USA, 18 litres in Australia and 60 litres in France.

Wine destined for the mainland will contribute significantly to the numbers once China starts slashing import duty on liquor from the current 65 per cent to 20 per cent by 2004 to comply with its WTO agreement.

Speaking at a seminar entitled, "Developing HK Into A Regional Distribution Centre for Wine," held earlier this year, Deputy Secretary for Trade and Industry Yvonne Choi said that the government has outlined a number of initiatives for developing Hong Kong as a regional distribution centre for wine. These include establishing an open-bonded warehousing system to remove hurdles and reduce operating costs for traders, simplifying documentation through the use of electronic data exchange, and improving wine storage facilities.

The Chief Geotechnical Engineer at the Civil Engineering Department, Peter



Whiteside, suggested there was potential for underground storage of wine in Hong Kong in disused wartime air-raid tunnels, in underground bunkers and in new, purpose-built caverns.

These storage areas would also be at the heart of distributing wine orders taken through the Internet, as part of the proposed wine trading e-commerce initiative.

The Chairman of the Liquor & Provision Industries Association (LPIA) Claes Rydberg said that he welcomes anything the government does to support and make business bet-

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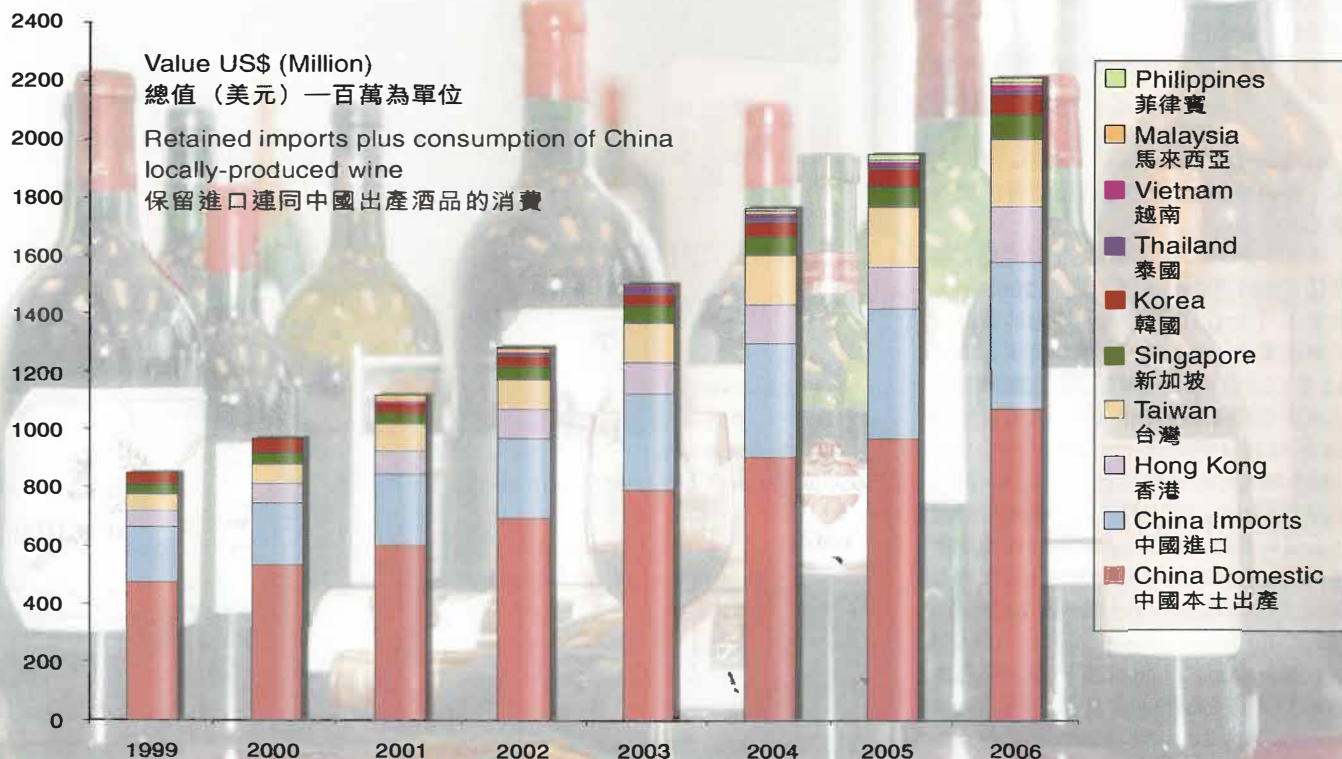
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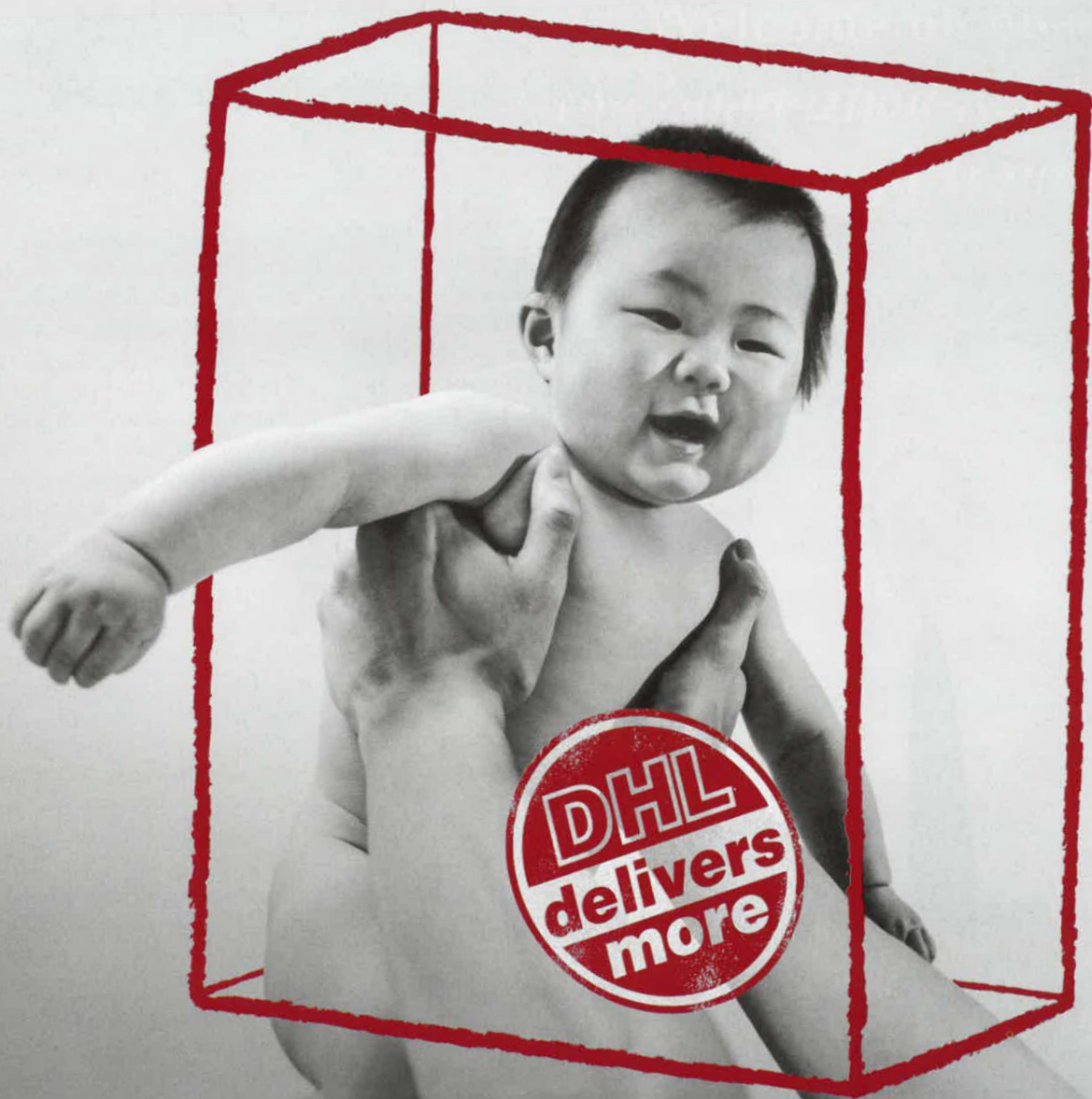
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Total Wine Market Growth Forecast 葡萄酒市場的增長預測



Source: Trade Statistics plus ADL Analysis



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高偉栢問道：「為何酒商要把最終運往台灣或泰國貯藏的葡萄酒先暫存香港呢？何不直接運往貯藏地點？如釀酒商在香港貯藏葡萄酒，那麼，誰來資助倉存費？再者，在香港貯藏葡萄酒比在法國的農場便宜嗎？把香港發展為葡萄酒中心的整套理念只是以香港作為亞洲區的樞紐，以便提高商貿效率而已。」

即使酒商在香港貯藏葡萄酒，也只會減少航運和營運成本1至2%，但若然酒商被迫把未能轉口的葡萄酒在香港市場出



Claes Rydberg, chairman of LPIA, said the government's vagueness in explaining exactly what it means by a wine trading and distribution hub has raised some questions about how the plan would work.

LPIA 主席高偉栢表示，政府未能清楚解釋葡萄酒貿易及分銷中心的實際意思，令人對計劃是否可行生疑。

售，酒商便須支付相等於葡萄酒價60%的稅款，可謂得不償失。

高偉栢又說：「建立開放性保稅制度、改善進口清關程序、簡化文件處理手續，這些當然是受歡迎的改善措施，也是業界的佳音。然而，最大的問題是徵收從價稅，這項徵稅損害了葡萄酒業的發展和削弱了業界賺取盈利的機會。」

古賢倫亦認為，60%關稅是推動香港成為區內葡萄酒貿易中心的一大障礙。

“

The biggest issue is the ad valorem tax, which dampens wines' development and the opportunity to run a profitable business.

— Mr Rydberg

最大的問題是徵收從價稅，這項徵稅損害了葡萄酒業的發展和削弱了業界賺取盈利的機會。

— 高偉栢 ”

ter for the industry, but the government's vagueness in explaining exactly what it means by a wine trading and distribution hub has raised some questions.

“What does it actually mean, and what is the intention? As the LPIA we still have a bit of a question mark as to how it will work and what are the actual benefits,” he said.

Mr Rydberg said one of the key issues about the proposal is that it does not take into account the real role of an importer in a market — producers need representation on the ground in a market in order to promote and build their brands.

“Producers need in-market presence. This is not something which can be done from a central point like Hong Kong,” he said. “Of course, some wines are ‘traded’ like commodities — top French wines et cetera — but for the bulk of the wine business this is not applicable and this is where we have the biggest question mark.”

Given that over half of the wine imported to Hong Kong is re-exported to the mainland, once China enters the WTO it would seem logical for producers to ship their wine directly to market, rather than re-routing it through Hong Kong.

“Also, why would any producer prefer to have their stocks sitting in Hong Kong for the markets of Taiwan or Thailand, for example? Why don't they want to go straight there?” Mr Rydberg asks. “If you talk about producers stocking their wines

in Hong Kong, who is going to finance warehousing those stocks? Also, is it cheaper to store them here than at the origin, for example in France? The whole idea behind the hub is that you put it regionally and it will be more efficient.”

But even if stocking their wines in Hong Kong helps producers shave 1-2 per cent off shipping and operation costs, that figure is minuscule when they face 60 per cent taxes on value if they are forced to sell their wines on the Hong Kong market.

“Improvements in an open-bond system, import duty clearance, processing of documents, those are areas where we certainly welcome all the initiatives. All of that we welcome with open arms, excellent, good news. But the biggest issue is the ad valorem tax, which dampens wines' development and the opportunity to run a profitable business,” Mr Rydberg said.

Mr Koo also feels the 60 per cent duty is a major obstacle for promoting Hong Kong as a regional wine trade centre.

“There have been arguments where people said if Hong Kong had wonderful bonded facilities, then duty would not be an issue, because wine would be re-exported. However, if a wine merchant were not able to sell the goods — to re-export it — his only means of selling it would be to sell it in Hong Kong. Given the high tax, it would be a big impediment to bring in higher value, quality wines,” he said.

NURTURING A WINE CULTURE

To play a leading role in wine distribution within the region, you also need to become the leader in terms of wine consumption, appreciation and understanding, Mr Koo said. You also have to develop that sophistication of enjoying wine. Having a tax rate of 60 per cent does little to encourage the general population to appreciate higher quality wines. A regional wine centre must have a balance of medium and high

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COVER STORY

priced wines to build up wine appreciation and experts, he added.

Mr Rydberg echoed Mr Koo's concerns: "High operating costs and an ad valorem tax system is attracting lower priced wines and therefore lower quality products."

Besides dampening demand for better quality wines, high duty is also encouraging some merchants to under-invoice their goods, resulting in a substantial quantity of wines coming into Hong Kong that are paying a lower duty.

It is common knowledge that some wine connoisseurs in Hong Kong bring in a few more bottles — or occasionally a case or two — of high quality wines and do not declare them, or declare a lower value. But what is not that commonly known is that some wine producers are sympathetic to the high duty rate in Hong Kong and offer to under-invoice buyers.

"Traditionally, what you hear people talk about is they declare to the customs on their invoice a lower value of wine, and pay another portion of the invoice to the wine producer. So in effect the customs levy a smaller value on the same quantity of goods," said one wine importer who asked not to be identified.

"A lower tax rate would discourage under-invoicing, and also make Hong Kong much more likely to become a wine hub," he added. B



他說：「有些人辯稱，如香港擁有優良的保稅制度，關稅將不成問題，因為葡萄酒都是經香港轉口的。然而，若酒商未能把酒銷往外地，便得在香港出售。香港徵收重稅，將阻礙名貴質優的葡萄佳釀引入香港市場。」

培養葡萄酒文化

古賢倫認為，香港若要成為區內居領導地位的葡萄酒分銷中心，便需在葡萄酒消費、品嚐和認識方面領導群倫，從而培養高水平的賞酒文化。然而，徵稅 60% 只會阻礙大眾品嚐佳釀。要發展為區內的葡萄酒中心，必須吸引中等及高等價格的酒品，這樣才能培養大眾對葡萄酒的鑑賞力和培育更多專家。

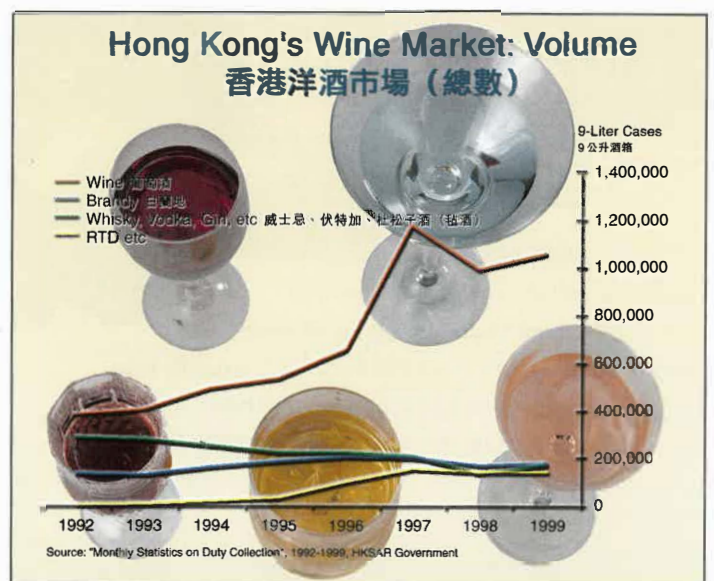
在這方面，高偉栢與古賢倫的意見不謀而合，高說：「營運成本和從價稅制度只能吸引低價葡萄酒輸入，所謂低價，亦即是低質素產品。」

徵收重稅不但抑制市場對高質素葡萄酒的需求，也鼓勵一些葡萄酒商以低於實際價格開出發票，以協助買家繳納較少關稅。

眾所周知，香港一些葡萄酒鑑賞專家會買入一兩瓶、或偶爾一兩箱名酒，他們不會為此報關，或只以低價報關。可是，鮮為人知的是，有些葡萄酒商同情香港買家須承受高稅率之苦，於是低於實際價格開出發票。

一位不願透露姓名的葡萄酒進口商表示：「一般來說，買家會以低於實際價格的發票報關，但付款予釀酒商時，卻根據另一張真實的發票。事實上，雖然同屬一批貨，但海關所徵收的稅款卻少了。」

他補充說：「降低關稅將有助改善這種情況，增強香港發展為葡萄酒中心的潛力。」 B



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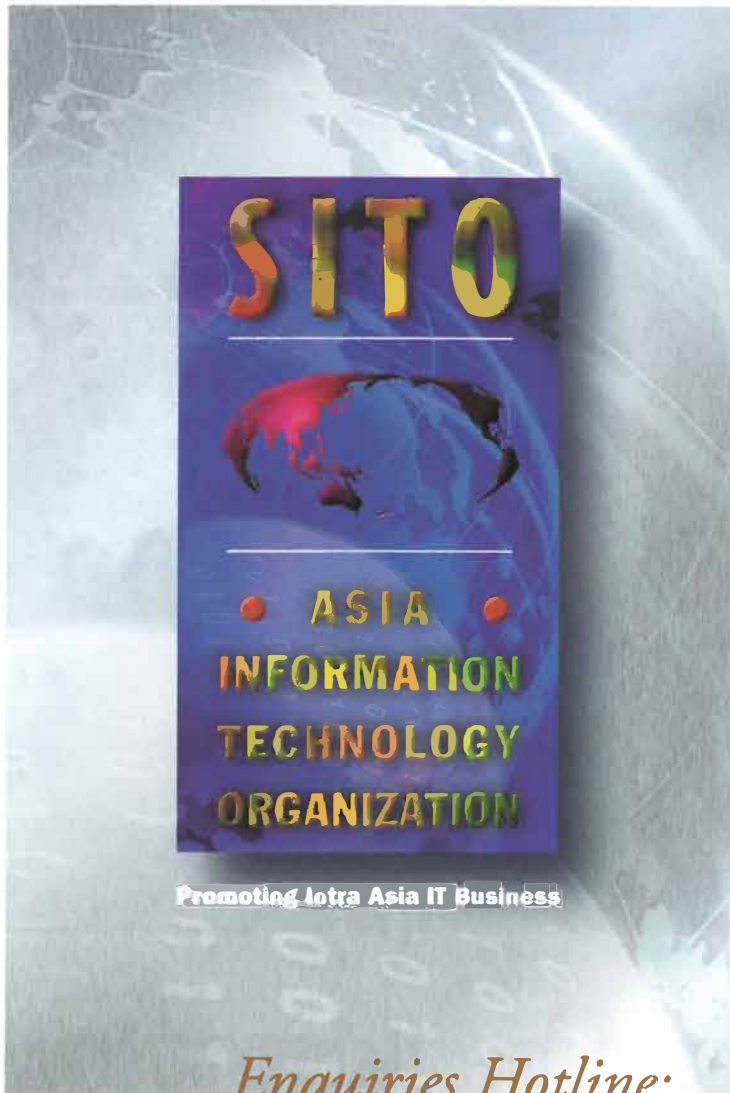
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Productivity, cost and the ‘knowledge

Hong Kong faces monumental changes to its education, social and economic structure as it starts to transform itself into a ‘knowledge economy.’ What can companies and individuals do to help improve Hong Kong’s productivity and better prepare themselves to compete in the ‘knowledge-based economy?’

