

工商月刊

BULLETIN

October 2001
二〇〇一年十月

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Banking on
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Page 12

HIGHLIGHTS 焦點報道

World services
leaders met to drive
the global economy
世界服務業領袖合力
推動全球經濟發展

Page 28



Hong Kong to be
regional hub for
spreading
'Disney magic'
迪士尼太魅力
力凝聚香港

Page 34

Regular Features 其他內容

- 2 Letters to the Chamber 讀者來鴻
- 4 From the Chairman 主席序言
- 8 Legco Report 立法會工作報告
- 10 From the Director 總裁的話
- 48 Simon Says 顏兄時論
- 44 Chamber in Action 本會動態
- 47 New Members 新會員
- 51 Food and Wine 美酒佳餚
- 55 Chamber Forecast 活動預告

Contents OCTOBER 2001

12 Cover Story 封面故事

Banking on Human Capital
裝備技能 自強不息

18 Lack of right skills hurting HK firms
適才匱乏窒礙香港企業發展

20 Business 商務脈搏

iPerkin
洗柏堅專欄

22 Face to Face
與君一席話

32 Strengthening cooperation
in the Pearl River Delta
加強珠江三角洲的融合

40 WTO Corner
中國入世區

42 Member Profile
會員巡禮

25 Chamber Programmes 活動傳真

China's WTO entry will sharpen
Hong Kong's competitiveness
中國入世增強香港競爭力

28 World services leaders met to drive
the global economy
世界服務業領袖合力推動全球經濟發展

34 Hong Kong to be regional hub for
spreading 'Disney magic'
迪士尼太魅力凝聚香港

36 Chamber WEC launched
女士會正式成立

38 Students experience importance of
English in the workplace
學生透過實習體會英語的重要

54 Eye Spy
活動花絮

Letters to the Chamber 讀者來鴻

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**



The terror of 9-11

On my recent trip to the U.S., I left Chicago for Las Vegas at 7:50 a.m. on September 11, 2001. At around 8:50 a.m. the captain said that he had been ordered by his supervisors to land at the closest airport and that he did not know what was happening. Then to my relief, he said all planes were being ordered to land. During the 20 minutes or so before landing at Omaha Airport, the pilot kept us informed and said there were rumours that up to five planes had been hijacked by terrorists.

While the airline tried to locate a hotel room for me, I was glued to the television set at the airport bar. I was amazed to witness the vivid, spectacular catastrophe that I thought could only be a Hollywood film. Then reality set in. I cannot describe my feeling of anguish and despair in seeing civilian planes being crashed into buildings to create mass destruction and the ending of so many innocent, civilian lives.

In the hotel that night, still glued to the TV, I kept seeing re-runs of the planes crashing into the WTC and my head became numb. What had we civilised people been reduced to? What kind of world will we live in if we have no law or order and no security? It will mean the end of civilisation and humanity, at least the way we know it.

Now what is to come? I pray the U.S. President will make the right decision and lead the world to rid its reign of terror.

I suspect air travel will never be the same again. I think to make air travel safer, ticketing, loading and unloading passengers and bags will cost more and take more time. Perhaps we will need to disclose more private information and lose some of our liberties to help make air travel safe again.

H Y Hung
Chairman
Americas Committee

911 驚魂

本人最近曾往美國，9月11日早上7時50分從芝加哥乘飛機往拉斯維加斯。翌日早上8時50分，機長表示，接到其上司的命令，立即在最近的機場降落，但卻不知悉原因。他還表示，所有飛機均須按令迅速降落，這使我稍感安心。在降落奧馬哈機場的20多分鐘內，他更不斷向我們提供最新消息，並說有傳言謂最多有五架飛機被恐怖份子騎劫。

當航空公司為我安排酒店住宿時，我一直緊貼機場酒吧的電視，親眼目睹如荷里活影片的巨大慘劇發生，民航飛機撞向建築物造成嚴重破壞，眾多無辜的平民喪失生命，我的悲憤和失落實在不能言喻。

當晚，我坐在酒店房間的電視前，目不轉睛地看著飛機撞向世貿中心的重播片段，腦際一片茫然。我們的文明開化究竟落入了怎樣的田地？在一個缺乏法紀和治安的社會裡，人們的生活會是怎樣？但這次事件已告訴我們，文明和人性將在世上灰飛煙滅。

事態究竟會怎樣發展？我祈求美國總統能作出明智的決定，使全世界不再受到恐怖主義的威脅。

航空運輸相信將有所轉變。為加強航空保安，票務、裝卸貨件、運送乘客等所需的成本將提高，所需的時間亦會更長。而且，為協助確保空運的安全，我們或須披露更多個人資料，犧牲某程度的自由。

美洲委員會主席
洪克有

HKGCC 140th anniversary Bulletin

I just had the pleasure of reading the special *Bulletin* on the Chamber's 140th anniversary. It is very well done and I write to congratulate you on your effort.

I also write to urge you to make it more widely available. It is the kind of ready reference that should be made easily accessible to the general public. May I suggest, for example, that you reprint this issue and present copies of it to secondary schools? As many schools now teach some Hong Kong history, this book could be a most valuable

source for teachers as well as students. It will certainly give them an opportunity to understand the historical importance of the Hong Kong General Chamber of Commerce and the cosmopolitan make-up of Hong Kong's business world from the very beginning.

To limit the circulation of such an interesting publication seems such a pity, and I hope you will give my suggestion some thought.

Elizabeth Sinn
Associate Professor/Senior Lecturer
Centre of Asian Studies
The University of Hong Kong

140週年紀念特刊

本人有幸拜讀香港總商會140週年紀念特刊，不禁擊節讚賞，特意來信道賀。

此外，本人亦想藉此向貴會建議，希望貴會將特刊更為傳閱。特刊收錄的資料具有寶貴的參考價值，適宜市民大眾查閱。例如，有否考慮再次刊印特刊，寄予香港的中學？不少中學均設有香港歷史課程，特刊收錄的珍貴史料，實可供參考之用。師生可藉此瞭解香港總商會源遠流長的歷史，以及本港商界貫徹始終的國際都會特色，相信對他們必定大有助益。

如此佳作，只是限量發行，誠屬可惜。盼望貴會考慮本人的建議。

香港大學
東亞研究中心副主任
洗玉儀

EDITOR'S NOTE: Thank you for your suggestion Ms Sinn. We will arrange for secondary schools and universities in Hong Kong to obtain some copies of the 140th anniversary edition. Some readers may also be interested to learn that the special edition as well as regular issues of *The Bulletin* are posted on our Web site, www.chamber.org.hk
編者按：多謝洗女士的寶貴建議。本會正安排把特刊寄予本港各大學和中學。特刊和各期《工商月刊》已在本會網站(www.chamber.org.hk)備閱，歡迎瀏覽。

September 11, 2001

All of us were shocked by the events of September 11 in the United States. We watched in Hong Kong with disbelief that evening the senseless killing of thousands and wanton destruction of property. Our chairman wrote to the United States Ambassador to China, the United States Consul General in Hong Kong, to the Chairman of the American Chamber of Commerce here, and to the Chairman of the U.S. Chamber in Washington expressing the deepest sympathy for those who lost their life and those who lost their loved ones. Our heart is with those affected.

Although life cannot be normal in the short term, and while the impact on the political structure of the world and on the concept of a society's security has been significant, the Chamber is confident that global economic progress

九月十一日在美國發生的事件，震撼人心。當晚，我們於香港親眼目睹難以置信的事件發生，數以千計的人不幸罹難，建築物被嚴重破壞。事後，本會主席致函美國駐中國大使、美國駐香港總領事、香港美國商會主席，以及華盛頓美國商會主席，對這次慘劇中的遇難者和失去摯愛的人士，致以最深切的同情和慰問。

縱然我們的生活不能於短期內回復正常，同時此事對世界政局和社會保安的概念亦會帶來顯著衝擊，但總商會相信，鑑於全球人類已較前果敢決

will move in a positive direction in time – at an even faster pace with a more determined global population. Hong Kong is hit hard at a very bad time in its economic life. The travel industry has been immediately affected, and the export sector is starting to feel the effects also. The financial market is struggling to stabilize. A postponement of recovery well into next year is inevitable,

even with the good news of China getting into the World Trade Organization. But in time, the vibrancy of the Hong Kong business community in a world which will be more focused on the need to make sure globalization benefits more people will lead us into better times.

So let us all look forward, while always remembering those who perished and the horrors of terrorism, and seize the opportunity for greater progress.



2001年9月11日

斷，國際經濟不久將繼續循積極的方向前進，而其步伐亦會更為快速。香港經濟本已處於弱勢，現無疑遭受更嚴峻的打擊。旅遊業首當其衝，而出口方面，影響亦正浮現。金融市場正在掙扎以求穩定。縱

使中國肯定加入世貿的利好消息已經公佈，但經濟復甦難免需要步入來年才可實現。不過，隨著當今的世界須更著意全球化能令更多人獲益，活躍的香港商界定能帶領我們渡過逆境。

讓我們翹首前望，在悼念死難者和銘記恐怖活動所帶來重大後果的同時，抓緊機會，續創佳績。

A time to maintain confidence

This is no time for diminished confidence in the Hong Kong SAR. It may be a time for greater caution, but that is all. There is no doubt the Hong Kong SAR now faces a poorer outlook than it did a few months ago, or even a few weeks back, as a result of the subsequent deterioration in the U.S. and global situation. We do, however, have real strengths to fall back on in these tougher times.

Even before last month's horrendous terrorist attacks on the World Trade Centre in New York and the Pentagon in Washington DC, it was apparent the U.S. economy was flirting with recession and the whole Asian region, including Hong Kong, was feeling the adverse effects. We were ready to confront and overcome the problems facing us then; we can overcome those now facing us.

Certainly, the global political and economic outlook is more uncertain than it was before the attacks on the U.S. occurred. For those financial markets still open – or still allowed to open – once news of the U.S. attacks was known, the impact was immediate and negative. Share markets tumbled, the US-dollar fell, oil and gold prices rose, and bond prices were up as investors sought a safe haven, not so much from what had already occurred, but what might be the U.S. response. Volatility in most markets is likely to remain significant.

More important for the global economy – and particularly the already weak East Asian economies – was what the U.S. events and their aftermath might mean for U.S. economic confidence and performance. As a result, there were concerns about what impact this might have on global trade and investment (especially U.S. demand from the rest of the world) and, therefore, the economic outlook for the rest of the world, including Asia.

For the medium to longer term, if the U.S. responds with military action as the beginning of a series of military, diplomatic and economic steps to wipe out terrorism, there will be further uncertainties and the economic impact is likely to be felt not just in the U.S., but around the globe.

The export driven economies of the East Asian region, with the notable exception of the Mainland of China, were already experiencing dramatically slower economic growth even before the crisis. The proximate cause was the U.S. slowdown since the final quarter last year, de-

spite much lower interest rates, together with the decline in high-tech industries and the subsequent decline in global and Asian trade.

Expected 2001 growth rates for most economies in the Asian had been radically lowered as a result of these factors, even before the latest crisis hit. Now growth forecasts are likely to be downgraded further, not just for 2001, but also 2002.

Take Hong Kong, for example. On August 31, the Hong Kong Government revised its 2001 forecast for the local economy down to 1 per cent from the previous 3 per cent rate. On September 10, the Chamber lowered its 2001 forecast to an average 0.7 per cent from the previous estimate of 2.8 per cent.

The Chamber pointed out that expectations for a U.S.-led recovery were, even then, receding well in to the New Year and that the European and Japanese economies were also weak. Of Hong Kong's major trading partners, only China continued to show good growth and most of that was domestically based. Now the outlook if for an even more subdued global economy, with all that means for East Asia.

Making his own first comment on the potential impact, the SAR Financial Secretary, Antony Leung, said that the economic situation would have to be carefully monitored. "What happened yesterday in United States will have impact on the U.S. economy, and Hong Kong, being a very open economy, will be affected, particularly through a reduction in exports and possibly re-exports," he said. "As for the details and the exact impact, we have to watch the situation very carefully and monitor it as the situation develops."

Fortunately, we in Hong Kong have good understanding of the problems amongst our leadership and a strong financial backing to overcome any economic difficulties, in any time span they may reasonably be expected to last. Importantly, too, we have the political and economic strength of an emerging Mainland of China behind us, with WTO entry now confirmed. These factors should stand us in good stead as we look to the future. A loss of confidence now would merely be self-defeating.

In the meantime, all our thoughts continue to be with those who lost their lives and their families, friends and colleagues who were directly affected by the tragedy in the U.S. The world will surely overcome the political and economic ramifications of this crisis, but nothing will erase the hurt felt by all those directly affected, or the memories of those around the world witnessing the events as they occurred.



Christopher Cheng 鄭維志



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穩固信心的時刻

無

容置疑，鑑於美國和全球局勢急轉直下，香港特區面臨的經濟前路將較數月，甚至數週前所預期的更為崎嶇。然而，此刻，港人絕對不應氣餒，失卻信心。我們目前或應更為謹慎，但亦應止於此。我們有實在的強項，可賴以安渡逆境。

事實上，在上月紐約世貿中心和華盛頓國防部五角大樓遭受駭人的恐怖突襲前，美國經濟已露出頹態。整個亞洲地區，包括香港，皆感到被疲弱經濟的陰雲籠罩。其時，香港已準備克服面對的困境，此刻更應如是。

誠然，美國遇襲事件為國際政經前景增添了不明朗因素。美國遇襲消息一出，一些正在運作或仍准繼續運作的金融市場，便即時受到影響—股市大跌、美元下挫、油價及金價飆升，同時由於投資者需要尋找資金避難所，債券價格亦告急升。但是，造成此等現象的因由，很大程度並非美國遇襲，而是美國對這樁事件的反應。總的而言，大部份市場仍會顯著波動。

對環球經濟，尤其是已處於經濟困局的東亞地區而言，最關注的是美國遇襲及其後果對該國經濟信心和表現有何影響。正因如此，舉世的焦點已集中在此事對全球貿易和投資的影響（特別是美國對其他地區的需求），以及對包括亞洲在內的全世界經濟前景所受到的衝擊。

中期至長期來說，若然美國以軍事行動作為連串掃蕩恐怖主義的軍事、外交、經濟對策的第一步，將使國際局勢更不穩定，經濟影響將由美國蔓延全球。

除中國以外，以出口為主導的東亞地區經濟在危機發生前，經濟增長已急劇放緩，主因是美國經濟自去年最後一季起下滑，息口雖曾多次下調，但卻未能扭轉劣勢，再加上高科技產業低迷，亦拖累全球及亞洲貿易。

以上種種因素，促使大部份亞洲國家在這次危機前，已大幅下調其2001年的經濟增長預測。經過此事後，相信這些地區將再度調低2001年，甚至2002年的預測數字。

以香港為例，政府於8月31日修訂今年的本地經濟增長預測，由原先3%下調至1%。9月10日，本會相繼調整2001年的經濟增長預測，由原來的2.8%降至平均0.7%。

這個決定是基於本會認為，由美國帶動的環球經濟復甦難望於新年前實現，且歐、日經濟依然疲弱。綜觀香港的主要貿易夥伴，只有中國保持良好的增長，其中很大程度由內部經濟帶動。如今，全球經濟不景氣加劇，這些因素對東亞經濟的衝擊尤甚。

財政司司長梁錦松首次回應美國事件時表示，須小心監察世界的經濟形勢。他說：「昨天美國發生的事，對該國經濟必然有所影響，而香港擁有非常開放的經濟體系，亦會受到牽連，尤其是出口以至轉口會出現減縮。至於具體的細節和切實的影響，還須我們小心觀察事態的發展，才可確定。」

幸然，我們的政府高層對目下的困難瞭若指掌，加上我們擁有雄厚的財政儲備，足以克服經濟上所面對的困難。同樣重要的是，我們背靠迅速崛興的中國，而她亦已肯定加入世貿，可以其政治和經濟實力為我們的後盾。憑藉這些優勢，我們對前景的展望理應樂觀，若此時自挫銳氣，後果只會適得其反。

對這次慘劇中的遇難人士，以及其家屬、朋友和同事，我們寄以深切的同情和慰問。可以肯定，世界各地必能克服是次災難對其政治和經濟造成的打擊，惟事件對直接受害者帶來的傷痛，卻無法消除。這事在全球目擊者的心坎中，亦會留下永難磨滅的烙印。

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Be well prepared for the 'cold' economy

I believe all in the local business sector, as I was, were shocked and felt great sorrow for the thousands of innocent people killed in the recent terrorist attacks in the U.S. The ensuing war will also take many innocent lives. I wholeheartedly wish that war and terrorist activities could come to an end and that all parties concerned find the best peaceful solution to avoid exacerbating the conflict, which will lead to great losses, including the economic foundations that everyone has worked so hard to build over the years.

The event has adversely affected the global economy, including the Hong Kong economy, which is intrinsically linked to that of the U.S. The government recently cut its expected growth rate for the year to 1 per cent in view of the global economic downturn. However, the local business environment is expected to further worsen next year as a result of the tragedy. The growth rate is likely to be negative and the unemployment rate may also rise to 6 per cent or more from the present 4.9 per cent.

WEAKER ECONOMY IN THE COMING YEAR

Many manufacturers recently told me that a lot of their American buyers have suspended and even cancelled orders for Christmas as well as the first quarter of 2002. This is expected to reduce turnover by 15 per cent, or HK\$22 billion compared with the same period a year ago. Apart from exports and the manufacturing industry, freight, travel and related sectors will also suffer.

As the financial crisis is expected to plunge Hong Kong's economy into another cold winter, all sectors expect this year's Policy Address will suggest some measures to stimulate the economy. Although the Policy Address had yet to be released at the time of writing, I advised the government on a number of short- and long-term measures.

SUSPEND COLLECTION OF RATES AND MPF CONTRIBUTIONS FOR ONE YEAR

For the short-term, I have proposed suspending the collection of rates and MPF contributions for one year to reduce the financial burden of both firms and the general public. Given that the government would lose just HK\$14.8 billion in revenue if this measure were implemented, I find this acceptable based on the huge financial reserves the government is sitting on.

I have also suggested suspending MPF contributions until the end of 2002 to reduce employers' financial burden. Employees could save

that money or spend it, which would help lift the struggling retail sector. As this measure does not involve any public expenditure and would delay employees' contributions for their retirement fund for only one year, it will not bring a great impact upon employees under the local bad investment environment. Instead, it will reduce pressure on millions of employees and employers and help invigorate the economy.

STABILISE THE PROPERTY MARKET

It is imperative that the property market stabilises to revitalise Hong Kong's economy. I am delighted that the government has accepted my recommendation and announced a moratorium on all sales of HOS flats for 10 months. It will also provide additional home ownership loans equal to the number of flats being put on hold. Yet it is still inadequate. I think the government should also raise the mortgage ceiling from 70 per cent to 90 per cent of flat prices. It should also set up a HK\$40 billion mortgage transfer fund to provide a maximum of HK\$0.5 million for each home holder who owns a residential flat for his own use and has made repayments. The scheme will help reduce the interest rates burden of homeowners in negative equity.

For the long-term, this year's Policy Address must suggest active measures, such as freezing tax and fee increases, and streamlining the issuing mechanism for business licenses by introducing a one-stop shop or web-based application system. Besides, the government needs to formulate a 10-year plan for industrial development, which will assist traditional industries leverage high technology and value-added tools. It should also allocate

resources to develop the skills and capabilities of employees, including English and Putonghua.

STRENGTHEN INTEGRATION BETWEEN HONG KONG AND GUANGDONG

Hong Kong should leverage its geographical position and accelerate integration with Guangdong by implementing a series of infrastructure projects. This would enable Hong Kong and cities of the Pearl River Delta to develop into a logistics and shipping hub for South China.

Apart from allocating HK\$5 billion to beef up the tourism infrastructure, the government should discuss with the Chinese Central Government ways to eliminate restrictions on Mainlanders visiting Hong Kong and to allow qualified Mainland people to invest and live here.

