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A HONG KONG GENERAL CHAMBER OF COMMERCE MAGAZINE  
香港總商會月刊

一九九六年三月 MARCH 1996

## Telecom Revolution

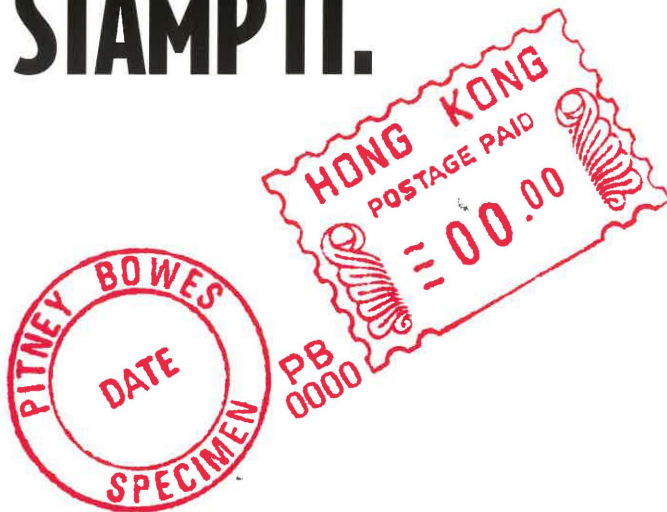


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**COVER STORY**

Gordon Siu, Secretary for Economic Services, was the lunchtime speaker at a seminar entitled the Telecom Revolution on February 7. He outlined a four-point policy plan to build Hong Kong as a regional telecom hub. P.8

港府經濟司蕭炯柱應邀於二月七日舉行的《電訊改革新紀元》研討會（午餐會環節）擔任主講嘉賓。他透露，港府已制訂了四項計劃，希望藉此將香港建設成為亞太區的電訊中心。



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# Double-edged sword in 1995 inflation figures

**H**ong Kong has nothing to be complacent about on the inflation front. The territory might have ended 1995 with a year-on-year rate of just 6.6 per cent, but the average CPI(A) rate for the full year was still 8.7 per cent.

That's up on the 1994 average rate of 8.1 per cent and is more than double the average inflation rate of our major trading partners and competitors, with the notable exception of the Mainland. For employers, the year-end figures were a double-edged sword.

The lower-than-expected year-on-year rate brought with it hopes of a respite from the higher costs, including wage and rental costs, which have pressured businesses - especially small and medium sized businesses - in recent years.

But the average annual rate of 8.7 per cent reminds us that the inflationary pressures have not gone away, although barring any upward jolts in the volatile and weather sensitive fresh food prices, there should be a gradual downtrend in consumer prices this year.

That said, however, it should not be expected that CPI(A) inflation will average much less than 8 per cent in the year ahead. To get below that level would imply a further significant economic slowdown from that which brought just 4.2 per cent growth in 1995's third quarter.

Certainly, no-one should be deluded into believing the December CPI figures have suddenly set a new and lower trend line for local inflation rates. One dish does not make a dinner and one month's CPI does not set a trend.

Progress in bringing inflation down in Hong Kong has been extremely slow and further consistent pressure will be required throughout 1996 if inflation is going to again be lower at year's end. The facts about the end-1995 consumer price inflation situation are:

- The CPI(A) year-on-year to December was surprisingly low at 6.6 per cent, the lowest since the January 1994 year-on-year rate of 6.2 per cent.

- It was, however, two unusual factors - much lower fresh food prices and the price war among Chinese language newspapers - which helped the CPI(A) to its low point for the year of 6.6 per cent in December.

- Average consumer price inflation, as measured by the CPI(A), for the whole year was, however, a still very high 8.7 per cent.

- This means that the CPI(A) average for the whole year was actually higher than in 1994 when it averaged 8.1 per cent, and the 1993 figure when it averaged 8.5 per cent.

Taking these factors into account it is clear Hong Kong still has a significant consumer price inflation problem despite the slowing of the economic growth rate during 1995 which should have reduced inflationary pressures.

Neither of the unusual factors affecting the CPI(A) in December are likely to have long shelf lives. Food prices have continued to stay down in January, but they will have certainly risen during February when the Lunar New Year price rises kicked-in.

Moreover, the Chinese language newspaper price war will end. It is just a matter of when, and when it does it will push up the index year again.

But it is food prices that are the key factor in the CPI(A) outcome because they account for slightly more than 40 per cent in the index weighting, half of that being meals bought away from home and the rest by other foodstuffs.

None of this should detract from the fact that the trend in consumer price inflation has recently been downwards and that their trend will probably continue into this year.

It is just that the downward trend will be gradual, just as it has been over the past five years and, indeed, the past 12 months. From its high point average of 12 per cent in 1991, consumer price inflation had been easing gradually until last year's upturn in the average rate.

Throughout last year, too, the monthly year-on-year rates showed a fairly consistent downtrend except in March and April and again in September, with food prices being the temporary culprit in the rises.

The same pattern has been evident in the other indices, the CPI(B), the Hang Seng CPI and the Composite CPI.

The easing in the indices has been broad-based, but a decline in rental indices (due to a weaker property market) and an easing in services (due to lower wage and rental increases) have played a key role. ■



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# 通脹問題仍然存在

**儘**管通脹放緩，但香港絕對不應因而沾沾自喜。去年12月的通脹較對上一年同期僅上升6.6%，但全年平均甲類消費物價指數升幅仍處於8.7%的高水平。

回顧1994年，雖然全年平均通脹只有8.1%，但仍然較香港的主要貿易夥伴及競爭對手（中國大陸除外）高出一倍以上。對僱主而言，年終的通脹數字可謂令人既喜且憂。通脹較對上一年同期回落，自然可望減輕工資、租金等經營成本的壓力，特別是對中小型企业而言。

在過去一年，由於天氣反常，以致新鮮食品價格出現大幅波動，假如撇除這個因素的話，消費物價的升幅應該正在減慢。不過，全年的平均通脹高達8.7%，意味著通脹壓力依然存在。

因此，我們不應寄望來年的平均甲類消費物價指數會遠低於8%，否則將意味著經濟增長會由1995年第三季的4.2%進一步大幅放緩。

我們亦不應把去年12月份的通脹數字視為本地通脹新下降軌道的起點。單一月份的消費物價指數並不能自成趨勢。

香港揭抑通脹的進展十分緩慢，假如我們希望1996年的通脹持續下降，必須努力不懈地朝著這個目標進發。1995年底的消費物價通脹情況大致如下：

- 12月份的按年甲類消費物價指數升幅出乎意料地降至6.6%，是自1994年1月（6.6%）以來的最低水平。
- 造成12月份的甲類消費物價指數降至6%新低点的主要原因有兩個，一是新鮮食品價格大幅下調，二是中文報章爆發減價戰。
- 不過，去年全年以甲類消費物價指數最度的平均消費物價通脹仍處於8.7%的高水平。
- 回顧1993及1994年的全年平均甲類消費物價指數升幅，分別只有8.5%及8.1%，因此，去年的通脹仍較93及94年為高。

綜觀上述因素，雖然1995年經濟增長放緩，以致通脹壓力減輕，但香港仍要面對重大的消費物價通脹問題。

導致95年12月份消費物價下降的不尋常因素預計會漸次消失。1月份的食品價格或許會繼續停留在低水平，但臨近農曆新年的時候，相信物價會開始回升。

此外，中文報章的減價戰相信很快便會告一段落，屆時勢將再次推高通脹。

食品價格是影響甲類消費物價指數的重要因素，因為它在指數中所佔的比重高達40%以上，其中外地供應的肉類佔一半，其餘是其他糧油食品。

無可否認，近期的通脹確實正在放緩，而預計在未來一年，這個趨勢仍會持續。不過，其下降的速度將頗為緩慢，情況與五年前甚至過去一年的相若。消費物價通貨膨脹於1991年達到12%的高峰，其後逐漸放緩，直至去年，平均通脹才略為回升。

在去年全年，按年升幅大致平穩地下降，只有三、四及九月例外，原因是這幾個月食品價格突然飆升。

同一模式在其他指數亦可見到，包括乙類消費物價指數、恆生消費物價指數、綜合消費物價指數等。

導致這些指數升幅放緩的因素有很多，但租金指數（由於地產市道疲弱）及服務價格升勢放緩（由於工資下降及租金上升速度減慢），肯定扮演著相當重要的角色。 ■



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# Action plan to develop telecom hub

Gordon Siu outlines how HK will capitalise on fast growing demands

**G**ordon Siu, Secretary for Economic Services, outlined on February 7 a Government four-point action plan to develop Hong Kong as an international telecom hub to capitalise on the fast growing demands for advanced telecommunications in the region.

He told a lunch that concluded a Hong Kong Coalition of Services business seminar on telecommunications, that the Government had set aside a piece of land at Chung Hom Kok for a teleport for 20 satellite earth stations that would help operators reduce costs by sharing a central infrastructure.

He also spoke of Hong Kong's rapid integration in telecommunications developments on the Delta and elsewhere in China, including an optical fibre link being built to Beijing.

The seminar lunch was hosted by Brian Stevenson, HKCSI Chairman and Henry Goldstein, Chairman of the HKCSI Information Services Committee. The seminar, entitled the "Telecom

Revolution," was attended by representatives of all segments of the telecommunications industry. HKCSI is the services arm of the Hong Kong General Chamber of Commerce.

Henry Goldstein, Executive Director of Asia Link, a mobile phone provider, was the moderator of the whole morning seminar.

Other seminar speakers were: Alex Arena, Director General of the Office of the Telecommunications Authority; Samantha Hon, General Manager of Development and Management at Hong Kong Telecom; Albert Wong, Director of Business Development at New World Telephone Ltd; Tony Au, Immediate Past Chairman of Hong Kong Information Technology Federation; Mike Doscher, General Manager of Strategic Planning and Product Development, Hutchison Telephone Co Ltd; and Leslie Harris, Managing Director, New T & T. (See following reports).