By Alan Lung

As the SAR Chief Executive Tung Chee-hwa unveiled his Policy Address last month, I started pondering how the “knowledge economy” would affect me, as an individual worker and business manager.

Despite the fact that Hong Kong is already speeding towards the “knowledge-based economy,” can we anticipate what’s coming at us two corners down the knowledge-economy road? Are we, as companies and individual workers of this new age economy, prepared for all these changes? Do we have the substance to backup Mr Tung’s vision? Do we realise the consequence of failing to go down this road? And can we turn this vision into reality?

KNOWLEDGE ECONOMY

“Knowledge is taking the place of capital as the driving force in organisations worldwide,” said management guru Peter Drucker. The empowering factor of the new economy is knowledge – not money. Knowledge is the key factor that has been pulling the incomes of the First and the Third World countries even further apart.

Mr Drucker also coined the term “knowledge worker” in the 1960s to mean a worker whose achievement lies in doing the right things through exercising his expertise, rather than doing things right as in mechanical production line work. Knowledge workers need to be autonomous. They learn and find better ways of doing things. They make educat-

知識經濟、生產力、成本與

economy'

ed judgements and they do not just do what they're told to do.

"Knowledge management" philosophy emerged in the 1990s as companies, faced with an information explosion, rapid technological development, globalisation and rapid shifts in market demand, realised the importance of knowledge and the need to manage it directly.

Swedish companies pioneered this approach and still lead the race, but the U.S. has the broadest level of achievement and acceptance. Fortune 500 CEOs say that knowledge is their most important strategic asset and have some form of knowledge management programme in place.

香港轉向「知識經濟」的路途上，教育、社會及經濟結構均面對重大的改變，公司及個人可如何改善香港的生產力和更有效地自我裝備，以便在知識為本的經濟裡競爭？

龍家麟

自行政長官董建華上月發表《施政報告》後，我開始思索「知識經濟」對我作為僱員和管理階層的影響。

縱使香港正加速發展「知識為本」的經濟體系，但我們能否預測，在這條知識經濟的道路上轉過兩彎會發生甚麼事？在這個新經濟的年代，公司和僱員是否已為這一切轉變準備就緒？我們有沒有具備足夠的實力，支持董建華的理想？我們是否知道，不能踏上這條知識經濟道路的後果？同時，我們能否把理想變為現實？

知識經濟

管理學說權威德魯克認為：「知識正取代資金，成為推動全球企業的力量。」可見新經濟力量來自知識，而非金錢。知識使第一世界與第三世界國家的收入差距更大。

德魯克於六十年代創造了「知識工人」一詞，屬於這類型的工人，他們的價值在於運用專業知識做正確的事情，而非像機械生產線工人般，只按指令把事情做對。知識工人是自治的，他們學習和找尋最佳的做事方法，憑經驗作出決定，不是只聽從吩咐辦事。

在資訊爆炸、科技急速發展、世界邁向全球化和市場需求迅速轉變的情況下，公司發現知識的重要和直接管理知識的需要，於是「知識管理」理論便在九十年代應運而生。

最先採用這套理論的是瑞典公司，當地至今仍在這方面居領導地位，但若論理論的普及和接納程度，則在美國最佳。《財富雜誌》五百家大公司的行政總裁表示，知識是他們最重要的策略性資產，並透露自己均在公司內推行了若干知識管理計劃。

科技的影響

MCI-Worldcom 科技總監布里格斯在一午餐會上說笑道，他二十年前計劃鋪設第一條橫跨大西洋的海底光纖電纜時，原以為 4,000 條線路中，通訊量最高只達六成。

布里格斯讚賞香港牽頭開拓第三代流動電訊市場，並透露 MCI-Worldcom 有意以香港為亞洲投資的門戶。不過，在午餐會上真正引起關注的，是他預測話音及數

據網絡通訊將有驚人增長，而這方面的增長將對香港轉變為知識經濟影響重大。

香港的知識工人需放眼全球，快捷地學習和汲取全球的新知。蓋茨所說的「思想速度」(The speed of thought)，對知識型的經濟體系將產生最巨大的影響。

生產力——努力工作，常動腦筋

有些工會領袖仍然把「生產力」與「剝削」等同，認為要求僱員提高生產力，即強迫他們更辛勞、更長時間地工作，但所獲取的回報卻不成正比。有些公司仍然以為，所謂創新科技，純粹只是投入更多資金，使生產程序更為自動化，或在產品研究及開發方面增加投資，以求擊敗競爭對手。然而，提高生產力不能單憑資本投資和辛勤工作，要促進生產力，必須知道如何改善工作流程，減少無助生產的活動，藉以節省成本。

在《施政報告》裡，董建華表示：「在知識經濟的社會，任何人只要掌握知識和具有創意，不論社會地位和家庭背景，都有出頭的機會。」

唱反調和愛挑剔的人只要看看發達國家的情況，便會發現以上所言並非絕無道理。不論是公司或個人，都需要在努力工作之餘，常動腦筋。

先談管理，後談科技

《香港優勢》("The Hong Kong Advantage")的作者恩萊特教授認為，人們對科技的力量估計過高，香港面對的最大挑戰將是「管理上的革命」(《香港優勢》是一項有關香港的重要研究)。

在瞬息萬變的世界裡，不是每家公司或每家公司的生產力都能自然提升。當人們試圖在同一時間內處理過多事情，思想和辦事能力便會減弱。當到處都談論著「NT 伺服器」、「客戶關係管理」和「企業資源規劃」等問題，管理人員往往便迷失方向，忘記了自己必須先把成本和知識管理好，才能論斷科技的成效。

高瞻遠矚

在 1992 年，哈佛大學教授卡普蘭和諾頓提出了「平衡記分卡」理論，他們建議管理階層不應只回顧「過時」或過去的財政表現指標，反之，他們應把財政表現與「機

IMPACT OF TECHNOLOGY

Fred Briggs, chief technology officer of MCI-Worldcom, joked during a business luncheon he was speaking at that when he planned and laid the first trans-Atlantic submarine fibre optic cable some 20 years ago, he thought the maximum traffic would be around 60 per cent of 4,000 lines.

On a serious note, Mr Briggs spoke admiringly about the head start made by Hong Kong in 3-G mobile telecommunications, and about MCI-Worldcom's intention to use Hong Kong as a gateway to invest in Asia. But what really stood out was his mind-boggling predictions for growth of voice and data network communications, which will have a monumental impact on Hong Kong's transformation into a knowledge economy.

The knowledge workers of Hong Kong need to think globally and to learn and adopt knowledge from around the world quickly. But the idea is nothing new. Bill Gates coined the term "the speed of thought," and it is this that will have the most impact on knowledge economies.

PRODUCTIVITY – WORK SMART, NOT JUST HARD

Some union leaders still equate "productivity" to "exploitation" – making individuals work harder and longer hours for less money. And some companies still think of innovation and technology simply as bigger investments in more automated manufacturing processes or into product R&D to beat competition. But productivity is not just about capital investment and hard work; it is also about knowing how to improve work processes and how to achieve cost savings by eliminating unproductive activities.

In his Policy Address, Mr Tung said, "In a knowledge-economy, anyone equipped with knowledge stands a chance of succeeding regardless of his or her social status or family background."

Opponents and cynics should look at the developed economies and acknowledge there is at least some truth in this statement. As companies and individuals, we need to work smart, not just hard.

THINK MANAGEMENT BEFORE TECHNOLOGY

Michael Enright, author of a milestone study on Hong Kong titled "The Hong Kong Advantage," said that technology is over-rated and the biggest challenge facing Hong

Kong will be the "managerial revolution."

In a world full with change, productivity improvements do not come naturally for every individual or company. When people try to deal with too many things at once, their ability to think and act tends to be stifled. And managers tend to get lost in the world of "NT Servers," "CRM," "ERP" and forget that they need to manage costs, and process knowledge before jumping to the conclusion that they'll be saved by technology.

TAKE A LONG-TERM VIEW

In 1992, Harvard Professors Kaplan and Norton introduced the "balanced scorecard" concept which proposes that managers should not just look at the "lagging" or historical financial performance indicators. Rather, they should balance financial performance against other leading indicators, such as "organisation learning," "innovation," "process improvement" and "customer satisfaction and growth" – factors that can predict a company's future performance.

Scorecards have been implemented at corporate and strategic business units at hundreds of private and public sector organisations worldwide, but the U.S., in particular, is taking the lead in performance management. The balanced scorecard enables organisations to implement and manage their businesses' strategies and activities. Companies can now look at their overall performance by integrating financial measures with other key performance indicators.

"Our task today is to take a clear-eye, practical and realistic look at Hong Kong's economy. How it has changed, where it is going, and what we should be doing to help prepare for the future," Dr Victor Fung, chairman, Li & Fung Group of Companies, said at a seminar organised by the Central Policy Unit.

But managers should also think of applying Dr Fung's statement to their own companies. They should count what their companies have been doing and balance short-term financial performance against other longer-term objectives.

「顧客滿意及增長程度」等其他重要的指標權衡比較，原因是這些指標都是預測公司未來表現的重要因素。

這套記分卡理論已在全球數百個私營及公營組織的企業及策略性商業單位內推行，當中尤以美國在這方面站於前列。運用「平衡記分卡」理論推行和管理自己的營商策略及活動，是把財政數據與其他主要的表現指標結合，然後看看公司整體的表現。

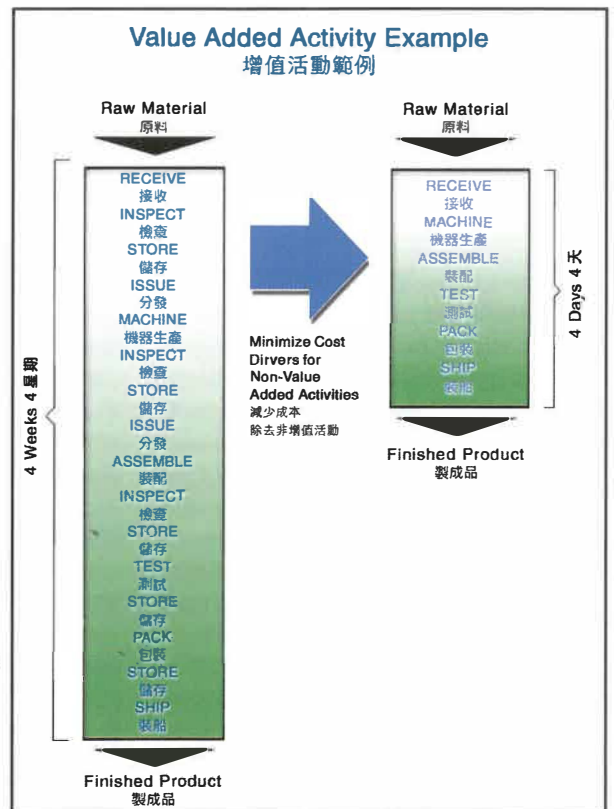
在中央政策組主辦的午餐會上，利豐集團主席馮國經博士認為：「我們目前必須以清晰、務實和踏實的態度看香港的經濟——看看它過往如何改變、向哪個方向發展、我們應做些甚麼為未來作準備。」

管理階層也應把上述馮博士的理論應用在公司管理上，先看看公司過往的表現，並把短期的財政表現與其他長遠的目標權衡比較。

管理成本

相信並非所有人明白，若生產力的升幅未能與工資不斷高漲配合，工資增長實難長久維持下去。只要港元依舊與美元保持掛勾，只要香港仍須在成本和品質方面與世界各地競爭，這個道理便絲毫不差。

雖然美國和越來越多亞太區的經濟體系（如韓國、台灣、印尼及新加坡）採用以活動為基準的成本管理法控制成本，但香港至今仍未完全了解這種成本管理的重要。管



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Agenda

14:00 - 14:30	Registration
14:30 - 15:00	Keynote: E-Business: Where It Is Now & Where It Will Be Tomorrow. (C) Mary Luk Senior Solutions Manager, E-business IBM China / Hong Kong Ltd.
15:00 - 15:40	Be Smarter & Faster Than Your Competitors. (E) An Affordable Intranet Solution for Effective Communications. Gregory Shockley Director, Asia Pacific Planet Intra
15:40 - 16:20	Boost Your Business with the Right E-Commerce Tool. (C) Jimmy Wong Chief Web Developer Web Host Ltd.
16:20 - 16:35	Coffee Break
16:35 - 17:15	Convergence of the Internet & Mobile Payment. (C) Sunny Law Business Development Manager, North Asia Netlife Hong Kong Ltd.
17:15 - 17:55	How to Secure Your Business? (E) Security Deployment in E-Business Networks. David Tran Senior Technical Consultant NetScreen Technologies, Asia Pacific
17:55 - 1800	Lucky Draw

Note : The sessions will be presented in English (E) or Cantonese (C).

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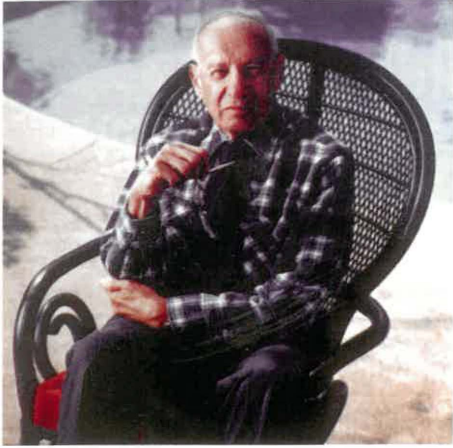


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管理學說權威德魯克認為：「知識已取代資金，成為推動全球企業的力量。」

MANAGING COSTS

I don't think it is generally understood in Hong Kong that wage increases are not sustainable if pay rises are not matched by productivity increases. This will remain true for as long we peg our dollar to the US-dollar and for as long as we have to compete in the world market in terms of price and quality.

And even though the U.S. and now increasingly Asia-Pacific economies such as Korea, Taiwan, Indonesia and Singapore have been implementing activity based cost management to control their costs, the importance of managing costs through activity management is not well understood in Hong Kong. Managers often cut costs solely by cutting jobs. This approach often leaves 75 per cent of the workforce to handle 100 per cent of the company's activities – a highly unsatisfactory situation which leads to low staff moral and low customer satisfaction.

"The only truly effective way to cut costs is to cut out activities altogether. To try to cut back costs is rarely effective. There is little point in trying to do cheaply what should not be done at all," Peter Drucker said.

Activity-based costing enables management of activities and redeployment of resources to newer and more valuable activities. It has already been accepted as a costing standard and the preferred quantitative management method at major public and private sector organisations in the world. Looking ahead at the challenges of the knowledge economy, government departments, businesses and fi-

nancial managers should give activity-based costing due consideration before jumping to the conclusion that the only way to cut cost is to cut jobs.

SINGAPORE'S LESSON FOR HONG KONG

Traditionally, Singapore and Hong Kong are often compared for their differing policies. In his latest book, Lee Kuan Yew gives a vivid account of how he led each of Singapore's sectors "from the Third World to the First." Mr Lee has been criticised for being harsh on the voice of opposition, but in view of the need to have more autonomous citizens to participate in the knowledge economy, Singapore has recently been liberalising in all dimensions.

In terms of the economy, Singapore was viewed as pursuing a form of managed capitalism, while Hong Kong adopted a laissez faire approach. One of the major human resources policies that distinguish Singapore from Hong Kong is its willingness to invest in upgrading the skills of those who are already employed.

At various committees of the Chamber, I have been vocal about the risk of having a wrong training policy. The Hong Kong Government spends billions of dollars on training organisations such as the VTC and the HKPC. But there is still a woeful shortage of skilled workers in Hong Kong. Those who are poor in new skills and knowledge do not really benefit from government spending.

In his Policy Address, Mr Tung said that the government will consult the community on the needs to upgrade skills in the next six months, which the business community should be pleased about, and should use the opportunity to lobby for a proper training policy.

Mr Tung concluded his Policy Address by urging businesses to participate more actively in the "third sector." He pointed out correctly that in some developed countries almost all the best universities, museums, think-tanks and hospitals are run by non-profit or voluntary organisations.

In the process of adapting to the knowledge economy, companies and members of the business community should support Mr Tung's call for action to help build Hong Kong as a knowledge-based first-world community.

Alan Lung is chairman of the Chamber's Human Resources Committee, and director & general manager of ABC Technologies (HK) Ltd.

理階層往往以減少職位降低成本，結果令公司內 75% 的員工負責 100% 的活動，導致員工士氣低落，顧客的滿意程度下降，各方面均感到不滿。

德魯克認為：「唯一真正有效的削減成本方法是全盤削減活動。只是削減（金錢上的）開支，收效不會大。以低成本幹一些完全不應做的事情，絕對毫無意義。」

採用以活動為基準的成本管理法，可把管理活動的力量和資源重新調配到更新和更有價值的活動上，這種方法已獲得全球主要公營及私營機構採納為管理成本的標準和首選的量化管理方法。在知識經濟的挑戰下，政府部門、公司和財政管理人員武斷地認為減少職位是削減成本的唯一方法前，應先考慮推行以活動為基準的成本管理法。

向新加坡取經

一向以來，人們經常比較新加坡與香港在政策上的不同之處。李光耀在新作裡清楚地描述他如何把新加坡每個界別「由第三世界引領到第一世界」。雖然李光耀常被批評以嚴厲的手法壓制反對聲音，但由於該國感到有需要鼓勵更多國民自發地參與知識經濟，因此最近在各方面均採取放寬的政策。

在經濟方面，新加坡所推行的經濟模式，被視為是管理資本主義，而香港則採取自由不干預的政策。在主要的人力資源政策上，新加坡與香港的分別在於前者願意撥出資源，提高在職人士的技能。

我曾在總商會多個委員會上指出，在香港錯誤的培訓政策下，將帶來危機。香港政府在職業培訓局及香港生產力促進局此等培訓機構身上花費了數十億元，但香港的技術工人仍然嚴重短缺，看來那些缺乏新技術及知識的工人仍然未能真正從政府的撥款中獲益。

在《施政報告》內，董建華表示政府將在未來六個月就社會對改善技術的需求諮詢公眾。商界對此應感到高興，同時也應抓緊機會遊說政府採取合適的培訓政策。

董建華在《施政報告》的總結裡促請商界積極參與「第三部門」，正如他所說，在一些發達國家，幾乎所有最好的大學、博物館、智庫、醫院都是由非牟利或志願機構主辦的。

在適應知識經濟的過程中，公司及商界人士應支持董建華的呼籲，協助建立香港成為知識為本的社會，並躋身入第一世界之列。

龍家麟是本會人力資源委員會主席，他是企業成本/管理科技（香港）有限公司董事及總經理。

It Pays to Train Your Own Engineers Join the Engineering Graduate Training Scheme 推行訓練工程師 眼光遠大好投資

The Vocational Training Council (VTC) is inviting employers in the following fields to participate in the Engineering Graduate Training Scheme (EGTS):

- (a) Building Engineering;
- (b) Building Services Engineering;
- (c) Chemical Engineering;
- (d) Civil Engineering;
- (e) Control, Automation & Instrumentation Engineering;
- (f) Electrical Engineering;
- (g) Electronic Engineering;
- (h) Environmental Engineering;
- (i) Geotechnical Engineering;
- (j) Manufacturing/Industrial Engineering;
- (k) Marine Engineering(Shore-base);
- (l) Materials Engineering;
- (m) Mechanical Engineering;
- (n) Naval Architects;
- (o) Information Engineering;
- (p) Structural Engineering.