With the coming year expected to bring further economic challenges, I hope the government will accept these proposals to help alleviate the hardships facing the local commercial and industrial sectors. **B**



James Tien 田北俊

要為經濟寒冬作好準備

相信各位同業與我一樣，都對美國上月受到的恐怖襲擊，導致數以千計人命傷亡的事件，感到震驚和悲哀。其後的戰爭更令到很多無辜平民喪失寶貴生命和財產。我衷心希望有關戰事和恐怖襲擊均盡快止息，各方面能尋求和平的途徑解決糾紛，避免讓武力衝突惡化，造成生靈塗炭，長年累月的經濟建設再受破壞。

至今，這次事件已對全球經濟構成一定程度的打擊，與美國經濟息息相關的香港自然不能倖免。其實港府早前已因應全球經濟不景氣等因素，大幅調低本港今年經濟增長預測至1%，但發生這次事件之後，預料來年本港經濟環境會更為嚴峻，不單經濟增長極可能出現負數，而且失業率或會由目前的4.9%升至6%或以上。

來年經濟轉趨嚴峻

最近有不少本港廠家對我表示，很多美國買家已通知要暫緩甚至取消聖誕節前後及下年第一季的訂單，估計因此損失一成半以上生意。若與去年同期比較，損失就超過220多億港元。除了出口和製造業外，航空、旅遊和其他相關行業也損失嚴重，至今已有逾兩成由美國來港的旅行團取消行程，而一些原訂在今年底舉行的國際會議和展銷會也正考慮取消。

若武力衝突持續下去，勢將進一步阻慢美國經濟反彈，並令其內部消費收縮，因而加深對香港經濟的負面影響。港府必須盡早採取措施，應付即將出現的經濟下滑情況。

由於預期本港經濟將自金融風暴之後步入另一個嚴冬，社會各界都期望今年施政報告會提出一些刺激經濟的措施。雖然我撰寫本文的時候，施政報告尚未公佈，但我早前已向政府建議多項短期和長期措施，希望會被採納其中。

暫停收差餉及強積金供款一年

短期而言，我建議政府暫停徵收差餉及強積金供款一年，以減輕工商界和普羅大眾的負擔。暫停徵收商戶和住宅差餉一年，政府只損失148億元收入，相信以目前的財政儲備來說，是可以接受的。

至於暫停強積金供款，我建議由明年1月1日起暫停一年，讓僱主暫時不用為僱員供款，得以減輕負

擔，減低結業或破產機會；而僱員也可在惡劣的市況下，省回供款作儲蓄或消費之用。此建議不涉及任何公帑開支，而僱員的退休金亦只不過延遲了一年供款，在投資氣氛低迷的情況下影響不大，但就可以減低數百萬僱員和僱主的壓力，有助刺激消費市道。

穩定樓市刻不容緩

此外，穩定樓市也是穩定經濟的重要一環。我歡迎政府早前終接納建議，宣佈暫停出售居屋10個月，並會以自置居所貸款名額代替。然而，這樣是還未足夠的，我認為政府一方面應將七成按揭上限恢復至九成，另一方面應成立400億元轉按保證基金，為持有單位自用且從未斷供的負資產業主提供上限50萬元的擔保，使他們得以轉按，減低供樓利息的負擔。

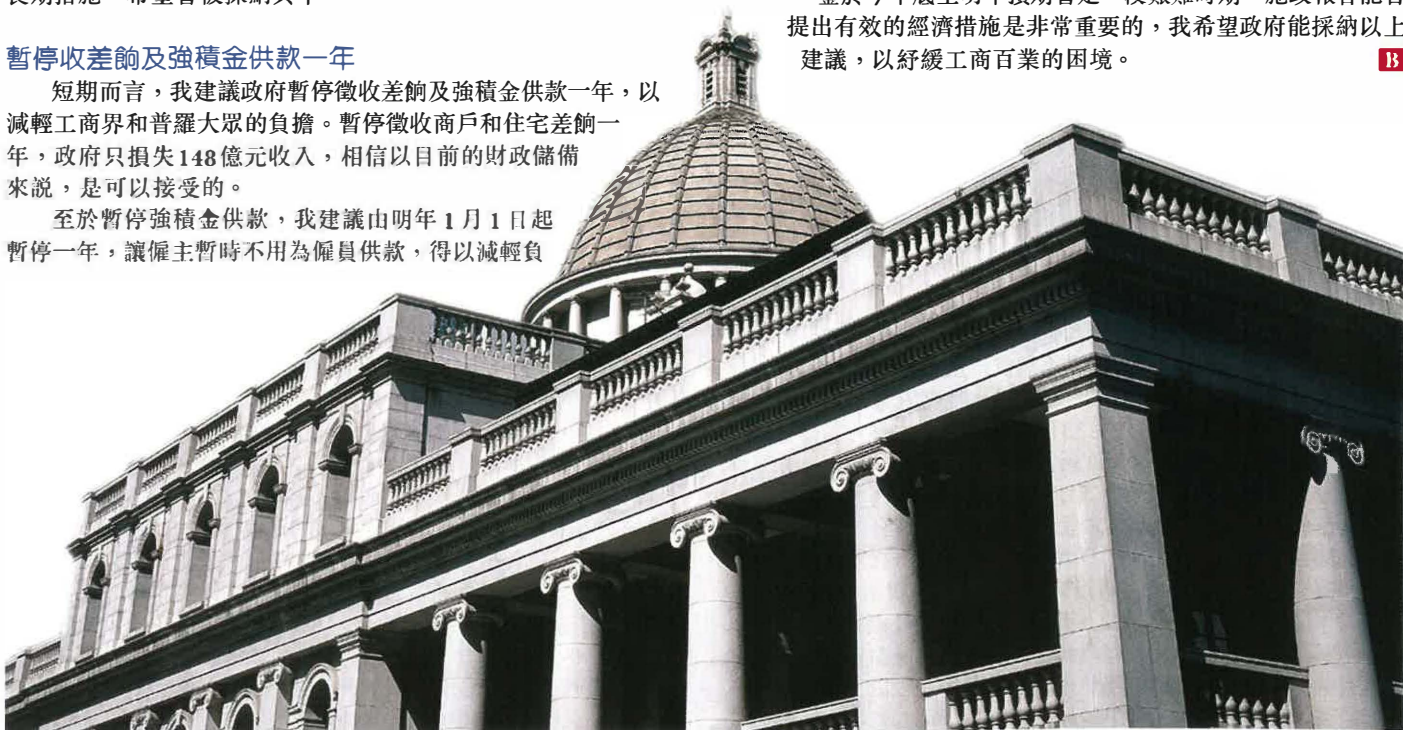
長遠而言，面對日趨惡劣的營商環境，今年施政報告必須積極提出改善措施，例如承諾來年不加稅、不加費，以及簡化各類商業牌照的發牌機制，盡量以一站式或網上安排處理牌照申請。港府也應制訂10年長遠工業政策，協助傳統優勢工業注入高科技和高增值元素。為根治人力錯配，港府亦須撥款推動僱員培訓，提升技能如英語和普通話等。

加強粵港融合

此外，香港應充分把握背靠祖國的優勢，加快粵港融合，包括開展一系列基建工程，使香港聯同珠三角西部城市，發展成為南中國的物流和航運中心。同時，港府應再撥款50億元投資旅遊基建，並與中央政府磋商，放寬內地人士來港旅遊的限制，以及准許內地合資格人士來港投資定居。

鑒於今年底至明年預期會是一段艱難時期，施政報告能否提出有效的經濟措施是非常重要的，我希望政府能採納以上建議，以舒緩工商百業的困境。

B



若您有任何意見，歡迎向我反映。通訊地址是中環臣道8號立法會大樓。（電郵：tpc@jamestien.com 電話：2500 1013 傳真：2368 5292）

Chamber WTO workshops highlight busy autumn

Autumn is usually a busy time for the Chamber, with luncheons, training courses, roundtables and trade missions back in full swing after the summer months. Autumn is also the time of year that we prepare for our annual Business Summit. This year, the 8th Annual Hong Kong Business Summit will be held on Dec. 13. But this fall, we are particularly busy with the ongoing 140th Anniversary Distinguished Speakers Series, and with trade missions to Singapore in November and to Yunnan/Guangxi in December. In addition, we are arranging for groups to attend the APEC CEO Summit in Shanghai and the Beijing-Hong Kong Forum in October, which will discuss opportunities related to the Olympics. Moreover, we are running a series of nine WTO workshops.

These WTO workshops, held once every two weeks or so, present updates in the nine business sectors – banking, investment, insurance, telecommunication, retail and distribution, professional services, technology, trading, and textiles & clothing) – that Chamber members studied for our WTO report, “China’s Entry into the WTO and the Impact on Hong Kong Business,” back in the fall of 1999.

The study is well appreciated by our members, with over 1,300 copies being sold to date. But to make sure that our members benefit

from the new agreements and new information which have developed since then, we decided to do a series of WTO workshop updates. In September, we held two workshops to update members on the

banking and the insurance sectors. Other sectors will be discussed in workshops in October, and November. Then next year, we will start a series of workshops which focus more on the technical specifics of regulation changes caused by China’s WTO commitments.

These Chamber WTO workshops complement our regular seminars, our meetings with visiting Chinese officials and enterprise managers, and our increasingly popular China WTO Corner (www.chamber.org.hk/wto) to make sure you get the most comprehensive China WTO information possible. As Hong Kong businesses think about the new opportunities and take steps to overcome the challenges, you will find this information useful as you adjust your business.

Now, finally, China’s WTO membership is set to be approved at the WTO Ministerials held in Doha from Nov. 9-13. This means that China will formally become a member in the WTO in January next year, after its National People’s Congress approves this membership late this year, ending 15 years of negotiations. Hong Kong’s focus on the WTO will continue into the years to come, and the Chamber wants to be there to help. **B**



Dr Edén Woon 翁以登博士

秋季繁忙會務的重點活動 – 世貿工作坊

每逢秋季，總商會便會忙個不停，午餐會、培訓課程和考察團活動均緊接夏季魚貫推出，而本會亦須積極籌備每年一度的商業高峰會。本年度的第八屆香港商業高峰會已定於12月13日舉行。今年秋季，本會會務特別繁忙，一方面繼續舉辦「140週年特邀貴賓演說」，另一方面準備於十一月組團往新加坡，十二月組團往雲南和廣西考察。此外，本會還忙於籌組代表團，出席於上海舉辦的亞太經合組織工商界領導人高峰會，以及十月的京港論壇，共同探討北京成功申辦奧運帶來的契機。本會亦正圍繞九個行業，舉辦連串世貿工作坊。

工作坊每隔兩週舉辦一次，集中探討中國入世對銀行、投資、保險、電訊、零售及分發、專業服務、科技、貿易和紡織及製衣等九個行業的最新影響。1999年秋季，本會邀得屬於以上界別的會員一起研究，把結果刊載於《中國加入世貿對港商的影響》報告內。

研究報告甚受會員歡迎，至今已售出逾1,300本。然而，本會為確保會員能獲取最新的資訊，並從過往兩年訂定的世貿新協議獲

益，遂決定籌辦一連串的世界貿易跟進工作坊。首兩個工作坊已於九月舉辦，讓會員知悉銀行業和保險業的最新動向。其餘界別的工作坊將於十月至十一月陸續舉行，而明年，本會亦將推出另一系列的工作坊，針對中國按照其入世承諾更改法規的技術細節進行研討。

本會一向定期舉辦研討會，並接待到訪的中方官員和企業管理層，新推出的「中國入世區」網頁 (www.chamber.org.hk/wto) 亦愈來愈受歡迎，現又再籌辦一連串的世界貿易工作坊，相信必起相輔相承的效用，以確保會員掌握最全面的中國入世資訊。正當香港的商界人士期待入世帶來的新機遇，並為迎接新挑戰積極部署，本會的資訊實有助您調適和鞏固業務。

如今，中國即將於11月9日至13日在多哈舉行的世貿部長會議上，獲准成為世貿會員。中國的世貿成員國身分應將於今年年底召開的全國人大會議獲得通過後，於明年一月起正式落實，結束長達15年的談判過程。因此，世貿將繼續成為香港的關注焦點，而本會亦會隨時從旁提供幫助。 **B**

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Hong Kong General Chamber of Commerce
香港總商會 1861

Banking on Human Capital

Improving the competitiveness of Hong Kong's workforce is critical to the territory's future as a centre of high value-added services

With the economy shedding more jobs, corporations shifting back-office functions to the Mainland and unemployment rolls at a 12-month high, **Hong Kong workers** have plenty to worry about.

Those in the job market face the added dilemma that in the knowledge economy, workers without skills need not apply.

This seems ironic given that Hong Kong's workforce, based on past scorecards, has ranked amongst the highest calibre in world. A city-nation of fearless entrepreneurs, Hong Kong workers have thrived on challenges.

This "can-do" spirit transformed the territory from a backwater trading port, into a manufacturing economy, and then into a service economy, and now Hong Kong is marching into a knowledge economy.

But the doom and gloom hanging over the labour market today makes one question if the track record is fact or fantasy.

Eddie Ng, chairman, International Committee, Hong Kong Institute of Human Resources Management, and managing director, AP, Learning and Development, JPMorgan Chase, said he believes our past success has made us soft.

"In terms of ability to switch from one

industry to another, or being willing to work harder and longer hours, people just are no longer willing to do that," he said.

Another concern is that the Hong Kong workforce has become its own worst enemy. Its past successes have generated confidence, but also a superiority complex that blinds it to competition from neighbouring countries, he added.

Peter Barrett, managing director, Organisation Development Ltd, and former chairman of the Chamber's Human Resources Committee, said that middle management in Hong Kong has lost its edge.

"Hong Kong has become very complacent, because they have had it too good for too long," he said. "When I go to China, I am amazed by the English capability, the dynamism and professionalism of middle management. You don't find that in many Hong Kong middle managers now. So I really think middle management have lost their flair."

REGAINING OUR EDGE

It has been said that one of the problems Hong Kong faces in developing manpower is that it must decide which direction it is heading.





裝備技能 自強不息

香港要躋身高增值服務樞紐，
務須提升本地勞動人口的競爭力

企

業裁員消息此起彼落、公司陸續把後勤業務北移內地、失業率升至12個月來的新高，這種現象無疑已使香港工人憂心忡忡。

而令就業人士更覺進退維谷的是，本港經濟正轉型為知識導向，會把欠缺合適技能的工人摒於門外。

出現這兩難局面，倒也諷刺，因為香港勞動人口憑著多年不斷奮鬥，本已躋身全球最富才能人士的先列，戰績彪炳。本港工人儼如富冒險精神的企業家，勇於迎接挑戰，克服困難。

這股「一定得」的精神已成功把香港經濟多次轉型，由小小的貿易港發展為製造中心，繼而晉身服務主導型經濟，以至今日循知識經濟的道路邁進。

然而，現今本地勞工市場陰雲密佈，難免使人懷疑卓越的往績孰實孰虛。

香港人力資源管理學會國際委員會主席、美國大通銀行亞太區人力資源發展總監吳克儉相信，過往的輝煌成就令港人變得軟弱。

他表示：「港人已不再願意學習轉行，也不樂意更辛勤及更長時間工作。」

他續稱，另一令人關注的地方是，本地工人已成為本身最大的敵人。過去的成就能增添信心，但亦可令人驕傲，忽視來自鄰近國家的競爭。

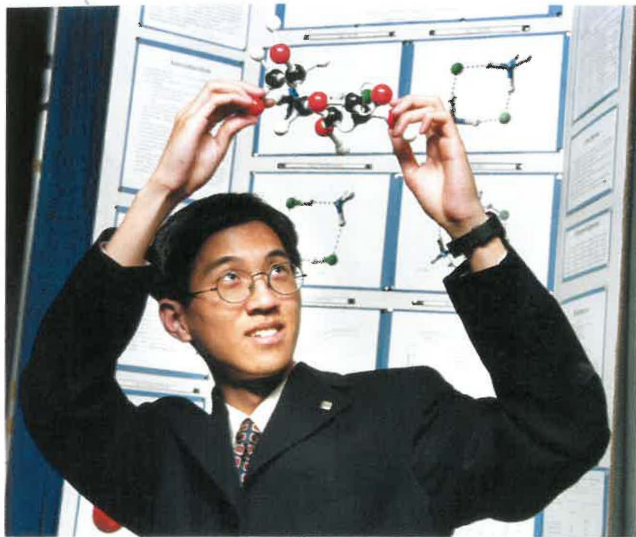
本會人力資源委員會前主席、機構發展顧問有限公司董事長畢烈表示，香港的中層管理人員已失掉競爭優勢。

他說：「港人多年來養尊處優，已變得自滿。內地中層經理的英語能力良好、活力充沛，且具專業精神，令人驚嘆。香港大部份中級經理已失卻這些能力，優勢不復存在。」

COVER STORY

“Without knowing where we want to go, it is difficult for brain-power producers to supply demand. Second, is an ever changing scenario in what industries and the economy need,” Mr Ng said.

Presently, about 30 per cent of Hong Kong's citizens go on to higher education,



Nurturing more and brighter university graduates is part of the government's 10-year higher education development programme.

港府推行為期 10 年的專上教育發展計劃，目標之一是培育更多優秀的大學畢業生。

compared to an average of 60 per cent in most advanced economies.

This neglect of education for a city as wealthy as Hong Kong has been called disgraceful.

Recent manpower projections estimate that Hong Kong will face a shortfall of about 16 per cent in manpower supply against requirement by 2005. This translates into about 110,000 people, of whom about three-quarters are in the sub-degree and associate professional levels.

Secretary for Education and Manpower Fanny Law said the government has set a target of increasing the age participation rate in higher education progressively from 30 per cent to 60 per cent within 10 years.

“We must address this deficiency if Hong Kong is to maintain its competitive edge in the knowledge economy,” she said in a recent speech. “The SAR Government places great emphasis on the development of higher education, as it holds the key to Hong Kong's future. Funding for universities has expanded by three fold in the past 10 years.”

Maintaining and even upgrading the quality of education is another issue that

needs to be addressed. Many in the business sector say that the quality of university graduates is declining, with the most common complaint being poor language and communication skills.

“This perception is only half true. I am convinced that the good graduates from local universities are still very good, and the best are even better than before,” she said.

But she concedes that universities must ensure that the highest standards are maintained.

“This is an area where our universities need to work much harder. I am not sure, for example, whether the exit requirements for students are being maintained as vigorously as they should be, otherwise, how can we explain the fact that almost all students, once admitted, are guaranteed to graduate in three years' time?”

CONTINUING EDUCATION

Getting the long-term unemployed and “old economy” workers back into jobs and retrained is proving to be a hard nut to crack, but some progress is being made.

According to a recent survey, about one-fifth of the adult population in Hong Kong take up different forms of continuing education on a self-paying basis. The survey also revealed that only 8 per cent of Hong Kong firms have provided formal training for their employees, and most of those were large companies.

Multinational corporations in Hong Kong place high importance on staff training and spend up to 3 per cent of their payroll on training to make employees more productive, Mr Barrett said.

Many local small- and medium-sized enterprises – which account for about 98 per cent of local enterprises – on the other hand, consider training an unnecessary cost. They also fear that staff will leave for a higher-paying job if they are better qualified. However, training helps create a sense of loyalty to a company because employees know they will continue to grow if they stay at the firm.

To try and bridge the void and encourage SMEs to upgrade their own human capital, the government has earmarked HK\$300 million for the establishment of an SME Training Fund, which covers 50 per cent of SMEs' training expenses, with a ceiling of HK\$10,000.

But the gesture is considered a half-hearted attempt at tackling the problem of upgrading the workforce.

“If you have 10 employees and with an average training course costing about HK\$3,600, a HK\$10,000 subsidy is not going to go very far,” Mr Barrett said.

More recently, Mrs Law announced on Sept. 7 the launch of the Skills Upgrading Scheme (SUS), which provides focused skills training for in-service workers with secondary or lower education levels.

Mrs Law said that 70 per cent of the cost of the training course would be met by the public purse, with the remaining 30 per cent to be shared between trainees and their employers.

Measures have been set in place to ensure the usefulness of the scheme, wherein sector-specific working groups' representatives would inspect the training facilities, the trainers' qualifications and how classes are conducting.



重整旗鼓

有言論指出，本港人力發展面臨的一項重大問題，是需要率先訂定路向。

吳克儉說：「不知前路何往，教策劃人員難以培育合適人材，迎合需求。其次，工業和經濟更迭亦使人力需求不斷改變。」

目前，只有約30%港人有機會接受專上教育，在最先進經濟體系，這比率平均為60%。

在香港如此富庶的城市，教育卻偏被忽略，這實在令香港有點黯然失色。

近期發表的人力需求估計顯示，香港的人力供應不足率將達16%，相當於約11萬人，當中四份之三屬副學士或助理專業人士。

教育統籌局局長羅范淑芬說，港府已訂定目標，於未來10年間把接受專上教育的人口比例由現時的30%，逐步提升到60%。

她在近期一次演說時提及：「香港要維持在知識型經濟中的競爭優勢，便須正視這方面的缺失。特區政府認為專上教育主宰本港未來的發展命脈，故非常側重這方面的發展。過去10年，政府對大學教育的資助額已遞增了三倍。」

另一需要正視的問題，是維持甚至提升教育質素。不少商界人士認為，大學教育質素正在下降，他們經常投訴大學生的語文和溝通技巧強差人意。

羅太說：「他們的理解只有一半屬實。我個人深信，在本地大學取得良好成績的畢業生，其素質仍甚佳，而優秀的一群更勝往昔。」

不過，她贊同，大學須能保持最高水準。

她說：「這是本港大學需要著力的地方。例如，我不肯定畢業基準是否仍保持嚴格，不然，如何解釋差不多所有獲錄取的大學生，均一律能在三年後畢業？」

持續進修

要安排長期失業人士或「舊經濟」工人重返工作崗位和接受再培訓，確實不易，但本港已取得一定進展。

據近期一項調查顯示，本港約有五份一的成年人自費修讀多種多樣的持續進修課程，但卻只有8%本地公司為僱員提供培訓，其中大多為大型企業。

畢烈說：「在港的跨國機構十分重視培訓員工，會抽撥多達3%的薪酬支出訓練僱員，增加員工的生產力。」

可是，佔本港企業98%的中小型公司則視培訓為不必要的開支。它們亦恐怕僱員會於資歷提升後，另謀高就。不過，無容置疑，培訓能有助縮造員工對公司的歸屬感，鼓勵他們與公司同步成長。

政府為嘗試填補這空隙及鼓勵中小企增加它們的人力資產，已同意成立三億港元

的中小型企業培訓基金，贊助中小企50%訓練支出，最高資助額為一萬港元。

然而，這措施卻被指不足以解決提升工人質量的難題。

畢烈說：「如你有10名僱員欲進修，每人的學費平均為3,600港元，一萬港元的贊助明顯不敷應用。」

羅太於9月7日公佈推出「技能提升計劃」，為中學或較低學歷的工人提供在職技術訓練。

羅太說，該計劃的70%開支由政府承擔，其餘三成由接受培訓的僱員和僱主負責。

港府亦制定相應措施以確保計劃的效用，如行業工作小組代表可檢查培訓設施、導師的資格和教授方式。

企業管理資源亞洲有限公司行政總裁溫華表示，中小型企業是香港經濟的支柱，若他們的競爭力減弱，香港也將踏上同一命運。

他說：「我們固然可藉資金和機器借貸扶助中小企，但我們一日不協助它們提升經營上的競爭能力，它們始終會有困難。中小企的競爭對手不限於本地同業，還有韓國、台灣、新加坡、印度等地規模相若的公司，因此它們須瞭解全球市場的走勢。有見及此，香港中小企須投放資源，加強知識型員工的培訓和發展。可惜，它們卻常礙於短期市場壓力，缺乏採取相應措施的資源和承擔。」

本年五月，亞太經合組織就增強人力資本在北京舉行高層會議。溫氏稱，會上的商貿企業均一致認同，要確保競爭力，他們須實施策略性計劃，包括不同形式的持續教育或終生學習，針對社會不同組別的人士。

他說：「會議中亦再次強調政府、學術界和商界合力推動的需要，甚至要籌辦針對個別需要的課程。這些舉措所費不菲，但坐以待斃的代價更大。我認為這是唯一的出路。」

職業訓練局

職業訓練局副執行幹事(機構事務)邱霜梅表示，該局每年均檢討旗下課程的內容，確保學員具備僱主所需的技能。

她說：「從畢業學員的就業率著眼，此等計劃的成效不言而喻。高級資訊科技文憑課程畢業生的就業率為96%，文憑課程的為88%。培訓方面，逾九成學員找到工作。」

職業訓練局副執行幹事(教學)林麟書教授補充說：「學員能順利找到工作，原因是這些課程著重實際，針對職業要求而設。」

職業訓練局副執行幹事(訓練及發展)吳澤基表示，該局定期檢核課程，確保培訓中心為學員提供適當的技術訓練。



COVER STORY

Alexander Wan, managing director for Asia, Executive Resourcing Asia Ltd, said SMEs are the backbone of Hong Kong's economy so if they lose their competitiveness so will Hong Kong.