Gordon Siu told his luncheon audi-

ence details of Government's four-point action plan:

## Information Superhighway

1. "Our first action is to develop an information superhighway. The processing power of computers has gone through quantum leaps. However, without the high capacity and high mobility of telecommunications networks, computers would only remain as islands of intelligence, unable to communicate with each other. To bring a wide range of information services, such as interactive television and video-on-demand services to the home, or to send data, electronic mail and faxes to someone on the road, we need a communication network that can enable us to send all varieties of information at high speed and low cost to anyone, anywhere and anytime.

"Recognising the potential of these new technologies, we share the vision of most of the world's nations for building a 21st-century information infrastructure. At the Asia-Pacific Economic Cooperation (or APEC) Ministers' meeting in May last year, member economies agreed to promote and accelerate the development of the Asia-Pacific Information Infrastructure (or APII) as an integral part of the global information superhighway.

"The Hong Kong Government attaches great importance to a sound information infrastructure. We will actively collaborate with other APEC economies to bring the APII project to fruition. In taking this forward the Hong Kong Government shall act as a facilitator by providing a conducive telecom policy and favourable market environment. The actual building of the information superhighway is left to the private sector in response to customer demand."

## Policy

Gordon Siu said the guiding principles under the Government's telecom policy are:

- The widest range of quality telecommunications services should be made available to the community at a reasonable cost;



Gordon Siu.  
蕭炯柱



- Telecommunications services should be provided in the most economically efficient manner possible; and,

- Hong Kong should work to become a major communications hub for the region.

"Together with our universal telephone service, a private sector-driven telecom market and open and transparent technical and interconnection standards, these policy objectives are consistent with APEC's APII principles and the information superhighway objectives pursued by most other countries," he said.

### Regulatory framework

2. "Our second action is to establish an effective regulatory framework to promote fair competition. We believe that competition brings the consumer maximum benefits. But we are also aware that introducing competition in tele-

## Internet enthusiast

**G**ordon Siu intrigued his lunchtime listeners by punctuating his speech with anecdotes of how he has himself personally plunged in and familiarised himself with the computer and the intricacies of the Internet, encouraged by his 20-year-old son.

He uses Internet to communicate with his son abroad by E-mail.

"Suffice to say I am learning the power of Internet," he said. "It is providing access to data not imagined even five years ago."

But, he told a questioner he saw no reduction in the use of the postal services for which he is responsible. ■

## 國際電腦網絡

**經**司蕭炯柱在演辭中加插了一段鮮為人知的趣事，以說明他如何「沉迷」電腦和成為國際電腦網絡「發燒友」的經過。

他目前利用國際電腦網絡跟身在海外的兒子通訊。

「我正在領略『國際電腦網絡』的威力。透過這個網絡，我們可進入龐大的資訊寶庫。這是五年前所無法想像的。」

不過，他回答一位參加的問題時表示，市民對郵政服務的需求並沒有因而減少。 ■

# 發展香港成為電訊中心

蕭炯柱解釋香港計劃如何充份利用在電訊需求方面的高速增長

**經**經濟司蕭炯柱在2月7日香港服務業聯盟舉辦的商務研討會（午餐會環節）上透露，鑑於亞太區國家對尖端電訊服務的需求不斷激增，港府已制訂了四項計劃，希望把香港發展為一個國際電訊樞紐。

他在演辭中指出，香港政府已在樁坎角預留土地，興建一個可容納20座衛星地面站的「遙距通訊站」；透過攤分中央基建開支，經營者的成本將可大大降低。

他又表示，香港的電訊網絡正高速地與珠江三角洲及中國其他地區互相結合，舉例說，香港正鋪設一條直通北京的光纖電纜。

當日的午餐會由香港服務業聯盟主席兼理事會理事施文信及資訊服務委員會主席高德盛聯合主持，主題為《電訊改革新紀元》，參加者主要是電訊業內人士。香港服務業聯盟是香港總商會轄下的服務業部門。

上午的研討會環節由聯訊亞洲控股有限公司執行董事高德盛主持。

研討會的其他講者包括：電訊管理局總監艾維朗、香港電訊互動多媒體服務業務拓展總經理韓慧文、新世界電話有限公司業務拓展總監黃志超、前任香港訊息科技協進會主席區煒洪、和記電話有限公司策略規劃及產品管理總經理麥德信、香港新電訊有限公司總裁何禮誠。

蕭炯柱解釋港府的四項計劃：

### 資訊超級公路

「第一是發展資訊超級公路。電腦的運算能力正以幾何級數提升，然而，要是沒有高容量和高效能的電訊網絡，電腦只得繼續成為智能的孤島，沒法互相聯繫。為了把廣泛的資訊服務帶給普羅大眾，例如互動電視及自選視象服務，或隨時隨地發送傳真訊息、電子郵件或資料，我們需要一個高速但低成本的通訊網絡。

「我們明白這些新科技的潛力，亦認同世界大部分國家致力為下一世紀進行資訊基建的理想。在去年五月舉行的亞太區經濟合作組織會議上，各成員國都贊成加速推行『亞太資訊基建計劃』，作為全球資訊超級公路中不可或缺的一環。

「香港政府非常重視話音資訊基建的發展。我們會積極與其他亞太經合國家合作，務求『亞太資訊基建計劃』開花結果。香港政府會制訂了一套有利的電訊政策和創造一個有利的市場環境，但建設資訊超級公路的實際工作則要留待私營環節因應顧客需求而進行。」

### 港府政策

蕭炯柱稱，港府電訊政策的基本原則如下：

- 應讓社會大眾以合理的價格使用多樣化的優質電訊服務；
- 應以最具經濟效益的方式提供電訊服務；

- 香港應成為亞太區的電訊樞紐。

他說：「我們擁有貫通全球的電話服務，一個以私營機構為主導的電訊市場，一套開放、具透明度的技術互聯準則。上述政策目標不但符合亞太經合組織『亞太資訊基建計劃』的原則，也配合大部分其他國家的資訊超級公路發展目標。」

### 監管機制

「我們的第二項計劃是建立一套有效的監管機制，以推廣公平競爭。我們認為競爭對顧客最為有利。但我們亦明白，要在電訊市場引進競爭，特別是在固定網絡方面，其實並不容易。我們需要公平的競爭環境和明確的監管機制，才能讓投資者充滿信心。此外，我們亦需要實施靈活的監管措施，以協助把新服務和新技術引進香港，『國際電腦網絡服務』便是其中一例。

「我們目前正在檢討現有的電訊法例，目標是簡化發牌程序，與新科技同步並進，並制訂全面的計劃，包括有效的互聯安排、促進公平競爭的措施、針對大型供應商的號碼及訂價管制等。

### 海外市場

「我們的第三項計劃是為香港的電訊公司拓展海外市場機會。若要成為國際的電訊樞紐，除了吸引外商來港投資外，我們亦應把服務出口到海外市場。

coms, particularly in fixed networks, is not a simple task. We need to have in place a fair level playing field and regulatory certainty to provide investment confidence. Also, we will need to introduce a flexible regulatory framework to promote and facilitate the introduction of new services and technologies, such as Internet, into Hong Kong.

"We are currently reviewing our telecommunications legislation. Our aim is to simplify the licensing arrangement to keep pace with new technologies and to establish a comprehensive set of competitive safeguards to cover issues such as effective interconnection arrangements, measures to foster fair competition, numbering and price control for dominant suppliers."

### Promotion of the industry

3. Gordon Siu said: "Our third action is to widen the opportunities for Hong Kong telecom companies to access overseas markets. To be a successful international telecom hub, we should aim not only to attract investment into Hong Kong but also to export our service to overseas markets.

"Hong Kong telecom companies have built up great strength through years of competition in the local market. We also enjoy a significant competitive advantage from our favourable geographical location and language ties and ethnic connections with neighbouring communities. Our companies will stand to benefit with the opening up of telecom markets in the region. We are actively participating in the APEC and the current World Trade Organisation negotiation to lower trade barriers and promote cross-border trade in telecom services.

### Supporting facilities

4. Gordon Siu said: "Our fourth action is to improve the supporting facilities to enhance Hong Kong's attraction as a telecom hub. One example is the teleport project. With the rapid development of satellite technology, international communications will increasingly rely on satellite services. Our central geographical location and favourable business environment have attracted many interests to use Hong Kong as the base for launching regional communications satellites.

"To help satellite operators find suitable land for setting up satellite earth stations we have set aside a piece of land at Chung Hom Kok for the establishment of a teleport. This teleport will provide sufficient land for more than 20 satellite earth stations and by sharing the cost of

central infrastructure it will help the satellite operators to reduce their cost of operation.

### China

Gordon Siu said: "Another factor which will give Hong Kong a distinct advantage to become the international telecom hub for the region is China. In telecommunications, China represents the world's largest new market. To support its economic development, China has set very ambitious targets. We have seen its fixed network adding between 15 million to 20 million lines a year and its number of mobile phones growing at over 60% a year in the past several years. The closer tie between Hong Kong and China can be demonstrated by the fact that over half of our external telecommunications traffic is now with China.

"The integration of Hong Kong with Southern China will considerably strengthen our role as a regional telecom hub. We have already seen the opening of the world's most advanced commercial synchronous digital hierarchy network linking Hong Kong, Guangzhou, Zhuhai and the Pearl River Delta and the building of a direct optical fibre link with Hong Kong through central China to Beijing.

"The completion of the new fibre link next year will further stimulate telecom traffic growth. On mobile communications, the Office of the Telecommunications Authority has established since 1992 regular contacts with the Guangdong authorities to coordinate the allocation of radio frequencies. We will continue to work with the Chinese authority to facilitate and promote cross-border roaming for mobile services."