The Engineering Graduate Training Scheme (EGTS) aims at bringing about sufficient practical training opportunities for engineering graduates and students in sandwich courses to enable them to complete their training as engineers and to satisfy the training requirement of the Hong Kong Institution of Engineers for professional status.

Under the EGTS, a subsidy will be granted to a trainee being trained under an approved training scheme. The subsidy is to help employers meet the high cost of training their trainees. The subsidy will be paid through his employer as part of his salary. The subsidy period is 18 months which may comprise partly sandwich and partly post-graduate training. The maximum subsidy period under sandwich training is 12 months. The current subsidy rate is \$5,885 per month for graduate trainee and \$3,500 per month for sandwich trainee.

The Committee on Technologist Training of the VTC is responsible for the administration of the EGTS, and the training of the trainees under the EGTS will be monitored by the Committee through appointed engineering supervisors.

If you are interested to participate in the EGTS, please telephone 2836 1716 for more details or just complete and mail the coupon below.

職業訓練局現邀請下列工程業之僱主參與工科畢業生訓練計劃：

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- (c) 化學工程;
- (d) 土木工程;
- (e) 控制、自動化及儀器儀表工程;
- (f) 電機工程;
- (g) 電子工程;
- (h) 環境工程;
- (i) 土力工程;
- (j) 製造/工業工程;
- (k) 輪機工程(陸上訓練);
- (l) 材料工程;
- (m) 機械工程;
- (n) 造船工程;
- (o) 資訊工程;
- (p) 結構工程。

本計劃旨在為工科畢業生和廠校交替制工科學生提供充足的實務訓練機會，讓他們接受工程師所需訓練，以符合香港工程師學會專業資格的要求。

每名參與核准訓練方案的受訓者，均可獲發津貼，以協助僱主應付龐大的訓練開支。津貼會經僱主發放，作為薪金的一部分。廠校交替制訓練連同畢業後訓練的津貼期最長為18個月，而前者的津貼期則最長為12個月。現時，畢業生受訓者的津貼額為每月5,885元，廠校交替制受訓者則為每月3,500元。

本計劃由職業訓練局屬下技師訓練委員會管理。該會將透過指定的培訓監督，監察受訓者的訓練情況。

若有興趣參與此項計劃，可致電2836 1716查詢詳情，或填妥下列表格，寄交本委員會。

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To: The Committee on Technologist Training
c/o The Technologist Training Unit, Vocational Training Council
16th Floor, VTC Tower, 27 Wood Road, Wanchai, Hong Kong.

致：香港灣仔活道27號職業訓練局大樓16樓
職業訓練局技師訓練組
技師訓練委員會收

We are interested to participate in the EGTS. Please send us more details.

本公司對工科畢業生訓練計劃頗感興趣，請將有關詳情寄予本公司為盼。

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Nature of business:
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聯絡人：

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職位：

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地址：

Telephone:
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EGTS/Bulletin/Nov

Policy Address 2000

Social issues dominate the Chief Executive's agenda

The SAR Chief Executive Tung Chee-hwa's fourth Policy Address, delivered to the new Legislative Council on October 11, 2000, was notable for its relative brevity, its livelier presentation and its focus on key social issues.

For the business community, what the address lacked in substance on many of the issues of core business interest, it made up for in style and perhaps even in an enhancement of the public's perception of the administration's immediate objectives.

Measured against the contents of the Chamber's own submission to the Chief Executive's office ahead of the Policy Address, the speech, entitled "Serving the Community, Sharing Common Goals," would have to be regarded as a moderate success.

Many of the issues raised in the Chamber's submission were well covered in the Chief Executive's address; others received less attention than the business community might have thought they deserved; and a few more received no mention at all.

The business community in general might, therefore, have been a little disappointed that some of the more purely business issues did not get a better coverage in the address, and these will now probably have to wait until the 2001-2002 Budget to be announced in March next year.

This lack of business focus was hardly a surprise, however. Most of its members had not been expecting too much of direct relevance to business, realising that social issues would be paramount given the community concerns that had arisen in recent months.

Nevertheless, the need to address the broad issue of governance in the SAR was the subject of the entire opening section of the Chamber's pre-address submission and was one of three key issues well-covered in the Chief Executive's policy statement.

The other two were education and tackling the problem of poverty in the SAR. The first of these was also one of the key issues highlighted in the Chamber's Policy Address submission under the heading "Education reform and Human Resource Development."

The second was also mentioned in the Chamber's submission, but under a wide variety of issue headings, such as education, rather than as an issue in its right.

Other key issues in the Chamber submission, which were mentioned in the Chief Executive's address, but on which business would have liked to have heard more and had more detail, were:

- Residential property policy and related land supply issues
- Environment and the quality of life
- Mainland business and economic relations and Pearl River Delta co-operation and development

The key policy initiatives outlined by Mr Tung in his address, undertook to:

POLITICAL REFORM

- Review the composition of the Executive Council (Exco) and seek to improve the relationship and communications between the Exco and the Legco
- Improve the accountability of senior administration officials at the level of bureau secretary or director
- Strengthen the role and work of the district councils

EDUCATION

- Overall spending on education is to be increased by HK\$2 billion a year
- Set the objective of 60 per cent of secondary school leavers receiving tertiary education within the next 10 years
- Aimed to create an additional 6,000 sub-



二零零零年十月十一日立法會席上

行政長官董建華
施政報告

以民為本
同心同德

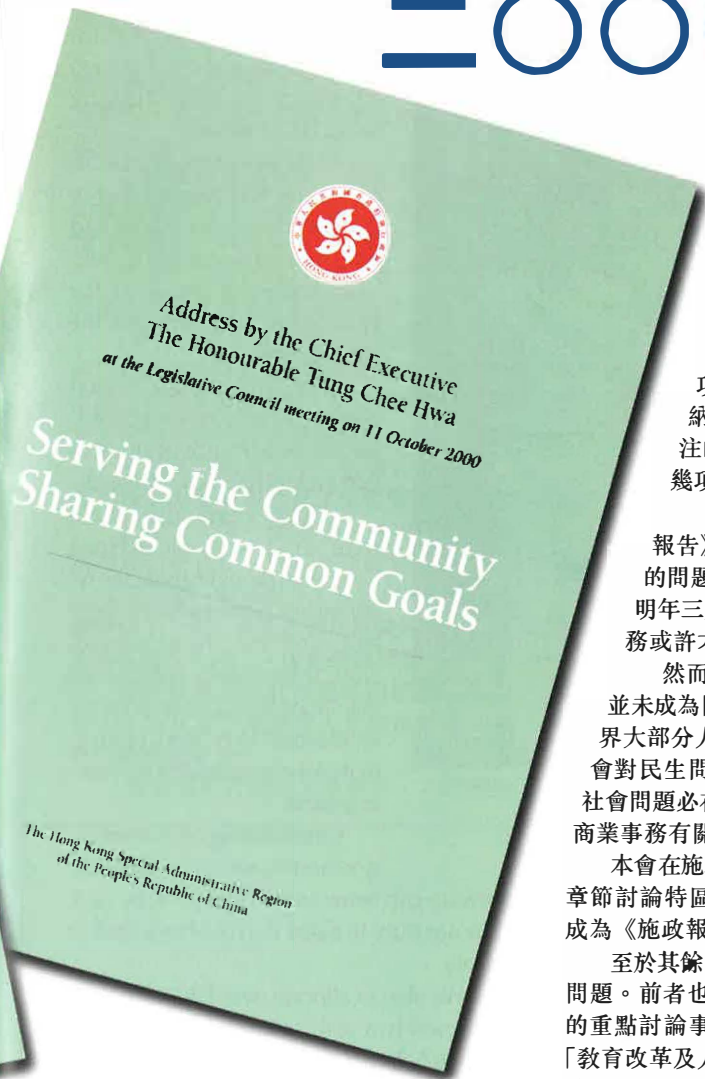
中華人民共和國香港特別行政區

sidised Form-4 and extra-vocational training places

UNEMPLOYMENT AND POVERTY

- Some HK\$400 million to be provided annually to the Employees Retraining Board to fund a longer-term plan for retraining of employees
- Aim to create an additional 15,000 jobs in various service sector areas in the coming year
- Allocate HK\$2.7 billion over the next two years to provide direct assistance to the poor
- Provide funds for the training of older members of the workforce and workers with lower skill levels

二〇〇〇年《施政報告》



容與本會較早前提呈特首的施政報告建議書比較，便會發現前者並未完全採納本會的建議。

本會在建議書裡提出的多項建議雖獲《施政報告》採納，但有些商界認為應多加關注的事項，卻未獲特首重視，好幾項甚至在報告內隻字不提。

因此，商界對於特首在《施政報告》內未有重視部分純商業事務的問題，普遍略感失望。我們需待明年三月財政預算案發表時，有關事務或許才有機會得以討論。

然而，商業事務在《施政報告》中並未成為關注重點，實在不足為奇。商界大部分人士一直認為，鑑於近數月社會對民生問題的關注日漸提高，因此，社會問題必在報告中成為主題，而直接與商業事務有關的措施相對不會太多。

本會在施政報告建議書裡，以開端整個章節討論特區的管治問題，而這個問題也成為《施政報告》內的三大重點之一。

至於其餘兩項，則是教育和本地的貧困問題。前者也是本會在施政報告建議書內的重點討論事項之一，本會在建議書內以「教育改革及人力資源發展」為題，詳細討論有關問題。

此外，本會也在建議書內提及解決貧困的措施，惟有關問題是在教育等多個標目下探討，並沒有另闢標題，獨立討論。

本會在建議書內曾就以下事項提出建議：

- 住宅物業政策及有關的土地供應問題；
- 環保及生活質素；
- 本港與內地的商業及經濟關係、本地與珠江三角洲的合作及發展

商界認為，這些問題雖在《施政報告》內雖略有提及，但篇幅甚少，不夠詳盡。

董建華在《施政報告》中的重點政策如下：

政制改革

- 檢討行政會議的組織，加強行政會議與立法會的關係和溝通
- 改善司局級主要政府高級官員的問責制度

- 加強區議會的角色及工作

教育

- 在教育方面的整體開支每年增加 20 億元
- 在未來十年內，讓六成的中學畢業生接受高等教育
- 計劃增加約 6,000 個中四或職訓資助學額

失業及貧困問題

- 每年提供 4 億元予僱員再培訓局，資助該局發展長遠的僱員再培訓計劃
- 計劃來年在不同服務界別裡增加 15,000 個職位
- 在未來兩年撥資 27 億元，為貧困人士提供直接援助
- 為培訓長者或低技術工人提供資助

在特區管治方面，董建華在報告內討論了近日經常提及的問題，包括行政與立法關係、問責制度以及市民對公共事務的參與。

他在報告內承諾，政府會研究在各方面加以改進。董說：「回歸三年多以來的經驗，證實特區的行政、立法及司法機構可按照《基本法》有效運作……」

「今後要改進特區的管治，首先要考慮加強行政機關高層的問題性，繼續建立良好的以及有建設性的行政和立法關係，並且鼓勵市民參與公共事務。」

「我們將根據《基本法》和特區的實際情況，循序漸進，推動香港的政制發展。」在高級官員的問責制度方面，董指出特區有需要考慮為主要官員制定一套相應的聘用制度，訂明權責，也須界定他們在新制度下制定和執行政策所擔當的角色。

董建華表示：「我知道市民期望我們建立一個完整的問責制度，因此，我會盡早根據研究結果作出決定。」

特首亦表示會研究方法，加強行政和立法機關的溝通，確保所制定的政策和草擬的法案獲得立法機關的支持。

他表示，雖然特區在過去三年普遍有所改善，但社會上出現的氣氛，令他感到憂慮。

董說：「(人們) 傾向於事事猜疑，任意謾罵，甚至否定香港人自己的能力。」

「我知道許多市民對此已感到厭倦，都希望社會上少一點戾氣，多一點祥和；希

一份以社會民生為重的《施政報告》

特 區行政長官董建華於本年 10 月 11 日向新一屆立法會發表第四份《施政報告》，顯然，報告相對簡短，演繹講詞的方式也較為生動，而焦點也明顯放在主要的社會問題上。

對商界而言，報告內關於多項核心營商問題並未提出實質建議，取而代之，是強調政府的即時目標，使公眾感到政府對民生問題的關注。

本年，行政長官以「以民為本 同心同德」為題發表《施政報告》，若將報告內

Referring to the issue of SAR governance, Mr Tung said several issues had been raised in the recent past including the relationship between the executive and the legislature, accountability of officials and community involvement in public affairs.

Pledging to examine the possibility of improvements in all areas, he said, "Our experience in the three years since reunification fully demonstrates that the executive authorities, legislature and judiciary of the SAR are able to function effectively under the Basic Law.

"In seeking to improve our governance, the priorities are to enhance the accountability of the senior echelon of the executive authorities, to continue to establish an effective and constructive executive-legislature relationship and to encourage greater community participation in public affairs.

"We will continue to act according to the Basic Law and the actual situation in the Hong Kong SAR to make gradual and orderly progress in furthering Hong Kong's constitutional developments."

On the issue of the accountability of senior officials, he said the SAR needed to consider devising a compatible system of appointment for these principal officials and setting out their powers and responsibilities.

At the same time, their role in formulating and implementing government policies under the new system needed to be more clearly defined.

"I appreciate that the people of Hong Kong would like to see the establishment of a comprehensive system of public accountability. A decision will be taken as soon as possible on the basis of our deliberations," he said.

The Chief Executive said that he would examine ways of strengthening communication between the executive authorities and the Legislative Council, to better ensure that policies formulated and Bills submitted would have the support of the legislature.

He expressed concern about changes in community attitudes he had observed, de-



Overall spending on education is to be increased by HK\$2 billion a year.

教育的整體開支每年將增加 20 億元。

spite the improvements in SAR generally in the past three years.

"People are more inclined to adopt a mood of scepticism, and criticism – even belittling the capabilities of our own people," he said.

"I am also aware that many of our citizens are tired of this. Most want a society with greater harmony, less hostility, less unnecessary quarrelling, but more rational discussion."

On education, the Chief Executive said that he had stressed from the beginning of his tenure that he would do his best to cultivate the talents Hong Kong needed, but he warned that the education system could no longer meet the challenges of the new age.

The knowledge-based "new economy" needs a large pool of talent equipped with the right skills and creativity. He said improvement would start at the earliest stage, by upgrading the quality of teachers.

"Our objective is that within 10 years, 60 per cent of our senior secondary school leavers will receive tertiary education.

"As education is our most important long-term investment, we are determined to continue to provide the necessary resources.

Full implementation of all the plans I have outlined will increase our annual recurrent expenditure on education by about HK\$2 billion."

At the same time he indicated that he was pleased that in the past three years there had been profound changes in public awareness in two areas: the knowledge economy and the environment.

"The first change is that people can now better appreciate the importance of innovation and technology," he said.

"Three years ago, there were very few people in Hong Kong who thought about the relationship between technology and economic development. Now it is widely recognised that innovation and technology are essential to enhance productivity for our sustained economic growth."

Commenting on community concerns about the allegedly growing gap between rich and poor, he said, "It is our duty to assist the disadvantaged in society.

"We plan to allocate over HK\$2.7 billion in the next two years to finance various measures to help the poor.

"But I must point out once again that the fundamental way to address the poverty problem is to create ample employment opportunities through sustained economic growth on the one hand, and continuously upgrade the quality of people's skills through education on the other.

"We must persevere in our efforts in these areas."

He said greater emphasis on the quality of Hong Kong's environment and the concept of sustainable development had formed another major change in public awareness since he had declared his commitment to preventing and reducing environmental pollution.

He listed the government's achievements to date in these key areas and pledged to re-examine the issue of electronic road pricing to reduce car usage and improve the SAR's air quality.

"We will again examine the use of an electronic road pricing scheme, not to gen-

望能避免不必要的爭拗，代之以更多理性的討論。」

在教育方面，特首表示從就任之初，就強調要為香港的未來大力培育人才，但他警告，現時的教育制度不足以應付新時代的挑戰。

新經濟以知識為本，需要大量有學識和富創意的人才。他認為，改善工作必須從初階開始，就是提高師資的質素。

他說：「(我們的)目標是在十年內，讓香港高等教育的普及率達到百分之六十。」

「教育投資是最重要的長期社會投資，所以特區政府對教育資源作堅決的承擔。當上述改革完全落實之後，特區政府每年在教育方面的經常性開支將增加約二十億元。」

他樂見在過去三年，社會在知識經濟及環保兩方面的觀念有了深刻變化。

他說：「第一個變化，是市民普遍認同創意和新科技，對經濟發展的重要性。」

「三年前，香港很少人會想到科技與經濟的關係；今天，社會已廣泛認識到要以創新和科技提升生產力，促進經濟持續增長。」

在社會關注的貧富懸殊問題上，他指出：「向社會上的貧窮人士伸出援手，是我們應盡的本分。」

「特區政府計劃在未來兩年，共撥款超

過二十七億元，推行上述各項有利扶貧的措施。我必須重申，解決貧窮問題的根本出路，在於一方面令經濟持續發展，創造充分就業機會，另一方面通過教育等手段，不斷提高人口素質。我們要堅持在這些方面努力。」

董建華又指出，自去年他下決心採取新措施防治環境污染後，近年社會對環境質素和可持續發展大為重視。

他在報告內列舉了政府在這方面的成就，並承諾會再次研究電子道路收費計劃，以減少汽車的使用量和改善本地的空氣質素。

他表示：「我們會研究電子道路收費計劃，目的不在於增加政府收入，而是鼓勵市民有效率地使用車輛，盡量減少廢氣污染和道路擠塞。」

「我們會詳細考慮，特別是注意避免侵犯個人私隱，然後才作決定。」

董建華預期香港的環保計劃會製造更多就業機會，

而在本年年底，政府亦會開展全新的「清潔香港」運動，務求全面改善市容。

在公務員體制改革方面，董建華表示推行改革後，生產力提高，使去年和今年的經常性開支共節省 18 億元。

他又預期，在未來兩年，每年將可再多節省 20 億元。



Funds will be provided to assist low-income families as well as train older members of the workforce and workers with low skills.

政府將撥款協助低收入家庭和培訓年老及低技術工人。

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erate additional revenue, but to encourage effective use of vehicles so as to reduce emissions and traffic congestion as far as possible," he said.