"Yes, we can always loan money or machinery to SMEs but unless we help them improve their strategic competitiveness, they will always have an issue," he said. "They need knowledge about the global markets as SMEs will have to face the reality that for them to survive they will not only have to compete with their fellow SMEs, they will also compete with SMEs in Korea, Taiwan, Singapore, India and so on. This means Hong Kong SMEs will need to invest in training and development of their knowledge workers. Unfortunately SMEs often times do not have the resources or commitment to do so due to extreme short term market pressure."

At the APEC High Level Meeting in Human Capacity Building in Beijing this May, Mr Wan said there was a consensus that for businesses and trading areas to remain competitive, they need to implement strategic programmes. These include continuing education or lifetime learning in different forms for different groups of people in society.

"Again, the need for government, academics and businesses to work together was stressed and possibly even tailor-made programmes would need to be created," he said. "These initiatives will be expensive. But the cost of not doing so will be even greater. Unfortunately, I don't think there is any other option."

VOCATIONAL TRAINING COUNCIL

Carrie Willis, deputy executive director (Corporate), Vocational Training Council, said that the organisation annually reviews its courses and content to ensure they provide students with the skills employers need.

"For the employment rate of our graduates, the figures speak for themselves. For higher diploma graduates in IT the employment rate is 96 per cent, and for diploma students 88 per cent. From the training side, over 90 per cent of students find work," she said.

Dr David Lim, deputy executive director (Academic), VTC, added that, "In a sense they get jobs because of courses' high vocational element, because we are training people for real employment."

Geoffrey C K Ng, deputy executive director, (Training & Development), VTC, said that the council regularly examines courses to ensure centres are turning out students with the right skills.

"We have 20 training boards with very wide representation ... and very good input from employers," he said. "We also undertake surveys on employee satisfaction to find out how well or how badly our students are doing."

"We need to provide training and education to students and trainees which measure up to the market demand to what employers want and to what Hong Kong's manpower requirements are," Mrs Willis added.

Critics of the VTC say that its centres are wasting resources by still training students for industries that are disappearing in Hong Kong, such as textiles and heavy-mechanical engineering. But Dr Lim said the VTC has reduced the importance of courses that are no longer in demand or restructured others. So instead of teaching textile production, it now teaches about textile and fashion industry R&D, for example.

"The other thing is to make sure the staff can teach about the developing trends," he said. "That means making sure staff are up-to-date on their disciplines, and second is to make sure they can impart their contents effectively to students."

VTC said it has found that employers increasingly cite generic skills such as communication and English skills as being important in addition to vocational and technical skills in students.

Employees also said they need more and more transferable skills. Another issue is that students should have multi-skills, which in itself enhances the competitiveness of Hong Kong's industries.

Teaching multiple skills could be considered to conflict with academic disciplines, but this is the reality of the workplace.

"That is why we are always looking at what is actually needed," Dr Lim said. "What we teach must reflect the reality of the workplace and the trend."



VTC is phasing out courses for sunset industries and upgrading others, such as fashion and clothing design.

職業訓練局正一面刪減有關夕陽工業的課程，一面加強時裝及成衣設計等方面的培訓。

IT MANPOWER SHORTAGE

One of the acutest manpower shortages is in information technology, where there is clearly a drastic shortage.

A survey by the Vocational Training Council (VTC) estimated that, as at March 2000, over 61,000 persons were engaged in IT-related work in Hong Kong. The survey forecast that the number of IT personnel would increase to 106,000 in 2004, of whom around 55 per cent should be at degree level or above.

Also, a report on Manpower Projection to 2005 predicted that the overall demand for IT personnel in Hong Kong would grow at an average annual rate of 11.8 per cent.

These figures represent an average additional demand of between 8,000 and 11,000 IT personnel annually.

"The current worldwide shortage for IT manpower is half a million and that number will grow to 1 million by 2002," said Mr Barrett, who sat on the government's Task Force on IT Manpower. "Now the important point about that is that we are trying to get the rest of the world to supply us, so everyone else is in the same boat as we are."

To develop IT human resources, the task force's report recommends a package of 13 measures that Hong Kong should adopt to address the IT manpower needs.

Immediate measures include allowing Mainland IT professionals, as well as streamlining the admission process for overseas IT professionals, to work in Hong Kong. The report also calls for encouraging world-renowned private IT training institutions to operate in Hong Kong, accredit IT skills below degree level, as well as collaborate with the industry to provide professional IT training for secondary school students, among others.

Longer-term measures to be explored include upgrading university graduates in IT and related disciplines and increase IT content in both IT and non-IT disciplines, promote and accept credit transfer/exemption in universities for IT-related disciplines, and set up corporate schools in the IT field in collaboration with the industry, among others.

The report says that at the high-end of its projections, Hong Kong will need an additional demand of 11,000 IT personnel annually. Some 6,000 at degree level or above should be able to be met by the estimated 5,000 students who would graduate from local universities in IT and related disciplines each year.

The remaining gap could be bridged by various means like admission of Mainland or overseas IT professionals, or local talent overseas returning to Hong Kong.

IMPORTING TALENT

The mobility of talent is a worldwide trend that is sweeping the world's economies, and those that try to stop it run the risk of isolating themselves. Some quarters in Hong Kong have said that importing talent will be detrimental to the local economy and workforce. By contrast, the Mainland, especially the Pear River Delta has benefited tremendously through importing Hong Kong talent.

Moreover, Hong Kong's past policies of opening its doors to entrepreneurs from around the world has played a critical role in the territories success and its cultural diversity.

The government's plan to implement the Admission of Mainland Professionals Scheme first in IT and financial sectors is therefore a positive start and will add greater flexibility to employment practices in local labour market. But consideration of the same scheme in any sector which is lacking in qualified personnel must be made to enable Hong Kong to compete in the global economy. 13

他說：「我們現設有 20 個培訓委員會，會員來自廣泛界別...僱主亦經常提出寶貴的意見。此外，本局還就僱主的滿意程度進行調查，以便得悉學員的優劣。」

邱女士續稱：「我們需要為學員提供符合市場需求、僱主期望和本港人力訴求的培訓和教育。」

不過，有關該局的評論認為，該局轄下的訓練中心現仍教授紡織和重型機械等夕陽工業所需的技能，乃浪費資源。林教授稱，該局已逐漸削減一些不合需求的課程，或重新規劃課程內容。例如，已取消紡織生產這一學科，改為紡織和成衣業的研究和發展。

他說：「另一方面，是確保導師能講授各行業的發展趨勢，要求他們掌握所屬行業的脈搏，保證他們能向學員有效地傳輸課程內容。」

職業訓練局發現，除針對特定行業的專門化技能外，僱主愈來愈著重僱員的通用才能，包括溝通和英語技巧。

基於僱員的回響，該局知道他們需求更多可轉移的技能。由此引起的另一議題是，學員具備多元化技能，有利提升本港工業的競爭力。

教授多元技能會被視為與教學原則背道而馳，但這卻是工作場所的切實需要。

林教授說：「所以，我們經常檢討實際需要。本局的課程內容須能切實反映工作場所和行業的走勢。」

資訊科技人才短缺

人力供應不足的情況，在資訊科技行業尤為嚴重。資訊科技業已明顯出現人才供不應求的情況。

據職業訓練局一項調查估計，截至 2000 年 3 月，香港有超過 61,000 人從事與資訊科技有關的工作。調查預測，投身資訊科技業的人員於 2004 年將增至 106,000 人，其中約 55% 必須持有學位或以上學歷。

另外，《香港直至 2005 年的人力資源推算》報告預測，香港對資訊科技從業員的整體需求將每年平均遞增 11.3%。

這些數據表示，香港未來每年平均需要額外 8,000 至 11,000 人從事資訊科技工作。

身兼政府資訊科技人力統籌專責小組成員的畢烈表示：「現時全球欠缺 50 萬名資訊科技人員，於 2002 年數目將增至 100 萬。問題的關鍵是，我們須從世界各地網羅人才，結果跟其他地方一樣，面對相同處境。」

專責小組為加強資訊科技人力供應，在報告建議實施一套共 13 項措施的方案，以發展資訊科技人才。

即時的措施包括輸入內地資訊科技專

才及簡化引進外地資訊科技專才來港工作的程序。此外，報告亦建議政府鼓勵世界知名的資訊科技培訓機構在香港開辦課程；評審學位程度以下的資訊科技技能，以及與業界合作，為中學生提供專業訓練等。

長遠的措施包括提升大學資訊科技和相關學系的畢業生人數；加強各個學系的資訊科技課程；推動並接納大學就資訊科技課程採取學分轉移和豁免的措施，以及與業界合辦資訊科技企業學校。

報告指出，香港未來每年對資訊科技人員的需求，最高將達 11,000 人，其中 6,000 名須持有學位或以上程度。若照每年修畢本地大學資訊科技及相關學科後投身資訊科技工作約 5,000 人的數字看來，需求是可以應付的。

餘下不足的數額相信可由不同的途徑加以填補，如輸入內地或海外資訊科技專才，或本地人才從海外回流香港。



Hong Kong is expected to need between 8,000 and 11,000 IT personnel annually.

據估計，香港每年需要 8,000 至 11,000 人從事資訊科技工作。

輸入人才

人才流動全球化的趨勢正席捲世界各地的經濟體系，有意阻礙人才流動的地區須承受自我孤立的風險。香港一些團體表示，輸入人才有損本地經濟和勞動力市場。但恰好相反，內地（尤其是珠江三角洲）已藉輸入香港人才獲益不淺。

香港一直奉行門戶開放政策，讓世界各地的企業家可在港發展業務，這與本港的商業成就，以及文化的多元發展有著莫大關係。

政府率先為資訊科技和金融服務兩個界別推行「輸入內地專業人才計劃」，這是好的開始，有助增加本地勞工市場的就業彈性。然而，政府宜考慮於其他缺乏優質人才的行業推行這項計劃，以保持香港在全球經濟中的競爭能力。 13

Lack of right skills hurting HK firms

By Frank Adick

Doing business at the best of times is never easy and what makes the difference is good people. However, recently in Hong Kong it is the lack of the right people that is causing difficulties.

Talking with business executives, it becomes clear that one of the greatest concerns organisations have today is the quality of their employees. We see it everywhere, in hotels, restaurants, shops and in industry, the standard of service is declining.

The fact is that people are occupying positions for which they have not been properly trained and this is true at almost all levels within an organisation. This is the decade of transition and refinement of practices in organisations. But how do we get the best in our organisational positions?

Take middle management, for example. They are accountable for three broad areas of responsibility which are: getting supervisors to supervise, organisational management and opportunity management. Within each of these broad categories of responsibility, careful scrutiny is called for in prioritising the managers' specific activities. They need to be aware of the fact that their subordinates' supervisors have numerous pressures placed upon them, and that these pressures determine the results achieved. Yet we still see people at this level behaving in ways that indicate their understanding of the job is to spot mistakes and catch employees doing things wrong. When something does go wrong they tend to step in and straighten it out instead of helping the employees to learn from the mistake, and coach them on how to solve the problem.

In the past, it might have been possible for a manager to get by if he fulfilled only some of the managerial responsibilities. But with today's pressures, it is essential that these responsibilities are prioritised and that managers recognise and focus on the most important areas.

Developing the skills and capabilities of the lower level employees becomes an absolute necessity, not only because in many cases they are the ones that are in contact with the public or customers, but also because their efficiency will prevent re-work and other undue problems. The lack of well-qualified lower level employees causes supervisors to spend more time with this group and even finds supervisors doing the work for them, which in turn, will cause middle managers to fill in on the work that is left behind by supervisors.

We frequently observe that, in part at least, each level of organisation is pulled down one step and sometimes even more. When senior management cannot properly fulfil its responsibilities because too much time needs to be devoted to day-to-day operations, a price has to be paid. The organisation experiences stagnation, negative public and client relations, and possibly even government interference or intervention.

Focus within organisations has to be more effectiveness oriented. This is to say that staff need to do independently what they are hired to do without the continuous assistance and help of supervisors.

It is not as difficult as many people may think, it simply means a systematic process of developing employees over a period of four to six months. The change requires making the time for lower level staff – a time for coaching and counselling, and not for doing the job for them. The success of this depends on a correct understanding of the responsibilities to be performed at each level of the organisation.

And what about the specific duties of a supervisor? In what ways are they different from those performed by the middle manager, and how do they differ from those of senior executives?



Middle managers should not focus so much on managing the behaviour of people, but put more attention on managing the organisational environment. It is the environment that creates behaviour and it is people who create the environment, but who are these people? They are, or at least should be, the middle managers who are responsible for running the organisation on a day-to-day basis. It should not be top management since they have higher levels of accountability.

It is much easier for organisations to correct and refine their practices today than it will be 12 months down the road. The longer we wait, the more difficult the correction and



適才匱乏 窒礙香港企業發展

Frank Adick

馳聘商場，駕馭時機，從來都不容易，關鍵在於是否擁有精英之才。近年，香港企業往往遇上欠缺合適人材的難題，阻礙了業務的發展。

論及商業行政人員，現今企業明顯最關注的是僱員質素。不論是酒店、飲食、零售以至工業，服務質素日益下降的趨勢顯而易見。

僱員在工作崗位上履行職務，卻未曾受過任何適當的培訓，這現象差不多存在於公司各個階層。香港企業正面臨轉型，作業模式須愈趨完善，但僱員如何能發揮最大效益呢？

以中層管理人為例，他們的職責大致可分為三大範疇，包括延攬人材襄助督導，以及企業管理和機會管理。在每一範疇，他們均需仔細斟酌，從而訂定核心工作。他們需要注意轄下督導員會不斷給他們帶來壓力，這些壓力足以影響辦事成果。無疑，專找僱員工作上的不是和錯處的中層經理大有人在，他們對分內工作的理解亦莫過於此！事情弄垮了，他們往往會直接介入，以平息事件，但卻不會指導僱員如何解困，或協助員工從中汲取經驗。

以往，只要他們在某方面的管理職能有所表現，便可勉強過關。但今天他們要承受的壓力已不能同日而語，對他們來說，最重要的是權衡輕重，認識和集中處理要務。

培訓低層員工的技能確是事在必行，因為他們是與大眾或客戶溝通接觸的前線部隊；同時，其工作成效也可減省不必要的重做修正和岔子。公司欠缺優質的低層僱員，直屬上司惟有在他們身上多花時間，甚至要兼顧他們的工作，致令分內的工作做不到，需要上一級的經理代勞。

從某程度看，公司內每個階層是互為影響的。其中一個階層不濟事，便會拖累另一階層，只是程度各異。高層經理花過多時間處理日常營運事務，結果無法恰如其分地發揮功能。牽連所及，公司業績停滯不前，而與公眾和客戶的關係亦會受損，甚至可能引來政府干預。

企業應著力提高僱員的效能表現。僱



員須能獨立處理分內工作，無須依賴上司長期協助。

事實上，要改變現況並不如大多人所想像般困難，只要企業能有系統地為僱員提供四至六個月的培訓，便不難成事。當中固然需要騰出時間讓低層員工接受指引和輔導，而不是代他們完成工作。公司各階層僱員對分內職務有正確的認識，是培訓取得成效的關鍵。

至於負責管理低層員工的督導員，他們的職責又是甚麼？他們的職務與中層管理人有何不同？與高層的分別在哪裡？

中層經理的管理重點，不應過份集中僱員的工作態度，而應是公司整體的營運環境。環境可帶動表現，但環境卻是由人創造，這些人是誰？他們至少應包括專責機構日常運作的中層經理，而不是企業高層，原因是他們須擔負更高的權責。

公司要改善管理模式，理應及早行動。愈是拖延，改革和轉變便愈艱難。香港的經營和勞動成本日益上漲，加上通脹持續，香港在國際市場的競爭地位正備受威脅。況且，相比之下，其他亞洲國家的勞動力充足，勞工成本卻較低，香港在製造業的競爭力已明顯相形見绌，製造廠商已逐漸把據點轉往區內其他地方。

有鑑於此，企業管理人實須採取更主動進取的態度，正視和解決這問題。 **B**

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transition is going to be. Operational and labour costs are going to continue to rise and with it inflation, and what is critical is that Hong Kong will have difficulty staying competitive in the world market. Already, we are losing manufacturing organisations to other Asian countries with more abundant labour at lower costs.

Clearly management needs to become more proactive in addressing the problem. **B**

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Slower growth expected for Hong Kong SAR economy

Economic forecasts were thrown up in the air on September 11 as shock waves from the terrorist attacks on the United States sent the world's economies into a tailspin **By IAN PERKIN**

The Hong Kong General Chamber of Commerce announced on September 10 that it was downgrading the expected growth rate for the local economy in the 2001 year to an average 0.7 per cent from the previous estimate of 2.8 per cent.

A day later, the horrific, terrorist attacks on the World Trade Centre in New York and the Pentagon in Washington D.C. sent right-minded people around the world into shock and global financial markets into a tailspin.

The dreadful destruction and loss of life were immediately apparent to all those viewing their events on their television screens world-wide, as was the impact on the American people, both survivors close to the events and those more distant from them.

The reaction of world markets was also immediate, with stock prices plunging, oil and gold prices rising, currencies fluctuating and confidence damaged, perhaps severely. Short-term volatility looked like ruling in all financial markets.

For the medium-to-longer-term, the consequences of the attacks – political, diplomatic and economic – remain uncertain, but are likely to be substantial. The negative economic impact is likely to be felt not just in the U.S., but around the globe.

Making his first comment on the potential impact, the SAR Financial Secretary, Antony Leung, said the economic situation would have to be carefully monitored.

“What happened yesterday in the United States will have impact on the U.S. economy, and Hong Kong, being a very open economy, will be affected, particularly through a reduction in exports and possibly re-exports,” he said.

“However, we believe that there may be softening in the US dollar as well as in the US dollar interest rate, and it will have some

positive impact on the Hong Kong economy. As for the details and the exact impact, we have to watch the situation very carefully and monitor it as the situation develops.”

In its own announcement of its revised SAR economic forecast immediately before the U.S. attacks, the Chamber acknowledged that if world conditions were to deteriorate further, the 0.7 per cent growth target could prove to be at the top end of the range.

This must now be a real prospect. The U.S., global and Asian regional economies were already slowing ahead of the revised forecast being made and the U.S. global outlooks are both now more uncertain than they were prior to the attacks.

The Chamber's revised annual forecast assumed zero growth in the local economy in this, the second half of the calendar year, following a mere 1.4 per cent expansion in the opening six months.

The downgrade followed the release of the government's official second quarter economic report on August 31 showing just 0.5 per cent growth in the quarter, after 2.3 per cent in the first, and an expected one per cent growth rate for the full year.

In its assessment, the Chamber said that given the external factors affecting the local economy, and apparent weaknesses in both domestic consumption and investment, the government's forecast of 1 per cent annual growth might be slightly optimistic.

The Chamber pointed to the continuing weakness in the external trade picture in July, the further setback to domestic retail sales in the same month and some scaling back of investment all suggested a weak outlook for the second half.