### Conclusion

Gordon Siu said: "To conclude, the Hong Kong Government is committed to maintaining Hong Kong's position as the financial and commercial centre, as well as the telecommunications hub, in this Information Age. We will need the most modern and efficient telecommunications infrastructure to achieve this objective.

"We shall realise this objective through the promotion of competition within a conducive regulatory framework. We shall seek to create a liberalised environment favourable to the development of new telecom networks and technologies. Our pro-competition policy has brought us a series of successes in the telecom industry and we believe that it will bring us even more successes in the future." ■

「經過多年來在本地市場的競爭，香港的電訊公司已建立了相當穩固的基礎；此外，由於香港地理位置優越，在語言和種族等方面與鄰近國家關係密切，因而佔有一定優勢。隨著區內電訊市場逐漸開放，香港的電訊公司肯定會受惠。我們積極參與亞太區經濟合作組織和世界貿易組織有關減少貿易障礙、促進跨國電訊服務貿易的談判。

### 支援設施

「我們的第四項計劃是改善支援設施，增加香港作為電訊樞紐的吸引力，建遙距通訊站便是其中一例。衛星科技發展一日千里，國際通訊將日益倚賴衛星服務，而我們的優越地理和商業環境，已吸引了不少公司希望利用香港作為亞太區通訊衛星的地面站的基地。

「為了協助人造衛星經營者覓選合適的衛星地面站，我們特別在在樁坎角預留土地，興建一個足可容納超過20座地面站的『遙距通訊站』；透過攤分中央基建開支，經營者的成本將可大大降低。

### 中國電訊發展

「中國因素亦對香港發展成為亞太區電訊服務樞紐非常重要。中國的電訊市場潛力非常巨大，為了配合經濟發展，中國已制訂了一些非常宏大的目標。在過去數年，國內的電話線每年增加1,500至2,000萬條，而流動電話的數目每年亦增加60%。中港兩地的電訊聯繫不斷加強，香港目前的對外『電訊交通』，一半以上是往返中港兩地的。

「香港與華南地區逐漸結合，大大加強了我們作為亞太區電訊服務樞紐的角色。目前香港、廣州、珠海、珠江三角洲一帶已建立了一個全球最先進的商用數碼通訊網絡，而香港更全力鋪設一條連接北京的光纖電纜。

「鋪設光纖電纜的工程將於明年完成，屆時勢必刺激兩地的電訊流量。在流動電話通訊方面，電訊管理局自1992年成立以來，定期與廣東有關當局接觸，協調無線電頻道的分配。我們會繼續與中國當局攜手合作，促進中港兩地的流動電話服務。

「總括而言，在這個資訊年代，政府除了致力維持香港作為金融及商業中心的地位外，還會努力建設香港成為一個電訊服務樞紐。我們需要最現代化和最有效率的電訊基建，才能達致上述目標。

「我們會在一個有利的監管環境下引進競爭，設法創造一個適合發展新電訊網絡及科技的開放環境。我們的鼓勵競爭政策已為電訊業造就了不少成功例子，我們相信日後該行業會再放異彩。」 ■



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# Process of liberalisation and deregulation

Alex Arena says in the long term there should be competition in all sectors of telecoms industry and benefits for the consumer

**A**lex Arena, Director General of Telecommunications at the Office of the Telecommunications Authority (OFTA), told the telecommunications seminar the words "competition" and "liberalisation" did not appear in the policy framework. He said they are "means" rather than "ends" in their own right. They had contributed to Hong Kong's success in so many areas.

In his keynote speech to the seminar, he said Hong Kong, being a major financial business centre in Asia, naturally places a high value on having a modern telecommunications infrastructure. To that end, telecommunications policies have been overhauled in the early 1990s and a new policy framework is now largely implemented.

The new framework embraces a liberalisation model and builds on Hong Kong's pre-existing pro-competitive policies such as those in mobile telecommunications.

Alex Arena outlined the policy objectives that have been guiding developments:

- That the widest range of quality telecommunications services should be available to the community at reasonable cost;

- That telecommunications should be provided in the most economically efficient manner possible; and,

- That Hong Kong should serve as the pre-eminent communications hub for the region now and into the next century.

## Market development

Alex Arena said Hong Kong owes much to its sophisticated telecommunications infrastructure with a very high teledensity of 52% (52 lines per 100 people). Therefore basic issues of universal service are essentially already met.

"Also significant is the development of the mobile telecommunications market where competition has produced very impressive results. There has been a typical 40% growth per annum in cellular mobile customers — with about 700,000 customers now connected and still growing at about 4% each month. The penetration rate of over 11% at present is also credible by world comparisons.

"CT-2 has also experienced a boom in demand. This despite its failure in other



Alex Arena. 艾維朗

## 開放與監管

艾維朗稱，長遠而言，電訊業內各個環節都應引進競爭，這樣對消費者最為有利

**電**訊管理局總監艾維朗於研討會上表示，「競爭」和「開放」兩字並沒有在政策大綱中出現，它們只是「工具」而非「目的」。他認為競爭和開放對香港的成功非常重要。

他說，香港作為亞洲重要的金融商業中心，自然非常重視現代化的電訊基建。為此，政府早於九十年代初期已就電訊政策進行全面檢討，到了今天，新的政策經已大致落實。

新的政策包括建立開放模式和秉承既有的鼓勵競爭原則，例如在流動電話方面。

艾維朗列出政策的原則如下：

- 應讓社會大眾以合理的價格使用多樣化的優質電訊服務；
- 應以最具經濟效益的方式提供電訊服務；
- 香港應成為亞太區首屈一指的電訊樞紐，並且跨越下一世紀。

## 市場發展

艾維朗稱，香港的電訊基建十分完善，電話線的密度極高，每100人便有電話線52條。

「在有競爭的環境下，流動電訊服務市場的發展亦非常理想。目前蜂巢式流動電話用戶每年增加40%，用戶數目達70萬人，每月的增長率約為4%。流動電話服務的滲透率約為11%，即使與世界任何國家相比，成績亦算十分驕人。

「市場對第二代數碼電話的需求亦很大，目前本地用戶的數目已從高峰期回落，但仍穩站在大約11萬的水平。

「傳呼服務行業的競爭非常激烈，目前全港約有125萬名傳呼機用戶。這行業非常開放，限制少之又少。基本上政府沒有限制發牌數目，有意加入這個行業的人士，只要到我們的櫃檯辦理申請手續，不消數天便可獲發牌照。截至現時為止，我們合共向20間公司發出了38個牌照，使用

的無線電頻道共62條。」

### 開放與競爭

他說：「競爭與香港是天生一對的夥伴。在流動電話服務、器材、增值服務、私人網絡（本地及國際）等方面，市場不斷湧現大量機會。又例如電話機方面，更可說是不折不扣的全面開放。

「在服務供應商方面，除了剛才提到的38個傳呼服務商牌照外，香港另有四個蜂巢式流動電話服務供應商、三個第二代數碼服務供應商和四個固定電訊網絡服務供應商，它們都在競相吸引全港600萬人成為用戶。

「無論是固定或流動電話服務，消費者都有更多選擇網絡及供應商的自由，因此，引進競爭，可確保供應商在最具經濟效益的情況下因應市場發展提供服務。」

### 未來趨勢

艾維朗稱：「無論如何，基於下列原因，香港電訊業的發展預計會在未來數年持續下去：

- 電訊科技發展一日千里；
- 預料香港以至亞太區的整體經濟會持續增長。在經濟環節中，尤以服務業的增長最為迅速，而這行業對電訊服務的需求最大；
- 愈來愈多消費者希望獲得更高質素的電訊服務；
- 港府將於流動和固定網絡服務環節引入更多競爭。

### 個人通訊服務

「為了進一步發展香港的流動電訊行業，特別是紓緩供應緊張的情況，我們曾於1994年進行檢討。其後電訊管理局決定，新的流動電訊服務監管機制（包括發牌）應力求中性，盡量涵蓋各式各樣新的流動電話服務和技術。

「為此，我們決定公開招標競投最多六個『個人通訊服務』牌照和四個『無線通達服務』牌照。眾所周知，這些牌照的競投非常激烈，意味著投資者對我們的政策和香港電訊業的前景極具信心。待聯合聯絡小組通過後，我們便會盡速批出這些牌照。

### 固定網絡服務

「1995年是香港電訊業發展的里程碑。我們在過去一年分別向香港電話公司、香港新電訊有限公司、和記電話有限公司及新世界電話有限公司發出了四個『固定電訊網絡服務』牌照，以取代香港電話公司在1995年6月底屆滿的專營權。

「在過去七個月，新的固定電訊網絡服務供應商推出了不少創新、價格吸引的電話及傳真服務。我們有信心本地市場的競爭會維持下去。」



Brian Stevenson  
施文信

markets. The number of subscribers has fallen from its peak but now still stands at about 110,000.

“Competition in the paging sector is also vibrant with about 1.25 million customers using this service. This sector is very liberalised with minimal barriers to entry. There is no practical limit to the number of licences; spectrum is available and the licence is obtained within days via essentially an ‘over-the-counter’ application. At present we have 38 paging licences issued. They are held by about 20 companies and utilise 62 radio channels.”

### Liberalisation and competition

Alex Arena said “Competition and Hong Kong are a natural fit. In telecommunications significant opportunities have existed for some time for competition in mobile telecommunications services, apparatus supply, value-added services and private networks (both domestic and international). The market for single-line customer equipment, for example, standard telephones, can be said to be truly liberalised as type approval requirements no longer exist for such equipment.

“In terms of service providers, besides having 38 paging licences, Hong Kong has four cellular operators, three active CT-2 operators and four fixed telecommunications network services (FTNS) operators, all competing in one Territory of six million people.

“With such a number of licences in fixed and mobile services, consumers are given more choice of networks and operators. Competition thus introduced also means that services have to be provided in the most economically efficient manner in response to market developments.”