"Before making any decision, we will carefully consider the issues, especially concerns about personal privacy."

He forecast that extra jobs would be created as part of the campaign to clean up the environment and that a new Clean Hong Kong Campaign would be launched at the end of the year to help bring about an overall improvement to the city environment.

Referring to civil service reform, Mr Tung said that enhanced productivity arising from the reforms would result in total savings this year and in the previous year of HK\$1.8 billion in recurrent expenditure.

Savings of HK\$2 billion were expected in each of the next two years, he said.

Remaining measures to be introduced include a performance-based reward system and a provident fund scheme designed for new recruits.

The civil service needed to keep pace with the times, he said, but extensive consultations would be held and communications maintained with the staff side in a thorough, open and transparent manner.

On health, he said the present health care system was becoming unsustainable as a result of rapid advances in medical science, an ageing population and the ever-changing needs and aspirations of the community.

"Since the release of the report of the Harvard consultants last year, we have listened carefully to opinions from all sectors of the community," he said.

He said a further report setting out future policy directions would be published for further public consultation.

"A series of proposals will be put forward, some of which are likely to be implemented shortly while others will be carried out in phases over the next 10 years," he said. "The Government will proceed after careful deliberation and full consultation on the issue."

On housing, the Chief Executive said that policy is now heading in the right direction.

He said more flexible initiatives had been introduced into public housing. These included the sale of public rental flats and the introduction of the well-received Home Starter Loan Scheme.

In its own immediate media reaction to the Policy Address, the Chamber welcomed the Chief Executive's commitment to more effective communication of its policies to the broad community, the pledge to undertake full consultation on major policy issues and the desire to work more closely with the new Legislative Council.

"Although short on initiatives directly relevant to business, this year's Policy Address was notable for dealing with important issues of immediate concern to the broader community, as well as the business sector," Chamber Director Dr. Eden Woon said.

"The Chamber agrees that the best way of dealing with some of the social issues affecting the SAR – unemployment, the gap between rich and poor, the needs of the elderly and the young – is sustained economic expansion.

"It does, however, appreciate that the initiatives announced yesterday in enhancing employment and education prospects, training and retraining, and upgrading the welfare system will help overcome community concerns on these issues."

Dr Woon said the Chamber also welcomed the Chief Executive's commitment to improved governance, greater accountability in government and the commitment to an evolutionary approach to constitutional development in coming years.

"We were particularly pleased to see some of the issues raised in the Chamber's submission on the Chief Executive's Policy Address, including better communication of government policies, were taken up in the actual address," Dr Woon said.

"They also included the education and governance initiatives, the emphasis on the importance of innovation and technology, faster improvements in the environment, housing and land policies and the closer cross-border co-operation, including working with the Mainland on infrastructure development and environment improvement.

"Like the Chief Executive, we believe that 'Hong Kong is in the right place at the right time.' We believe that the emergence of China on the world stage, its imminent entry to the WTO and its plans for developing the west of the country will offer tremendous opportunities for Hong Kong and the SAR business community."

目前餘下有待落實的措施，是引入以表現為基礎的獎勵制度，以及為新聘人員設立公積金。

董在報告中強調，公務員制度需要與時並進，在推行任何新措施時，一定會先作廣泛諮詢，以及與員方進行詳細和坦誠的溝通。

在醫療制度方面，他認為由於醫學科技發展，以及香港人口老化和市民需求的轉變，目前的體制不可能長期維持下去。

他說：「去年哈佛顧問報告發表後，我們一直聽取各界意見。」

他表示，政府將於稍後發表報告，列出未來的策略方向，交公眾討論。

「裏面的建議，有些可望在短期實施，有些則計劃在未來十年逐步推行。政府會進行廣泛諮詢，詳細研究。」

此外，他認為現時的房屋政策發展方向正確。

他亦表示，政府過去推出了多項公營房屋政策，包括「租者置其屋」計劃及廣受歡迎的「首次置業貸款」計劃。

總商會在《施政報告》發表後，隨即在新聞聲明上歡迎特首作出承諾，在制訂政策時與社會更有效地溝通、在主要施政上進行全面諮詢，以及與新一屆立法會緊密合作。

本會總裁翁以登博士說：「雖然《施政報告》內直接與商界有關的建議不多，但今年的重點顯然集中在解決一些社會和商界目前關注的重要議題上。

「總商會同意報告所說，要解決一些影響特區的社會問題，如失業、貧富懸殊、老人及青少年問題等，最佳的方法是保持經濟持續增長。

「雖然如此，總商會亦贊同加強就業及教育、促進培訓及再培訓、以及改善社會福利制度，將有助舒緩社會對這些問題的憂慮。」

翁博士補充說，總商會歡迎行政長官承諾在未來數年加強領導、改善政府的問責制度，並以循序漸進的方式發展政制。

他說：「總商會在提呈行政長官的施政報告建議書內提出的部分建議亦獲得採納，令我們尤感欣喜，當中包括籲請政府在制訂政策時加強溝通的建議。

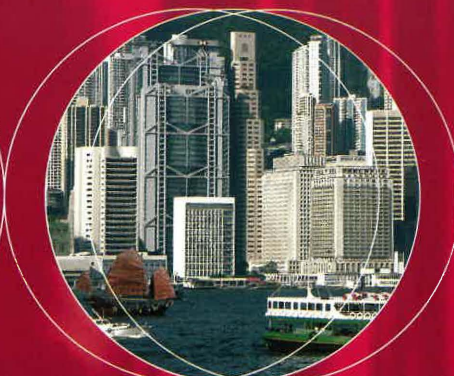
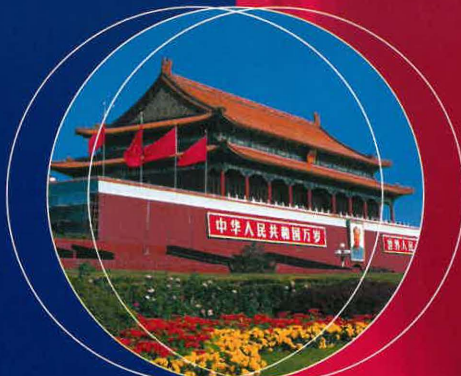
「獲得採納的還包括有關以下各項的建議：教育及領導、對創新及科技的關注、加快改善環境、房屋及土地政策、以及加強內地與香港在基建發展及環境改善等方面的合作。

「正如行政長官所言，我們相信『香港正處於最優越的天時地利之中』，本會認為，隨著中國踏上世界舞台、即將加入世貿和銳意開發西部，將為香港及本地商界帶來眾多機遇。」

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Hong Kong SAR Chief Executive Tung Chee-hwa explained the three main issues – education, poverty and governance – of his Policy Address 2000, at the Hong Kong Business Community Luncheon held at the Hong Kong Convention and Exhibition Centre on Oct. 16.

With regard to education, Mr Tung said he accepted the final recommendations of the Education Commission in full.

“Education reform is a mammoth and arduous long term task. Much is to be done, but in the next two years, our focus will first be on upgrading the standards of our teachers, reforming curricula and teaching methods, improving the system of assessment and examination, as well as increasing learning opportunities at and above the senior secondary level,” he said.

Explaining his stance on providing more assistance to the poor, Mr Tung said the government will help the poor to help themselves, create more job opportunities and design programmes to address special and acute needs.


To achieve this, training and retraining programmes will be expanded and improved, and new job opportunities will arise by speeding up social investments in hospital, elderly and environmental services, including the greening and cleaning of Hong Kong.

“Yet do let me assure you that we are not going down the slippery slope towards a welfare state. We do sometimes give unconditional benefits, but primarily to the needy, the elderly and the infirm,” he said.

In his Policy Address, Mr Tung discussed in depth a number of governance issues which have come under fire from the public.

“Contrary to some, I think our governance structure, product of benign evolution and ordained by the Basic Law, is working well,” he said. “Our experience in the three years since reunification fully demonstrates that the executive authorities, legislature and judiciary of the SAR are able to function effectively under the Basic Law.”

Mr Tung also touched upon the importance of innovation and technology, and the role of knowledge, as well as the importance of sustainable development as the key to long-term welfare.

“We are working hard to improve our environment, and will do a lot to improve our education system. We have put into place a number of other crucial reforms, most of which are beginning to bear fruit. We are on a good start for the new millennium. Moreover, we are blessed with opportunities. Mainland China will soon join the WTO. Our China advantage will bring us enormous opportunities,” he said. 



“We are working hard to improve our environment, and will do a lot to improve our education system,” Mr Tung said.
董建華說：「我們正悉力以赴，加強環保工作，並會積極工作，改善我們的教育制度。」

Hong Kong on good start for new millennium

SAR Chief Executive explains his Policy Address to business community

行政長官向商界解釋《施政報告》

香港新千年 工作開展順利

特

區行政長官董建華在香港商界午餐會上闡述了他在2000年《施政報告》中的三大重點——教育、扶貧和管治。該午餐會於10月16日假香港會議展覽中心舉行。

在教育方面，董建華表示完全接納教統會的最後建議。

他說：「教育改革是長期、龐大而艱巨的工程。必須推行的工作委實不少，但在今後兩年，我們將集中精力提高師資、改革課程和教學方法、改善評核和考試制度，以及增加高中及以上程度的學習機會。」

董建華在會上亦解釋了在扶貧方面的立場，他表示政府將協助貧困者自救、製造更多就業機會，並制訂措施應付特別和緊急的需要。


為此，政府將拓展和改善培訓及再培訓課程，並加強在醫護、老人服務和環保（包括綠化和清潔香港的工作）等方面的社會投資，藉此增加就業機會。

他表示：「我向各位保證，我們不會逐漸變為一個福利社會，有些時候，我們的確提供無條件的福利，但對象主要是老弱貧困人士。」

在《施政報告》裡，董建華亦詳談了多個備受公眾抨擊的政府管治問題。

他說：「我認為，香港的管治架構在《基本法》的指引下，不斷演進，日臻完善，並且運作良好，情況跟一些人的觀點大相徑庭。我們回歸祖國三年多以來的經驗充分顯示，香港特區的行政、立法和司法機關都按照《基本法》良好運作。」

董建華亦淺談了創新科技、知識和持續發展的重要，他認為社會重視持續發展，市民才可長享健康富足的生活。

他總結說：「我們正悉力以赴，加強環保工作，並會積極工作，改善我們的教育制度。我們也落實了多項重要改革，大部分已初見成效。在新千年，各項工作開展順利，前面機會處處。國家即將加入世貿，更為我們帶來無限商機。」 

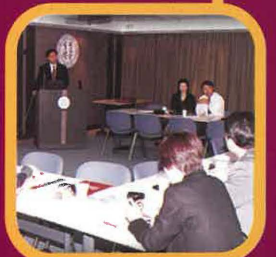


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Face to Face

with BCE Convenor
Barrie Cook



THE DETERIORATION OF HONG KONG'S ENVIRONMENT has raised concerns among the territory's businesses and citizens about the quality of life here. The formation of the Business Coalition on the Environment (BCE) in June 1999, to act as the "green spokesman" for businesses, was a major milestone in the fight against pollution. Bulletin Editor Malcolm Ainsworth asked BCE Convenor Barrie Cook about the coalition's efforts to make Hong Kong a better place to work and live, as well as the environmental challenges the Hong Kong Government and the citizens of the SAR face.

THE BULLETIN: The BCE has been working hard to encourage businesses in Hong Kong to be more environmentally friendly. What have been the tangible and intangible results of those efforts?

BARRIE COOK: I think the biggest intangible benefit is that the whole profile of the environment has been raised within the business community. You can see from the huge interest there is at these luncheons that we organise that businesses' understand they have an important role to play in protecting the environment.

Secondly, the business community in Hong Kong can now use its clout to lobby the government for action. This was particularly apparent when we were experiencing very bad air quality a few months back. The whole business community was united in lobbying the government to take action.

Are businesses genuinely interested in protecting the environment, or are they just looking for ways to save or make more money?

I do think it's a combination of the two. There are some businesses like our own who are clearly interested in the environment, but there are also those who just want to make money. I would say, why not make this a win-win situation? That is the way forward.

Some of the talks that the BCE has organised have been inspirational. But what do you think it is going to take to get the majority of businesses in Hong Kong to seriously scrutinise their environmental practices?

I think one of the problems in Hong Kong is that the bulk of businesses are SMEs. The Chamber has been trying to reach out to them with free environmental mentoring sessions. But for them to take action, we have to get across the fact that good environmental practices is good business sense. You also have to bear in mind that

商界環保大聯盟召集人 高保利專訪

香港的環境日趨惡化，引起了本地商界和市民對生活質素的關注。1999年6月，商界環保大聯盟成立，目的是擔當商界「環保代言人」的角色。聯盟的誕生，標誌著對抗污染的重要里程碑。在訪問中，商界環保大聯盟召集人高保利暢談聯盟如何使香港擁有更理想的工作和居住環境，以及香港特區政府和市民在環保問題上面對的挑戰。

商界環保大聯盟一直致力鼓勵香港商界響應環保，至今帶來了甚麼有形和無形的效益？

我想最大的無形效益是商界對環保問題更為關注。我們舉辦的小型午餐會，反應熱烈，證明商界明白他們在環保工作上責任重大。第二，香港商界如今能在游說政府採取行動時，發揮影響力。最明顯的例子是在數月前，商界聯合起來，游說政府採取措施，解決嚴重的空氣污染問題。

商界是真正關注環保，還是只想另闢省錢或賺錢之途呢？

兩者都有。有些機構像本公司一樣，顯然是關注環保的，但也有一些機構只想賺錢，我認為，何不為環保締造雙贏局面？這正是推動環保的方向。

商界環保大聯盟所舉辦的講座中，有些極具啟發性。不過，要香港大部分的公司嚴肅地檢討它們的環保習慣，還需甚麼？

香港面對的問題之一，是大部分公司均為中小型企业，總商會過去一直嘗試透過免費的環保指導講座接觸它們。不過，要中小型企业落實推行環保，我們必須讓他們明白，良好的環保措施是明智的營商之道。可別忘記，不少中小型企业是本地公司，要他們改變舊有的行事方式，極具挑戰。要說服利蒲或太古這

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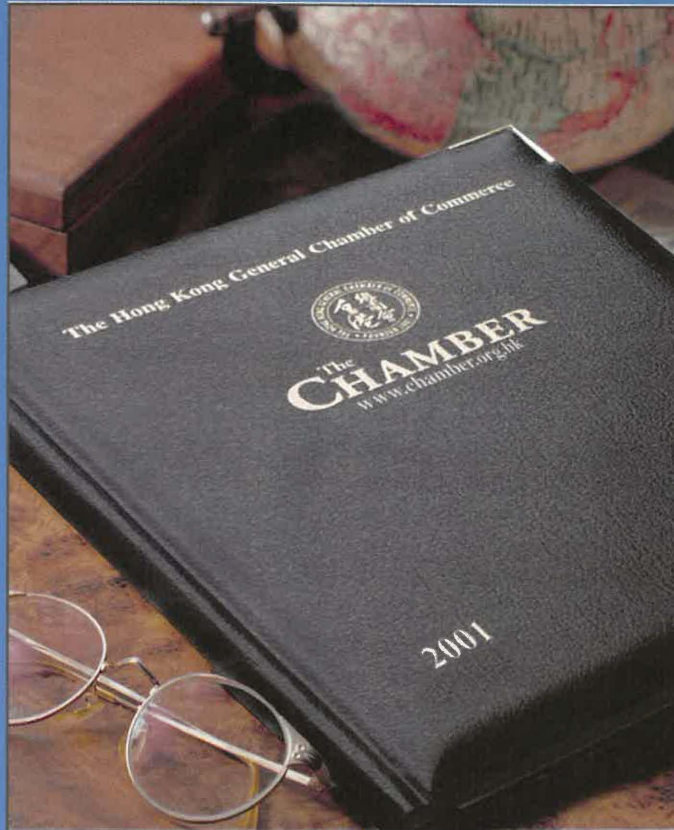
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most are local businesses, and that it is going to be very challenging to make them change their ways. It doesn't take much to convince companies like Philips or Swire that they can make money from having good environmental practices, but it's a whole different story when you tell that to some guy who employs three people in a factory in Mongkok.

Should the government be using a carrot or a stick to get businesses to adopt more environmentally friendly practices?

You always have to have a combination of the two. Even the Chamber is a believer of the polluter pays. But at the same time, I believe the government needs to be a little more flexible in its environmental policy by resisting giving subsidies. Now I'm not saying that it should give out subsidies, but I think that we should not rule them out completely either.

Grassroots activists argue that the government is still unwilling to involve the public in the decision-making process – the Victoria Harbour reclamation, approval for the building of a new power plant, and more recently the CT-9 programme being the most discussed issues. Do you think that is a fair judgement?

I believe there has been a very significant improvement in increasing transparency. Many government bureaus, although they still hold their meetings behind closed doors, are involving more of the public and grassroots activist. Some are even posting meeting minutes on the Internet. I think this trend has gone so far that its progress is now irreversible.

How do you think the government should formulate policies related to the environment to create a win-win situation for the environment, businesses, and government?

This goes back to bringing people into the argument. You've got to bring people into the debate. The grassroots activist, the NGOs, the public, the government and political voices must all be involved in the debate.

Are penalties for polluters heavy enough?

There is no question that some polluters are not fined heavily enough. But one area that I feel the government should adopt the polluter pays approach is with the case of solid waste.

Hong Kong's population is growing by about 1 million every decade. Will the territory be able to sustain this growth? What needs to be done to limit the impact of the swelling population?

I think if we go on the way we are going it won't be able to sustain its growth. The air pollution will get worse. The water quality will deteriorate, and with the growing amount of solid waste all the landfills will be full within 10 to 15 years. One of the first things the government needs to do is to formulate a strategy for sustainable development. Without that Hong Kong will not be able to sustain its current speed of growth.

What will happen if environmental protection is not taken seriously in Hong Kong?

It will just become another big, dirty Chinese city.