So, too, did the fact that unemployment also appeared to be on the rise and would do

little for confidence in the medium term.

The Chamber suggested that lower interest rates would ultimately have some impact, but with potential borrowers lacking in confidence and lenders continuing to take a cautious approach, it would take some time for them to give a lift to activity.

It pointed out that expectations for a U.S.-led recovery were, even then, receding well in to the new year and that the European and Japanese economies were also weak. Of Hong Kong's major trading partners, only China continued to show good growth and most of that was domestically based.

The Hong Kong Government's own, revised, full year forecast of a 1 per cent expansion anticipated growth of only 0.6 per cent in the final six months of the year, but it is more likely to be zero, or even slightly negative if conditions deteriorate further.

In its own statement on August 31, the SAR Government said the sluggish global economic environment continued to weigh on the Hong Kong economy in the second quarter of 2001. On a seasonally adjusted quarter-to-quarter comparison, GDP declined 1.7 per cent in real terms in the second quarter of 2001, after staying virtually flat in the first quarter.

The government's Chief Economist, K Y Tang, said Hong Kong's external demand for the rest of the year might continue to be held back by weak import absorption in the industrialised economies and by the more severe economic setback within East Asia.

“As to local demand, consumer spending may tend to decelerate as the labour market eases, while investment spending on machinery and equipment as well as building and construction activity may continue to be slack,” he said.

香港經濟料將放緩

美國於9月11日遭受恐怖襲擊，令全球經濟風起雲湧，議論紛紛 洗柏堅



“Increased pessimism for the U.S. economy is the key source of uncertainty dimming the global economic environment in the most recent months.

“Compounding this are the more distinct weakening in the European economies, the continued sluggishness in the Japanese economy, and further scale-back in current-year forecasts in many of the other East Asian economies amidst the electronic products slump,” he said.

“Volatility in exchange rate movements and jitters in stock markets overseas are likewise disturbing. These adverse external influences will continue to feed into the local economy to dampen performance in the near term,” Mr Tang concluded. **B**

香 港總商會於9月10日宣佈調低2001年本地經濟增長預測，由原本2.8%降至平均0.7%。

翌日，紐約世貿中心和華盛頓國防部五角大樓發生轟動全球的恐怖突襲事件，令正義之士大為震驚，環球金融市場驟然陷入混亂。

是次事件所造成的驚人破壞和人命傷亡，迅即呈現於全球透過電視觀看的目擊者眼前，而對於美國僥倖的生還者以至遠離肇事現場的人士，亦同樣帶來重大的影響。

事件旋即波及國際金融市場，股價暴瀉、油價和金價急升、貨幣匯價波動，投資信心也可能已嚴重受挫。短期來說，所有金融市場仍會持續起伏不定。

中期至長期而言，美國遇襲事件所構成的政治、外交和經濟後果，雖仍未明確，但料必相當嚴重。負面的經濟影響將由美國蔓延全球。

財政司司長梁錦松首次回應美國事件時表示，須小心監察世界的經濟形勢。

他說：「昨天美國發生的事，對該國經濟必然有所影響，而香港擁有非常開放的經濟體

系，亦會受到牽連，尤其是出口以至轉口會出現減縮。」

「然而，我們相信，美元和美元息口會偏軟，這對香港可能會有正面的影響。至於具體的細節和切實的影響，還須我們小心觀察事態的發展，才可確定。」

總商會剛巧於美國遇襲事件發生前，公佈修訂本地經濟增長預測。本會考慮到若全球經濟狀況進一步惡化，本港經濟增長率最高僅為0.7%。

如今，先前的假設現已成為不爭的事實。在本會修訂經濟預測前，美國、全球和亞洲的經濟已呈現衰退。遇襲事件後，美國和全球的經濟前景將更添不明朗因素。

總商會在修訂本地全年經濟增長預測時，亦預設本地經濟繼上半年增長僅1.4%後，下半年將錄得零增長。 **B**

總商會緊隨港府調低預測數字。港府於8月31日發佈本年第二季經濟報告，顯示經濟增長率由第一季2.3%降至第二季0.5%，全年的預測增長為1%。

本會在公佈調低經濟預測時指出，鑑於本地經濟受著外圍因素影響，加上本地消費和投資顯著疲弱，政府的1%全年經濟增長也許略為樂觀。

本會指出，七月的外貿持續積弱、零售銷情欠佳和投資減縮等因素，均致令下半年經濟前景看淡。

同時，失業率呈上升趨勢，中期內難以提升市民對經濟的信心。

所以，本會認為調低利率最終會產生一定效用，但因準借款者缺乏信心，而貸款人亦保持審慎，他們會於稍後才有所行動。

總商會預料，由美國帶動的環球經濟復甦難望於新年前實現，且歐、日本經濟仍然疲弱。綜觀香港的主要貿易夥伴，只有中國保持良好的增長，其中很大程度由內部經濟帶動。

政府修訂全年經濟增長預測至1%，乃基於預期下半年的經濟增長為0.6%。本會認為，若經濟情況進一步惡化，這數字有可能為零，甚至會出現輕微負增長。

政府於8月31日新聞發佈中表示，香港經濟在2001年第二季繼續受到全球經濟不景氣所影響。經季節性調整的按季度比較，2001年第二季的本地生產總值實質下跌1.7%，而第一季則幾乎沒有變動。

政府首席經濟顧問鄧廣堯指出，迄本年底，香港的對外出口將繼續受制於工業國疲弱的入口需求，以及東亞區內更形嚴峻的經濟情況。

「本地需求方面，隨著勞工市場放緩，消費開支可能會有所減慢，而機器及設備的投資開支及建築活動亦會持續疲弱。」

「最近數月，美國經濟情況越來越不樂觀，是籠罩全球經濟的主要不明朗因素。」

「與此同時，歐洲經濟顯著轉弱、日本經濟持續呆滯，以及電子產品需求急挫進一步拖低多個東亞經濟體系今年的經濟增長預測，令整體外圍環境更加惡劣。」

鄧廣堯總結道：「外圍經濟同樣面對匯率波動及海外股票市場反覆的困擾。這些不利的外來衝擊在短期內將會繼續拖低本地經濟表現。」 **B**

Face to Face

with Cindy Cheng



CINDY CHENG, CEO OF DICKSON CYBER CONCEPTS, WAS RECENTLY REELECTED CHAIRMAN OF THE CHAMBER'S E-COMMITTEE. She is credited with launching Hong Kong's first "Clicks & Bricks" project, and several e-related initiatives within the Chamber. *Bulletin* Editor Malcolm Ainsworth caught up with Mrs Cheng and asked her to share her insights into the committee's work, the latest developments in the e-world, and how Dickson CyberConcepts project was developing. Following are extracts from that interview.

The Bulletin: Many people now roll their eyes when they hear 'e-commerce.' What is its current status in Hong Kong?

Cindy Cheng: Here. I want to show you something. I like this chart (right). This came out at the end of 1999, and even back then we anticipated this kind of curve. In early 2000, we were at the peak of all the hype. Right now we are at "publicized e-failures" because everyone thinks e-commerce equals IPOs. It's kind of sad, but at the same time it is good because you do need this kind of shakeout. I think we will experience more shakeouts, then the real businesses that are doing a lot of the back-end work now will stabilize and really leverage the Internet.

Have you managed to accomplish all the goals you set out for the e-Committee in your first year as its chairman?

We started the e-Committee last year because there were a lot of voices from the SMEs saying that they didn't know what to do, and that they wanted help but there was nowhere to go to. So last year, one of the e-Committee's major priorities was to get them to understand and to get them to try and hook up the theory with their business. This year we think we should be very practical and try to bring something to those people who still have questions. So we are offering free one-hour e-consultation sessions.

What has been the response?

So far we've done a handful of sessions and the response has been very good; everyone is going away very happy. The prob-

與君一席話

鄭韓菊芳

Dickson Cyber Concepts 行政總裁鄭韓菊芳最近膺選連任本會 e-委員會主席。她以在香港率先推出「虛實並濟」的電子商務方案而聞名，亦在會內發起了多項相關計劃。本刊編輯麥爾康走訪鄭女士，邀得她分享對 e-委員會工作的前瞻、電子世界的最新動向，以及 Dickson Cyber Concepts 的業務發展。訪問內容摘錄如下：

工商月刊：聽聞「電子商貿」，不少人都會愁眉不展，其實在香港的現況如何？

鄭韓菊芳：我想向你展示一些東西。我喜歡這幅圖。它是在 1999 年底面世的，但很早之前，我們已預計會有這條曲線。2000 年初是它的生命頂峰，現已進入「公認的電子商業衰退」期，因為所有人均認為電子商貿等同招股上市。這無疑令人悲哀，但同時亦有利好的一面，能藉此去蕪存菁。我想這情況將會持續，直至默默耕耘的真正電子商業趨於穩定，真正地發揮互聯網的威力。

閣下於去年擔任首屆 e-委員會主席時立下的工作目標是否已順利達成？

e-委員會於去年成立，乃因應很多中小企表示不知如何應用資訊科技，欲尋求援助，但卻求助無門。委員會去年的工作重點便是增進他們對資訊科技的認識，並鼓勵他們嘗試在業務上套用箇中原理。今年，我們決定更加務實，為存有疑問的人提供協助，因此，籌辦一小時的免費電子商貿諮詢服務。

反應好嗎？

迄今，我們已進行了多次諮詢，反應極佳，各人皆感滿意。他們的問題大都非常簡單，例如，如何把產品上網？或如企業在中國設有營銷隊伍，應否建立內聯網以分享資訊，以及應如何著手？

lems they bring are very simple, such as how do I put my products on the Internet? Or, I have a group of sales people running around in China, should we build an Intranet so we can share information and how do we do that?

Will the programme be expanded?

We were only piloting the programme to e-Committee members over the last two months. We will jointly announce it with the SME Committee to offer it to all members soon. As long as there is a need we will try to help as many SMEs as possible.

We have also asked the Chamber to build a request-for-proposals board so SMEs, whether they come to the one-hour session or not, can still put their requests on the Internet. We will then invite service providers to constantly look at requests and submit their proposals to the guy.

The Chamber is also spearheading the e-Commerce Adoption Campaign, what does the programme hope to achieve?

The goals are to do some practical things that can directly benefit members as well as the community. We are spearheading it but we also have 11 other organizations or associations doing it, including the HKSAR Government.

Why are we doing it? Because Hong Kong never gets on any statistics when people talk about e-commerce; it lags far behind other key Asian markets. This is very alarming. This will likely have a long-term debilitating effect on Hong Kong's industries. We hope the campaign – for the near-term – will promote the use of the Internet to do transactions, which will ultimately increase Hong Kong's competitiveness.

How does Internet Week fit into this?

After a lot of brainstorming we decided to do an Internet Week in December. Citizens are key to this programme and e-commerce in general. We have to get the public involved – like the ATM services before, once they get used to using them it's hard to go back to the old way of doing things. But Internet Week is not just one event. It is a week when businesses try to entice people to go online and do transactions. The whole purpose is for people to go online, try it, and hopefully like it enough that it will become a part of their daily lives.

There is the danger though that they could go online and not like it. What happens then?

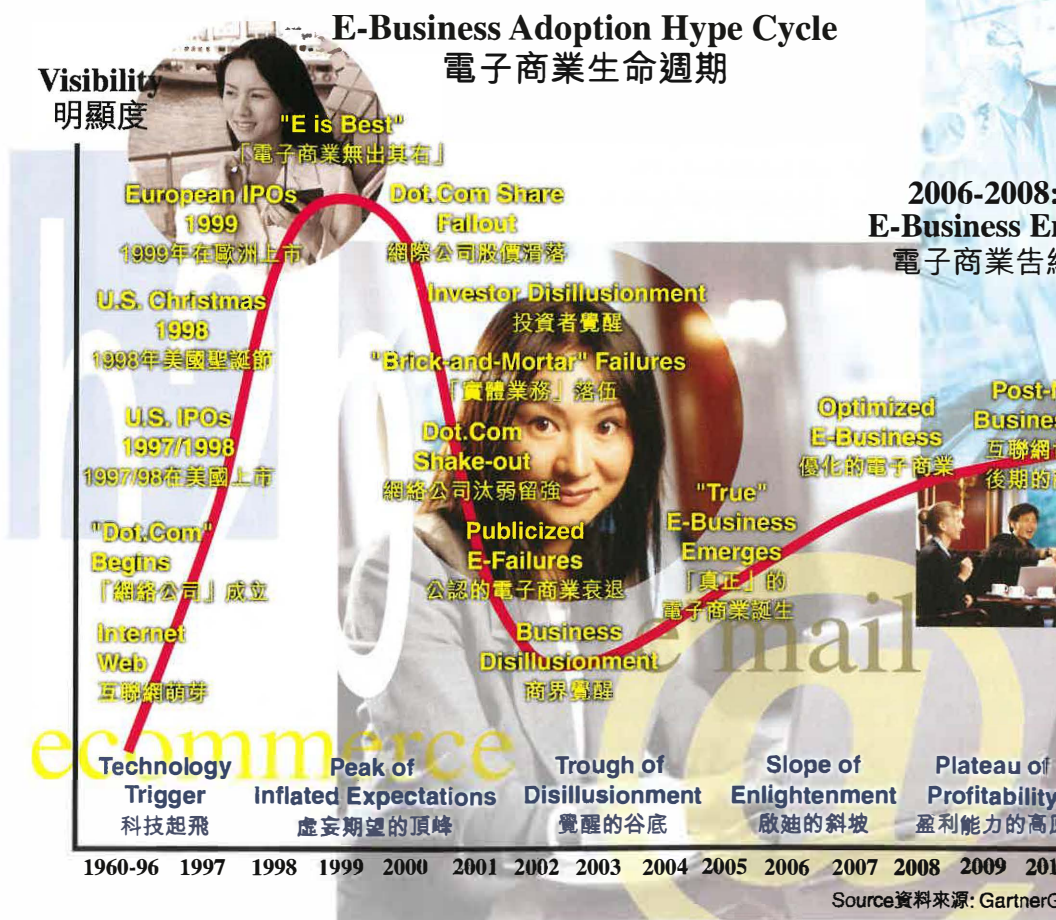
這計劃會否擴展？

過去兩個月，這計劃只向e-委員會會員試行，短期內會與中小型企業委員會聯合宣佈，總商會全體會員皆可享受服務。只要中小企有所需求，我們必然悉力以赴。

我們亦要求總商會設立建議板，中小企不論有否接受一小時的輔導，仍可在網上提出要求。我們會邀請服務供應商不時就這些問題提供建議。

總商會亦正全力推行 e-Commerce Adoption Campaign，這計劃的宗旨是甚麼？

宗旨是做一些能直接令會員和市民受惠的實際工作。我們與包括香港特區政府在內的其他 11 個機構和團體一起推動這項計劃。原因何在？是由於香港從未有過任何電子商貿的統計資料，比其



他亞洲主要市場遠遠遜色，情況令人關注，恐怕會對香港工業帶來長遠的不良影響。我們希望短期內這運動能鼓動各界使用互聯網進行交易，最終可增加本港的競爭力。

Internet Week 如何配合這項運動？

我們集思廣益，決定於十二月舉辦Internet Week。市民是這計劃成功的關鍵；對電子商貿的推行亦舉足輕重，故想得到市民的參與。猶如早前推出的自動櫃員機服務，只要市民習慣使用，便不會倒行逆施。Internet Week並非單一的活動，週內各行各業均可嘗試吸引顧客在網上交易。目標是鼓勵市民進入互聯網，體驗它的威力，進而喜愛它，視它為日常生活的一環。

Of course there is always that danger, but I envision it is not going to be a big-bang kind of success. I think it will reveal a lot of flaws, so this will be a good chance to flush out a lot of problems. But if something goes wrong we fix it, learn from it and move forward. It will also help identify what is Hong Kong's problem with the Internet; why are we lagging behind? Is it a perception problem? Is it a practical problem? What is the problem?

How is the Dickson Cyber Concepts bricks-and-clicks project doing?

I think in terms of our unique concept of bricks and clicks, it is a great concept except we got hit really badly with the economy and fall of e-commerce. Although we anticipated the e-commerce fall, we didn't anticipate the market coming down.

How have you managed to cope with this double blow?

It's been a big challenge for us. We had to let go a lot of people. We had to take away a lot of bottom line and basically had to stop most of our business development – our plan of moving forward has literally stopped. The most important thing for us now is to bring in the front-end revenue and control costs. When we set up this company one and a half years ago we said we would break even in three years. I am still confident that we can achieve that, and that is what we are still aiming at.

Your location doesn't give you any walk-in traffic, how are you trying to get customers to the mall?

Although we knew we wouldn't have natural traffic until 2003 and beyond, because of the economic downturn we had to take decisive measures and we decided to do a major restructuring in February. In May we started to implement another concept at the physical site – brand-name factory outlets selling off-season goods. We are doing quite well there. We have Dickson ourselves as the anchor – Polo, Dupont ... – but we also have Levi's, ABC Golf, Adidas, Megaware ... Its been very successful and it's interesting to see people coming specifically for the outlets.

Do you think WAP or 3G services will give your business – or businesses in Hong Kong for that matter – a boost?

I would say only when it gets more popular. Last year, when I first started the company, I signed up a WAP service with one of the operators. But it wasn't the right time. It all depends on whether these operators come up with really good applications to help small businesses like myself and populate it among the citizens; then it will be of value to me. As a matter of fact, during one of the outlet openings, one of them leveraged WAP technology to send SMS [simple messaging service] and it generated a lot of traffic. We had lines looping to get to that store. So it can work if it is done right.

What do you think will be the next big Internet wave to sweep Hong Kong?

We will not be talking about the Internet in a few years, it will just be the part of lives. Also, pervasive computing. Devices that access the Internet like the palm pilot and mobile have already merged. This will be further merged by the PC. **B**

然而，他們可能會上網，但卻對它沒有好感。那又如何？

誠然，這風險經常存在，所以我預期不會取得全面成功。當中會暴露很多缺點，但我們可藉此機會解決大量問題。如有出錯，我們會將之糾正，從中汲取經驗，繼續向前。這亦有助釐清香港在互聯網方面的問題，為何會落後呢？這是觀念還是實際問題？根本問題在哪裡？

Dickson Cyber Concepts 虛實並濟業務的發展如何？

僅就這獨特的虛實並濟概念而言，它無疑是超卓的構想。可惜，我們卻備受經濟和電子商貿衰退的痛擊。不過，儘管我們預期電子商貿不景氣，但市場不會萎縮。

如何應付這雙重打擊？

這確是很大的挑戰。我們需要裁員、減省很多基層工作，基本上暫停了大部份業務發展計劃，茁壯成長的鴻圖大計已差不多停頓下來。當務之急是開源節流，年半前公司成立時，我們期望三年內達致收支平衡。我仍有信心可以做到，我們仍循著這目標前進。



你所處的地方人流不多，怎樣招徠顧客到商場購物？

我們知道

2003年以前，該處人流不會飆升。加上經濟下滑，我們須採行決定性的措施，剛於二月便進行了重大的緊縮行動。五月，我們開始在商場實踐另一概念，專售季尾名牌貨品，銷情不俗。我們有迪生為後盾，可出售Polo、Dupont、Levi's、ABC Golf、Adidas、Megaware等商品。這門生意甚為成功，喜見市民專程到來購買。

無線應用系統規約(WAP)或第三代流動通訊服務會為 貴公司以至全港同業帶來生機嗎？

如它們更添普及便可。去年啟業之初，我與一經營商簽訂了WAP服務協議，可惜時機不當。癥結在於經營商能否開發優秀的應用系統，協助如本公司的小型企業，並使之普及，供市民大眾使用，如是，便對我有價值。其中一家店舖開業時，曾利用WAP科技傳送短訊服務，使用情況頗佳。我們已與該店組成聯網，如方向恰當，確可成事。

預計席捲香港的下一個互聯網浪潮會是怎樣？

互聯網於未來幾年已不再是我們的焦點，它只是生活的一部份，普及的電腦設備亦然，具上網功能的掌上設備和流動器材已衍生，下一步應是與個人電腦整合。 **B**

China's WTO entry will sharpen Hong Kong's competitiveness

Mainland officials tell Chamber delegation to the China Fair for International Investment and Trade in Xiamen that SAR's advantages cannot be easily superseded **By AGNES LAU**

Hong Kong's international status as both a financial and shipping hub will not be undermined by China's entry into the World Trade Organisation, Vice Premier of the State Council, PRC, Wu Bangguo told members of the Chamber's Xiamen mission. Instead, it would further strengthen Hong Kong's competitive edge.

tional Investment and Trade in Xiamen. Since its establishment in 1997, the fair has grown annually in terms of participating overseas investors and visitors.

With "Go Out" as this year's theme, the fair aimed to explore bilateral and diversified investments given the opportunities and challenges that China's WTO entry are expected to bring.

well as consolidate the results of SOE reforms and anti-poverty measures. He hoped that China would further tap into international markets and expand its export trade and economic cooperation.