### Future trends

Alex Arena said: “Notwithstanding the already remarkable development, the Hong Kong telecommunications industry is ex-

pected to continue to grow and develop significantly in the coming years due to:

- Rapid development of telecommunications technology;
- Anticipated continued growth of the economy of Hong Kong and that of the region as a whole. The services sector of Hong Kong’s economy continues to grow the fastest and it is this sector which is the heaviest consumer of telecommunications services;
- Increasing demand from customers for more and better telecommunications services; and,
- Introduction of more competition in both the mobile and fixed service sectors.”

### PCS/CAS

Alex Arena said: “As part of our efforts to further develop Hong Kong’s mobile telecommunications sector, and in particular to alleviate supply side constraints which have held the industry back, a review was conducted in 1994. As a result, the Telecommunications Authority (TA) decided that the new regulatory framework for mobile telecommunications, including licensing, would need to be technology neutral and capable of dealing with a variety of new mobile services operating from a variety of technology platforms.

“Against this background, a decision was made to invite applications for up to six Personal Communications Service (PCS) licences and up to four Cordless Access Service (CAS) licences through a public bidding exercise. It is well known that these licences are hotly contested. This represents a vote of confidence in our policies as well as the future of telecommunications in Hong Kong. Subject to Joint Liaison Group (JLG) endorsement the TA could issue these licences very quickly.

### Fixed network services

Alex Arena said: “Another significant

milestone in telecommunications in Hong Kong was laid in 1995 with the issue of four new Fixed Telecommunications Network Services (FTNS) licences to the Hong Kong Telephone Company (HKTC) and the new operators, namely New T & T, Hutchison Communications and New World Telephone. These replaced the exclusive concession held by the incumbent HKTC until the end of June, 1995.

"Over the past seven months, the new FTNS players have brought with them considerable consumer benefits in service innovation, customer responsiveness and competitive pricing packages in telephone and facsimile services. We are optimistic that competition will thrive in the local market.

"Competitive pressures are already causing the participants to look to how they may further develop the market. One such promising avenue appears to be interactive multimedia services. Trials have been held on these services and have reportedly proven more encouraging than some reports of trials in other countries."

## Regulation

Alex Arena told the seminar: "As a matter of policy we do not believe in introducing any more regulation into the telecommunications industry beyond that which is necessary due to market circumstances. It is our expectation that an efficient and fair competitive market will self-regulate and eventually displace the need for specific regulatory oversight and intervention. The approach, therefore, is to transition the various telecommunications markets from conditions of monopoly or limited supply through to open competition by the guiding hand of 'light-touch' (but firm) regulation.

He asked: "Are any of our market sectors ready to be freed of regulation? Let us look at the paging sector: Liberalised as

the paging sector is in Hong Kong, I do not think that we can yet claim that these paging operators are free of regulation. After all a licence is still necessary. The paging licence requires conformance to a range of regulatory instruments, for example, the Hong Kong telecommunications numbering plan, technical standards and spectrum allocations. It is clear that regulation in these areas will persist for a while longer yet.

"However, the degree of regulation overall faced by operators in the paging sector is significantly less than that faced by operators in sectors which contain a dominant player such as in a fixed-services market. I am sure that it would be readily apparent that a new entrant contesting the fixed-services market needs a degree of regulatory supervision to ensure fair market conditions prevail and that the dominant player's market power is not misused to the detriment of competition. The regulatory response to this situation is to put in place a set of 'competitive safeguards.'"

## Safeguards

Alex Arena said: "Hong Kong has implemented a competitive safeguards regime which is in step with contemporary regulatory thinking in developed economies. I should mention four particular measures:

- The establishment of the Office of Telecommunications Authority (OFTA) as an effective regulator adequately empowered to gain information, analyse it and make and enforce decisions and which can act to assist generally in solving impasses, for example in interconnection between unequal commercial rivals and can determine these matters if agreements cannot be reached.

- The introduction of price controls to limit the dominant carrier's ability to cross subsidise between market sectors, partic-

「競爭的壓力已導致一些經營者不斷嘗試拓展新市場。互動多媒體服務便是其中一例。據稱，有關服務的試驗成績頗為理想。

## 監管措施

「以政策而論，我們認為在目前的市場環境下根本毋須再引進更多監管。我們相信，一個有效和公平競爭的市場會發揮自我監管的效果，最終甚至可以取代具體的監管和干預。因此，我們的策略是透過『輕度』（但堅定不移的）監管，把電訊市場由專營或有限度供應過渡至自由競爭。

「環顧電訊業各個環節，哪些已經可以毋須監管呢？讓我們首先看看傳呼業吧：即使開放如香港的傳呼業，相信業內人士也不會說是完全不受監管。事實上，領取牌照仍是必須的。傳呼牌照訂明持牌人必須符合某些規定，例如香港電訊號碼計劃、技術標準、頻道分配等。

「不過，傳呼業的整體監管較例如固定網絡服務市場為少。很明顯，假如有公司希望加入固定網絡服務市場，我們必須實施一套監管措施，確保維持公平的市場條件，而且主導經營者的市場力量不會被濫用，以致損害市場競爭。

## 保障競爭

「香港實行一套符合發達國家水平的競爭保障制度，以下以有關措施的要點：

- 成立電訊管理局，並賦予該局足夠的權力，以獲取、分析資料，制訂及執行決策，解決紛爭（例如兩個商業競爭對手的互聯）及在類似情況發生而又無法達成協議的時候介入。

- 引進價格管理，限制主導供應商利用不同的市場環節進行交叉補貼，特別是那些並未面對即時競爭的環節，以及限制例如掠奪性及捆裝服務。

- 透過分隔架構或財務，提高主導供應商的經營透明度。

- 透過監管機構的策略性控調控，確保號碼分配及全國性號碼規劃公平。

「現在我想談談互聯、顧客獲得服務及號碼可攜性問題。



Henry Goldstein.

高德盛

ularly from those sectors not facing immediate competition to those that are, and to otherwise limit practices such as predation and bundled or tied service offerings.

- Improving the transparency of a dominant carrier's operations through structural and/or financial separation, and
- Ensuring equity in numbering allocations and national numbering planning by putting strategic control with the regulator.

Alex Arena then said: "Now I should like to focus on three issues that flow from the competitive safeguards regime to illustrate how we are tackling them: namely interconnection, customer access and number portability."

### Interconnection

"It is an obvious truism that in a network-based industry, interconnection is a vital prerequisite for effective competition. Hong Kong's policy recognises that and in the period March 1995 through June 1995 the TA issued no less than 10 statements on interconnection matters. We have categorised interconnection into two broad classes. Type One interconnection is the standard form of interconnection between network gateways. This is a relatively well-established mode of interconnection.

Type Two interconnection is, however, a different approach which recognises the difficulties inherent in establishing competition within the vertical loop environment in Hong Kong. This form of interconnection is aimed at allowing spacing interconnection at the local loop level."

### Customer access

"For the sake of simplicity, customer access arrangements can be subdivided into two classes — direct and indirect. The first tends to concern the acquisition of physical access facilities to the customer and the second tends to concern the provision of competing services to customers irrespective of the supplier of the physical access facilities. In Hong Kong we allow both types.

"Direct access may be achieved by an operator building its own facilities, for example, installing a wired local loop or utilising wireless local loop technologies. An operator may also decide to lease direct access facilities from another operator or utilise Type Two interconnection where available.

"Indirect access in the Hong Kong environment is somewhat more interesting and is related to IDD access arrangement. The entire Territory of Hong Kong constitutes one local zone. Therefore all long distance and IDD services pass through the monopoly service of Hong Kong Telecommunications International (HKTI). All four local telephone companies con-

nect to HKTI on a nondiscriminatory basis and are paid delivery fees for originating and terminating calls to and from the international gateway. Also a simple IDD access code system improves choice and helps to provide "equal access."

### Portable numbering

Alex Arena said: "Besides licensing more operators and providing a sound interconnection environment, number portability is also important to make competitive choice attractive to customers. Our survey indicated 68% of customers would not switch operators if they were required to change their telephone numbers. The TA therefore decided to mandate operator portability in Hong Kong. On the other hand the TA believed that geographical portability would be offered to customers as a result of competitive market forces. This, in fact, has proven to be the case.

"Operator portability is now being provided among operators using simple 'call-forwarding' techniques. This is only an interim solution — the industry is working towards the implementation of a full intelligent network based solution by the end of 1996. This has raised some interesting issues, none of which are proving to be insurmountable in an environment where the three new entrants are introducing intelligent networks in any event and the ex-monopolist is introducing intelligent overlays on its 100% digital switching platform."

### Conclusion

Alex Arena said it was far too early to proclaim that Hong Kong had entered into a new era free of regulation. Continued vigilance is needed to build on the hard-earned success that it could claim so far in the liberalising process.

But he said he envisaged over the long-term, after it had worked through a process of liberalisation and deregulation, that there should be competition in all sectors of the industry that allowed for the development of a vibrant and strong industry with many players each conforming with the rules and norms that govern the generality of trade and commerce.

The vision that arose from the policy expectation must be one where competitors can establish viable businesses, earning reasonable returns to justify the investments made. Yet consumers can also benefit from price competition, service innovation and competition on quality of service issues.