B

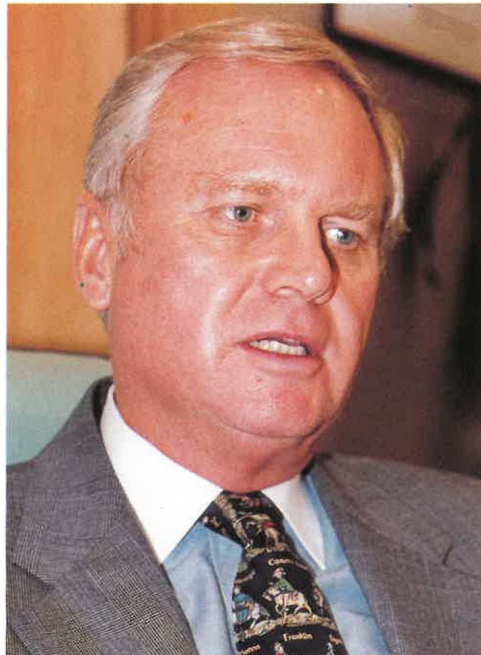
些公司推行良好的環保措施有助它們賺錢，想信不用多費唇舌，但若要把這番道理，告訴旺角一家只僱有三名員工的工廠僱主，情況便截然不同了。

要使公司推行更有利環保的措施，政府應採用獎賞還是懲罰？

賞與罰必須相輔相承。雖然總商會主張污者自付，但同時我亦認為，政府在推行環保政策時，應更有彈性地處理資助問題。我不是說政府應撥款資助，但不應把這個可能性完全撇除。

爭取基層權益的活躍人士認為，政府在決策過程中，仍不願讓市民參與，例如政府在維多利亞港的填海工程、批准興建新發電廠，以及較近期的九號貨櫃碼頭計劃中的決定，都成為談論焦點。你認為這種說法對政府公道嗎？

我認為政府的透明度已顯著提高。雖然不少政府部門仍舉行閉門會議，但也逐漸讓市民和基層有更多機會參與。有些部門更把會議紀錄上載互聯網。這個趨勢已蔚然成風，不會逆轉。



政府應怎樣制定環保政策，為環境、商界、政府三方締造雙贏局面？

始終是那一句，我們需要各界人士提供意見，共同討論。爭取基層權益的活躍份子、非政府機構人士、公

眾人士、政府及政黨必須協力參與。

你認為現時對污染者的懲罰足夠嗎？

毫無疑問，對有些污染者來說，罰款是過低的。我認為政府應以污者自付的原則處理固體廢物。

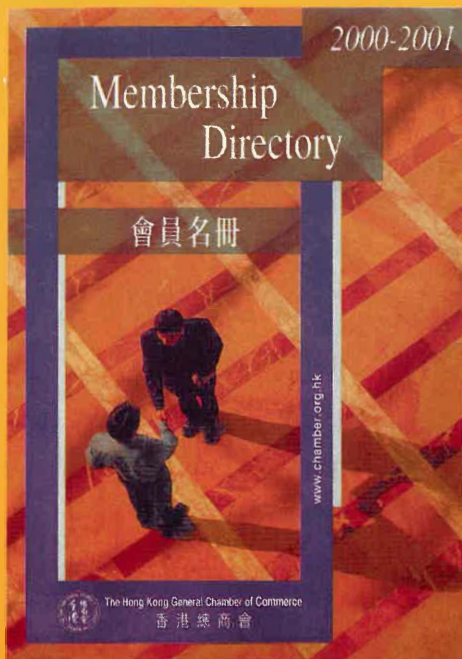
香港人口每十年增長約一百萬，香港能否承受如此迅速的人口增長？要減少人口膨脹所帶來的影響，應做些甚麼？

按照現行的發展路向，香港實在難以承受如此迅速的人口增長。空氣污染情況必會每況愈下，水質亦會惡化，由於固體廢物不斷增長，所有堆填區將在十至十五年內填滿。政府的首要工作之一，是訂定可持續發展策略。沒有完善的持續發展政策，香港將不能承受現時的人口增長速度。

香港若不正視環保，將會如何？

香港將成為另一個骯髒的華人大城市。

B



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會員名冊

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The 2000-2001 edition of the Hong Kong General Chamber of Commerce's Membership Directory contains detailed products and services classification, and company data, background and activities of about 3,500 member companies.

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WTO WATCH

世貿面面觀

MILESTONES OF CHINA'S WTO BID

中國在入世旅程中的 重要里程碑

1947 China is one of the 23 founding members of the General Agreement on Tariffs and Trade (GATT).

1947 中國是關稅及貿易總協定(關貿) 23 個發起成員之一

1949 China pulls out of GATT.

1949 中國脫離關貿

1986 China applies to re-join GATT.

1986 中國申請再次加入關貿

1995 WTO replaces GATT.

1995 世貿取代關貿

April 8, 1999 U.S. President Bill Clinton and PRC Premier Zhu Rongji sign a joint statement in Washington welcoming substantial progress and committing them to completion of a WTO deal by the end of the year.



1999 年 4 月 8 日 美國總統克林頓與中國總理朱鎔基在華盛頓簽署聯合聲明，歡迎雙方在世貿談判中取得了重大的進展，並承

諾在年底前達成世貿協議。

November 15, 1999 China and the United States sign a bilateral WTO agreement in Beijing.



1999 年 11 月 15 日 中、美在北京簽訂雙邊世貿協議

November 27, 1999 China and Canada sign a bilateral agreement on China's entry into World Trade Organization.

1999 年 11 月 27 日 中國與加拿大就中國加入世貿簽訂雙邊協議

May 19, 2000 China and EU reach a bilateral agreement on China's accession into the WTO.

2000 年 5 月 19 日 中國與歐盟就入世達成雙邊協議

May 24, 2000 U.S. House of Representatives passes bill on China's PNTR status

2000 年 5 月 24 日 美國眾議院通過給予中國「永久正常貿易關係」法案

September 20, 2000 U.S. Senate votes to grant China PNTR status

2000 年 9 月 20 日 美國參議院投票通過給予中國的「永久正常貿易關係」

September 26, 2000 China and Switzerland reach a bilateral agreement on China's WTO entry.

2000 年 9 月 26 日 中國與瑞士就中國加入世貿達成雙邊協議

October 10, 2000 U.S. President Clinton signs legislation granting PNTR status to China.

2000 年 10 月 10 日 美國總統克林頓簽署法案，給予中國「永久正常貿易關係」地位

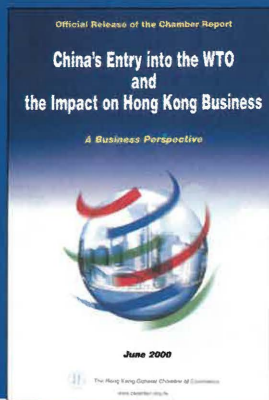
November 2 & 8, 2000 The 13th meeting of the WTO Working Party on the Accession of China.

2000 年 11 月 2 日及 8 日 世貿工作小組就中國加入世貿舉行第十三次會議

A Business Perspective

從商界角度看

WTO



China's Entry into the WTO and the Impact on Hong Kong Business

中國加入世貿對港商的影響

The Hong Kong General Chamber of Commerce report, "China's Entry into the WTO and the Impact on Hong Kong Business," provides the Hong Kong business community's assessment of the impact of China's entry into the WTO on specific industries in Hong Kong. Nine working groups of Chamber members were formed to discuss the opportunities and challenges which will be faced by Hong Kong businesses in their sectors – banking, insurance, investment, professional services, retail and distribution, technology, telecommunications, textiles and clothing, trading. They also looked at what businesses could do to prepare for the changes and what the SAR Government could do to assist Hong Kong businesses.

香港總商會進行的研究計劃「中國加入世貿對港商的影響」總結報告的中文版現已推出發售。該項研究旨在探討中國加入世貿後對香港商界的影響。在計劃之下共設立了九個由香港總商會會員組成的工作小組，商討港商在所屬界別裡將面對的機會和挑戰。九個小組分別為：銀行界、保險界、投資界、專業服務界、零售及分發界、科技界、電訊界、紡織及製衣界，貿易界。各小組亦提出了商界可如何準備及香港特區政府可如何支持商界的建議。



www.chamber.org.hk

A Hong Kong General Chamber of Commerce Publication

ORDERING

The WTO Report is available from the Chamber at HK\$200 per copy (HK\$280 for non-members), excluding postage. Copies must be picked up from the Chamber at, 22/F, United Center, 95 Queensway, Hong Kong. For further details, please contact Amy Tse at (852) 2823 1210.

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The launch of NTT DoCoMo's "i-mode" phones in February 1999 has spurred the biggest consumer craze in Japan since Sony unveiled its Walkman.

In just over one year, the company has managed to attract 12 million subscribers who log onto the Internet via its i-mode service, which allows users to browse Web sites on business-card-sized screens, as well as send and receive email.

NTT DoCoMo's Chairman Kouji Ohboshi, speaking at the Chamber's Oct. 10 roundtable luncheon, said one of the key factors in its success has been the use of a language compliant with the Internet world.

He also attributes the success of i-mode to the company opening its network to outside companies, which resulted in the 1,000 or so official i-mode sites ballooning to over 20,000. This gives subscribers far more choice and also raises the value of NTT DoCoMo's network, he said.

Though fundamentally a consumer service, Mr Ohboshi said he has started exploring the mobile portal business and corporate market to expand revenue streams. The company has also started selling advertising on its network, and plans to take a transaction fee for settlement of goods purchased on its m-commerce services which it plans to launch soon.

In May next year, Mr Ohboshi said NTT DoCoMo plans to launch its 3G wide-band service, which will allow data transmission speeds of 386kbps for in-vehicle use, and 2Mbps for static use. This will enable films and multimedia to be transmitted over its network.

To expand globally, NTT DoCoMo is making this technology available in as many companies as possible around the world to help develop a common standard for transmission.

The company is also working to make WAP 2.0 closer to i-mode. The fact that it has managed to earn 12 million users in such a short time is testimony to the advantages of i-mode over language-heavy WAP, Mr Ohboshi said.

This is particularly important because just as HTML has allowed anyone who wishes to contribute content to the Internet to do so, the same holds true for mobile services.

"With i-mode, the network operator is not the only one that creates and controls content. In the market, people create content. So I expect the same thing will happen with 3G services. So the major role of the operator is to offer a network for creative people to maximize its potential," he said.



NTT DoCoMo Chairman Kouji Ohboshi said the launch of the company's 3G phones will allow users to receive data at speeds of up to 2Mbps, making transmission of movies possible.

NTT DoCoMo 董事會會長大星公二說，新推出的第三代流動電話能以每秒 200 萬個位元 (Mbps) 的速度傳送資料給用戶，由此看來，透過電話傳送電影也絕非難事。

Open network propels growth of i-mode phones

The world is going mobile and NTT DoCoMo is among the companies that want to lead the way

欲領群雄

全球邁向流動通訊新紀元，NTT DoCoMo

i-mode 業務發展

開放網絡推動

NTT DoCoMo 的互聯網模式 (i-mode) 流動電話自 1999 年 2 月面世後，已成為日本當今炙手可熱的新產品，風靡的程度與較早時新力推出 Walkman 不遑多讓。

在短短一年多，該公司已能吸引 1,200 萬名用戶使用電話的 i-mode 服務上網，在名片般大小的螢幕上瀏覽網站和收發電郵。

NTT DoCoMo 董事會會長大星公二在本會 10 月 10 日的小型午餐會上表示，能兼容互聯網世界是 i-mode 流動電話成功的關鍵因素之一。

他亦認為，i-mode 有如此佳績，是由於公司向外界開放網絡，使原本只有 1,000 多個的 i-mode 網站激增至 20,000 個，這不但為用戶提供更多選擇，也使 NTT DoCoMo 的網絡增值。

大星公二說，雖然公司以客戶服務為基礎，但已開始探索流動電話的入門網站業務和企業客戶市場，藉以增加收入來源。此外，公司最近亦開始在自己的網絡上賺取廣告收益，並有意在即將推出的流動電話商貿服務中，收取每宗交易的手續費。

他又說，公司計劃於明年五月推出第三代寬頻服務，這項科技如用於車上，資料傳送速度為每秒 386 千位 (kbps)，如在固定位置使用，速度則高達每秒 200 萬個位元 (Mbps)。由於速度高，所以第三代寬頻網絡能傳送電影和多媒體資訊。

NTT DoCoMo 為拓展全球業務，正致力把這項科技擴展至更多公司，務求確立共同的傳輸標準。

大星公二表示，公司亦正積極改良無線通訊協定 (WAP) 2.0 版，使它的操作和功能與 i-mode 更為相近。i-mode 能在短時間內吸引 1,200 萬用戶，證明 i-mode 比顯示大量文字的 WAP 手機更為優勝。

這一點尤為重要，透過超文本標記語言 (HTML)，任何人都可為互聯網提供文本內容；同樣地，流動互聯網服務也應如此。

他說：「在互聯網模式中，網絡操作員並非是唯一創作和控制文本內容的人，其他人也可參與創作。我期望第三代流動電話服務也會循這方向發展，那麼，操作員的主要工作便是提供一個網絡，讓富有創意的人盡顯才華。」

Companies are throwing away hundreds of thousands of dollars annually because they are operating in badly designed workplaces and using obsolete technology, a leading environmental consultant told the audience at the Chamber's Sept. 25 roundtable luncheon, which was sponsored by CLP Power Hong Kong.

Speaking on "Energy, Environment and Cost Savings," Raymond Fong, principal consultant for the Hong Kong Productivity Council, said companies can save hundreds of thousands of dollars every year by implementing simple energy conservation measures in the workplace.

"Half of a business' energy consumption is spent on chillers alone," he said. "So if you spend HK\$5 million a year on electricity, then HK\$2.5 million will be spent on chillers. If you only save 20 per cent of your energy use, you can immediately save HK\$500,000."

To identify areas where money is being wasted through excessive use of energy, Mr Fong suggests businesses set up an energy conservation committee and appoint a manager to drive measures forward.

The committee would audit the premises to measure energy consumption and then put together a pie chart to illustrate excessive energy usage. Typically, the chart will show chillers consume half of the energy, followed by lighting, he said.

Companies don't need to spend fortunes to retrofit their businesses with more energy efficient equipment to save money.

"If you raise the temperature of your chillers by one degree Celsius you can save 3 per cent of your energy consumption. Another example is to improve the existing controls of chillers by making them automatic. Another easy measure is to retrofit lighting fixtures, which can save up to 30 per cent of lighting costs," he said.

While installing energy efficient equipment promises to save businesses money, Mr Fong said he realises that many SMEs do not have the capital to implement the measures, even with short payback periods.

To solve this problem, the council recently launched an "Energy Saving Performance Contract." The Productivity Council will secure a loan for a business wishing to install energy efficient equipment.

"What we guarantee is that the future energy savings will be more than enough to repay all the initial investment plus interest. This programme will pay for itself," Mr Fong said.

Contracts are available for five- to ten-year payback periods, though the average repayment period companies choose is seven years, he said.



Raymond Fong, principal consultant for the Hong Kong Productivity Council, said companies can save hundreds of thousands of dollars every year by implementing simple energy conservation measures in the workplace.

香港生產力促進局首席環保顧問方湛樑說，若能在工作地點推行簡單的節約能源措施，公司每年便能節省數十萬港元。

Save money by saving energy

'Energy Saving Performance Contract' guarantees businesses save money

節能成效合約確保公司省錢

節約能源節省金錢

9月25日，在本會一個由中華電力贊助的小型午餐會上，一位知名的環保顧問與會者說，公司往往因工作地點設計不周和使用過於落後的科技設施，每年白白浪費數十萬元。

會上，香港生產力促進局首席環保顧問方湛樑以「節約能源·節省成本」為題發表演說。他表示，若能在工作地點推行簡單的節省能源措施，公司每年便能節省數十萬元。

他說：「單是冷卻裝置，便佔去公司半數的用電量。如果你每年的電費支出為500萬港元，其中250萬港元便是用來支出冷卻裝置的電費。只要節省20%的用電量，便可省下50萬港元。」

方湛樑建議，要找出在哪方面用電過量，公司可設立環保委員會，並委任專責經理推行節約能源措施。

委員會可審核工作地點的用電量分佈，然後繪製圓形分析圖，以顯示用電過量的情況。普遍來說，冷卻裝置將佔耗電量一半，其次是照明系統。

公司無需為了省錢，便花錢重新裝配節省能源的設施。

他認為：「若你把冷卻裝置的溫度調升攝氏一度，便可節省3%耗電量。另外，你亦可把冷卻裝置改為自動調節。另一個簡單的方法是重新安裝照明裝置，這個方法可節省高達30%的電燈費。」

方湛樑表示，裝配能源節省設施固然可節省營商成本，但不少中小型企業就連推行這些措施的資本也欠奉，甚至一些回收期短的措施，也沒有能力推行。

為解決這個問題，香港生產力促進局最近推出了「節能成效合約」(Energy Saving Performance Contract)，目的是向有意安裝節省能源設施的企業提供貸款。

方湛樑說：「我們保證，節約能源省下的金錢將遠超於最初投資成本和利息的總和。在這項計劃中，省回的足可抵銷付出的。」

他說，合約的還款期由五至十年不等，公司選擇的還款期一般為七年。

The new economy is dead. That was the message Scient's Vice President for Asia Edward Nazarko spelled out at the Chamber's Sept. 26 roundtable luncheon.

"I think what happened is that the new economy guys burned through a whole bunch of capital and got some very expensive lessons that they could have got a lot cheaper at business school. And the old economy people got a lesson. They spent a bunch of money chasing something that was in fact made out of air," he said.

He likens the new economy transition period to amateur night where businesses and venture capitalists threw their business sense out of the window and made up new rules as they went along.

According to Mr Nazarko, we are now in the next economy. Nobody is sure what the next economy is going to be, but he expects even the way things are referred to will soon change.

"It is like talking about horseless carriages. At some point it became a car. So soon people won't be talking about wireless phones because we will have forgotten that they used to be attached to the wall," he said.

The same will hold true for the new and old economies – they won't be distinguished as old and new because old economy firms are going to be revitalised by e-business, which will be "the business," he said. **B**



Scient's Vice President for Asia Edward Nazarko said businesses are now entering the "next economy."

Scient 亞洲區副總裁納扎爾卡認為，商業世界正進入「未來經濟」新紀元。

Welcome to the 'next economy'

新經濟「新紀元」未來

經濟已死。這是 Scient 亞洲區副總裁納扎爾卡在 9 月 26 日的小型午餐會上向與會者發出的訊息。

他說：「新經濟一族花掉了大筆金錢，上了昂貴的好幾課，學到了一些可從商科學校裡學到的知識，但後者的學費當然便宜多了。至於舊經濟一族，也上了一課，他們用了大筆金錢，追尋著一些實際上是空中樓閣的事物。」

納扎爾卡認為新經濟只屬過渡期，他比喻人們在這過渡期裡，「門外漢強充內行人」，商界人士和創業投資者把營商的知識拋諸腦後，自己定出新的規則。

他認為，我們正進入「未來經濟」的紀元，至於「未來經濟」是怎樣一個模樣，無人確知。不過，納扎爾卡認為，在這個新紀元裡，即使是事物的本義，也在轉瞬間改變。

他舉例說：「好像是不再用馬拉動的車，我們已稱它為『車』；同樣地，我們很快便不會把『無線電話』掛在口邊，因為我們早已忘掉電話本來是有線的。」

新、舊經濟也面臨同樣情況，經濟將沒有新、舊之分，因為舊經濟公司快將透過電子商業革新。至於「電子商業」中「商業」的定義為何，則仍有待揣摩。 **B**

Anthony Wu joins General Committee 胡定旭加入理事會

Anthony Wu, chairman, Ernst & Young Far East, has been elected a General Committee member of the Hong Kong General Chamber of Commerce.

He is also chairman of Ernst & Young Hong Kong and China, and a member of the Global Executive Board of Ernst & Young International.

Mr Wu is a National Committee Member, China's People's Political Consultative Conference, and is active in many civic organisations. He is a board member of the Hospital Authority, and a member of the following organisations: Insurance Advisory Committee; Disciplinary Panel, Hong Kong Society of Accountants; Municipal Services Appeals Board of Hong Kong; the Veterinary Surgeons Board of Hong Kong; Hospital Governing Committee of the Pamela Youde Nethersole Eastern Hospital.