"China's GNP for this year will reach the expected 7 per cent target," he said. This is because the main problem that China is facing is not a shortage of capital but technology,



Members of the Chamber's Xiamen mission pose for a group photo with Guangxi officials.
本會廈門訪問團成員與廣西官員合照留念。



Shanghai Vice Mayor Feng Guoqin (right) presents mission leader Stanley Hui with a souvenir.
上海市副市長馮國勤(右)向代表團團長許漢忠致送紀念品。

Speaking to members during their visit to Wu Bangguo on September 8, Mr Wu reiterated that as a free-trade port, Hong Kong would not easily be superseded by any Mainland city, because the territory's sound regulatory regime could not easily be duplicated.

Led by Chamber China Committee Chairman and CEO of Dragon Airlines Stanley Hui, this was the fourth Chamber mission to attend the China Fair for Interna-

During their meeting with Mr Wu, delegates also learned that given the uncertainties caused by the apparent global economic slowdown, the strong US dollar and Hong Kong's third economic transition, China will extend its positive fiscal and stable monetary policies, such as increasing export tax rebates to enterprises to stimulate exports.

China is also striving to raise the national income of its citizens, especially its farmers, establish a sound social security system as

management skills and talent from overseas.

During the meeting, Stanley Hui suggested possible ways for further co-ordination and cooperation between Hong Kong and Guangdong while CSI Chairman Stanley Ko advised on ways that ramp handling services at the airports in China could be improved.

Mr Wu said that China is striving to remove political elements from businesses and

World services leaders met to drive the global economy

Five hundred delegates attended the Second World Services Congress on September 20-21, the biggest gathering in Hong Kong of service sector practitioners involved in multilateral trade policy to promote globalisation of service industries.

Organised by the Chamber and its service policy think-tank the Hong Kong Coalition of Service Industries, the congress was titled "Services: The Driver for the Global Economy."

The tragic event in New York and Washington on September 11, which saw many lives lost as a result of an atrocious terrorist attack, was remembered both in the opening and the congress dinner. As Chamber Chairman Christopher Cheng observed in the opening address, the event has given the congress "additional resolve to continue on the path to globalization, to a better life for everyone. This is why this conference has taken on new significance, to show to the world that development of the service sector – including the financial sector which was so

hard-hit last week – is beneficial to all, and our efforts must continue."

Although some delegates were indeed prevented from coming due to the tragedy, the number of people affected was small. One of those who could not make it was USCSI Chairman Dean O'Hare, also chairman of Chubb Corporation. He was, nonetheless, represented by his Senior Vice President Brant Free. The Chubb Corporation's support of the WSC in those difficult times was well appreciated by congress participants.

The congress itself was marked by keynote speeches by reputed personalities, such as HKSAR Financial Secretary Antony Leung and Mitsubishi Group Chairman Minoru Makihara, who both gave a boost to globalisation in their speeches.

A special feature of the congress was the strong presence of Mainland Chinese delegates. These included Vice President (Vice Minister) Lu Zhiqiang of the Development Research Centre of the State Council, who gave another globalisation speech from the Chinese point of view; Deputy Secretary General of State Development Planning Commission Mr Li Tiejun who elaborated on the Tenth Five Year Plan during the Congress Lunch; and Vice Chairman (Vice Minister) An Chengxin of the China Council for Promotion of International Trade who gave a speech about the China market.

The congress dinner was one of the highlights of the event, at which WTO Director General Mike Moore delivered a speech from Geneva – via video – calling on support for a new round of broad-based negotiations. A three panel member including Andrew Buxton, chairman of European Services Forum, WTO's Hamid Mamdouh and Australian lawyer John McGuigan provided more meat for discussion in a post-dinner forum entitled "making good guys out of globalisation."



Mitsubishi Group Chairman Minoru Makihara
三菱商事株式会社社長 横原稔



世界服務業領袖合力 推動全球經濟發展



來自世界各地的500多名服務業代表於9月20至21日雲集香港，參與世界服務業大會。大會是本港有史以來最大型的服務業盛事，讓從事多邊貿易政策的業界精英協力推進服務業的全球一體化。

世界服務業大會由總商會及其服務業政策智囊團香港服務業聯盟合辦，是屆主題為「服務業：全球發展的動力」。

在大會的開幕儀式及晚宴上，全體與會者一同悼念紐約和華盛頓911恐怖襲擊中的遇難者。總商會主席鄭維志在發表開幕辭時表示：「這次事件促使大會進一步堅守全球化路向，矢志改善民生。大會給賦予了嶄新且重大的意義，向世界證明服務業的發展，包括上週受到嚴重衝擊的金融業，可惠及全人類。我們必須再接再厲。」

慘劇的發生，亦使少部份的代表未能赴會，但受影響的人數不多。其中一位為美國服務業聯盟主席、美國集寶主席Dean O' Hare，故由該集團高級副總裁Bant Free代為出席。美國集寶在這困難時刻，仍給予大會支持，令與會者不勝感激。

大會的重點演說嘉賓均為國際知名人士，香港特區財政司司長梁錦松和三菱商事株式會社會長楨原稔的演辭皆著重鼓勵業界促進服務業的全球化進程。

是次盛會的一大特色，是參與的中國內地代表甚多，包括中國國務院發展研究中心副主任魯志強，他從中國角度剖析全球化；另有中國國家發展計劃委員會副秘書長李鐵軍在午餐會中闡述「十五」計劃，以及中國國際貿易促進委員會、中國國際商會副會長安成信論及中國市場。

在另一重點項目大會晚宴上，世界貿易組織總幹事穆爾在日內瓦透過視像向與會者致辭，促請支持更廣泛的新一輪服務貿易談判。晚宴後的專題論壇題為「看好全球一體化」，三位專題演說嘉賓－歐洲服務業議會主席Andrew Buxton、世界貿易組織服務貿易部總裁Hamid Mammadouh，以及澳洲律師John McGuigan分別發表精闢見解，啟發與會代表進行深入討論。

環繞全球一體化這主旨，大會開設了10個分組討論，讓與會者分別探討廣泛議



Vice President (Vice Minister) Lu Zhiqiang of the Development Research Centre of the State Council
中國國務院發展研究中心副主任魯志強

題，包括服務貿易總協定、中國市場、電子商貿、旅遊業、電影及娛樂業、金融業、電訊業、物流、專業服務及投資推廣策略。總的來說，所有與服務業相關的課題均列入研討範圍。

大會更突破傳統的會議形式，在演說、答問以外附設報告環節，就其中七個分組討論結果進行匯報及提出建議。

報告環節由總商會總裁翁以登博士及亞洲管理協會主席Roberto Ocampo主持。有關結論將送呈世貿及其他組織，為未來服務業政策的訂定方針，提供實質參考。

此外，四大服務業組織－美國服務業聯盟、歐洲服務業議會、日本服務業網絡和香港服務業聯盟在大會上發表聯合聲明，表示支持世貿為開放服務業貿易展開新一輪談判。

除指定議程外，大會亦舉辦了多個附屬會議。首先為學術界論壇，讓學者就發展中國家相關的課題發表研究文章。此外，還有國際金融小組會議及全球服務業網絡會議，前者供美國和歐盟的金融界領袖會晤磋商。後者舉辦兩場，與會代表來自全球的服務業機構，藉此商討對世貿的共同立場，以及服務業自由化的未來路向。

香港機場管理局主席馮國經博士的午餐演說，總結了這次圓滿的會議。他在演說中再次強調，全球一體化永不止息，香港與它有著密不可分的關係。

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While globalisation was the unifying theme, the congress broke out into 10 different groups to discuss a wide range of topics, from the General Agreement on Trade in Services, to the China market, e-commerce, travel and tourism, film and entertainment, financial services, telecommunications, logistics, professional services, and investment promotion. Every subject that is significant for the service industries is covered in the congress.

More importantly, unlike usual conferences of speech making and questions/answers, the WSC goes further by producing a set of conclusions and recommendations arising from the discussion of seven out of the ten breakout workshops.

These were discussed thoroughly in a plenary session chaired jointly by Chamber Director Dr Eden Woon and Asian Institute of Management President Mr Roberto Ocampo. The conclusions are submitted to the WTO and other bodies to help shape the way forward for services policy making.

In addition, four major service industry organisations – U.S. Coalition of Service Industries, European Services Forum, Japan Services Network and HKCSI – joined to issue a statement during the congress in support of a new round of WTO negotiations to liberalise services trade.

Besides the official agenda, the congress provided the venue for a number of “associ-

ated meetings.” An academic forum was held for scholars to present papers on issues relating to developing countries. The financial leaders group organised by the U.S. and E.U. counterparts also took the opportunity to meet. The Global Services Network, the network of service sector organisations, met twice to discuss common positions on the WTO and the way forward for services liberalisation.

A luncheon speech by Dr Victor Fung, chairman of the Hong Kong Airport Authority, rounded off a highly successful congress, further reinforcing the message that globalisation not to be stopped and Hong Kong is inextricably part of it. **B**

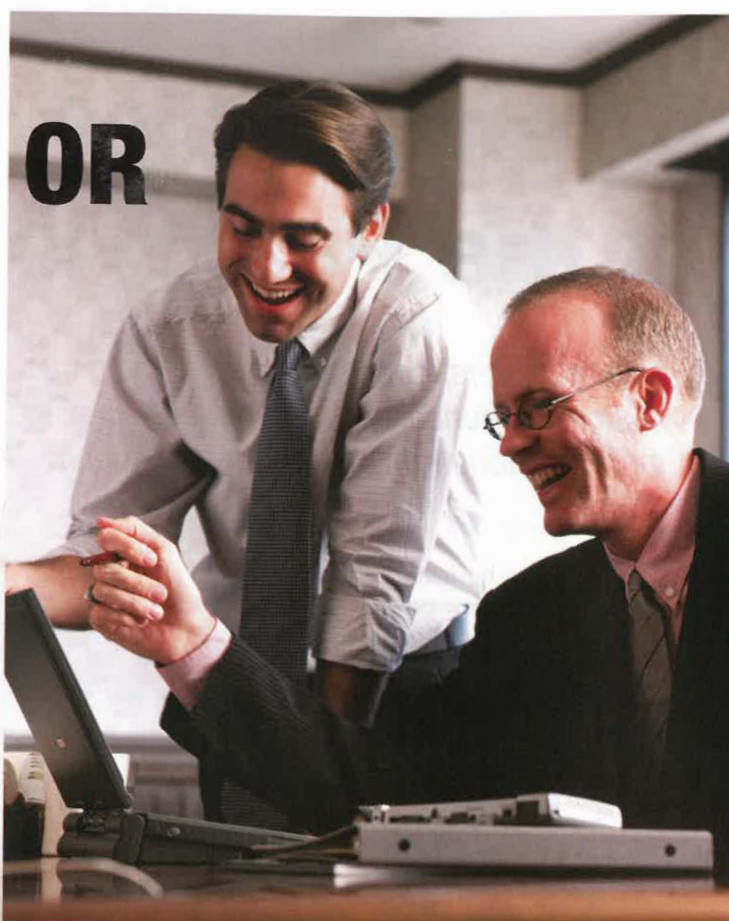


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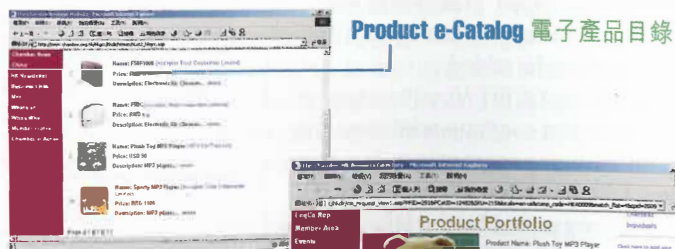
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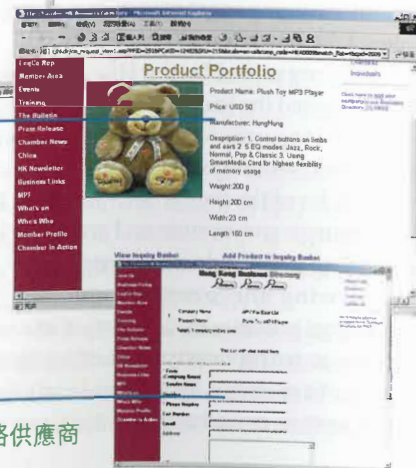
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HKGCC Hong Kong General Chamber of Commerce
香港總商會 1861

Strengthening cooperation in the Pearl River Delta

Business leaders, government officials and academics from the HKSAR and Guangdong brainstorm on fundamental issues confronting strategic cooperation between the two areas at the Joint Hong Kong/Guangdong Economic Forum

Hong Kong businesses should not rely on the Mainland's low production costs to maintain their competitiveness, HKSAR Financial Secretary Anthony Leung told participants at the opening session of the Joint Hong Kong/Guangdong Economic Forum held on September 6.

"As industrial development in Guangdong moves up the high-tech and high-value-added ladder, we need to look at cooperation between the two places from a new perspective," he said. "We should explore new opportunities for cooperation in areas such as high-tech industries, logistics services, professional services and tourism."

HKGCC Chairman Christopher Cheng said in his opening remarks that the Chamber had signed a MOU with Guangdong China Council for Promotion of International Trade (CCPIT) to support activities conducive to mutual economic development.

HKCSI Chairman Stanley Ko suggested that more opportunities could be created by enhancing integration of businesses and residents in the two areas. He also pointed out that facilitating the free-flow of talent across the border and strengthening logistics are important factors that need to be developed. Meanwhile, environmental protection should be jointly tackled by the Guangdong and HKSAR authorities, he added.

Guangdong CCPIT Vice President Wu Xiaofeng told the audience that continuous bilateral cooperation in such a rapidly changing economic environment was vital to the health of the Pearl River Delta.

Jointly organized by the HKGCC, the University of Hong Kong and the Guangdong Sub-council of the CCPIT, the bilateral tripartite forum provided a platform for business leaders, senior government officials and academics on both sides of the border to brainstorm for ideas to enhance strategic cooperation and economic integration between Hong Kong and Guangdong.

Following the opening remarks, participants brainstormed possible solutions for various issues, including infrastructure, environmental protection, transportation, border and customs control, industry and trade, financial services, logistics services as well as professional services. **B**



加強珠江三角洲的融合

「粵港經濟論壇」上，兩地工商翹楚、政府官員和學者深入研討強化雙方策略性合作的重要課題



香港特區財政司司長梁錦松在9月6日的「粵港經濟論壇」開幕禮上表示，本港工商界不可單靠內地低廉的生產成本維持競爭力。

他說：「廣東的工業發展正走上高科技、高增值的階梯，我們應在高新科技、物流管理、專業服務、旅遊業等領域尋求新的合作機會。」

本會主席鄭維志致歡迎辭時表示，總商會已與中國國際貿易促進委員會廣東分會簽訂合作備忘錄，支持有利兩地經濟發展的活動。

香港服務業聯盟主席高鑑泉建議，不論在商業合作和生活消費，兩地均須加強融合，以共同創造更多商機。他續稱，便利邊境兩方人材自由流動和改善貨品流通是有待發展的兩大項目，此外，粵港政府亦應協力促進環境保護。

貿促會廣東分會常務副會長吳曉峰向與會者表示，在現今瞬息轉變的環境，持續無間的雙邊合作對珠江三角洲的穩健成長十分重要。

「粵港經濟論壇」由香港總商會、香港大學和貿促會廣東省分會聯合主辦，為兩地企業精英、高級政府官員和學術界建構了集思廣益的平台，一同探討增強粵港策略性合作和經濟併合的方法。

開幕儀式後，與會者先後就多項議題交換意見，交流心得，包括基本建設、環境保護、交通運輸、口岸通關、工貿合作、金融服務、分銷物流和專業服務。



Hong Kong to be regional hub for spreading 'Disney magic'

Michael Eisner tells business community that Hong Kong possesses all the three Ds – dreaming, determination and discipline – necessary to make theme park successful

The Walt Disney Company is committed to Hong Kong and excited about the future opportunities that its third overseas theme park will create, the company's Chairman and CEO Michael Eisner told the audience at a Chamber 140th Anniversary Distinguished Speakers luncheon on August 30.

"We see Hong Kong Disneyland as a very important start for us. ... We see Hong Kong as a major regional hub of Disney magic," he said.

The 126-hectare (311-acre), HK\$22.1 billion Hong Kong Disneyland project at Penny's Bay, Lantau Island, is scheduled for completion in 2005 or 2006. But he said that given the mammoth size of the project it was difficult to put an exact date on the opening.

When that day comes, the park is expected to create 18,000 new jobs, and as many as 36,000 once all phases of the park are completed. Mr Eisner said Disney plans to hire local workers wherever possible.

In addition to generating jobs directly and indirectly through supporting industries, the first phase of the project is expected to generate a present economic value of HK\$148 billion in benefits to Hong Kong, according to HKSAR Government estimates.

He denied rumours that the company was planning to build a theme park in the Mainland, calling a report in the media "totally erroneous."

"It is important to remember that we view this as far more than a place where we are building a theme park. ... It will serve as a Disney creative base where we can develop new products and ideas for all of China and the rest of the Asia Pacific," he said.

But at a press conference after the luncheon, Mr Eisner said he could not rule out the possibility that Disney might open a Disney theme park in the Mainland.

"China is a very large country. I'm sure someday there'll be a possibility to build another Disney theme park that'll be so geographically distant from Hong Kong it will not compete," he said.

Given Hong Kong's small population, Hong Kong Disneyland will need to draw many of the Mainland and Southeast Asian visitors who come to make up the 10 million visitors a year that the park expects to host when it first opens.

Mr Eisner said the long lines at cross-border immigration control points is one area that could be improved to facilitate Mainlander's travelling to Hong Kong.

"I hope in five years, the lines are longer but they're quicker to get through," he said.

B

You can listen to Mr Eisner's entire speech on the Chamber's Web site: <http://www.chamber.org.hk/streaming/me.ram>





Mr Eisner: "[Hong Kong Disneyland] will serve as a Disney creative base where we can develop new products and ideas for all of China and the rest of the Asia Pacific."

艾斯納說：「(香港迪士尼樂園)是迪士尼的創意基地，可藉此開發更多新產品和意念，傳遍中國以至整個亞太區。」

迪士尼亞太魅力凝聚香港

艾斯納向商界表示，香港具備成功興辦主題公園的三大要素——追求理想、鍥而不捨、自律守紀

華特迪士尼公司主席兼行政總裁艾斯納於8月30日出席本會「140週年特邀貴賓演說」午餐會時向與會者表示，該公司承諾在香港興建迪士尼樂園，並熱切期待這第三個海外主題公園所締造的大量機會。

他說：「香港迪士尼樂園是我們一個重要的開始——香港將成為迪士尼夢幻王國的亞太區中心。」

香港迪士尼樂園將於大嶼山竹篙灣興建，佔地126公頃（311英畝），斥資221億港元，預期於2005或06年竣工。由於項目規模龐大，他表示難以確定正式的開幕日期。

迪士尼樂園開幕時，預計將首先創造18,000個職位，及至所有工程完成，職位

數目可增至36,000個。艾斯納表示，迪士尼打算盡量聘用港人。

香港特區政府估計，這項目第一期落成後，除可直接或透過相關業務間接製造就業機會外，還能夠為香港帶來現值達1,480億港元的利潤。

艾斯納否認公司現正計劃在內地興建主題公園的傳言，指傳媒的報導「失實」。

他表示：「請謹記，我們不但在香港建造主題公園，更重要的是以香港為迪士尼的創意基地，藉此開發更多新產品和意念，傳遍中國以至整個亞太區。」

不過，在午餐會後的記者會中，艾斯納表示並不排除在內地興建主題公園的可能性。

他解釋道：「中國幅員廣大，我相信終有一天，會在中國興建另一個主題公園，但即使興建，也會遠離香港，不會構成競爭。」

由於香港人口相對較少，香港迪士尼樂園須盡量吸引內地和東南亞遊客，期望主題公園啟用後，每年可吸引1,000萬名旅客。

艾斯納表示，羅湖過境的擠逼情況須加以改善，方便內地旅客來港。

他說：「我希望在未來五年間，排隊人龍會更長，但通關速度卻比以前快。」 **B**

艾斯納致辭全文載於本會網站，請按<http://www.chamber.org.hk/streaming/me.ram>收聽。



Sylvia Chiu, general manager, Hotel Miramar (right) introduces the audience to WEC vice presidents.
 美麗華酒店總經理鍾慧敏(右)向與會者介紹各位副主席。



Chamber WEC launched

The Chamber's Women Executive Club (WEC) held its first official meeting on Sept. 12 to announce the goals and future direction of the club. Chamber Vice Chairman Dr Lily Chiang said in her opening remarks that as half of Hong Kong's workforce is female, and that many of the Chamber's members are women, it seemed fitting that the Chamber should establish a club specifically for women.

Fanny Lai, who suggested the Chamber establish WEC about three years ago, said

the club will act as a vehicle to serve interests of women at large, but stressed that for the club to be a success, it needs support from its members.