For Hong Kong as a whole the maintenance of a competitive edge will also come to count increasingly more on the ability to leverage the telecommunications industry for the Information Age. ■

### 互聯

「顯而易見，在這種以網絡為基礎的行業，互聯是有效競爭的重要因素。香港的政策絕對有顧及這點，因此，在1995年5月至6月期間，電訊管理局就互聯問題先後發出了不少於十份聲明。我們把互聯分為兩大類，一是透過網絡『門檻』的標準形式互聯，這種方式相對上較為常見。

「第二種方式則有所不同，這種方式的目標是容許本地迴路的互聯。」

### 顧客獲取用服務

「簡而言之，顧客獲取服務的安排可細分為兩類，即直接和間接兩種。前者主要是涉及購置實質的獲取服務設施，而後者則是向顧客提供競爭性的服務而不理會實質獲取服務設施的供應商。在香港，兩種方式都是容許的。

「經營者只要自行建造自己的設施，裝置有線或無線的本地迴路，便可讓顧客直接使用。此外，經營者亦可向其他經營者租用直接使用服務的設施或利用第二種互聯方式。

「在香港的環境，間接獲取服務方式則較為特別，而且與國際直撥電話安排有關。整個香港只是一個本地區域，因此，長途及國際直撥電話服務是由香港電訊國際專利提供的。其餘四間本地電話公司均與香港電訊國際聯網，然後按往返國際『門檻』的源起及終止電話繳付費用。此外，簡單的國際直撥電話密碼系統可增加選擇性，協助提供同等的『服務獲取』。」

### 號碼可攜性

艾維朗說：「除了發牌予更多經營者及提供健全的互聯環境外，號碼可攜性亦對增加競爭非常重要。據我們的研究顯示，假如必須轉換電話號碼，68%的顧客不會轉換服務供應商。因此，電訊管理局決定強制經營者在香港提供電話號碼可攜性的服務。但另一方面，我們相信地區可攜性可透過競爭市場動力為消費者提供，而事實亦證明如此。」

### 總結

他說，若說香港已進入了一個毋須監管的新紀元，目前仍然言之過早。我們需要在現有成就的基礎上繼續保持警覺。

但他補充，長遠而言，在開放和放寬監管後，應在電訊業的各個環節引進競爭，讓眾多的經營者在符合業內規定和標準的情況下各展所長，務求令電訊業蓬勃發展。

競爭者必須有能力生存和賺取合理的回報，而消費者則可從價格競爭、服務改革和服務質素競爭中獲益。

電訊業能否配合資訊年代的降臨，對於香港整體維持競爭優勢亦相當重要。 ■



The seminar. 研討會舉行情況

# Better pricing package by middle of this year

Alex Arena responds to questions

**A**lex Arena, answering questions after his keynote speech at the telecommunications seminar, said he was looking now at overall pricing and expected to come up with a better package by mid-year that was fairer to the industry and fairer to the consumer.

Brian Stevenson, opening the seminar, said the organisers had decided to call the seminar the "Telecom Revolution," since recent developments within the telecommunications industry are nothing short of revolutionary.

He said: "Businesses and consumers nowadays are increasingly dependent on telecommunications through their linkages to such services as multimedia, banking, information, intelligence gathering, interactive television, software and so on. Industry and commerce have found telecommunications an increasingly vital tool in improving the speed and efficiency of their businesses and consumers have found telecommunications services an indispensable part of maintaining and upgrading their quality of life through the usage of home computers, mobile tele-

## 新訂價政策

艾維朗透露，預計年中會訂出一套對經營者和消費者都較為公平的訂價政策

**電**訊管理局總監艾維朗在演辭完畢後回答參加者的問題。他指出，當局正研究整體的訂價問題，預料可於年中訂出對業內經營者和消費者都較為公平的價格水平。

香港服務業聯盟主席兼理事會理事施文信於研討會揭幕儀式上表示，主辦機構決定把研討會命名為《電訊新紀元》，正是由於電訊業近期正出現巨大的轉變。

他說：「今日的消費者和業內經營者日益倚賴透過網絡聯繫提供及使用例如多媒體、銀行、資訊、情報收集、互動電視、軟件等服務。工商業日益倚賴電訊科技作為提高業務速度及效率的工具，而消費者則透過應用家庭電腦、流動電話、傳呼機或電話等設備改善生活質素。」

「不過，電訊業務的發展，最重要的是以市場為主導。需求來自用戶及消費者。為了確保市場動力在電訊業的發展過程中發揮作用，我們需要保持一個有利於業內經營者和用戶的監管環境，以及業內人士及用戶的全面參與。」

「在這方面，香港服務業聯盟一直積極參與制訂與本地及全球電訊發展有關的政策，例如向世界貿易組織《國際服務貿易總協定》表達意見、持續與電訊管理局保持接觸等。」

「此外，香港服務業聯盟亦非常著重業務機會的推廣。雖然業內經營者都全力以赴地互相競逐市場佔有率，但沒有單一經營者有能力提供所有服務。服務供應商和用戶絕對值得互相觀摩研究，學習彼



phones, pagers or lines.

“But the most important part of our expansion of telecommunications is that it has largely been market-driven. Demand has come from the users and the consumers. In order that the market remains the driving force in the development of telecommunications, we need to maintain a regulatory environment that is industry friendly and user friendly. That it has the full participation of industry and users alike.

“In this context I am please to say the HKCSI has been an active participant in the formulation of policies relating to telecommunications both globally, in the context of our participation in GATS under the WTO, and locally, through our ongoing dialogue with the OFTA.

Brian Stevenson said: “But the HKCSI is also very concerned about promoting business opportunities. While every telecom operator is in keen competition with others for their share of the telecom market, no single operator can provide all services. It always pays for service providers and users to get together to learn from each other. We hope we are giving you the forum for that today.”

After Brian Stevenson's opening remarks, Alex Arena then gave his keynote speech (see preceding separate report based on his distributed text). He then answered questions:

He told one questioner that the key point on interconnection, when at the end of the day all the hundreds of issues that might be involved were considered, came down to the problem of pricing — it was the grubby question of money. Many people would accept the principles until they saw the dollars and cents. Therefore, a clear set of rules had to be established on how pricing is done.

He said any carrier doing work for another carrier deserved to be paid a reasonable return based on cost, including the cost of capital. It could be determined on an incremental basis or on a distributed cost basis. He said he would always look at the incremental cost side first.

There were a number of things happening on prices right around the world. Hong Kong was not isolated from these. He thought the free local call had been very good for Hong Kong because it established a culture of telecommunications. People had not had to question, when they picked up the telephone, how much the call is going to cost? It had been good for cellular operators. Though people knew a meter was running, they would still use it, whereas in other regimes people are shy about using a cellular phone because of the cost of it.

He said there is a debate raging on

what was called the phoenix charge that Internet operators have to pay — the infamous nine cents a minute. That was established in 1989 as a fair way of extracting a contribution from people who made excessive use of the telephone. He thought it was time to look at that again. And that is what he is doing now.

In the context of that review, he thought it was time to look at overall pricing. Another element is the price control arrangements which apply to Hong Kong Telecom (CPI minus 4%) and expires this year. It has been running for three years and he is currently doing a review of that. He thought it was possible to pull all these threads together and have a better overall pricing package implemented from the middle of this year. He could not say where it will end up yet. All options were being looked at and no doubt he would come up with something that is fairer to the industry and fairer to the consumers.

He told another questioner the death of distance was one reason why Hong Kong does not have a competitive advantage in telecommunications by some sort of birthright. Even the Jockey Club and Cathay Pacific are withdrawing operations from Hong Kong of some heavy data crunching operations and are taking them offshore because of the death of distance. Hong Kong had to work on this development and create a role for itself.

The international licence was the last bastion of monopoly left in Hong Kong. The fact couldn't be disguised that it doesn't expire to 2006. However as a matter of policy announced back in 1994 he, as the TA, is tasked with reviewing that licence and putting out a statement that clarifies what the monopoly covers and what it doesn't cover.

A licence is issued for 25 years and it posed quite a different situation for a regulator. But if you look at the record over the last three years wherever we have seen the opportunity for liberalisation in international services we have adopted it — to wit call-back, managed data network services, value-added services, value-added voice and self-provisioning services. He thought that adequately demonstrated our view that the monopoly that Hong Kong Telecom International has covers only certain circuits and certain services. And what is outside that monopoly will be liberalised.

He told another questioner that he thought eventually Hong Kong would have free competition within every sector of the telecommunications industry. That is the way the UK, Australia and New Zealand are going. ■

此的長處。我們希望今天的論壇可為各位提供這樣的一個機會。」

艾維朗答覆一位參加者的問題時表示，在互聯方面，最重要的考慮因素，就是要顧及無數個與訂價有關連的問題。很多人都要到清楚實際利益的時候才願意接受原則，因此，我們必須清楚訂出一套訂價的規則。

他說，任何服務供應商若是為另一供應商提供服務，理應獲得根據成本（包括資本成本）釐定的合理回報。

環顧世界任何地方，影響價格的因素多不勝數，香港也不能置身事外。他認為免費的本地電話服務對香港非常有利，因為它建立了一種電訊文化。人們拿起電話筒的時候，完全毋須顧慮這次對話的收費，這點對蜂巢式流動電話服務供應商十分有利。儘管用戶知道對話的時間正在計算中，但他們仍然願意使用。反觀其他地方的蜂巢式流動電話服務用戶，由於他們要按時間繳費，一般都不大願意使用。

他說，有人質疑應否繼續向國際電腦網絡服務的經營者收取每分鐘九仙的附加費用，這項措施於1989年開始實行，目的是向那些濫用電話的人收取費用。他認為現在是時候檢討這項措施，而且有關檢討工作亦正在進行中。

談到檢討方面，他認為現在也是時候檢討整體的訂價。適用於香港電訊的價格管制安排（消費物價指數減4%）的有效期將於今年屆滿，這項安排已實行了三年，他現正加以檢討。他預計到在今年年中時候，可以實行一套整體的訂價政策。他暫時仍未知道有關政策最終會時怎樣，所有可行方式都會被考慮，但可以肯定地說，最終的方案定然對業界及消費者都較為公平。

他說，距離的消失是香港在電訊方面未能享有競爭優勢的原因之一。即使是馬會和國泰航空公司，亦把部分資料處理工作遷離香港，原因正是距離已經不復存在。因此，香港必須塑造自己獨特的角色。他說，國際牌照是本港僅餘的專利堡壘，這項事實不容否認，因為專營權要到公元2006年方告屆滿。不過，就政策而論，電訊管理局已於1994年作出宣布，該局會進行檢討，並發表聲明，澄清牌照涵蓋和沒有涵蓋的範疇。

「牌照的有效期為25年，不過，請各位回想一下過去三年的發展，每當有機會開放國際服務，我們都會加以採納。他認為這情況足以說明，香港電訊的專利權只涵蓋某些迴路和某些服務，專利權以外的領域將逐步開放。」

他說，香港電訊業的每個環節最終會有自由競爭，這是英國、澳洲、新西蘭等國家的發展路向。 ■

# Giant computer

Almost 100,000 using Internet in Hong Kong

**S**amantha Hon, General Manager of Business Development and Management of Hong Kong Telecom IMS, said (in part) if interactive multimedia services are considered we are indeed at the edge of a telecom revolution.