He is also a member of the Independent Commission on Remuneration for Members of the Executive Council and the Legislature of the Hong Kong Special Administrative Region. With regard to educational institutions, Mr Wu is a council member of the Hong Kong Institute of Education, a trustee and council mem-

安永會計師事務所遠東區主席胡定旭獲選為香港總商會理事。

他亦是安永香港及中國會計師事務所主席及安永國際董事局成員。

胡定旭是中國人民政治協商會議全國委員會委員，並積極參與多個民間組織。他是香港醫院管理局董事局成員，也是多個組織的成員，包括保險業諮詢委員會、香港會計師公會紀律小組、市政服務上訴委員會、香港獸醫管理局及香港東區尤德夫人那打素醫院管治委員會。

此外，他亦是香港特別行政區獨立薪津委員會委員，並擔任多個教育團體的公職。他是香港教育學院校董會會員、英國牛津大學基金會名譽司庫及委員，以及香港科技大學工商管理系學生會名譽顧問。

ber of the Oxford University Scholarship Fund, and honorary advisor of the Business Student Union Board, Hong Kong University of Science and Technology.



Chamber inks Web site cooperation with Growasia.com



Chamber Director Dr Eden Woon (left) and Growasia.com Pte Ltd. Chief Executive Ian Gibbs sign an agreement which gives Chamber members six months' free full membership to Growasia's Web services.

本會總裁翁以登博士與 Growasia.com Pte Ltd 行政總裁 Ian Gibbs 簽訂合作協議。根據協議，本會會員可免費成為 Growasia 的正式會員半年，享用該網站的所有服務。

The Hong Kong General Chamber of Commerce announced on Oct. 5 that it has signed an agreement with Growasia.com, the first of several mutually beneficial cooperation deals the Chamber plans to ink this year to further expand services and benefits to its members.

The agreement, signed by Chamber Director Dr Eden Woon and Growasia.com Pte Ltd. Chief Executive Ian Gibbs, gives Chamber members six months' free full membership to Growasia's Web services.

Growasia is Asia's first site dedicated to the interactive sale, purchase and development of Asian corporate assets. It is a central source which presents Asian investment opportunities in a clear and consistent manner to corporate and financial buyers.

In July this year, the Chamber called for requests for proposals from companies interested in co-operating with the Chamber to develop its Web site on a mutually beneficial basis. About 40 requests were received, and after a careful screening and evaluation process, that number was whittled down to about 15 proposals.

The Chamber has also concluded cooperation agreements with Rebound (a B2B excess inventory clearing house), and Busytrade (a B2B marketplace for global SMEs to exchange information and perform business transactions). Other companies are expected to conclude the negotiation of cooperation in the coming months.

You can find out more information by visiting the Chamber's Opportunities section of its Web site at www.chamber.org.hk.

商會於10月5日宣布與 Growasia.com 簽訂合作協議，此為首項本會與網站公司簽訂的互惠合作協議。本會將於今年與數家網站公司合作，進一步開拓服務和加強會員福利。

該協議由本會總裁翁以登博士和 Growasia.com Pte Ltd 行政總裁 Ian Gibbs 共同簽署。根據協議，本會會員可免費成為 Growasia 的正式會員半年，享用該網站的所有服務。

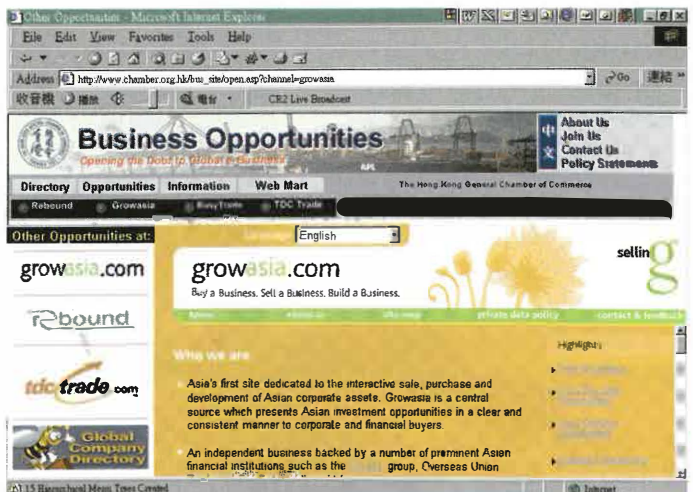
Growasia 是亞洲首個專門從事區內企業資產的互動銷售、購買和開發的網站，也是一個資源中心，能以清晰的和貫徹的角度，向公司和財務買家介紹亞洲的投資機會。

今年七月，本會邀請有意以互惠形式合作發展總商會網站的公司提交建議書，結果接獲約 40 份建議，經過審慎甄選和評審後，選出了 15 份。

本會亦與 Rebound 和 Busytrade 簽訂合作協議，前者是一家商業對商業的剩餘存貨結算公司，後者是一個為全球中小型企業提供商業對商業服務的商貿平台，透過平台，中小企可交換商貿資料及進行交易。本會將於未來數月與其他公司達成協議。

欲查詢詳情者，請瀏覽總商會網站 www.chamber.org.hk 的「商業機會」。

總商會與 Growasia.com 簽訂網站合作協議



Security ranks high on the list of concerns among banks offering online banking services, followed by building a large enough online customer base to justify the huge investments they must make to facilitate these new virtual services.

"It is vital that banks build the volume to ensure they recoup their investment," Derek Wong, managing director, Dah Sing Bank, told the audience at the Chamber's Oct. 13 roundtable luncheon.

"We will probably be able to migrate some customers from using branches to going online. But even if we can migrate some customers from branches, it won't bring us much savings unless a large percentage of our customers use our Internet banking services," he said.

Compounding this problem is the issue of security, which requires large, regular investments to maintain, and at the same time banks need to keep the cost of online services low to encourage the migration and also attract new customers, which are often price sensitive.

But Mr Wong said he feels there is more to online banking than just the technology or it being a new channel for banks to promote services.

"It is a new lifestyle and the day will come when those people now in secondary school probably won't want to use any banks as we know them today," he said. "So we have to think beyond financial services. We have to think of adding value to our current services."

M Ramaswami, vice president, e-commerce director, Asia Pacific Region, Citibank, also speaking at the luncheon, said the Internet is transforming the way banks do business by giving greater value services to customers.

Soon, people will be able to email money at the click of a mouse around the world. The receiver will also be able to spend the money online instantly. The issue with emailing money is when you want to take it out of the virtual world and use it as physical money. Users will still have to wait one to two days to clear the email, as a cheque is cleared today.

Another service that will bring direct cost savings to customers will be bill settlement. Three to four years ago, many companies used to pay their bills through cheques. By transferring this chore to the Internet the cost of paying bills drops from about \$8 per cheque to about 20 cents, he said.

"So essentially, we've taken over the role of mailman, the stamp licker and so on," Mr Ramaswami said.

Addressing the challenges of online banking

For banks venturing into online banking, the Internet has opened a whole new can of worms

互聯網的誕生，使發展網上服務的銀行面對新的挑戰

發展網上銀行
服務挑戰重重

對 於那些提供網上銀行服務的銀行來說，安全是它們最關注的事項之一，其次是建立一個龐大的網上客戶網絡，以確保它們在促進這項網上虛擬銀行服務中所投入的巨額資金沒有枉花。

大新銀行董事總經理黃漢興在本會10月13日的小型午餐會上表示：「我們或許可以令一些客戶由使用分行服務轉為採用網上服務，但即使如此，也不會令我們省下大筆金錢，除非我們的客戶中，使用網上銀行服務的客戶佔有相當大的比例。」

他補充：「為了收回投資成本，建立龐大的客戶網絡對銀行十分重要。」

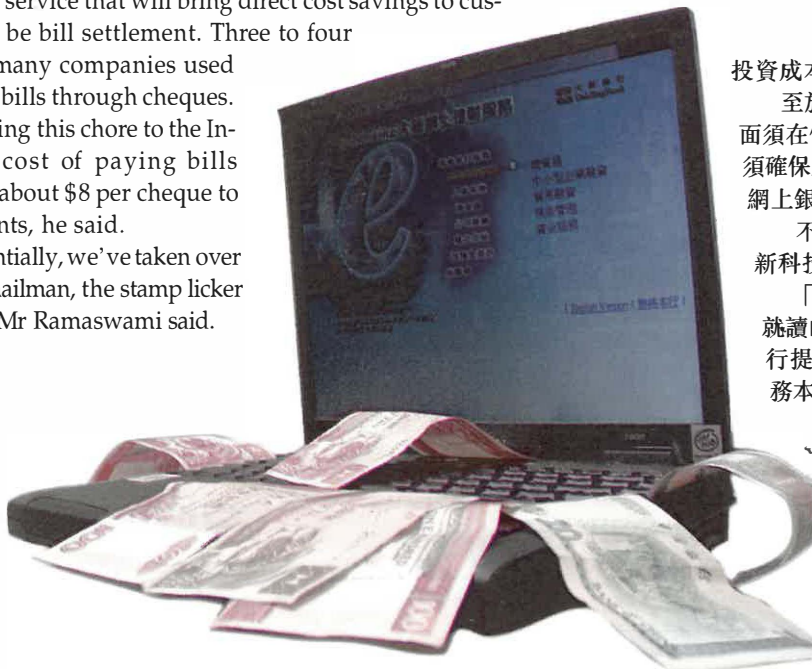
至於網上保安則令整個問題更為複雜。銀行一方面須在保安工作上定期投入大量資金，但另一方面則須確保網上銀行服務維持低收費，以便鼓勵客戶轉用網上銀行服務和吸引更多精打細算的新客戶。

不過，黃漢興認為，網上銀行服務不僅是一項高科技產品，或是銀行推廣服務的新渠道。

「這是一種新的生活模式，那些現時還在中學就讀的學生將來或許不願像今天一樣，使用銀行分行提供的服務。因此，我們不應只著眼於理財服務本身，必須細想如何使現行服務增值。」

萬國寶通銀行亞太區電子商貿部的拉馬斯瓦米亦為午餐會致辭，他表示，互聯網正在改變銀行的經營模式，它為客戶提供更具有價值的服務。

不久之後，只要輕按滑鼠，即可以電郵形式寄發款項到世界各地，而收款者亦可即時在網上使用。不過，電郵款項也有





Mr Wong: "It is a new lifestyle and the day will come when those people now in secondary school probably won't want to use any banks as we know them today."

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Mr Ramaswami: "One of the worries of banks is the large number of new virtual entries ... which offer a whole set of extremely attractive financial services."

拉馬斯瓦米說：「銀行的一大憂慮，是市場上將有大批新進的網站公司湧現……它們能提供整套極具吸引力的財務服務。」



Mr Stewart: "People will have a lot more mobility. Initially they may take one online account to test the waters, but why not take 10?"

斯圖爾特說：「使用網上銀行服務的客戶流動性極大，起初客戶會小試牛刀，只開一個網上戶口，（但既已開了一個，）何不開十個呢？」

But banks are also concerned that just as they will render redundant many traditional services, they themselves may be a casualty of the Internet.

"One of the worries of banks is the large number of new virtual entries, which are not traditional banks, but they offer a whole set of extremely attractive financial services," he said.

The trust traditional banks enjoy gives them an advantage, at least for now, over virtual banks. Also, no one is sure how long these new financial service companies will be operating, but they are forcing banks to rethink their services.

Bloomberg's Robert Stewart, the third speaker at the luncheon, echoed a question Hong Kong Monetary Authority Deputy Chief Executive David Carse raised. What would happen if 25 per cent of customers online suddenly decided they wanted to move their funds?

"Instead of the traditional run ... you have the virtual run," Mr Stewart said. "How do you deal with that kind of thing?"

He also pointed out that while banks may claim to have an impressive numbers of registered users, the number of people actually using a bank's online services could be substantially lower.

"People will have a lot more mobility. Initially they may take one online account to test the waters, but why not take 10? There is no difference," he said.

Customers having multiple accounts will increasingly make it difficult for banks to build and measure their critical mass to make their investments in online banking worthwhile, Mr Stewart said.



美中不足之處，若收款者希望把電子款項從虛擬世界中拿回現實世界使用，也需一至兩天，情況就如今天把支票兌現一樣。

互聯網另一項有助客戶直接省錢的服務將是帳單結算服務。兩至三年前，不少公司透過支票付帳，付帳的成本為每張支票8元，但透過互聯網，成本便減至兩毫。

拉馬斯瓦米說：「換言之，我們取代了郵遞員、郵票張貼服務員等人的工作。」

然而，銀行亦憂慮，當它們一手令多項傳統服務沒落後，自己也會被互聯網所傷。

他說：「銀行的一大憂慮，是市場上將有大批新進的網站公司湧現，它們並非傳統銀行，但能提供整套極具吸引力的財務服務。」

不過，傳統銀行所享有的信譽，現時至少能令它們比虛擬銀行佔優，況且，這些新進的網上公司可穩站多久，沒有人敢肯定。雖然如此，這些公司的出現，確實激發銀行重新思索自己的服務。

彭博資訊的斯圖爾特是出席午餐會的第三位講者，他在會上回應金融管理局副總裁簡達恆說：若25%的網上客戶突然決定調動個人資金，情況會怎樣？

斯圖爾特認為：「出現的不再是傳統擠提……而是網上擠提。」

他指出，即使銀行揚言，註冊用戶的數字如何驚人，但實質使用網上銀行服務的人卻大大少於註冊數字。

他說：「使用網上銀行服務的客戶流動性極大，起初客戶會小試牛刀，只開一個網上戶口，（但既已開了一個，）何不開十個呢？橫豎沒有多大分別。」

由於不少客戶將擁有多個網上戶口，因此令銀行難於建立一個佔有絕對優勢的客戶網絡和計算優勢的所在，以確保在網上銀行服務所投入的資金沒有枉花。





When students go out into the workforce, can their IT skills help them become more productive, and make a valuable contribution to their company and society? asks Eric Chin, president for Futurekids, Hong Kong and Macau. 富卓傑港澳區總裁錢樹楷問道：當學生投身社會，他們的資訊科技技能會否幫助他們提高生產力，為公司和社會作出更有價值的貢獻？

Making IT education child's play

It was back in 1992 that the personal computer changed Eric Chin's life. In April that year, he joined the Chamber's first Hong Kong Franchise Association mission, which was to the International Franchise Expo, in Washington DC.

"I was lucky enough to participate in that trip. Because of that mission I started this business," said the president for Futurekids, Hong Kong and Macau.

Mr Chin met the founders of Futurekids Inc. at the expo, and the more they explained their operation to him, the more convinced he became that the idea would take off in Hong Kong.

"You know the IBM PC was invented in 1981, and Futurekids started teaching kids in the U.S. to use them in 1983. When I met

them it was already 1992, which means they had already been doing this for nine years! At that time in Hong Kong there was no structured programme or similar curriculum for our kids to learn computers. So I thought this offered huge potential if I could bring it to Hong Kong," he said.

He extended his stay in the United States for two days and travelled to Futurekids' headquarters in Los Angeles to discuss franchise rights for Hong Kong. The owners were enthusiastic about the idea of expanding their Asian network, which at the time included Australia, Japan and Indonesia.

"I became the ninth country to join Futurekids. Now the global network consist of over 2,000 computer learning centres in 75 countries. There are over 1 million stu-

dents worldwide studying Futurekids' curriculum," he said.

But when Futurekids first booted up in the territory in 1993, business in Hong Kong was on a more modest scale. At that time, 386 PCs cost almost HK\$10,000 per machine. Having spent over HK\$1 million for the franchise rights, Mr Chin said he only had enough money to buy six computers.

"When we first set up, at that time 386 computers were so expensive. On top of that we also had to install multimedia systems — soundcards and CD-ROM drives, which at that time were also very, very expensive. We really had a hard time getting started," he said.

With new technology being rolled out every six months or so, upgrading machines

讓兒童走進開心電腦學堂

在 1992年，個人電腦改變了錢樹楷的人生。那年四月，他參加了總商會首次舉辦的香港特許經營權協會考察團，前赴美國華盛頓參與國際特許經營博覽會。

今天，錢樹楷已成為富卓傑（港澳區）總裁。他說：「能參加那次考察活動，實在非常幸運。正因為參加了這次考察，我開始創業。」

錢樹楷在博覽會上認識了富卓傑國際機構的創辦人，他們向錢解釋該公司的業務。錢樹楷對富卓傑的業務了解愈深，便愈相信這門生意必能在香港成功。

他說：「國際商業機器（IBM）的個人電腦在1981年面世，而富卓傑則於1983年便開始教導美國兒童使用這個品牌的電腦。我認識他們時，已是1992年，亦即是說，他們已把業務經營了九個年頭。那時，香港仍未為小孩學習電腦制訂妥善的計劃或設計類似課程。因此，我想，若能把這門生意引入香港，必定大有可為。」

他在美國多留了兩天，專程到富卓傑位於洛杉磯的總部走一趟。

錢樹楷向富卓傑表示有意購入他們在香港的特許經營權，當時，該公司的持有人對於有機會拓展亞洲市場，感到雀躍萬分。其時，富卓傑已把亞洲業務的網絡擴展至澳洲、日本及印尼。

他表示：「香港是第九個加入富卓傑的地區。至今，富卓傑的業務網絡已遍佈全球75個國家，經營的電腦學習中心超過2,000個，世界各地採用富卓傑課程學習的學生超過一百萬。」

不過，富卓傑在1993年首次進軍香港時，業務的規模不大。那時，每部386個人電腦的售價接近10,000港元。錢樹楷用了一百萬港元購入富卓傑的特許經營權後，所餘下的金錢，僅能購買六部電腦。

他說：「開業之初，386個人電腦相當昂貴。再者，我們

還需安裝多媒體系統，像聲效卡和唯讀光碟磁碟機等，這些器材在當時極為昂貴，我們在起步時，確實是困難重重。」

電腦科技日新月異，每半年便推陳出新，因此，開業首數年間，所有收入都花在改善器材和軟件上。

不過，錢樹楷認為，以特許經營方式開展業務有其好處。他在美國接受培訓時，指導人員給他指引路向，協助他了解系統和日後提升軟硬件的事宜。

教學原理

錢樹楷不但對美國兒童在如此年幼時便學習使用電腦大感驚喜，他對系統本身的教學功能也大表讚嘆。富卓傑系統所教授的，不只是如何使用視窗或進行文字處理，整套系統其實是建基於一套完備的教育理論。

該系統在三十年代由美國教師創立，稱為「範圍與接續教學系統」（scope and sequence）。該系統基本上是透過500多個學習目標教授課程內容。

在課程中，學員可學習十種科技技能，包括圖像繪畫、桌上排版和多媒體操作等，而教授對象的年齡更少至三歲。錢樹楷承認，要使一個三歲大的兒童安坐兩分鐘，已是極為艱巨的工作，更何況是三十分鐘了。

他說：「為小孩設計的課程，必須樂趣無窮，否則他們便會感到沉悶，繼而提不起

學習興趣。有見及此，我們不只著重講授科技新知，我們必須讓小孩感到自己是在玩耍。小孩最初接觸電腦時，你會發現他們把手放在鍵盤上開始探索，是何等雀躍！」

兒童可邊玩耍、邊學習融入課程內的科目，例如科學、社會、語文、藝術和數學。

他說：「結果，小孩子發現，他們要面對挑戰，這些挑戰推動他們努力駕馭這些（電腦）技能，然後透過所學到的，創造自己的產品，或以創新的方式表達自己。」

約於三年前，富卓傑改變了全球的業務策略，轉而向學校推銷教學理念。錢樹楷表示，他們正致力把這套名為「學校科技方案」(School Technology Solutions)的理念介紹給全港私立和公立學校，方案推出至今，反應熱烈。

他說：「我們為學校提供全套課程。由於電腦課程對本地現職的教育工作者來說，仍屬全新的概念，因此，他們最初必會感到迷茫。可是，如能為學校和師訓提供一套現成的解決方案，便能使學生更易了解電腦系統的運作。」

在這個知識經濟的年代，如何促進兒童的科技知識，協助他們在知識經濟的年代裡茁壯成長，引起了政府、家長和教育工作者前所未有的關注。錢樹楷所認識的富卓傑海外成員均表示，他們的政府正積極推廣資訊科技教育。

然而，他提醒道，單是花數百萬元在學校裡設立電腦室，不會培育出懂得資訊科技知識的兒童。

他說：「你必須問的是：『學生能有效地運用這些工具嗎？當他們日後投身社會時，他們的資訊科技技能會否幫助他們提高生產力，為公司和社會作出更有價值的貢獻？』」

「政府重視學校的資訊科技培訓固然重要，但他們必須看一看，現時取得了甚麼成果，應如何改善。」



MEMBER PROFILE

and software ate up any income the company made in the first few years of operation.