Sylvia Chiu, general manager, Hotel Miramar, who was elected president of WEC, said that the club provides a platform to enhance knowledge, network, and focus on business topics and issues that are of interest to women. **B**

For more information on WEC, call Daisy Lo at 2823 1262, or email, daisy@chamber.org.hk

女士會正式成立

總商會女士會於9月12日舉行首次正式會議，宣佈會社的工作綱領和發展方針。本會副主席蔣麗莉博士為女士會主持成立典禮，她在致辭時表示，全港約有一半的勞動人口為女性，而總商會會員中，亦有不少女會員，可見本會為女會員特設這個新組織，正好切合需要。

早於三年前提議成立女士會的黎葉寶萍表示，女士會將以女會員的利益為依

歸，但強調該會成功推展會務與否，有賴會員的鼎力支持和參與。

美麗華酒店總經理鍾慧敏膺選女士會主席，她表示女會員可透過該會增廣見聞、廣結人脈，並集中商討與女士息息相關的商務議題。 **B**

查詢女士會詳細資料，請聯絡盧淑賢，電話：2823 1262，電郵：daisy@chamber.org.hk。



Students experience importance of English in the workplace

Companies, schools and students delighted by the results, benefits of the HKGCC/AEMSS Co-operation Pilot Programme **By KAREN FUNG**

HKGCC and the Association of English Medium Secondary Schools (AEMSS) agree that work experiences and practical English usage outside of school can be essential to a student's overall education.

In an effort to help organise the process of placing students into internships, the Chamber joined forces with AEMSS – which represents 112 English Medium of Instruction (EMI) secondary schools in the public sector – to launch a pilot programme this summer to promote English usage in the workplace.

The programme takes a two-pronged approach: Scheme A involves a senior executive visiting an AEMSS school to speak to students about the company and the importance of English in the workplace. Alternatively, students and their teachers can visit a member company. The scheme started in September and will continue through to the end of this year. Scheme B, which ran from July through August, involved placing students in internships at selected member companies for five-working days during the summer holiday. The goal was to give them hands-on experience using English in the workplace as well as provide them with basic training in a wide range of soft skills.

PILOT INTERNSHIP SCHEME

Emma Ho, HKGCC chief for Human

Resources, said six companies, in addition to the Chamber, offered intern placements for 20 secondary school students from eight schools in August.

“Though many companies in Hong Kong provide internship programmes, they are mainly for university students. It is not easy for secondary students to obtain such training opportunities. The pilot programme will steer the future direction of the scheme which aims to promote the use of English in the workplace among the younger generation,” she said. “At the same time, it generates a better understanding between the business community and EMI secondary schools.”

AEMSS Chairperson Rosalind Chan said she is pleased that the HKGCC has taken such an active role in promoting and publicising the importance of English in the workplace, because it is vital that education is not left just to the teachers.

“Teachers need the support of the community and employers must tell us and the government what they want,” she said.

Response from companies and students participating in the programme has been very positive, with companies being generally impressed by the quality of the students in terms of their language skills and attitude.

“The 11 students we had were very enthusiastic and keen to learn, and their level of English is high,” Erica Chui, Human Re-

Students and participating companies pose for a group photo after an awards presentation at the Chamber presided over by HKGCC Director Dr Eden Woon (back row, centre).

實習學生與參與企業代表接受本會總裁翁以登博士(後排中)頒贈嘉許狀後，與翁博士合照。



sources manager of The Marco Polo Gateway Hotel said.

“They are smart. For most given tasks, they followed our instructions and always did things right,” Miranda Lau, Recruitment and Employee Relations manager of Fuji Xerox (HK) Ltd, said.

As for the students, many valued the practical experience.

Dennis Yiu of St Mark's School was delighted with the experience he gained working at the New Zealand Trade Development Board.

“They are extremely helpful. They taught me computer skills and others taught me office survival skills. I would drill my telephone handling skills – in English of course – at home every night before going to bed to make sure I'd be okay in the office,” he said.

During the internship weeks, Ms Ho and HKGCC Assistant Manager for training, Karen Fung, visited each of the participating companies to meet with students as well as their coaching supervisors.

“We wanted to collect ideas and comments from all parties to see where the programme could be improved upon,” Ms Ho said.



學生透過實習體會英語的重要

本會與香港英文中學聯合會合辦試驗計劃，商界、校方與學生對其效益深表贊同 馮嘉寶



香

港總商會與香港英文中學聯合會均認同，藉校外實習獲取工作經驗及在實際工作環境嘗試應用英語，是造就完全中學教育的要素。

為協助安排學生取得實習機會，本會與英文中學聯合會於今年暑假攜手推出試驗計劃，推廣在工作場所的英語運用。英文中學聯合會是本港 112 間受資助英文中學的代表組織。

是項計劃採雙管齊下的模式推行，計劃甲是由一位高級行政人員往訪一所英文中學聯合會轄下的中學，向學生介紹其所屬公司及講述英語在工作場所所擔當的重要角色，或由教師帶同學生造訪一間參與此計劃的會員機構。

此部份計劃已於九月起開始推行，至本年底止。計劃乙已於七、八月間推行，乃由學生於暑假期間內，在計劃選定的會員公司實習五個工作天，藉以取得應用英語的實際經驗，並為他們提供基本的多元工作技巧訓練。

實習試驗計劃

本會人力資源部主管何慧敏表示，連同總商會在內的七間機構於八月期間，為來自八所中學的 20 名學生安排了實習。

她說：「縱使本港不少企業均安排實習計劃，但大多針對大學生，中學生不易獲得這類培訓機會。這項計劃的整體目標是鼓勵年青一代在工作間使用英語，並且加強商界與英文中學的相互瞭解。試驗計劃有助規劃未來的施行方針。」

香港英文中學聯合會主席陳璐茜表示，欣見總商會大力推廣和宣傳職業英語的重要性，因為教育不純是教師的責任，這點十分重要。

陳女士說：「教師需要社會的支持，僱主須告訴我們和政府，他們需要甚麼。」參與企業和學生對此計劃的反應十分

積極，企業均一致對實習學生的語文運用技巧和工作態度表示讚賞。

馬可孛羅港威酒店人力資源部培訓及發展經理徐林美娟說：「在本酒店實習的 11 名學生均熱衷工作，勤於學習，而他們的英語水準亦甚高。」

富士施樂(香港)有限公司人力資源經理劉美瑤說：「他們靈巧機智，能按公司的指示完成工作，且取得美滿成果。」

至於學生本人，均認為從實習所獲取的經驗非常寶貴。

聖馬可中學學生姚道華在新西蘭貿易發展署實習，感到所得經驗十分珍貴。

他說：「他們樂於助人，不僅教曉我電腦技術，還講授辦公室注意事項。每晚就寢前，我都會練習英語電話接聽技巧，確保翌日工作無誤。」

學生實習期間，何女士與本會助理經理(培訓)馮嘉寶曾探訪各間參與企業，與學生和負責督導的人員會晤。

何慧敏說：「我們想收集各方的意見和建議，以使計劃更為完善。」

香港置地集團公司人力資源主任袁恩潔謂，對於試驗計劃的質素、總商會籌辦此計劃的效率和學生的質量，深表讚嘆。

馬可孛羅港威酒店和比利時法蘭德斯區外貿處均對此計劃的前景感到樂觀。

比利時駐港領事館商務專員安彤玲說：「若計劃延續，我們明年肯定會再次參與，希望進一步汲取實用的經驗。」

參與此計劃的企業和機構共七家，包括香港總商會、富士施樂(香港)有限公司、香港置地集團公司、馬可孛羅港威酒店、新西蘭貿易發展署、柏溢康體設備有限公司和比利時法蘭德斯區外貿處。

如有興趣參與於明年開展的計劃或查詢詳情，請聯絡馮嘉寶，電話：2823 1240；電郵：kfung@chamber.org.hk。

Grace Yuen, human resources specialist at Hongkong Land Ltd, said she was very impressed by the quality of the pilot programme, the speed at which the Chamber was able to organise the programme and the quality of students.

The Marco Polo Gateway, and the Trade Commission of Flanders, Belgium, were equally upbeat.

"If the programme continues, we will certainly want to participate next year. For us it was definitely a positive experience," Tonia Van de Vyver, Trade Commissioner, Consulate General of Belgium, said.

The seven participating companies and organisations were: HKGCC, Fuji Xerox (Hong Kong) Limited, Hongkong Land Limited, The Marco Polo Gateway Hotel, New Zealand Trade Development Board, Parks Supplies Co Ltd, and Trade Commission of Flanders, Consulate General of Belgium.

If you would like to participate in the programme next year or would like more information, contact Karen Fung at 2823 1240, or email, kfung@chamber.org.hk

China speeding up banking reform

Golden opportunities for foreign banks to expand their Mainland operations exist, analysts tell audience at HKGCC WTO Banking Update Workshop **By AGNES LAU**

David Wong, chairman, Dah Sing Bank, and chairman of the Chamber's WTO report banking working group, and K C Kwok, regional chief economist, Standard Chartered Bank, spoke at the first of the Chamber's "WTO report update workshops" to a full house on developments in the banking sector in the Mainland.

The workshops were initiated two years after the Chamber invited experts from nine business sectors to study the impact of China's accession into the WTO on different sectors of the Hong Kong economy. Now, at this critical juncture of China's WTO entry, HKGCC has invited the WTO working group members to review and update the report based on developments during the past two years and to discuss new perspectives.

Their findings will be discussed at vari-

ous industry workshop luncheons throughout the remainder of the year. The first workshop, the banking sector, was held on September 11.

BANKING SECTOR DEVELOPMENTS

At present, China is trying to ensure its financial stability by speeding up banking reform, reduce bad debts by RMB60 billion annually and rectify stock market excesses.

Mainland China's regulations prohibit banks, securities firms and insurers from entering each other's business territories. But China is considering adopting a uniform supervisory system which will help cope with post-WTO challenges. An integrated regulatory system will also help make supervisory agencies leaner, avoid overlapping and boost efficiency.

China is also planning to relax the US\$20 billion capital requirement for foreign banks. If this happens, three more Hong Kong banks – Bank of East Asia, Nanyang Commercial Bank and Dao Heng Bank – will be able to enter the Mainland market.

The Industrial & Commercial Bank of China (ICBC), the biggest commercial bank in the Mainland, has been aggressively improving its competitiveness ahead of China's WTO entry. The bank is targeting more overseas customers, including those from Hong Kong and Macao, to diversify its customer base which is presently predominated by state owned enterprises. However, he doesn't expect the credit card business to increase in the short-term. In addition, ICBC will recruit foreign professionals, including those from Hong Kong.

OPPORTUNITIES FOR FOREIGN BANKS

China's WTO accession will provide golden opportunities for banks to tap into the

WTO WATCH

MILESTONES OF CHINA'S WTO

1986 China applies to re-join GATT.

1995 WTO replaces GATT.

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

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

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

May 30, 2001 U.S. President Bush said he will notify the U.S. Congress of his decision to support China's NTR status for another year.

September 17, 2001 WTO Working Party approves accession of China.

November 9-13, 2001 The 4th WTO Ministerial Conference in Doha, Qatar.

Mainland market and for foreign professionals to develop their careers, K C Kwok told the audience.

Foreign banks are expected to transform their business mix on the Mainland – now dominated by corporate banking – to include consumer banking, which is presently dominated by Mainland banks, he said.

Some 47 per cent of all foreign banks in China have set up in Shanghai, Mr Kwok said, as they felt many multinationals setting up there will want to use their services. Also, it will be very difficult for any bank to offer nationwide banking services. Therefore, banks should focus on one area or niche markets.

Besides hiring more foreign professionals to modernise and train bank staff, Mainland banks are also expected to form strategic alliances with foreign banks to bridge their technology and capital shortages.

For Hong Kong banks, such partnerships would be similar to relocating manufacturing facilities across the border whereby the Mainland would provide the land and labour while Hong Kong would provide machinery and skills, he said.



David Wong, chairman, Dah Sing Bank, said banks should focus on niche markets.

大新銀行董事長王守業認為，銀行應全力拓展專門化市場。

中國入世里程碑

1986年 中國申請再次加入關貿。

1995年 世貿取代關貿。

1999年11月15日 中、美在北京簽訂雙邊世貿協議。

2000年5月19日 中國與歐盟就入世達成雙邊協議。

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。

2001年5月30日 美國總統布殊稱，他將知會國會，決定支持延續中國正常貿易關係地位一年。

2001年9月17日 中國加入世貿工作小組批准中國入世。

2001年11月9至13日 世貿第四次部長會議於卡塔爾多哈舉行。

中國銀行業加快改革步伐

在本會探討中國入世對銀行業最新衝擊的工作坊上，分析員向與會者表示，中國入世是外資銀行拓展內地業務的黃金機會 **劉旻**

大新銀行董事長及本會世貿研究報告－銀行業工作小組主席王守業與渣打銀行亞太區首席經濟師郭國全，於本會首個「世貿報告跟進工作坊」發表演說，分析內地銀行業的發展概況，會上座無虛席。

兩年前，本會邀請了九個行業的專家，研究中國入世對本港不同行業的影響，工作坊乃為跟進研討報告而設。此時正值中國入世的關鍵時刻，本會再次邀請各業界組別，檢討過往兩年各行業的最新發展，從而更新報告內容和發掘新觀點。

各小組的最新研討焦點，將陸續於本會年內舉行的連串午間工作坊中公開討論，打響頭炮的銀行業工作坊已於9月11日舉行。

銀行業務的發展

目前，中國為確保全國金融穩定，正加快銀行業的改革步伐，每年減少呆壞賬達600億人民幣，並整肅股票市場的歪風。

內地法規為銀行、證券及保險業機構圈定經營範圍，嚴禁僭越。但中國為應對入世帶來的衝擊，現正考慮採取統一的監管制度。經整合的規管體制能有助精簡監管架構，避免業務重疊，提升辦事效率。

此外，中國亦計劃放寬對外資銀行的200億美元資產要求，若然落實，香港的東亞銀行、南洋商業銀行和道亨銀行將有資格打入內地的銀行業市場。

中國工商銀行為內地最具規模的商業銀行，一直為配合中國入世力圖加強其競爭力。該銀行正發動攻勢吸納海外客戶，包括港澳客戶，務使客路更為多元化，大力擴展現時以國有企業佔大多數的客戶網絡。不過，郭國全預期信用卡業務難在短期內有所增長。同時，中國工商銀行將羅致海外專才，包括香港專才。



K C Kwok, regional chief economist, Standard Chartered Bank, said 47 per cent of all foreign banks in China have set up in Shanghai. 渣打銀行亞太區首席經濟師郭國全表示，在內地發展的外資銀行中，47%以上海為業務據點。

海外銀行的發展機會

敦國全向與會者表示，中國入世為銀行拓展內地市場帶來黃金機會，亦是海外專才發展個人事業的大好時機。

他預期，外資銀行將轉變其內地銀行業務的經營模式，由現時以企業銀行服務為主導，進而發展零售銀行服務。目前，後者仍由內地銀行所主導。

敦氏分析道，在內地發展的外資銀行中，約47%看準上海跨國企業對銀行服務的需要，以上海為業務據點。另

外，外資銀行鑑於法規所限，難以開展全國性的銀行服務，它們應專注某個業務範圍或專門化市場。

內地銀行除將延聘海外專才以推進業務現代化、加強人力培訓外，還會與外資銀行共組策略性聯盟，彌補內地銀行技術和資金的不足。

他說，對香港銀行來說，這形式的夥伴合作有如香港廠商把生產設施北移內地，借助那裡提供的土地和人力資源，香港則供應機器和技術。

中國成為世貿會員國後，須向外資銀行進一步開放內地市場，香港特區的銀行因早已進入國內市場，而內地業務的範圍亦較廣，故仍享有優勢，可捷足先登。

敦氏表示，內地市場一旦開放，外資銀行與內地銀行的競爭將加劇。香港銀行業應把握地緣和文化的優勢，與內地銀行合作發展電子銀行等高增值服務。此外，雙方還可攜手設立信用諮詢局和同業結算系統。

中國第五大商業借貸銀行－中國交通銀行最近與萬國寶通銀行組成策略性聯盟，藉此鞏固資金基礎、增強管理技術，有助內地銀行業走向國際化。中國財政部批准國內首批國有銀行以外資股交易，引起了金融業界的廣泛關注。業界分析員預測，此舉將掀起對國有銀行提供融資服務的新熱潮。

With WTO membership allowing greater participation of foreign banks in the China market, HKSAR banks still have room to manoeuvre as they enjoy greater access and a wider scope of business in the mainland.

Once the Mainland market starts opening, competition among foreign and Mainland banks will intensify. Hong Kong's banking industry should capitalise on its geographical and cultural advantages and work with Mainland banks to develop niche products, such as e-banking. Cooperation with Mainland banks could also include developing a credit information bureau and an interbank clearing system, Mr Kwok said.

The Bank of Communications, China's fifth-largest commercial lender, strategically allied to Citibank recently. This form of alliance will assist the internationalization of the Mainland banking industry in terms of bolstering its capital base and management skills. The Ministry of Finance's approval for the first SOE banks to deal in foreign shares has generated much interest in financial circles. Industry analysts predict the move will start a new trend in financing state-owned banks. **B**

Tom Lee Music

It's hard to imagine John Lee as a long-haired rocker playing in a rock'n'roll band in between his business studies at the University of British Columbia in Canada. Sporting a business-buzz cut and dressed in a conservative navy bluesuit, the 50-year-old entrepreneur admits that while his appearance may look different, his passion for music remains unchanged.

And music runs in the Lee family's blood.

His father, Tom Lee, in 1953 opened a small shop in Wan Chai selling musical instruments. Although Hong Kong was a relatively poor and sparsely populated place at that time, through sweat, tears, sheer determination and the belief in the magic of music, the fledgling business called Tom Lee Music survived the hardships of its early years.

John Lee followed in his father's footsteps and opened his own music company in Vancouver, B. C.

"After graduating, I established a music company there in 1972. Then, in 1980, I came back to Hong Kong and contributed my experience to further expanding my father's growing business," he said.

Now a household name in Hong Kong,

the company carries a wide product range of nearly 70,000 items sold through its 26 outlets worldwide. Tom Lee Music also teaches music through courses developed in conjunction with musical instrument makers, provides sound and lighting services to events, the largest of which to date were the official ceremonies of the Hong Kong and Macau handover.

SHAPING SOCIAL CULTURE

Mr Lee attributes the success of Tom Lee Music to his love for music and his desire to share it with people. He describes himself as a "music farmer" cultivating common interests in this field.

Working with his sister and two brothers, Mr Lee is striving to build up an "umbrella" music company to serve the diverse needs of music lovers and to contribute to expanding the diversity of Hong Kong's narrow music culture.

Traditionally a Canto-pop culture, Hong Kong's musical tastes have broadened in the last few decades due to the combined efforts of the government and the private sector. But music is not just about cultural growth, he

said. It also plays an important role in enhancing personal development of both children and adults.

Mr Lee said he believes learning to play an instrument and an education in music in general is of great importance, and in 1977 his father set up the non-profit Tom Lee Music Foundation to organise music courses and sponsor music activities. Its territory-wide training centres now teach about 8,000 students in various musical disciplines.

Unlike electronic games, which reports now say can actually retard a child's mental development, music encourages creativity, which in turn facilitates a free exchange of knowledge – an essential ingredient in sustaining social growth, Mr Lee explained.

"Music can be a life-long hobby. It's interesting to see that people in their 60s and even 70s, still like playing music. It is a gift for life," he said.

TUNING INTO THE CHINA MARKET

Mr Lee said his next big challenge is to expand the Mainland market. Tom Lee Music now has retail outlets in Beijing, Shanghai, Guangzhou and Sichuan to capitalise on rising demand for quality musical instruments and audio equipment.

"We are cultivating this huge market, trying to understand and meet their needs and expectations," he said. "In terms of size and population, China is unquestionably the largest country in the world, and its market offers the greatest potential."

Like Mr Lee, who played electric guitar in his college band, once the young and old alike learn to play a tune on a musical instrument, they are hooked on music for life. **B**





Promoting the world's common language is a life-long ambition for Tom Lee Music's Chief Executive Officer and Vice Chairman John Lee. 推廣音樂這無分國界的溝通媒介，是通利琴行董事總經理兼副主席李敬章的畢生宏願。

通利琴行

實在難以想像眼前身穿深藍畢挺西裝、蓄著商界時款超短髮的李敬章，當年在加拿大英屬哥倫比亞大學唸書時，曾是長髮披肩的樂與怒 Band 友。這位年屆約 50 的企業家說自己的外貌雖然有變，但對音樂的熱誠卻從無變改。

李氏家族與音樂結下了不解之緣。

1953 年，李敬章的父親在灣仔開設一所小店，專門銷售樂器。其時的香港，經濟待興，人口稀少，業務經營不易。然而，李父憑著堅毅的意志，以及對音樂事業的信念，終能渡過逆境，通利琴行也自那時起茁壯成長。

虎父無犬子，李敬章亦曾在溫哥華開辦音樂公司。

他說：「大學畢業後，我於 1972 年在當地成立音樂公司。隨後於 1980 年返港，憑所得經驗，全力協助父親擴展業務。」

如今，通利琴行享譽全港，銷售的產品系列多達 70,000 種，在本地及海外分設 26 間門市。此外，通利亦與著名樂器製造

商合辦樂器課程，又為各類型表演活動提供音響及燈光服務，迄今最具規模的活動為香港及澳門回歸慶典。

建構社會文化

李氏認為通利成功的竅訣，在於他摯愛音樂，以及與他人分享音樂的熱忱。他形容自己是撒播音樂種子的農夫，致力培育社會大眾對音樂的愛好。

目前，李氏與其姊和兩位兄弟合力建構他們的音樂王國，務求滿足音樂愛好者的多元化需求，並盡力拓展香港的音樂文化。

過去數十年，港人的音樂口味已由粵語流行曲為主導，擴展了不少，這是政府和私營機構共同努力的成果。李敬章表示，音樂不單涉及文化的演進，也是促進兒童和成人身心發展的重要元素。

李氏稱，他深明學習樂器和普及音樂教育十分重要。李父於 1977 年設立了非牟利的通利音樂基金會，專門開辦音樂課程和贊助音樂活動。發展至今，基金會主辦的音樂培訓中心遍佈全港，提供多樣化的音

樂課程，現時學生總計約 8,000 人。

李氏解釋道，音樂不同電子遊戲，有報告已證實後者會妨礙兒童的心智發展，但音樂則能助長個人的創造力，繼而促進知識的自由交流，有利推動社會不斷邁進。

他說：「音樂可以成為終身的嗜好，六、七十歲的人還熱愛玩音樂；真的美妙！音樂是對生命的禮讚。」

融入中國市場

拓展內地市場是李氏面臨的下一個重大挑戰。通利靚準北京、上海、廣州和四川等地對優質音樂器材和音響設備的殷切需求，已於上列城市設立分行。

他說：「我們正在拓墾這龐大的市場，摸索內地客戶的需求和期望。以面積和人口計算，中國無疑是全球最大的國家，市場發展潛力無出其右。」

求學時期的李敬章，夾 Band 演奏電結他。相信如他一樣，不論是男女老少，只要有機會學習彈奏樂器，便會對音樂著迷，終身不棄。

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Information Services

Mr Tony AU

Professional Services

Mr Ian ROBINSON

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COCKTAIL FOR CONSULS GENERAL OF ASIA PACIFIC AND AFRICAN COUNTRIES

The Asia/Africa Committee hosted a cocktail reception at the Hong Kong Club on September 24 in honour of the consuls general of Asia Pacific and African countries. Nineteen consuls general accepted the Chamber's invitation to join the event. Over 60 Chamber members attended the networking party and enhanced their business relationships with the diplomats. Chamber Chairman Christopher Cheng, Director Dr Eden Woon and Asia/Africa Committee Chairman Deborah Annelles (pictured left) also joined the cocktail.