The Internet had grown substantially in the last three years. The network that existed before was basically a physical fixed communication link. With the worldwide web now available we are turning the new mass network into a hard disk where a lot of data, information and graphics could be read. Later on when more technology is available the network would be turned into a giant computer.

At the moment 35 million are using Internet. Most of them are professionals in the middle to high income groups and mostly male. Hong Kong Internet users in Hong Kong shared a similar demographic background. There are almost 100,000 Hong Kong users for business, work and fun. Internet could be accessed with E-mail in 143 countries.



Samantha Hon. 韓慧文

## 仿如巨型電腦

國際電腦網絡儼然是個巨型電腦

**香**港電訊互動多媒體服務業務拓展總經理韓慧文稱，若單以互動多媒體服務而言，我們已經處於電訊革新的邊緣。

在過去三年，國際電腦網絡迅速發展，這個網絡原先只是一個固定的通訊聯繫網，但有了全球互通網絡後，我們可透過龐大的網絡取得大量資訊和圖像。隨著科技不斷發展，這個網絡最終會發揮一座超級巨型電腦的功能。

目前國際電腦網絡的用戶約有3,500人，大部分是中高收入人士，而且以男性佔大多數。香港的國際電腦網絡用戶有著相同的文化背景，總數約10萬人，他們利用國際電腦網絡作商業或消閒用途。透過國際電腦網絡，可接收143個國家的電子郵件。

她說，在國際電腦網絡的基礎上可以發展無數創新的軟件及行業，它可加速以較低成本發展產品及服務。很多大公司在國際電腦網絡投入大量資源，電訊業內人士需要一個良好的環境，以改善運作及克服現有用戶所遭遇的挫敗感，包括速度太

慢或線路中斷等。

韓文慧稱，電訊業經營者有責任提供選擇，這樣對社會各行各業均會有好處。在市務和銷售範疇將出現巨大的轉變，日後將不再需要中間人，因為公司可直接透過例如萬維網等網絡取得服務。

很多公司會提供全日廿四小時服務或支援，顧客可自行落訂單而不需透過中間人。顧客可自由選擇利用個人電腦或具備足夠處理能力的電視機與對方溝通，個人電腦的「智能」將發揮至前所未有的極限。

她說：「我們有需要設立一個中央統籌處，以推動新的發展。本公司已有一套計劃，把通訊應用軟件和用戶有效率地聯繫起來。在未來數月推出內的全日廿四小時服務，應用範圍將非常廣泛，舉凡教育、文化、娛樂活動都適用。

「此外，我們亦會推出家居網頁購物服務，貨品由禮物到超級市場雜貨都一應俱全。我們還有作商業、娛樂、消閒、銀行用途的各式各樣資訊服務。我們會利用最先進的科技，為客戶提供更多選擇和更

多方便。

「今年我們會透過不同的媒體推出不同的多媒體互動應用服務，但先要把界面的設計作出調整，以適應本地的情況。我們需要花費大量精力，確保服務質素達到我們的要求。目前萬維網的優點和缺點都在於它提供資訊的數量……

「資訊實在太多，很難說質素是高低，作為服務供應商，必須確保可提供優質的資訊。」

她說，長遠而言，需要和很多人攜手合作，方可達致成功。

### 主要因素

新世界電話有限公司業務拓展總監黃志超指出，推動電訊業迅速發展的因素包括：轉變的模式、市場需求、科技發展和電訊市場的開放。

在轉變模式方面，目前有很大的需要締結策略性商業聯盟，藉此充份掌握商業機會。這樣可一方面集合各種電腦科技的所長，創造新的業務機會，但又不會降低質素。隨著新科技日漸成熟、價格下降和

She said from the critical mass a lot of very innovative applications and businesses could be developed. It would facilitate a lot of new ideas for products and services at a lower cost. With major companies putting a lot of effort into Internet, telecom players would need to develop a good environment to enhance their operations and overcome existing user frustrations. Sometimes now it is too slow and sometimes there are circuit breaks.

Samantha Hon said telecom players had the responsibility to put forward alternatives for people to choose. It would involve substantial restructuring and overall benefits to society across different industries. In the marketing and sales area there would be very substantial changes. Middlemen would not be required in the future because companies could directly access services through new media like worldwide web.

A lot of companies will be offering all-night services or all-night support and customers could order without middlemen. Customers would enjoy substantial liberation through having the ability to access contacts with standard PCs or TVs with sufficient processing power. The PC would not have to be that intelligent anymore.

She said: "There will be a need for us to establish a central point to facilitate the

new developments, to facilitate their application. In HK Telecom we have the initiative to really link up contact applications and the end user in an efficient way. In the forthcoming all-night services that it will provide in a few months it will have a wide range of applications, with community services such as education and other cultural and recreational activities.

"We will also have home shopping which will cover everything from gift items to supermarket groceries. Also, we shall have other information services for business, for entertainment and lifestyle and, of course, banks... All these kinds of developments will make use of the latest available advanced technology for our customers to give them more alternatives, more convenience and more customer control.

"This year we will be launching different multimedia interactive applications through different media, including Internet and broad band... a lot of work has to be done. It requires a lot of localisation of the interface of the design. It requires substantial effort so that those contacts that we put on our platform are of good enough quality. The advantage and disadvantage of the worldwide web at this moment is about the quantity of its information...

產品穩定性增加，接受程度會相應提升。

他說，市場需求是左右電訊發展的重要因素。市場可分為公司市場和個人市場兩種。公司市場的客戶一般需要高性能及綜合的產品，另加設施管理和較大的多樣性。高性能的意思是更快捷有效地共用資料，而綜合性是指結合語音、資料、錄像

和影像在單一網絡中，以節省成本和提高公司通訊的效率。

在個人市場方面，該公司正就那些不會滿足於傳統電話服務的客戶進行研究。客戶希望利用最新的科技，選擇性接聽電話。他指出，這樣需要用上數碼轉換及最新的光纖技術。對於一些像新世界電話有限公司的新公司而言，只需數個位於策略性地點的電話交換設施便已足夠。

該公司利用歐洲的先進技術，提供固定、流動和無線電話服務。他在會上列舉出一些例子，以說明該公司在多種國際性服務方面已極具競爭力。

### 資訊超級公路

前任香港訊息科技協進會主席區焯洪稱，電子數據界面、電子資料聯通和國際電腦網絡都是資訊超級公路的基礎。透過資訊超級公路發送的

"It is just too much information and it is difficult to tell which information is of good quality. An all-night provider should be able to provide authentic contacts to ensure that their customers can really enjoy good quality contacts through their particular platform."

She said it would be necessary to work with many people to achieve sustainable success in the long-term future.

### Key factors

• Albert Wong, Director of Business Development, New World Telephone Ltd, said four key factors were driving phenomenal growth in telecommunications: namely the paradigm of changes, market demand, technological development and liberalisation of the telecom market.

In the paradigm of changes there was a great need for cooperation of business entities to form strategic alliances to grow and capture business opportunities. Group word processing utilising computer technology, creating new business opportunities and also in achieving cost efficiency without loss in quality all called for changes in current processes and the adoption of new technology to satisfy business goals. Acceptance would materialise as the new technology becomes more mature, cost effective and reliable.

He said a closely related factor, shap-

電子郵件，最終將可取代傳統的郵遞服務，取代大量中間人，加速商業交易，減低成本。電子郵件業務有助增加全球市場的商業機會。

他說，銀行家不會預期國際電腦網絡是絕對安全的，但另一方面，他們會研究百分百的風險管理，情況就像信用咭的一樣。

### 改變

和記電話有限公司總經理麥德信於會上指出，該公司的固定網絡、流動電話網絡和傳呼機網絡由同一間公司管理。他說，1997年即將來臨，屆時在文化方面將有轉變。中國對國際電腦網絡採取十分強硬的立場，而且規定必須經由一個中央組織監管。香港和中國關係密切，將來兩地人民應可利用國際電腦網絡互通消息。不過，要是再向前看，不難會發覺一個困局，很多經營者已開始提供跨境服務，特別是服務行業，把業務擴展到中國大陸的同時，亦會帶來歧異、衝突。

從國內的傳呼業發展來看，業內愈來愈倚賴漢語和中文。人們已覺察到中文語言的豐富程度，而且已開始利用這項優勢。趨勢已經形成，文化轉變會為電訊市場帶來不少挑戰。電訊業需要就波寬等技術再作改良，事實上，這方面的成功已經



Albert Wong. 黃志超



Tony Au.  
區煒洪

ing telecommunications development, is market demand — classified into the corporate market and the personal market. The personal market was the mass market. In the corporate market cus-

指日可待。

他說，內地人傾向於說多於寫，他認為這會對文化的轉變動力帶來影響。

談到市場方面，麥德信指出，香港正迅速地從製造業主導轉變為服務業主導。根據他在美國工作的經驗，若要服務業成功，必須與客戶保持緊密接觸，因此，服務業須加強「機動性」。

他說：「你不能光是坐在辦公室便期望可以為客戶提供完善的服務。」他認為香港在「機動性」和拉近與客戶的距離方面在世界上數一數二。

經濟對勞工的倚賴程度降低，改為倚賴科技，形成了另一種發展動力。工業轉為集中發展機器與機器之間的連繫，換句話說，機器與人的連繫正在減少。在香港競爭不斷加劇，各行各業均須找出更具成本效益的通訊方式。

談到應用方面，麥德信稱，市場趨向於例如錄像、話音等形形式式的互動方法。電訊業需要因應這種需求作出回應。目前接駁世界通訊系統的電話中，每六個便有一個來自流動電話。

他續稱，在科技方面，市場幾乎每天都在大躍進。但顧客關心的只是「機動性」和質素，當然，他們亦希望價格下降。

他說，光纖技術對電訊業的影響非常巨大。

tomers typically would be demanding higher performance and an integrated level, plus facility management and greater diversity. Higher performance meant quicker demand and effective sharing of data. Integration meant combining voice, data, video and image in a single network to save costs and promote effective corporate communications.