But Mr Chin said the beauty of being in a franchise is that during training in the U.S. he was told exactly what he needed to do, and advisors would help him better understand the system and subsequent upgrades of hardware and software.

EDUCATIONAL PHILOSOPHY

In addition to being amazed at how early children in the U.S. were learning how to use PCs, Mr Chin said he was also impressed that the system did not merely teach students how to use Windows or do word processing.

“I discovered that they had a sound education philosophy when they developed the whole system,” he said

Called “scope and sequence,” the system was developed by teachers in the United States in the 1930s. It basically defines course content interwoven with over 500 learning objectives.

The curriculum covers 10 technology skills, including graphics, desktop publishing and multimedia, and introduces children as young as 3 to the computer. Mr Chin concedes that getting a 3-year-old child to sit still for longer than two minutes — let alone studying for 30 minutes — can be a challenge.

“For kids it must be fun, otherwise they will feel bored and they won’t want to learn. That is why we not only focus on technology. For kids, they think they are playing, and when they first start you can see they are so excited about getting their hands on a com-



puter and start exploring what they can do with it,” he said.

While kids play, they learn one of the infused academic subjects: science, social studies, language arts, and mathematics.

“As a result, the kids will find they are being challenged. This motivates them to learn by spending time on mastering the skills, then they can create their own products, or express themselves creatively through what they have learned,” he said.

Around three years ago, Futurekids changed its global strategy to sell its concept to schools. Called School Technology

Solutions, Mr Chin said he is introducing the system to private and public schools in Hong Kong, which has so far been well received.

“We provide a whole curriculum for schools to use. Because the computer curriculum is a completely new concept for existing educators, at first they are bewildered,” he said. “But by providing a turnkey solution to schools and teacher training, we are making the system more accessible to students.”

Now, more than ever, governments, parents and educators are worrying about equipping children with technology skills to help them prosper in the knowledge economy. Every Futurekids member that Mr Chin meets from other countries says that their government is aggressively promoting IT education.

But he cautions that simply spending millions of dollars to set up computer labs in schools will not produce IT savvy kids.

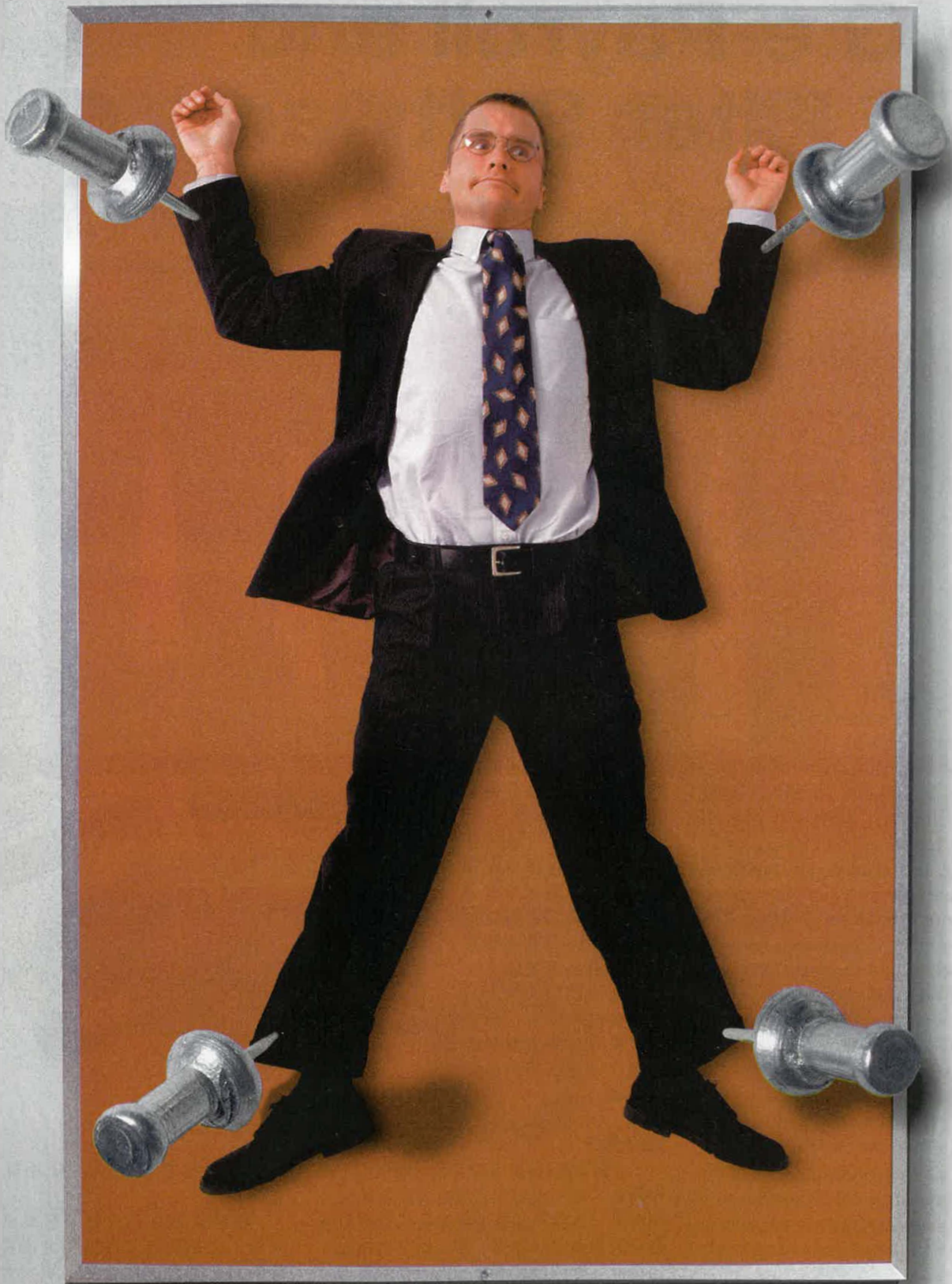
“You have to ask: Can students use the tools effectively? When they go out into the workforce, can their IT skills help them become more productive and make a valuable contribution to their company and society?” he said.

“It’s important that the SAR Government is putting much emphasis on IT training in schools, but it must also look at what results are being achieved, and how it can improve them.”



Teacher training programme at Futurekids. 富卓傑的教師培訓課程。

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If you would like to have a complimentary CMG e-Payroll and MPF Filter payroll management software package, please contact the Chamber's 24-hour MPF hotline 3183-1800, fax 3183-1801, or email mpf@chamber.org.hk.

康聯亞洲 e 發薪電腦系統和強積金過濾器軟件

總商會為會員免費提供強積金發薪軟件，協助會員全面解決強積金過渡問題

尚餘不足一個月，強積金計劃便開始推行。在這段期間，僱主不但須委聘強積金服務供應商，還須設立一個符合強積金要求的發薪系統。

今年六月，總商會的強積金合作夥伴康聯亞洲推出了兼容強積金計劃的發薪系統，名為「康聯亞洲 e 發薪電腦系統和強積金過濾器」，為本地機構提供全面的強積金解決方案。總商會會員可免費索取唯讀光碟，或從互聯網上免費下載。

如何運作？

康聯亞洲 e 發薪電腦系統功能全面、操作簡易，專為現時沒有設立發薪系統的公司而設。該軟件能兼容職業退休計劃和強積金計劃兩者的界面，並具備多項功能，包括計算強積金和薪金、人力資源管理、報稅、網上即時查詢、銀行自動轉賬指示和列印僱員發薪通知書等。軟件亦具備比較強積金和職業退休計劃兩者福利的功能，並兼容各主要銀行的自動轉賬系統的界面。

康聯亞洲強積金過濾器是康聯亞

洲 e 發薪電腦系統的內置功能，可獨立使用。

過濾器專為已設有發薪系統的公司而設，它能使尚未與強積金銜接的發薪系統完全符合強積金的要求。強積金過濾器的獨特之處在於僱主無需提升或改變現有的系統及自動轉賬安排。

欲免費獲取康聯亞洲 e 發薪電腦系統和強積金過濾器，請致電總商會強積金二十四小時熱線電話 3183-1800；傳真 3183-1801；或電郵 mpf@chamber.org.hk。





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CHINA

Chamber Chairman C C Tung and Director Dr Eden Woon participated in the "2000 Nanjing Golden Autumn Trade Fair" and "Symposium on WTO & Jiangsu's Opening" on Sept. 19 and 21 respectively. Mr Tung was received by Jiangsu Governor Ji Yunshi, Nanjing Secretary-general Wang Wulong and Nanjing Mayor Wang Hongmin. Dr Woon gave a speech at the symposium on cooperation between Hong Kong and Nanjing after China's entry into the WTO.

Huadu District Secretary-general Huang Shuiji, and Magistrate Chen Guo led a 23-member delegation from Huadu District, Guangzhou to visit the Chamber on Oct. 13. Chamber Director Dr Eden Woon received the mission which was seeking to further cooperation between Huadu District and the Chamber.

Chinese Enterprise Confederation Director-general Zhang Yanning, and Deputy Director-general Chen Ying called on the Chamber on Oct. 13 to discuss with Director Dr Eden Woon further cooperation programmes, including database exchange and training seminars in 2001, following the two successful SOE training seminars held this year.

ASIA/AFRICA

A cocktail reception for the Consuls General of Asian and African countries was held on Sept. 18. Consuls General of Bangladesh, Egypt, India, Indonesia, North Korea, Myanmar, Nigeria, the Philippines, Singapore and South Africa, and Deputy Consuls General of Australia and South Korea attended the reception.

A 17-member delegation from India called on the Chamber on Sept. 20. The objective of the mission was to develop strategic alliances and strengthen business ties with Hong Kong companies in the fields of electronic appliances and components, pharmaceuticals, food, raw materials, petrochemicals, fabric and textile. Asia Committee Chairman Deborah Annelles, and Vice-chairman Manohar Chugh, welcomed the delegates and briefed them on the Chamber.

The Asia/Africa Committee was officially established on Oct. 3. Deborah Annelles was elected chairman of the committee and Barrie

Attracting Foreign Funds in China's

The Central Government hopes to attract more foreign funds to contribute to the development of the west of the country. With this goal in mind, the Chamber and China Council for the Promotion of International Trade (CCPIT) co-organized a training seminar entitled, "Attracting Foreign Funds in China's Western Development," at the Chamber Theatre on Sept. 18-22.

The seminar aimed to provide attendees with information on international practice in capital markets and corporate image building to help them contend with domestic and international

吸引外資開發中國西部

中央政府期望能吸引更多外資，促進中國西部的發展。為此，總商會與中國國際貿易促進委員會合辦「利用外資參與內地中西部開發」研討班，研討班於9月18至22日在總商會演講廳舉行。

研討會旨在向參加者介紹國際資本市場的運作和建立企業形象的知識，以幫助他們與國內和全球的市場競爭。逾70位國有企業高層管

Chamber
總商會

Cook, Manohar Chugh and K. L. Tam were elected vice-chairmen. At the inaugural meeting, Consul General of the Federal Republic of Nigeria in Hong Kong E O Olusanmokon was invited to brief members on the latest political and economic developments in Nigeria.

EUROPE

A cocktail reception in honour of the Consuls General of European countries and the head of the European Commission, European Union Office in Hong Kong was hosted by the Europe Committee on Oct. 12. Committee Chairman David Rimmer, Chamber Director Dr Eden Woon, and other participating members greeted the Consuls General of Belgium, Czech Republic, Finland, France, Germany, Greece, Hungary, The Netherlands, Norway, Poland, Russia, Sweden and

Western Development

competition. Over seventy SOE senior managers in various industries from 17 provinces and municipalities in central and western China participated in the seminar.

Nine Hong Kong professionals in the investment, e-commerce, venture capital, legal, securities and marketing sectors shared their expertise with the attendees through a series of presentations. After the seminar, the attendees said they all felt that programme provided them with valuable and innovative knowledge on how to utilize foreign funds for the development of their enterprises.

理人員參加研討會，他們分別來自內地中、西部 17 個省市，從事不同行業。

九位在香港從事投資、電子商貿、創業投資、法律、證券、市務等行業的專業人士擔任是次研討會的演講嘉賓，他們透過一系列演說，與參加者分享專業意見。會後，參加者均表示，研討會使他們對如何利用外資發展公司的業務取得了寶貴和嶄新的知識。

In Action 活動

Switzerland, and head of the European Commission, EU Office.



Consul General of Hungary Laszlo Vizi spoke to members at the Chamber's Oct. 13 roundtable luncheon on "Tapping and Supplying the EU Market through Hungary." Csaba Kilian, investment director of ITD

Hungary and Istvan Borbas, investment advisor of ITD Hungary also briefed members on the bilateral relationship between Hungary and Hong Kong, the prospects of the Hungarian economy and the investment incentives. **B**

中國

總商會主席董建成和總裁翁以登博士分別於 9 月 19 日及 21 日參與「2000 年南京金秋洽談會」和「加入 WTO 與江蘇·南京開放型經濟發展高層論壇」。董建成獲江蘇省省長季允石、南京市書記王武龍和南京市市長王宏民接待。在論壇上，翁以登博士就中國加入世貿後香港與南京的合作關係發表演說。

廣州市花都區委書記黃水記和區政府區長陳國率領廣州花都區 23 人代表團於 10 月 13 日訪問本會，獲總裁翁以登博士接待。代表團此行旨在尋求花都與總商會進一步合作。

中國企業聯合會理事長張彥寧和副理事長陳英於 10 月 13 日訪問本會，與總裁翁以登博士商討進一步合作的計劃，包括交換資料庫和在 2001 年合辦研討會。該會與總商會於本年曾合辦兩個個企培訓班，成績不俗。

亞洲/非洲

總商會於 9 月 18 日舉行酒會，招待亞洲和非洲國家駐港總領事，出席的嘉賓包括孟加拉、埃及、印度、印尼、北韓、緬甸、尼日利亞、菲律賓、新加坡和南非駐港總領事，以及澳洲和南韓的副總領事。

印度代表團一行 17 人於 9 月 20 日訪問本會，此行的目的是在電子器材及配件、醫藥、食品、原料、石油化工、布料和紡織的領域上與港商發展策略性聯盟和加強商務聯繫。亞洲委員會主席戴諾詩和副主席文路祝接待團員，並向他們介紹總商會。

新一屆的亞洲/非洲委員會於 10 月 3 日正式成立，戴諾詩當選為委員會主席，而高保利、文路祝和譚廣濂則當選為副主席。在首次會議上，尼日利亞聯邦共和國駐港領事奧盧辛莫尼應邀向會員簡介當地最新的政治情況和經濟發展。

歐洲

歐洲委員會於 10 月 12 日舉行酒會，招待歐洲各國駐港領事和歐洲聯盟歐洲委員會香港辦事處主管。本會歐洲委員會主席萬大衛、總裁翁以登博士及其他會員於酒會上招待比利時、捷克、芬蘭、法國、德國、希臘、匈牙利、荷蘭、挪威、波蘭、俄羅斯、瑞典、瑞士的駐港總領事，以及歐盟歐洲委員會香港辦事處主管。

匈牙利駐港領事維齊應邀於 10 月 13 日的「借助匈牙利開發和供應歐洲聯盟市場」小型午餐會上發表演說。同時，匈牙利 ITD 投資總裁基利安和投資顧問博爾巴什亦向會員簡介香港與匈牙利兩地的雙邊關係、匈牙利的經濟前景和引資政策。 **B**

香港總商會

委員會
主席

理事會
諮議會
董建成

美洲委員會

袁耀全

亞洲及非洲委員會

戴諾詩

中國委員會

許漢忠

總商會海外講者團

施文信

e-委員會

鄭韓菊芳

經濟政策委員會

梁兆基

環境委員會

彭占士

歐洲委員會

萬大衛

香港特許經營權協會

錢樹楷

香港—台北經貿合作委員會

蔣麗莉博士

人力資源委員會

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船務/運輸委員會

羅理奧

中小型企業委員會

楊國琦

稅務委員會

丁嘉善

香港服務業聯盟

執行委員會

高鑑泉

金融服務委員會

阮清旗

資訊服務委員會

區煒洪

專業服務委員會

羅寶信

地產服務委員會

蒲禧祺

旅遊委員會

呂尚懷

Business news in brief

商業新聞簡報

CHINA INVESTS IN PORT CONSTRUCTION

China reportedly plans to invest 42 billion yuan in coastal port construction projects as part of its ninth Five-Year Plan. Construction of port facilities to handle containers, coal and iron ore aim to alleviate any bottlenecks which may arise due to the rapid development of the national economy. It is estimated that 93 middle-level berths, including 82 deepwater ones, will be built during the ninth Five-Year Plan period.

EXPORTS UP 25 PER CENT

Hong Kong's total exports and imports showed marked year-on-year increases in September 2000, according to the external merchandise trade figures released Oct. 26. Total re-exports and domestic exports increased by 25 per cent in September 2000 over a year earlier to HK\$151.2 billion. The value of imports soared by 25.4 per cent in September 2000 over a year earlier to HK\$156.4 billion.