ASIA/AFRICA

New Zealand Senior Trade Commissioner Elizabeth Gollan (right), and East Asia Manager for Investment New Zealand Nick Arathimos spoke at the Chamber's Sept. 7 roundtable luncheon entitled "New Zealand - A Natural Partner for Hong Kong." The speakers briefed members on current NZ-HK bilateral trade and investment opportunities for Hong Kong firms in New Zealand.



A 20-member business delegation from Gujarat, India, met with members on Sept. 14. Vice Chairman of the Chamber's Asia/Africa Committee Manohar Chugh chaired the meeting which explored ways the delegation could



Chamber 總商會

source Hong Kong products and services, as well as discussed joint-venture or business partnership opportunities.

CHINA

Heilongjiang Vice Governor Shen Liguole led a nine-member delegation to visit the Chamber on Aug. 17 to promote agriculture investment projects in Heilongjiang to the Hong Kong business community.

AMERICAS

Chairman of the Americas Committee H Y Hung, and HKGCC Director Dr Eden Woon hosted a luncheon on Aug. 17 for a 13-member U.S. congressional staff delegation led by Senior Fellow for Strategic Assessment, Centre for Strategic & International Studies, Dr Anthony Cordesman.

Dr John Rielly, former president of the Chicago Council on Foreign Relations spoke at the Chamber's Sept. 5 roundtable luncheon on

亞太及非洲各地駐港總領事聯誼酒會



亞洲及非洲委員會於9月24日假香港會所舉行聯誼酒會，款待亞太及非洲各地駐港總領事，19位總領事應邀出席。逾60位會員與外交使節歡聚一堂，增進合作關係。本會主席鄭維志、總裁翁以登博士、亞洲及非洲委員會主席戴諾詩（左）一同參與。

in Action 動態

“Americas Role in the World.” Dr Rielly gave an in-depth, critical appraisal of American’s foreign policy.

PBEC

A PBEC Strategy Committee Meeting to discuss the future direction of PBEC was held in Hong Kong on Aug. 30. Meeting participants included 23 representatives from PBEC Canada, Chile, Japan, Korea, Malaysia, Mexico, New Zealand, Russia, Singapore, Thailand and also the PBEC international secretariat. David Eldon, chairman of PBEC Hong Kong, and Dr Eden Woon, director general of PBEC Hong Kong attended the meeting representing PBEC Hong Kong.

SERVICES

The inaugural meeting of the new Retail and Distribution Committee was held on Sept. 12. Members elected Anthony Nightingale as chairman of the committee, and held a useful discussion on the priorities for the committee. **18**

亞洲及非洲

新西蘭高級商務參贊（北亞區）高綺莉、新西蘭投資推廣署東亞區經理 Nick Arathimos（右）於9月7日出席本會小型午餐會，以「新西蘭—香港的理想業務夥伴」為題發表演說。講者向會員簡報新西蘭與香港的雙邊貿易和投資概況，以及香港企業在當地的投資良機。



印度古吉拉特商務代表團一行二十人於9月14日會晤本會會員，會議由亞洲及非洲委員會副主席文路祝主持，向代表團推介在香港物色產品及服務的門路，並商討合資經營或商務合作機會。

中國

黑龍江省副省長申立國率領九人代表團於8月17日到訪本會，向香港商界推廣黑龍江農業投資項目。

美洲

美洲委員會主席洪克有及本會總裁翁以登博士於8月17日為13位到訪的美國國會議員代表團特備小型午餐會，代表團由策略及國際研究中心策略評估資深研究員科德斯曼博士率領。

芝加哥對外關係委員會榮譽會長李約翰博士於9月5日本會小型午餐會上分析美國在國際舞台上的角色。會上，李約翰以批判的角度詳論美國的外交政策。



太平洋地區經濟理事會

太平洋地區經濟理事會策略委員會於8月30日在香港召開會議，擬定未來發展路向。與會者包括太平洋地區經濟理事會23個國家代表，計有加拿大、智利、日本、韓國、馬來西亞、墨西哥、新西蘭、俄羅斯、新加坡、泰國及該組織的國際秘書處。香港代表分別為太平洋地區經濟理事會中國香港委員會主席艾爾敦，以及該委員會總幹事翁以登博士。

香港服務業聯盟

新成立的零售及分發委員會於9月12日舉行首次會議，黎定基獲選主席，會員具體討論了委員會的重點工作內容。 **18**

香港總商會

委員會

主席

理事會

諮議會

鄭維志

美洲委員會

洪克有

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

龍家麟

工業及科技委員會

蔣麗莉博士

法律委員會

顧歷謙

會員關係委員會

艾爾敦

太平洋地區經濟理事會

中國香港委員會

艾爾敦

地產/基建委員會

李澤鉅

零售及分發委員會

黎定基

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

羅實信

地產服務委員會

浦祿祺

旅遊委員會

呂尚懷

Chamber business assistance to members

Every month, *The Bulletin* will list just a few of the day-to-day recent enquiries that Chamber staff receive from members. Maybe you have a similar question or problem that we can help you with. Call us at 2823 1203, or 2823 1236.

INFORMATION

A member requested a briefing from the Chamber on current conditions and the immediate outlook for the Hong Kong economy to a group of financial analysts and fund managers from Europe. The Chamber readily agreed to provide the briefing to the members' clients. The member was well pleased with the response from his clients.

A member company called to enquire where it could find information and guidelines for investment in Shenzhen and the Pearl River Delta. The member was given

the contacts and related literature to help it set up in Shenzhen.

A member company asked for information on the number of Hong Kong companies with businesses or factories in the Mainland.

A member company asked for information on foreign companies who had headquarters or regional offices in Hong Kong.

SPECIFIC ASSISTANCE

One member asked the Chamber to introduce him to Walt Disney executives so that he could present to them his product, an IT solution for the tourism industry. The Chamber also helped identify contacts for him at the Hong Kong Tourism Board which might be interested in his product.

A member company sought the Chamber's help to exhibit at the April 2002 Gift and Premium Fair organised by HKTDC.

A charity wanted to invite Chamber Vice Chairman Dr Lily Chiang to be a speaker at one of their regular luncheons. The Chamber put the caller in contact with Dr Chiang's office.

A member company asked for reference letters for their staff to facilitate their trip to the Middle East.

BUSINESS, PROMOTION OPPORTUNITIES

Members from the jewellery & watches sector attending the SME Industry Group Meeting said they would like more trade leads. The Chamber is now working with those members.

Companies seeking help promoting their events or companies were put in contact with various Chamber executives in charge of mailing, the Web site, roundtables, Chamber News in Brief, and advertising.

商務援助 適切周到

每期《工商月刊》均會刊登一些本會員工收到的會員查詢個案，其他會員若有類似的問題，欲尋求本會協助，請致電 2823 1203 或 2823 1236。

資訊

一名會員要求總商會為一組來自歐洲的金融和基金經理安排簡報會，講解本港經濟的現況和前景展望。本會為會員的客戶籌辦了簡報會，會員對其客戶的積極回應甚感滿意。

另有一家會員公司向本會查詢深圳及珠江三角洲的商務資料和投資指引，有關員工為會員提供了聯絡資料和相關刊物，

助其在深圳開展業務。

一家會員企業向本會查問在內地設有業務或廠房的香港公司數目。

還有一名會員查詢在香港設立總部或區域辦事處的海外企業資料。

專門援助

一名會員要求本會為他介紹華特迪士尼公司的行政人員，以便向該公司推介其研創的旅遊業資訊科技方案。本會亦向他介紹了香港旅遊發展局所提供的工商聯絡資料，藉此助他尋求更多有興趣的買家。

一家會員公司欲求本會協助，參加 2002 年 4 月由香港貿易發展局主辦的香港禮品及精品展。

一間慈善機構欲邀請本會副主席蔣麗莉博士在一個午餐會上發表演說，本會把來電轉發至蔣博士的辦公室。

一間會員機構要求本會為其僱員撰寫推薦信，以便往訪中東。

商貿推廣機會

出席鐘錶及首飾界別中小企行業研究小組會議的會員，表示希望獲得更多商貿選配機會，本會現正跟進有關要求。

有些會員公司要求本會在其活動或企業推廣上提供協助，這項工作正由本會負責郵遞、網站、小型午餐會、商會簡訊和廣告的多位員工跟進。

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The thrill of bargaining

Haggling down prices with shopkeepers is considered a vulgar practice by some people, yet thrilling for others

By SIMON NGAN

Everyone loves a bargain. But to many people, bargaining is unthinkable, humiliating and something done only in less economically developed civilisations. It is considered to be bad manners to meet a request for payment with haggling. In fact, here in Hong Kong, anyone who responds with a low-ball offer gets the full pariah treatment. The problem is that bargaining is often associated with acting like the proverbial “screaming fishmonger” and, hence, to be in bad taste.

At a time when retail sales in Hong Kong is foundering, perhaps it may be opportune to re-introduce bargaining to keep merchandise moving. For customers, negotiating, bargaining, haggling, and otherwise making a contest out of the process of buying is one of the greatest thrills of shopping. People love it because it provides them the opportunity of getting a deal while interacting with shop-staff – which is actually the existing credo of many retail establishments.

Bargaining also benefits shopkeepers be-

cause it provides a natural method of getting rid of the slower moving merchandise. By giving customers a hefty discount on something that has been around for too long, the vendor may actually be doing himself and the customer a favour. The retail, travel and catering industries consist of perishable products that must be sold by a particular date, or else their value is lost forever. It is clearly better to receive some income for such products, rather than no income. Meanwhile, the customer will be grateful for the discount s/he gets, tells his/her friends what a good deal s/he got and how much fun it was, and the resultant word-of-mouth reputation will be wide and far. That is why suppliers’ operating credo should be extended to accommodate customers who want to haggle

This is particularly so for tourists, many of whom still regard Hong Kong as a shopping paradise and a place where they can “talk turkey” on how much they would like to pay for items that they fancy. For many, winning bragging rights to getting a deal is probably worth more than what they pay for an item. Taken in the context of what the authorities are trying to do to promote tourism in Hong Kong, this may be something that should be revitalised. After all, most visitors, whether travelling on tight budgets or on package tours, want to experience the countries that they visit. And there is no better way

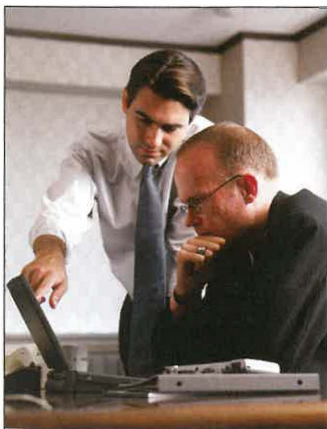
of enriching the experience of any visit by interacting with people, which often centres around the act of buying and selling.

There may be a need to draw up guidelines on how bargaining should be conducted, however. A pamphlet on bargaining etiquette, including dos and don’ts and where merchants welcome such practice could be published for distribution to visitors. For dealers, they would be encouraged to sign off on a code of best practice that would require them to understand that bargaining does not mean open season on customers, visitors or locals.

If done properly, bargaining can enhance the value of an item by the fun and educational experience it imparts. This is particularly so for significant items that may involve protracted bargaining sessions. By the time a deal is done to the satisfaction of all parties, relationships may have already been formed.

We could take a page from other places, such as Turkey, where bargaining for a substantial article is often a drawn out affair involving the sharing of tea, food and personal information. This is a sound practice because you may do business together again, or better yet, customers may bring their friends along in future. It is, therefore, in the interests of both the seller and buyer to think kindly of each other.

With the exhortations for Hong Kong to find ways of “adding value” to what it is doing, bargaining may be something that fits the bill. **B**



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討價還價的樂趣

有人不屑議價，有人卻視
它為賞心樂事 顏偉業

誰 不喜愛買平貨？不過，很多人卻不屑議價，認為它是一種落後社會的行為，會令人丟臉，在價錢上拉扯角力，相當不雅。事實上，在香港，顧客還價，通常都會遭受無禮的對待。問題的癥結是市民普遍視議價仿如魚販在大聲叫喊，俗不可耐。

平心而論，本港零售市道蕭條，在此時復興講價，也許是刺激消費的及時之雨。從顧客角度著眼，議價、還價、就價錢進行拉鋸戰，可謂購物帶來的一大樂趣。況且，過程中又可與售貨員多接觸溝通，才議定售價，實何樂而不為呢！無怪乎許多商舖均鼓勵員工與客戶多點交談，以建立聯繫。

對於店東，講價帶來的裨益是自然地出售銷情欠佳的貨品。給予顧客大幅折扣以賣出囤積的貨物，不但對店主有利，也可使顧客喜出望外。零售、旅遊和飲食業有需要在特定日期前售出商品，否則商品便毫無價值可言，故它們更需抓緊時機賣出貨物，因為能套回少量收入總比無收入好。顧客獲享折扣，滿心歡喜，順理成章向友人推介，一傳十，十傳百，口碑載譽的力量絕對不可小覷。由此觀之，零售商應考慮顧及喜愛議價客戶的需要，把議價列為營商手法之一。

對遊客而言，講價的功用更是不容置喙。畢竟，在很多旅客心目中，香港仍是購物天堂，他們可在這裡自由自在地為心儀的物品與商販討論價錢，樂此不疲。此外，對不少人來說，能在連場激辯中勝出，成功議定理想價錢，也許較實際購物更具價值。港府現正絞盡腦汁，著力推廣香港的旅遊業，議價不啻一道板斧。不管是財資有限或參加旅行團，旅客大多欲親身體驗目的地的風土人情。從此推斷，旅客能藉買賣增進與當地人的溝通瞭解，定必大大豐富他們的遊歷。

然而，我們可考慮就議價訂定指引，印製一本載列議價行規與禮儀的小冊子，分派予遊客，讓他們知道箇中注意事項和歡迎議價的商號。另一方面，可敦促零售商簽訂良好作業守則，務求他們明白講價並不同向顧客、旅客或市民開天殺價。



如推行得宜，議價所引發的樂趣和教育意義，無疑能提升商品的價值。這對一些需要長時間促銷的商品，效用尤其顯著。當買賣雙方皆感愜意，關係便由此建立。

試舉土耳其一例予以闡明，當地就貴重物品進行的議價過程往往相當漫長，甚至牽涉美食款待和分享個人資料。交易完成後，友好關係確立，生意往來不斷，顧客甚至會帶同友好到來，進一步拓展商務圈

子。誠然，從買賣兩方的利益出發，建立友好關係是明智之舉。

香港挖空心思，講求增值，不妨考慮倡行議價。

Simon Ngan is a senior manager at the Chamber. The views expressed here are his own and do not necessarily imply endorsement by the Chamber. 顏偉業是本會高級經理。文章內容純為讀者意見，不代表本會立場。

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with SIMON TAM

Wine Review 酒評特區

Huia Gewurztraminer 2000

Marlborough, New Zealand
\$169, Watsons Wine Cellars 2147 3640

Despite the prefix "Gewurz," meaning spice in German, the variety Gewurztraminer, or simply known in the New World as Traminer, has no spicy overtone but an obvious and exotic rose, lychee and tropical fruit perfume. This versatile variety is ideal for sweet vinous nectar as well as enjoyable dry whites. In the ideal cool and sunny Marlborough region, Traminer produces wines of restrained perfume and a satisfying mouthful. Classic examples can also be found in Oregon, Alsace and the Southern Rhine. Try with roast pork with prunes and extra crackling.

雖然酒名中 Gewurz 在德文有香料的意思，但這款在新世界出產國家簡稱為 Traminer 的酒，壓根兒沒有混入香料，卻帶有濃烈玫瑰花香、清甜荔枝和熱帶水果的味道。此酒可塑性高，既適合製成甜酒，亦可調成不帶甜味的白酒。在涼風送爽、陽光普照的馬爾伯勒省，由 Traminer 調配的佳釀不但帶有淡淡幽香，而且口感圓厚。至於產自俄勒岡、阿爾薩斯、南萊茵的同類系列更是經典之選，配以脆皮燒肉和西梅，倍覺滋味。

Knapstein 'Enterprise' Shiraz 1998

Clare Valley, South Australia
\$222, Wine'n'Things 2873 5733

Tim Knapstein – the Robinson Crusoe of the South Australian wine industry – sold his profitable label to Petaluma in order to pursue the Holy Grail of winemaking – Pinot Noir. The supreme craftsmen at the Petaluma Group have preserved and extended the quality and reputation of the label. This Enterprise Shiraz is the top of the line Shiraz from the cool and mineral rich Clare Valley just north of Adelaide. This is rich and

powerful without being too concentrated. Aromas of dark berries, judicious oak and a silky palate make this dangerously drinkable but it can also age for a decade more. Serve with braised giant snake.

在南澳釀酒業界中擁有「魯賓遜」綽號的 Tim Knapstein 已出售個人的同名商標予 Petaluma 釀酒商，進而尋求最佳的 Pinot Noir 釀酒方法。商標易手後，酒品的質素和聲譽經 Petaluma 集團資深釀酒家的悉心經營，進一步發揚光大。Enterprise Shiraz 是 Shiraz 酒類系列中的皇牌，出產自阿德萊德北部克萊爾谷，那兒氣候涼爽，蘊含豐富礦藏。這款酒豐潤厚實，又不致過份濃郁，帶有黑葡萄香味和容易區別的橡木香，入口如絲軟滑，亮麗順口，可儲放十載以上，是炖蛇宴的最佳餐酒選擇。

Airone98 Michele Chiarlo

Piedmont, Italy
\$175, Force-8 Cellars 2527 6217

Two of Italy's most innovative regions that produce wines of international quality are Piedmont and Tuscany. While the Tuscans have generated a much more widespread and cohesive effort to produce world-class wines, there seemed to exist only a small handful of proactive Piedmontese. Michele Chiarlo, of Monferrato Hills, is one such quality leader. The Airone is a majority blend of the soft and fruity Barbera, complex and assertively dry Nebbiolo and only 10 per cent of the structure and colour enhancing Cabernet. The wine is already showing hints of complex age character, soft and medium bodied. Try with Spaghetti Carbonara made with fresh pancetta.

意大利的皮德蒙特及托斯卡納區均以創製國際級名釀而稱著，尤其是托斯卡納人，他們的努力不懈貫徹始終，可惜皮德蒙特人中仍活躍於釀酒事業的，現已寥寥

可數。蒙費拉托山的 Michele Chiarlo 便是當地出產優質名釀的表表者。Airone 混入柔滑富果味的 Barbera、帶有複合香味的無甜 Nebbiolo 和 10% Cabernet，用以豐富酒質和色澤，可說是集合了不同酒齡和酒質的佳釀特性於一身，與煙肉蛋意大利粉加新鮮意大利咸肉包為最佳配搭。

Geysler Peak Reserve Shiraz 1998

Alexander Valley, California
\$431, Remy Fine Wines 28918086

Shiraz is the Australian name of the European Syrah. In Europe, this variety is most important in the northern Rhone, southern France Pay d'Oc areas, Tuscany, the Valais region of Switzerland and Northern Spain. Shiraz has been the workhorse red grape of the Australian wine industry since its inception and more recently risen to international fame as seen in wines like Grange and Hill of Grace. Joining the top ranks is this reserve Shiraz, grown in America but made by Australia's largest wine group – Penfolds Southcorp. The wine, while unmistakably Australian in generous oak handling with carefully extracted silky tannins, has a cool climate structure that offers balanced and harmonious acids and luscious fruit. Serve to your father in-law.