In the personal market, he said, we are looking at a customer base that is no longer satisfied with a conventional telephone service. Customers wanted the ability to screen and receive calls in discretion satisfied through technological developments. He mentioned that digital switching and the latest optical-fibre base would be required. For new companies like his own, only several strategically located telephone exchanges would be needed compared with many exchanges in the conventional approach that used much lower speed switching.

Using European technology, his company through one platform would provide facilities for fixed, mobile and wireless telephones, free of any legacy system to hold it back. Albert Wong outlined the services his company is providing and intends to provide, including allocation of personal numbers that will be location, destination and content independent and of one-stop shopping. He gave examples

此外，他又提到微型處理器。他說，目前的處理能力非常驚人，但要把各種處理器結合在一起，相信並不容易。

他總結說：「綜合各項因素，未來通訊發展將端視兩個要素，即『機動性』和波段寬度。從客戶的角度看，他們希望見到的是心目中想購買的產品和服務，而不是供應商希望出售的產品和服務。對電訊業而言，這需要進行大量灌輸知識的工作，並要和客戶緊密合作。」

## 服務為本

香港新電訊有限公司總裁何禮誠說，該公司的哲學是以服務為本，而且是不折不扣的電訊革命。我們需要控制服務而不是讓服務把你控制。

「我們歡迎電訊業提供選擇的自由。」

他說，任何貨品及服務的零售商都可在本地及國際市場大肆擴展業務，它們可透過報章、電視或任何媒體，包括國際電腦網絡，與客戶對

of how his company is already highly competitive for a most comprehensive range of international services.

## Superhighway base

• Tony Au, immediate past Chairman of Hong Kong Information Technology Federation, said the electronic data interface, such as EDI and Internet, are the base for our Information Superhighway in which E-mail would eventually take over the conventional post office role, replacing a lot of middlemen, speeding up business and reducing the cost. E-mail business would increase the opportunities in the global market.

Replying to a questioner he said bankers were not expecting 100% security on Internet but on the other hand they were looking for 100% risk management, the same as the situation with credit cards.

## Changes

• Mike Doscher, General Manager of Strategic Planning and Product Development at Hutchison Telephone Co Ltd, told the seminar Hutchison has taken its fixed network, its mobile network and its paging network and is running them as one company.

He said 1997 was almost upon us and in terms of culture there were going to be

話。

接著他介紹香港新電訊有限公司的來電自動轉駁服務。他說，對於個別人士而言，這項服務可讓他們在家中接聽來電，猶如在工作地點接聽一樣。更重要的，是這項服務可由國際電腦網絡支援。

此外，家庭成員更可分配不同的電話響聲，以資識別，並且挑選自己願意接聽的來電。自動接聽員服務更可在你外出的時候替你接聽電話。 ■



Mike Doscher. 麥德信

changes. China had taken a strong stand on Internet, controlling it and having it go through one central agency. He thought as we look at our relationship with the Mainland and to have any kind of commerce we will have to be able to send messages back and forth and have access to Internet. He thought those changes would be interesting dilemmas as we look forward. Operations were just beginning to cross boundaries especially in the service industries. It would be an ever-expanding circle in trying to service clients. Expanding into the Mainland will bring differences, clashes and may be better aspects through the different cultures that will be put together.

Evidence, through access to Chinese pagers, showed there is more and more reliance now on the Chinese language and on Chinese writing. People are recognising there is a richness in their language and they are taking advantage of that. There is a definite trend moving toward that. That culture change will bring a lot of challenges in the telecommunications market. It needs more bandwidth and different kinds of technologies. They are coming about.

He said Mainland Chinese people tend to talk more and write less. He thought that will bring changes in the dynamics of the culture change. That is, just in how we deal with each other in business terms.

Mike Doscher, speaking about the market, said Hong Kong was moving quickly from manufacturing to servicing. That kind of servicing from his experience in the US means if you are going to be successful in servicing you have got to be very close to your customer and you have got to be out and about and with the customers. It forces mobility.

"You can't sit in an office and service your customers well," he said. He thought Hong Kong tends to lead the world on being mobile and close to the customer.

Labour dependency is moving toward technology and that is bringing about another drive. That is, toward linking up machines with each other, not so much towards people. It is another dynamic. The idea of increasing competition in Hong Kong means people are now experiencing more competition than hitherto in business, and will look toward more cost effective kinds of communication solutions.

Deregulation in Hong Kong is leading the way compared to the rest of the world and is driving the supply side. It has launched four FTNS.

On applications, Mike Doscher said text is now being strongly driven into wanting to have video, voice and voice

clips and lots of different ways of interacting which are tied to the cultural change. The industry had to deal with that. One-in-six phones that go on to the world's systems is now a mobile phone.

Touching on technology, he said, there were tremendous advances almost every day in the home market. The service industry just has to look at their applications and what they were trying to do. Every day there were advances in cellular technology, etc. What mattered for the customer was mobility, and quality just like land lines. They wanted to drive down the cost.

He said optical technology had brought a lot to the industry. It had brought tremendous amounts of band width, security, and a migration path to a lot of advanced services. But it is understanding how applications can use band width and at the right price.

He also mentioned micro-processors. He said all the existing processing power is really wonderful but their integration is really tough.

He said: "Taking all those things and putting them together, the key attributes of future communication are going to come down to two terms. They are mobility and bandwidth. I think these are the things people are looking for...a mobility continuum. From the customers point of view it is something they wanted, not, something that providers wanted to sell...For the telecommunications industry it meant a lot of education work and working with the customers."

### Service

• Leslie Harris, Managing Director of New T&T, said his company's entire philosophy is based upon service and that was the true telecom revolution. The true value of choice was where the revolution had its roots. You needed choice to control the service and not the service to control you.

"Welcome to freedom of choice in telecommunications," he said. "What I have just described is the basic template for our company."

He asked what will it look like for the New T & T customer? A retailer of any goods and services could substantially extend its reach into the Hong Kong and even the international market. It could sell off the page. It could sell off the TV or any media such as the Internet, which is appropriate to a dialogue with its customers. His Centrax automatic call distribution



Leslie Harris.  
何禮誠

service will allow calls to be taken either at a front office or at distributor outlets. It could be varied by time of day or time of week according to the dynamic condition of the queues of calls.

Calls can be geographically directed to the nearest outlet. Calls on a single line of outlet could have different ringing tones.

All calls could be handled very differently according to who is calling. What the business could do is create the virtual organisation which expands and contracts in accordance with demand, giving an organisation terrific flexibility. It gives tremendous efficiency and gives a razor-sharp image to its customers. It is all available now from New T & T for low prices. It is not Internet. It is the 'people net'. And the people net is still the driving force in telecommunications.

Leslie Harris said for the private individual the same systems could be employed to let him or her appear to be on a work extension while at home and be supported by the Internet that could be very important.

The individual can have different ringing for different members of the family so that they can only take calls they want to take. They can have an autoattendant which will take care of the calls when you are not there and makes a call for you when the connection is made. That is, it is the virtual butler. ■

## Diary Dates

**Subscription Luncheon**  
**Donald Tsang, OBE, JP,**  
**Financial Secretary**

*Island Shangri-La Hotel*

**Friday, March 22, 1996**

Mr Donald Tsang, Hong Kong's Financial Secretary, will address the Hong Kong business community at a Chamber luncheon to highlight economic issues arising from his maiden Budget Speech which is also the last full Budget under British administration.

*Bookings: Ms Marina Wong,  
 tel 2823 1253, fax 2527 9843.*

**Seminar**  
**Rebuilding the**  
**Competitiveness of SMEs**  
**in Hong Kong**

*Hong Kong Convention &  
 Exhibition Centre*

**Friday, March 22, 1996,**

**2.00 pm-5.30 pm**

Hong Kong's high operating costs in recent times have been a major concern of the business community, particularly the Small and Medium Enterprises (SMEs) who lack the means and resources to cope in tough times.

In view of increasing pressure on the SMEs, the Chamber is organising a half-day seminar to help Chamber members manage better in tougher times, to provide them with ideas, and to develop strategies for building their competitive strength. Speakers will talk on the issues of Strategic Management, Human Resources and Information Technology from the perspective of SMEs.