CATERING INDUSTRY SAFETY

The Labour Department has adopted a series of measures to step up promotion, education and law enforcement to improve the occupational safety and health

中國投資港口建設

據報導，中國計劃投資 420 億元人民幣發展沿岸港口建設，落實第九個五年計劃。工程包括建設起卸貨櫃、煤、鐵礦的港口設施，以紓緩國民經濟迅速起飛下出現的貨運堵塞。據估計，在「九五計劃」期間，內地將興建 93 個中級泊位，其中包括 82 個為深水泊位。

商品出口貨值上升25%

據 10 月 26 日發表的對外貿易數字顯示，2000 年 9 月份本港的商品整體出口和商品進口貨值持續錄得顯著的按年增長。2000 年 9 月轉口與港產品出口合計的商品整體出口貨值為 1,512 億港元，較 1999 年同月上升 25%；商品進口貨值為 1,564 億港元，較 1999 年同月亦大幅上升 25.4%。

飲食業職安健表現

為了改善飲食業在職安健方面的表現，勞工處

performance of the catering industry.

The Labour Department's Multi-disciplinary Inspection teams will visit catering establishments and provide one-stop service to owners. The teams will examine establishments' safety plans and policies, hold discussions with senior management on measures to prevent potential hazards, and give advice on the establishment of a self-regulatory safety management system in the workplace.

BUSINESS CREDIT CARD PRACTICES PROPOSAL

The Hong Kong Monetary Authority on Oct. 4 released a set of proposals aimed at improving the business practices of authorised institutions in relation to the provision of credit card services for consultation with the banking industry and the Consumer Council. Details of the proposals are available on the HKMA's Web site <http://www.hkma.gov.hk>.

KEEPING HK IN FOREFRONT OF WORLD IT DEVELOPMENT

The HKSAR Government will build itself into an advanced electronic government and IT hub in the region by strengthening its infrastructure and focusing on several key issues —

採取了一連串措施，加強推廣、教育和執法工作。

勞工處將派遣不同職系人員組成視察隊，到飲食機構進行視察，並向店東提供『一站式』服務。他們將接觸食肆的管理層，瞭解他們的安全計劃及政策，然後共同商討對潛在危害應作出的預防工作，協助他們建立一個自我規管的的安全管理制度，從而改善工作環境的安全和健康。

信用卡服務的經營手法

香港金融管理局於 10 月 4 日發出一套建議，以諮詢銀行業與消費者委員會。該建議旨在改進認可機構在提供信用卡服務的經營手法，建議詳情見金管局網頁 <http://www.hkma.gov.hk>。

維持香港在世界資訊科技發展的前列地位

資訊科技及廣播局局長尤曾家麗表示，香港特別行政區政府將會繼續加強這些基建設施，同時亦

e-government, IT manpower, Internet2 and the development of the wireless multimedia sector — Secretary for Information Technology and Broadcasting Carrie Yau said.

On e-government, Mrs Yau said the government has spent HK\$5.46 billion on IT in the past four years and another HK\$2.28 billion will be spent this financial year to further equip itself as the leading e-government in the region.

With regard to IT manpower, Mrs Yau said the government launched a five-year strategy called "Information Technology for Learning in a New Era," in 1998 which was designed to turn the local primary and secondary schools into dynamic and innovative learning institutions and to nurture the talents of the students to process information effectively and efficiently. The government is spending about HK\$3.12 billion and an annual recurrent expenditure of about HK\$546 million on this project. Mrs Yau said she had set up a task force comprising representatives from both the supply and demand side, including the academia, training institutions, trade organisations and government departments to examine measures to address the question of shortage of IT manpower.

會集中處理其他多個重要事項，即電子政府、資訊科技人才、第二代互聯網及發展無線多媒體界別，以建立一個先進的電子政府和成為區內資訊科技的樞紐。

在電子政府方面，尤曾家麗指出香港政府過去四年在資訊科技方面的開支為 54.6 億港元，而在本財政年度，將再撥款 20.28 億港元，為進一步發展為區內主要的電子政府作好準備。

在談及資訊科技人才時，尤曾家麗表示，政府於 1998 年實施名為「與時並進——善用資訊科技學習」的五年計劃，希望能把學校發展為充滿活力和創意的學習場所，培養學生有效並迅速地處理資訊。

政府已為推行這項計劃投入超過 31.2 億港元資本性資金，並會於今年投入超過 5.46 億港元。尤曾家麗稱，她已成立一個包括供應和需求雙方代表的工作小組，成員來自學界、培訓組織、商會和政府部門，以研究措施，解決資訊科技專業人才短缺的問題。

Welcome new members

Eddie M T Ng & Co

吳文達會計師事務所

Mr Eddie Man-tat Ng

吳文達先生

Proprietor

Services

Eyston Co Ltd

愛斯頓有限公司

Ms Po-chun Lo

勞寶真小姐

Office General Manager

Distribution, Manufacturing

Epro Telecom Services Ltd

易寶通訊服務有限公司

Mr Vincent Ling

Managing Director

Services

EC.com Ltd

易達科技集團有限公司

Mr Moses Kwok-tai Tsang

曾國泰先生

Chief Executive Officer

Investment Company

Fairy Team (Hong Kong) Ltd

花旗銀團(香港)有限公司

Mr Yong-chuan Wang

王咏川先生

董事長

Investment Company

Fu Kee Metals & Plumbing

Engineerings Ltd

富記五金水喉潔具有限公司

Mr Yuen-wai Lau

劉苑威先生

董事總經理

Distribution

Fairlite Industries Ltd

富麗實業有限公司

Mr Siu-wa Cheung

張少華先生

Director

Services

Farrington American Express

Travel Services Ltd

富聯美國運通旅遊有限公司

Mrs Ninson Maria Loh

Managing Director

Services

Gold Queen Ltd

Dr Kar-shun Cheng

鄭家純博士

Director

Investment Company

Grace Sun Trading Co Ltd

雅麗貿易有限公司

Miss Yim Sun

孫艷小姐

Managing Director

Manufacturing

Hong Kong New World Department

Store Co Ltd

香港新世界百貨有限公司

Dr Kar-shun Cheng

鄭家純博士

Director

Services

Hong Kong Institute of Languages

Mr Christian Chasset

Director

Services

Hang Kei Stationery Co

恒基文具公司

Mr Man-kuen Law

羅民權先生

Manufacturing

Hang Tai Industrial (HK) Ltd

恒泰實業(香港)有限公司

Mr Shui-ki Yu

余瑞琦先生

Director

Manufacturing

Heliservices (HK) Ltd

直升機服務(香港)有限公司

Mr Mark D Turner

Managing Director

Services

Joint Profit Ltd

Dr Kar-shun Cheng

鄭家純博士

Director

Investment Company

Kai Lim Marble Engineering Co Ltd

佳廉雲石工程有限公司

Miss Man-yee Leung

梁敏儀小姐

Managing Director

Manufacturing, Trading

Loyalton Ltd

Dr Kar-shun Cheng

鄭家純博士

Director

Trading

Macdonnell Hostel Company Ltd

麥當奴賓館有限公司

Mr Chi-kin Leung

梁志堅先生

Director

Services

Microsemi (Hong Kong) Ltd

美高森美(香港)有限公司

Mr Sam Yee-chin Kou

顧義振先生

General Manager

Manufacturing

New World China Land Ltd

新世界中國地產有限公司

Dr Kar-shun Cheng

鄭家純博士

Director

Investment Company

New World Development Co Ltd

新世界發展有限公司

Dr Kar-shun Cheng

鄭家純博士

Managing Director

Investment Company

New World Hotel Company Ltd

新世界酒店有限公司

Dr Kar-shun Cheng

鄭家純博士

Director

Services

New World Infrastructure Ltd

新世界基建有限公司

Dr Kar-shun Cheng

鄭家純博士

Chairman

Investment Company

New World Investments Ltd

新宏投資有限公司

Dr Kar-shun Cheng

鄭家純博士

Director

Investment Company

New World Telephone Ltd

新世界電話有限公司

Dr Kar-shun Cheng

鄭家純博士

Director

Services

New World Tower Company Ltd

Dr Kar-shun Cheng

鄭家純博士

Director

Investment Company

Olympic Graphic Arts & Printing

Co Ltd

世運分色製版印刷有限公司

Mr Chun-wai Cheng

鄭俊偉先生

Director

Manufacturing

加入商會

盡享權益

Pr idemax Ltd

Dr Kar-shun Cheng

鄭家純博士

Director

Investment Company, Trading

Paterson Plaza Properties Ltd

Dr Kar-shun Cheng

鄭家純博士

Director

Investment Company

Poly-States Int'l Ltd

Mr Eric Tin-hung Kwok

郭天雄先生

Managing Director

Services

Po Wai Transport Co

寶偉運輸公司

Mr Po-yuet Hui

許寶月先生

Director

Services

Realchem Company Ltd

域高洋行有限公司

Mr Kam-yiu Leung

梁錦耀先生

Marketing Director

Distribution, Trading

Rehmatech Trading Co

Mr M Ripon

Director

Trading

Shing Tak Engineering Co Ltd

永德工程有限公司

Mr Chi-chiu Au

歐志超先生

Managing Director

Trading

Sui Chong Construction & Engineering Co Ltd

瑞昌建築工程有限公司

Mr Chor-ho Lau

劉楚豪先生

Director

Manufacturing, Services

Smartone Broadband Services Ltd

數碼通 寬頻服務有限公司

Mr Ian Stone

史東先生

Services

Sky Capital International Ltd

Mr S Narayanmoorthy

Managing Director

Services

Splendid Jewelry Manufacturer Ltd

耀輝首飾廠有限公司

Mr Chung-kuok Lam

林宗國先生

Director

Manufacturing

Sky City-Link (East China)

Communication Ltd

天城(大中華)通訊有限公司

Mr Gilbert Kei-cheung Pun

潘其昌先生

Chief Executive Officer

Administrative

Services

Sunshine Gems & Jeweller y

Wholesales Co

陽光珠寶寶石 批發公司

Ms Yee-suet Lam

林綺雲小姐

Administration Manager

Manufacturing, Trading

Tsuen Wan Properties Ltd

Dr Kar-shun Cheng

鄭家純博士

Director

Investment Company

TopSoft Ltd

宏昌科技有限公司

Mr Francis Kin-wah Ng

吳建華先生

Managing Director

Distribution

Tungtai Bearings Co Ltd

通泰軸承有限公司

Mr Chok-tuen Sze

施作團先生

Director

Manufacturing, Trading

Techoy Construction Co Ltd

德材建築工程有限公司

Mr Eddie Kin-wing Lam

林健榮先生

Managing Director

Services

Threemen Industry (HK) Co Ltd

索立實業(香港)有限公司

Mr Minqi Li

李敏奇先生

Assistant General Manager

General Trading

TIE Asia Pacific Ltd

Mr Leo Chang

陳建文先生

Director

Manufacturing

World Empire Property Ltd

寰國置業有限公司

Dr Kar-shun Cheng

鄭家純博士

Director

Investment Company

Way Top Enterprises Ltd

偉尊企業有限公司

Ms Ha-yin Cheung

張夏燕小姐

Secretary

Investment Company

Wong Kwong Kee Engineering Co Ltd

王光記工程有限公司

Mr H K Yeung

楊漢基先生

Manager

Services

Xpoint Information Holdings (International) Ltd

科見資訊控股(國際)有限公司

Mr Jeff Hiu-fan Yip

叶曉凡先生

Managing Director

Services

Yaj & Co (HK) Ltd

八木(香港)有限公司

Mr K Sakata

坂田慶二先生

Managing Director

Trading

For information on membership, call Sharon Chung on 2823 1203, or email membership@chamber.org.hk

如有垂詢，請聯絡會員部鍾小姐（電話：2823 1203；電郵：membership@chamber.org.hk）



▲ SAR Chief Executive Tung Chee-hwa (2nd from left) spoke about his Policy Address to the business community on Oct. 16.
特區行政長官董建華（左二）於10月16日就《施政報告》向商界發表演說。



▲ From left: Eva Chow, chief of the Chamber's International Business Division, Consul General of the Kingdom of The Netherlands Jochum S. Haakma, and Chamber Director Dr Eden Woon, at a cocktail reception in honour of the Consuls General of European countries hosted by the Europe Committee on Oct. 12.
左起：本會國際商務部主管周紫樺、荷蘭總領事館夏旭衡總領事和本會總裁翁以登博士於10月12日出席酒會，該酒會由歐洲委員會主辦，旨在接待歐洲各國駐港領事。

活動花絮 Eye Spy

▶ NTT DoCoMo Chairman Kouji Ohboshi jokes with the press following the Chamber's Oct. 9 luncheon.
NTT DoCoMo 董事會會長大星公二在10月9日的午餐會後與記者暢談。



▲ Secretary for the Environment and Food Lili Yam talks to the media after the Business Coalition on the Environment's Sept. 29 luncheon.
環境食物局局長任關佩英於9月29日出席商界環保大聯盟的午餐會後接受記者訪問。



▲ From left: Consul General of Bangladesh Shafi U. Ahmed, Manhar Chugh, vice-chairman, Asia/Africa Committee, and Consul General of India Ashok Kantha, attend a cocktail reception for the Consuls General of Asian and African countries, held on Sept. 18.
左起：孟加拉駐港總領事艾哈邁德、亞洲/非洲委員會副主席文路祝和印度駐港總領事康特出席9月18日為亞洲和非洲各國駐港領事而設的酒會。



▲ Chamber Director Dr Eden Woon (left) chats with New Hope Group Chairman Liu Yong-hao, during the Chamber's mission to Chongqing and Sichuan on Oct. 18-25.
本會組團於10月18日至25日訪問重慶及四川，期間，本會總裁翁以登博士（左）與新希望集團董事長劉永好暢談。

CHAMBER FORECAST

UPCOMING EVENTS

November

- 20** Luncheon with the Vice Premier and Minister of Finance of the Czech Republic (English)
- 21** Training: "Communication for Executives" (Cantonese)
培訓課程: "說來輕鬆「勁量溝通」講座"
- 21** Training: "Leadership for Executives" (Cantonese)
培訓課程: "「21世紀領導」講座"
- 21** 3288 Dinner Club - November Meeting (Cantonese / English)
- 24** Seminar: "Personal Effectiveness Workshop" (English)
- 28** Training: "Key to change management for your corporate success" (Cantonese)
培訓課程: "達致企業成功之變革管理要訣"
- 28** E1 Mix Party
- 29** Seminar on CRM - The Strategic Key to Successful 21st Century Business (Cantonese)
"CRM - 廿一世紀經商成功之道"
- 30** Roundtable Luncheon: "The Impact of Commercial Credit Reference Agency on SMEs" (Cantonese)
「商業信貸資料庫對中小企業的影響」小型午餐會
- 30** Roundtable Luncheon: "Investing in SMEs in Western China" (English)

December

- 1** Training: "Environmental Management & ISO 14001 in Construction" (HKIE CPD Course: 1204) (Cantonese)
建築業的環境管理及 ISO 14001 環境管理系統
- 1** Training: "A Guide to Setting Up a Private Venture in the PRC for HK Investors" (Cantonese)
培訓課程: "港人如何在國內設立私營企業"
- 5** Green-Assist Roundtable Luncheon series (V) (English)
- 5 & 12** Training: "HK Company Law - Shareholders & Directors" (Cantonese)
培訓課程: "香港公司法 - 股東與董事須知"

- 6** SME Roundtable Luncheon on Personal Data (Privacy) Ordinance: Code of Practice on Human Resource Management (Cantonese)
「個人資料(私隱)條例<<人力資源管理實務守則>>」中小型企業小型午餐會
- 6** Christmas Promotion
- 6** Roundtable Luncheon with Egyptian Consul General Aly Galal Bassiouny (English)
- 7** Seminar: "Coaching & Teambuilding Skills for Managers and Supervisors" (Cantonese)
培訓課程: "如何發揮員工之團體精神增加工作效率"
- 8** Seminar: "How to be a Professional Assistant" (Cantonese)
培訓課程: "能幹助理須知"
- 8** Training: "Executive Support to Top Management" (Cantonese)
培訓課程: "高層管理所需的精英"
- 8** Training: "Handling Tax Audits in the PRC" (Cantonese)
培訓課程: "如何應付稅務調查及實地審查"
- 12** Training: "Management of Risk in Operating Business in China Through Judgement of Legal Document" (Cantonese)
培訓課程: "如何從法定文件評核國內公司之業務風險"
- 13** The 7th Annual Hong Kong Business Summit (English)
- 13** 培訓課程: "稅務「免抵退」政策對外資企業未來的影響"
- 14** China Business Conference 2000
- 16** Heart Health at Work - Health Check and Educational Talk (Cantonese) <FULL>
- 19** Seminar: "Challenge of the 'Knowledge Economy': Cost Management and Productivity Enhancement through ABC/M" (Cantonese)
培訓課程: "「知識型經濟」的挑戰: 透過作業成本法去改善成本管理及生產力"
- 19** 3288 Dinner Club - December Meeting (Cantonese/English)

CHINA CALENDAR

11-15 Dec
Training Seminar on China's Entry into the WTO and Sectoral Workshop
中國加入世貿研討會 - 香港總商會與中國企業聯合會合辦

14 Dec
China Business Conference 2000
2000 中國商業會議

2001

February/March, 2001
China Committee Beijing Delegation
中國委員會北京訪問團

Committee Meetings

- 20 Nov**
e-Committee Meeting
- 23 Nov**
General Committee Meeting
- 6 Dec**
Asia / Africa Committee Meeting

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

MARK YOUR DIARY

13 December
7th Annual Hong Kong Business Summit
第七屆商業高峰會議

14 December
China Business Conference 2000
2000中國商業會議

16 February, 2001
Year 2001 HKGCC Spring Dinner
春茗聯歡

February/March, 2001
China Committee Beijing Delegation
中國委員會北京訪問團

20 April, 2001
140th Anniversary Ball

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**As an employer, you can set yourself free with
MPF Filter Software and other exclusive services**

Some MPF service providers will baffle you with confusing service charges and offers. That's why the Chamber has formed an alliance with CMG Asia to provide a simple and easy MPF solution.

Introducing Chamber CMG Choice Chamber CMG Choice brings together the local business experience and reputation of the Chamber and the expertise of a diversified International financial services group. Designed for small and medium sized enterprises, this unique product offers free MPF Filter Software to enable smooth integration with your current payroll system.

No 'annual fees' for 13 months We believe that employees should reap the rewards, and them alone. That's why Chamber CMG Choice includes the Superb Waiver, so your employees can enjoy better returns in the future. Under our Superb Waiver, there will be no 'annual fees' for the first 13 months (applicable between December 1, 2000 and December 31, 2001).

Share our belief We cordially invite all other MPF providers to join us in promoting the Superb Waiver to give all the benefits back to employees.

For details, please call the Chamber MPF Hotline: 3183-1800.

*The Superb Waiver does not apply to actual expenses - if any - incurred in the establishment, management and administration of the Scheme, such as legal and audit fees.

- Remarks: (1) **Investment involves risk. Please refer to the Principal Brochure for further details.**
(2) All terms and conditions, except those applicable to the Superb Waiver promotion, as stated in the Principal Brochure remain unchanged.
(3) 'Annual fees' include trustee fee, custodian fee, administration fee and management fee.

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