歐洲的 Syrah 紅酒在澳洲稱為 Shiraz，這款酒在歐洲享有顯赫地位，尤其在北羅訥、法國 Pay d'Oc 南部地區、托斯卡納區、瑞士瓦萊區，以及西班牙北部。Shiraz 自推出以來，已成為澳洲酒壇中的紅牌名釀，最近更馳名國際，其鋒芒足以媲美 Grange 和 Hill of Grace，與之齊名的還有這款 Reserve Shiraz。這款佳釀選用美國出產的葡萄，由澳洲最具規模的釀酒集團 Penfolds Southcorp 釀製，存放於澳洲特有的大型橡木桶中，令酒帶有輕柔的丹寧甘美，酒身均衡圓潤、甜中帶酸，果味濃郁，值得向岳父推薦。

Dante Irurtia Viognier 1999

Cerro Carmelo, Uruguay

\$91, Avail Omtis, 2333 0241

Uruguay has about 30,000 acres of existing planting, most of which falls into the too warm and too humid category. The conscious importation of French technology has improved the existing Bodegas as it had in Chile and Argentina. The biggest opportunity lies in areas not yet developed such as those at or near the foothills of the Andes and nearby the major river tributaries. The current varietal mix is confirmed by international demand, value added are rare varietal releases such as Viognier and Cabernet Franc. The Dante Irurtia Viognier is all honeyed and medium bodied, more than just a curio; it has the length of flavours that typifies many high quality wines. Serve with grilled Salmon.

在烏拉圭，葡萄種植的地方現約有**30,000**英畝，大多位處過於溫暖和潮濕的環境。有見及此，烏拉圭特意仿效智利和阿根廷，引進法國的新技術，以改善莊園的環境，而最有可能受惠的多為未開發地帶，如安第斯山脈或山麓附近，以及主要支流的沿岸流域。這款由多種特選葡萄釀製的佳釀，品質已達到公認的國際級水平，成份中包含 Viognier 和 Cabernet Franc 這類罕有的葡萄品種，令這款酒更顯矜貴。Dante Irurtia Viognier 甜味如蜜，醇厚適中，不失為珍貴佳釀中的極品，酒味馥郁持久，堪稱為優質酒品的典範。可與香煎鮭魚扒配搭。

Simon Tam is director of the International Wine Centre. He can be reached at admin@iwinecentre.com

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EDITOR'S NOTE:

We are interested to hear your opinion on the new Food & Wine column in *The Bulletin*. Please email your comments, both good and bad, to: bulletin@chamber.org.hk, or fax: 2527 9843.

編者按：

《工商月刊》歡迎讀者對「美酒佳餚」新設專欄發表意見，請透過電郵：bulletin@chamber.org.hk 或傳真：2527 9843，將評論送交本刊。

Business lunches

商務午餐精選

Great Eagle Hotel

The Bostonian Restaurant at Great Eagle Hotel is serving a set luncheon daily. Diners can choose appetizers from the set menu or pick their favourite sashimi, oysters, fresh fish and salad from the Raw Bar. Steaks and seafood are served for entrées, in addition to desserts, with the menu changing every two weeks. HK\$168. Tel. 2375 1133 ext 2070.

鷹君酒店

鷹君酒店美岸海鮮廳逢星期一至五供應精美午膳套餐，為愛吃海鮮的顧客帶來更多新選擇。套餐的頭盤種類繁多，除有湯類、沙律外，客人亦可到海鮮吧選擇多款新鮮魚生、壽司、生蠔及沙律作頭盤。菜譜每兩星期更換一次。套餐價錢為每位**168**港元。電話：2375 1133 (內線 2070)。

Renaissance Harbour View Hotel

The hotel's Slim & Trim Lunch Buffet (above) has a new look and menus. Those watching their weight can choose from a salad bar, pasta or noodle dishes, hot soup, vegetables, seafood, meat and curries. Japanese food lovers can also try the fresh sashimi and sushi, in addition to the newly introduced California hand rolls, prepared on the spot by the hotel's chefs. Low-calorie desserts are also served. HK\$160. Tel. 2802 8888 ext 6353.

The hotel's newly appointed Executive Chef, European cuisine, Paul Chandler, has designed a new set lunch menu at Lobby Lounge, which offers more variety and more flexibility. Featuring a salad bar, soup of the day and desserts at HK\$98 per person. For HK\$145, diners



also get to choose one of two main course (either fish or meat) served daily. Tel. 2802 8888 ext. 6983.

The hotel's coffee shop serves an international selection of 12 main courses which include, among others: beef brisket curry, baked pork chop with fried rice, baked chicken "Portuguese" style, fried rice "Fuzhou" style, roasted pork neck "Thai" style, stir-fried spaghetti in satay sauce, grilled sirloin steak in garlic sauce, fillet of sole meuniere, pork knuckle with sauerkraut, and Renaissance club sandwich. HK\$88. Tel. 2802 8888 ext. 6970.

萬麗海景酒店

酒店的健量自助午餐現已煥然一新，為注重健康的顧客帶來沙律、粉麵、熱湯、蔬果、海鮮、肉類和咖喱等多款選擇。喜愛日式食品的人士可品嚐新鮮魚生和壽司，以及由主廚即點即製的最新推介加洲手卷。此外，還有低卡路里甜品供應。每位**160**港元。電話：2802 8888 (內線 6353)。

酒店最近委任的行政總廚—西餐 Paul Chandler，為大堂酒廊設計了嶄新的午膳菜譜，讓您享有更廣的美食變化、更大的選配彈性。自助沙律吧、是日餐湯連甜品，每位**98**港元。加配每日提供的兩款精選主菜(魚或肉類任君挑選)的其中一款，每位**145**港元。電話：2802 8888(內線 6983)。

咖啡座的地道風味午餐推介**12**款主菜，計有咖喱牛肉、烤豬扒、葡式烤雞、福州炒飯、泰式燒豬頸肉、意大利粉、牛腰扒、鰵魚柳、特色三明治等。每位**88**港元。電話：2802 8888 (內線 6970)。

The Excelsior

ToTT's Asian Grill & Bar has introduced a new lunch buffet concept that is based on an appetiser and dessert buffet, along with a choice from five main course options. Popular appetisers served include fresh sashimi, sushi, oysters and yabbies along with salads

and small appetisers, and excellent selection of desserts. HK\$198. Tel. 2837 6786.

The Excelsior's Cammino, Italian restaurant Cammino serves a two-course menu which comes with an antipasta buffet and a choice of main dish, such as porcini mushroom risotto or poached black cod. The restaurant also serves a wide variety of pasta, meat, seafood and vegetarian dishes. HK\$158. Tel. 2837 6780.

怡東酒店

ToTT's亞洲扒房及酒吧推出全新自助午餐，以頭盤和甜品為推介重點，伴以五款主菜可供選擇。令人難以抗拒的頭盤包括新鮮魚生、壽司、生蠔、蝦和多款沙律及精緻前菜，另有各種精美甜品，帶給食客無限驚喜。每位 198 港元。電話：2837 6786。

Cammino 意大利餐廳的兩道菜套餐包括意大利前菜自助餐和主菜，主菜可選香檸松茸飯、烤羊鞍配蠶豆茸或香煎龍利配麻菜沙律等；此外，還有不同的麵食、肉類、海鮮和素菜，定有一款合您心意。每位 158 港元。電話：2837 6780。

Holiday Inn Golden Mile

The hotel's Avenue Restaurant & Bar is serving modern European cuisine prepared by Chef Marc Toutain. Avenue offers a variety of fixed-lunch menus that include vegetarian fare. HK\$178 for two courses, or HK\$198 for three courses. Tel. 2315 1118.



金域假日酒店

雅梵妮餐廳及酒吧的總廚 Marc Toutain 呈獻別具特色的現代歐陸風格美食，為顧客提供多款午膳精選，包括素菜。兩道菜 178 港元、三道菜 198 港元。電話：2315 1118。

Hotel Miramar

The hotel's Dong Restaurant is serving a shark's fin and dim sum set lunch, which includes braised shark's fin soup, two dim sum dishes, vegetables, congee and dessert. HK\$138. Tel. 2315 5166.

The Miramar's Xi Restaurant is offering a business set lunch which for starters offers a

choice of sashimi, smoked salmon, fresh oysters, crispy salads and soup of the day. Entree dishes include marinated sea bream with fresh dill on taro sauce, poached lobster and scallops, baked sole fillets with cafe de Paris butter, mixed grill with cranberry sauce and deep-fried herbs, and sauteed chicken breast with fedelini and pinenuts, followed by a dessert buffet offering cakes, mousse and fruit, tea or coffee. HK\$138. Tel. 2315 5155.



美麗華酒店

東宮呈奉午市排翅和點心套餐，菜式包括紅燒排翅、點心兩款、時菜、粥和甜品。每位 138 港元。電話：2315 5166。

西宮商務午餐的頭盤選擇有刺身、煙燻三文魚、鮮蠔、沙律和精選餐湯。主菜可選魚、龍蝦、扇貝、烤肉、雞胸，以及精美糕點、奶凍、鮮果等自助甜品和咖啡或茶。每位 138 港元。電話：2315 5155。

Mandarin Oriental

Man Wah, the hotel's signature Cantonese restaurant, is serving a set business menu, which includes roasted fillet of eel and barbecued pork, double-boiled shark's fin soup with sea conch, winter melon and Kam Wah ham, stirfried sliced chicken with chilli and vegetables, deepfried yellow croaker with black vinegar sauce, braised mustard green with crabmeat, fried rice with diced seafood in X.O. sauce, chilled coconut cream with palm seeds, mango, pomelo and melon, and Chinese tea. HK\$588. Tel. 2522 0111.

文華東方酒店

文華粵菜館最新推出的商務套餐菜式豐富，計有燒鱸拼叉燒、科夾瓜螺頭翅、川椒翠雞球、糖醋菊花魚、蟹肉扒菜膽、X O 醬海鮮飯、楊枝甘露和中國名茶。每位 588 港元。電話：2522 0111。

Hotel Furama

The hotel's La Ronda Restaurant offers a wide selection of set menus, including Japanese, curry, Chinese BBQ, pasta or carv-

ing set, which includes a soup, fresh fruit as well as coffee or tea. HK\$138. Tel. 2848 7422.

Furama's Lau Ling Bar offers a lunch buffet from Monday to Friday serving salads, freshly cooked pasta, a roast, oysters, and a selection of hot items and desserts. HK\$178. Tel. 2842 7506.

富麗華酒店

旋轉餐廳的中午套餐提供日式美食、印度咖喱、廣東明爐燒味、意大利麵食和西式烤肉，務求滿足您的不同口味。每款套餐均奉上餐湯、鮮果和咖啡或茶。每位 138 港元。電話：2848 7422。

劉伶吧逢星期一至五備有自助午餐，獻上沙律、新鮮麵食、燒烤、蠔和多款熱盤及甜品，任君挑選。每位 178 港元。電話：2842 7506。

Harbour Plaza Hong Kong

The hotel's restaurants are serving a variety of lunch options. These include: The Promenade - Chinese dim sum lunch with dessert buffet at HK\$88. International lunch buffet at HK\$145. Robotayaki - special robotayaki set lunch from HK\$90. Harbour Grill - executive luncheon at HK\$168. Pit Stop & Dino's Italian lunch buffet at HK\$145. Corner Cafe - home-made bruschetta with freshly sliced parma ham at HK\$45. Tel. 2996 8678.

海逸酒店

海逸酒店多家餐廳獻給您的午膳套餐包括：The Promenade—中式點心午餐連自助甜品(每位88港元)和國際美食自助午餐(每位145港元)；Robotayaki—精選爐端燒定食(每位90港元起)；Harbour Grill—行政午餐連咖啡或茶(每位168港元)；Pit Stop & Dino's—意大利風味自助午餐連汽水一杯(每位145港元)；Corner Cafe—自製意式香脆麵包配意式火腿(每位45港元)。電話：2996 8678。



All prices are subject to 10 per cent service charge. 以上價格須另加一服務費。



Financial Secretary Antony Leung (centre) meets with the HKGCC, Chinese General Chamber of Commerce, Chinese Manufacturers' Association, and the Federation of Hong Kong Industries on Sept. 24 to discuss ways of boosting Hong Kong's economy.
財政司司長梁錦松(中)於9月24日與香港總商會、香港中華總商會、香港中華廠商聯合會及香港工業總會等組織的代表會晤，同謀振興香港經濟的方案。

Information Services Department 政府新聞處

MEMBERS COCKTAIL 會員聯誼酒會

Members networked and chatted with Chamber Chairman Christopher Cheng, a number of General Committee members and other members at the first Quarterly Members Cocktail held at the Chamber on September 25.
本會於9月25日首次為會員舉辦秋季聯誼酒會，會員歡聚一堂，與本會主席鄭維志、多位理事會成員及其他會員輕談淺酌，增進情誼。



Eye Spy 活動花絮

(L-R) Secretary for the Environment and Food Lily Yam, AmCham Chairman Paula DeLisle, and HKGCC Chairman Christopher Cheng have a laugh with The Walt Disney Company Chairman and CEO Michael Eisner, at a luncheon on August 30, at which Mr Eisner was the guest speaker.

在8月30日午餐會上，環境食物局局長任關佩英、香港美國商會主席杜寶麗、本會主席鄭維志(左至右)跟應邀演說嘉賓華特迪士尼公司主席兼行政總裁艾斯納言談甚歡。



The Chamber launched its WTO Industry Update Workshop series with the banking sector on September 11 to a full house.
本會推出一系列世貿報告跟進工作坊，其中圍繞銀行業的工作坊已於9月11日舉行，座無虛席。

CHAMBER FORECAST

UPCOMING EVENTS

- 18 October**
Roundtable Luncheon with Singapore Council General Chan Heng Wing on Singapore: Positioning the Lion City into West Asia (*English*)
- 23-24 October**
5th Beijing/Hong Kong Economic Co-operation Symposium (*Putonghua with English interpretation*)
第五屆京港經濟合作研討會洽談會
- 24 October**
China's Entry into the WTO & the Impact on Hong Kong Business WTO Update Workshop Series – Professional Services Sector
- 27 October ~ 16 February**
Training: Mandarin Speaking Group for Expatriates (*Mandarin & English*)
- 30 October**
Training: Accelerating Growth through Strategic Alliance (*Cantonese*)
高速增長的策略聯盟
- 1 November**
The 3rd Venture Capital Partnership Conference: – "Crouching Profits; Hidden Assets"
創業投資合作夥伴會議: "隱藏的利潤和資產"
- 2 November ~ 7 December**
Training: Functional Business English & Basic Writing Skill (*English*)
- 5 November**
China's Entry into the WTO & the Impact on Hong Kong Business WTO Update Workshop Series – Retail & Distribution Sector
- 5 November**
Training: Setting Up a Business in the PRC (*Cantonese*)
如何在內地成立公司
- 6 November**
Training: Telesales for Frontline Staff (*Cantonese*)
- 6 November**
Europe Committee Cocktail Reception in honour of Consuls General & Commercial Consuls of Europe Countries in Hong Kong
- 6 November**
Training: A Guide to Setting Up a Private Venture in the PRC (*Cantonese*)
港人如何在大陸設立私營企業
- 7-9 November**
Study Mission to Singapore, to be led by Mr Christopher Cheng, HKGCC Chairman
- 7 November**
Training: Taxation Issue and Mitigation Measures for Businesses Conducting Domestic Sales & Foreign in the PRC (*Cantonese*)
大陸經商內外銷稅務承擔與節稅安排
- 8 & 29 November**
Training: 5S Leadership Training Workshop
業務管理五常法審核領袖培訓課程
- 8 November**
Training: Identifying Possible Risk Through Legal Documents in China (*Cantonese*)
如何從法定文件評核國內公司之風險
- 9 November**
Roundtable Luncheon on Transforming Technology for Sustainable Growth and Security in the 21st Century (*English*)
- 9 November**
Training: Tax Regime in the PRC (*Cantonese*)
最新中國稅制發展趨勢
- 14 November**
培訓課程: 勁量十足 – 勁量銷售講座
- 15 November**
Roundtable Luncheon on Three-links across the Strait – Impact on Hong Kong
- 17 November**
Heart Health at Work – Health, Check and Educational Talk
<Fully Booked>
- 20 November**
Training: How to Communicate with Confidence, Clarity & Credibility (*Cantonese*)

COMMITTEE MEETINGS

- 23 October**
BCE Meeting
- 5 November**
Membership Committee Meeting
- 13 November**
Chairman's Committee Meeting
- 22 November**
General Committee Meeting

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

OUTBOUND MISSIONS

- 7-9 November**
Mission to Singapore
- 2-7 December**
Mission to Yunnan and Guangxi

140TH ANNIVERSARY

Distinguished Speakers Series

- 12 November**
Luncheon with Sir Patrick Gillam, Group Chairman, Standard Chartered
- Date to be confirmed*
Luncheon with Dai Xianglong, Governor, The People's Bank of China

MARK YOUR DIARY

- 1 November**
Venture Capital Conference 2001, Hong Kong Convention and Exhibition Centre
- 13 December**
The 8th Annual Hong Kong Business Summit, Hong Kong Convention and Exhibition Centre

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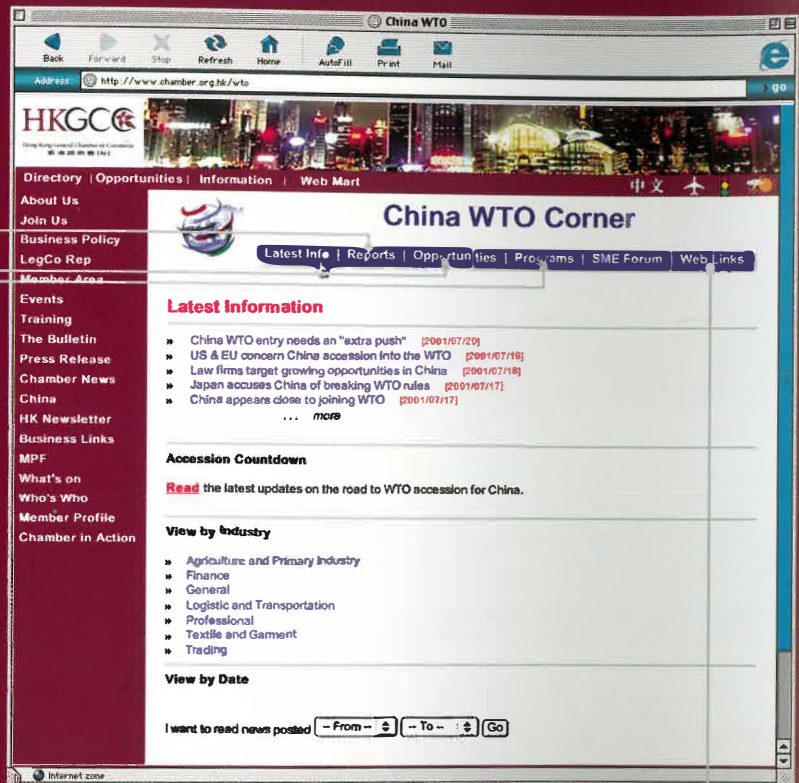
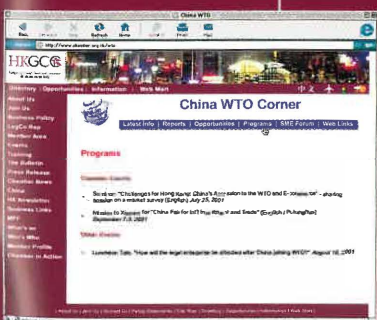
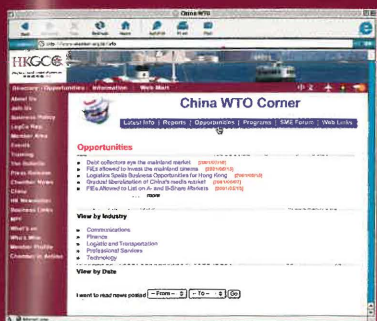


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China WTO Corner

www.chamber.org.hk/wto



China's 15-year quest to join the World Trade Organization (WTO) appears to be drawing to a close with its entry into the world trade club expected to come no later than early next year. Hong Kong has a key role to play in China's economic transition after its accession into the WTO.

To help Hong Kong SMEs capitalize on business opportunities expected to arise with China's entry, the Chamber has launched "China WTO Corner," a new section of our Web site, to provide members with the latest information, opportunities and programs on China's accession into the WTO.

The Web site also provides a forum for members to raise questions and to share experiences and views in an open platform. Visit our Web site today, and take advantage of this valuable tool designed to help you do business in China after China enters the WTO.

經歷了15年漫長的談判，中國爭取加入世界貿易組織終於露出了曙光，並極有可能在明年初入世。為了使中國經濟能順利與世界接軌，香港將扮演承先啟後的作用。同時，為了幫助香港的中小型企業更好地把握中國入世所湧現的商機，香港總商會將在現時的網站上開闢一個新的網頁：“中國入世區”。這個網頁除了為會員提供有關中國入世的最新資訊，商機和活動外，本會還特意增設了一個“中小企論壇區”，在這個論壇區內，各會員可以就有關國際貿易等事務提出諮詢或與大家一起分享他們自己的營商經驗。

今天就請各位會員來瀏覽本會的“中國入世區”，相信將為您提供更多有價值的資訊，並幫助您內地的業務更上一層樓。

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