*Bookings: Ms Sylvia Cheung,  
 tel 2823 1200, fax 2527 9843.*

**Annual General Meeting**  
**Island Shangri-La Hotel**

**Tuesday, April 23, 1996, 6.00 pm**

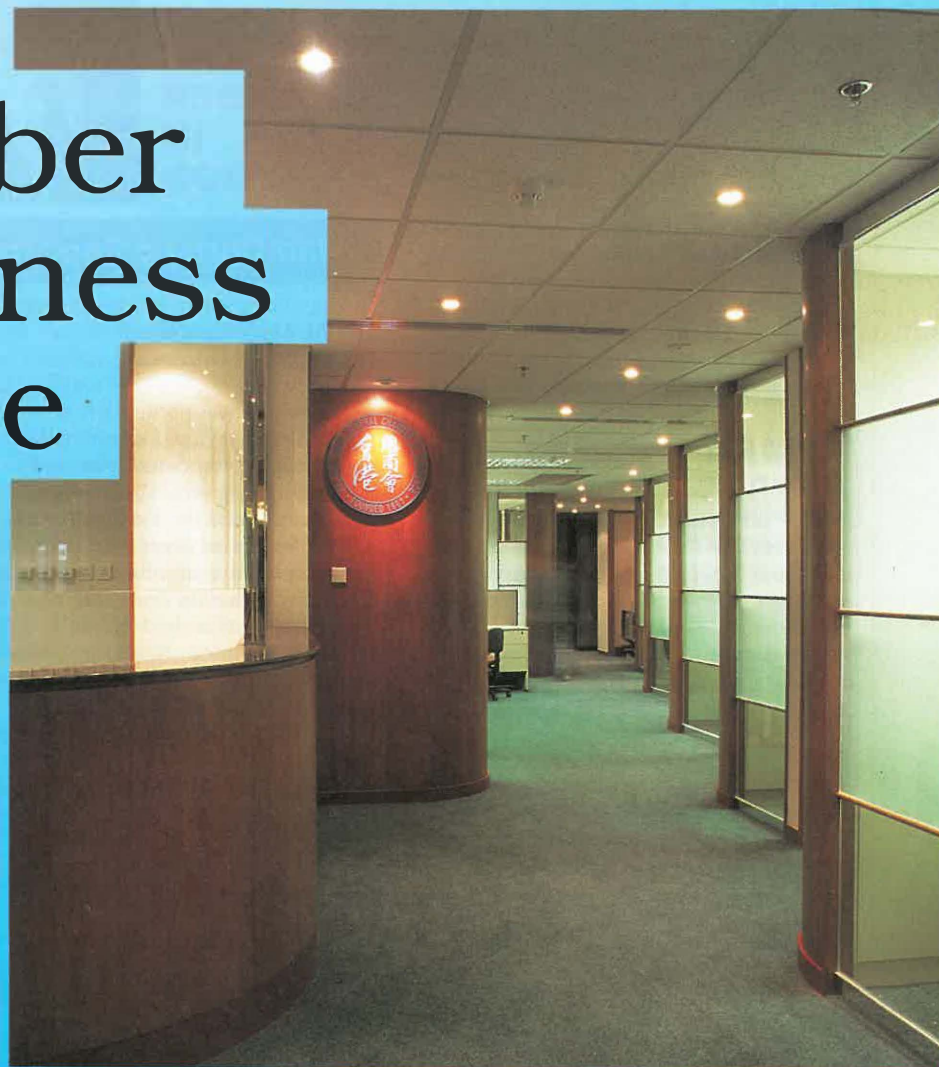
This year's Annual General Meeting takes place on Tuesday, April 23. Members will receive formal notification from the Chamber in due course. Mark your diary now!

# Chamber Forecast

Date	Time	Events & Meetings
Mar 4	12.30 pm	JOINT SUBSCRIPTION LUNCHEON:
Mar 5	6.30 pm-9.30 pm	TRAINING: Commencement of Supervisory Skills Basic Course (Cantonese)
Mar 6	12.30 pm	ROUNDTABLE LUNCHEON: Arbitration Practice in the PRC
Mar 7	12.30 pm	SUBSCRIPTION LUNCHEON: Business & The Budget '96
Mar 9		Chamber Spring Dinner 1996
	4.00 pm	Games
	8.00 pm	Dinner
Mar 11	4.00 pm	MEETING: General Committee
Mar 12&14	9.00 AM-5.30 PM	TRAINING: Effective Marketing Management for Success (Cantonese)
Mar 12	2.15 pm-6.00 pm	Symposium on Services Promotion
Mar 12	4.00 pm	MEETING: General Committee
Mar 13	12.30 pm	New Members' Briefing
Mar 14	9.00 am-10.30 pm	MEETING: The Business Evaluation Mission from Switzerland
Mar 14	12.30 pm	MEETING: Americas Committee
Mar 15	12.30 pm	ROUNDTABLE LUNCHEON: Employing PRC Nationals at Management Level
Mar 19	4.00 pm	MEETING: Human Resources Committee
Mar 19	6.30 pm-9.30 pm	TRAINING: Commencement of Professional Sales Course (Cantonese)
Mar 20	9.00 am-1.00 pm	TRAINING: Professional Telephone Skills (Cantonese)
Mar 22	12.30 pm	SUBSCRIPTION LUNCHEON: Donald Tsang, OBE, JP, Financial Secretary
Mar 22	2.00 pm-5.30 pm	SEMINAR: Rebuilding the Competitiveness of SMEs in Hong Kong (Cantonese)
Mar 26	9.00 am-1.00 pm	TRAINING: Tele-Sales for Frontline Staff (Cantonese)
Mar 27	12.30 pm	ROUNDTABLE LUNCHEON: Opportunities & Prospects in Selling to HK Government
Mar 27-28		Study Mission to Dongguan & Seminar on '96 Implementation of China's New Taxes & Bank Guarantee for Processing Contract (Chinese)
Mar 29	12.30 pm	MEETING: Arab & African Committee
Apr 2	4.00 pm	MEETING: Economic Policy Committee
Apr 16	6.00 pm	MEETING: Europe Committee
Apr 23	6.00 pm	Annual General Meeting
May 6	6.30 pm-9.30 pm	TRAINING: Commencement of Supervisory Skills Advanced Course (Cantonese)
May 18-22		Pacific Basin Economic Council: International General Meeting, Washington DC

# The Chamber Business Centre

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## THE CHAMBER IN ACTION

### Ian Christie Reports

#### LOCAL AFFAIRS AND ECONOMICS DIVISION

The Division was particularly active in the period under review examining labour issues (wages, imported labour, the MPF funding among others), Government fees and charges and the Government Budget, scheduled to be presented on 6 March. There were also a number of visitors to the Division, including corporate representatives from firms in the US, Holland, Japan, Germany, France, Italy and Finland, as well as journalists from Germany, the US, Canada, the UK and Australia.

The Chief Economist gave several me-

dia interviews during the period and also made six speeches outside the Chamber to the 97 Japanese Business Committee, the Hong Kong Management Association, the Indian Businessmen's Association, the Munich Reinsurance group, a CIS seminar on Regional Headquarters and Dialogue International.

#### COMMITTEES

##### Legal Committee

The Committee met on 16 January to discuss the legal programme in the year ahead and had as its special guest the Chamber's Legislative Council Representative, the Hon Paul Cheng, to discuss the 1996 Legco programme.

##### Economic Policy Committee

## 總商會動態

### 國際事務部

#### 委員會活動概覽

##### 美洲委員會

委員會邀請港府貿易署署長苗學禮於1月25日舉行的小型午餐會上擔任主講嘉賓。他在演辭中談到中國加入世界貿易組織、最惠國待遇等問題。出席當日活動的會員共25位。

##### 阿拉伯及非洲委員會

本會於1月25日接待一個以南非威特沃爾蘭德大學商學院院長賓尼特爾為首的代表團。代表團由15位講師及工商管理學碩士學生組成。本會代表為他們簡介香港總商會的功能及香港的經濟發展。

##### 亞洲委員會

印度駐港專員公署一等商務秘書沙馬應邀於1月17日舉行的小型午餐會上擔任主講嘉賓，他的講題是《印度的商業機會》，參加者約30位。沙馬於會上中肯及持平地分析印度的市場趨勢，並總覽該國的經濟發展。

委員會於小型午餐會結束後隨即召開會議。與會者決定參照去年11月的成功模式，於三月份為澳洲、新西蘭、俄羅斯、韓國等國家的駐港總領事舉辦同類晚宴。

委員會副主席潘仲賢、本會總裁祈仕德於1月18日接待來自巴基斯坦成衣製造廠商及出口商協會的代表團。代表團團長是該會主席哈尼夫，陪同他們到訪的尚有巴基斯坦駐港總領事普里。雙方在接待會議上討論巴基斯坦贊助香港總商會代表團參加當地舉辦的成衣及紡織品展銷會的可行性。

理事會成員李國賢、亞洲委員會主席袁耀全於1月23日接待日本熊本縣知事福島讓二。福島此行是參加於1月24至30日舉行的熊本縣產品及旅遊展覽會，以及推廣日本的進口貿易。

2月13日，鹿兒島縣政府國際事務科月野儉一到訪，國際事務部助理總裁馮棟澤代表本會予以接待。他此行是為今年稍後在港舉行的香港鹿兒島交流會議作準備。

##### 中國委員會

月內共有兩個河北省代表團到訪：首個代

## UK Minister for Trade

Legislative Councillor James Tien, the Chamber's Second Vice Chairman, welcomed on January 19 Anthony Nelson, Britain's new Minister for Trade on his first official visit to Hong Kong. Those with James Tien included C C Tung, Chairman of the Chamber's China Committee; David Rimmer, Chairman of the Chamber's European Committee; Gerry Forsgate, a Chamber Council member, Ian Christie, Chamber Director, Ian Perkin, Chamber Chief Economist and Sidney Fung, Chamber Assistant Director of International Affairs. The British Senior Trade Commissioner in Hong Kong, Francis Cornish, introduced the Minister. In an hour-long discussion, these Chamber officebearers briefed the Minister on the current economic and political situation, and on issues like the rising cost of doing business in Hong Kong, EU quotas and the rule of law.



James Tien (right) puts a question to the Minister. 田北俊(右)向利安泰提問



The meeting with the new UK Trade Minister.

本會代表與新任英國貿易次官利安泰舉行會議

## 英國貿易次官

理事會第二副主席田北俊議員於1月19日代表本會接待英國新任貿易次官利安泰。陪同田北俊出席接待會議的尚有中國委員會主席董建成、歐洲委員會主席萬大衛、諮議會成員霍士傑、本會總裁祈仕德、首席經濟學家冼柏堅、國際事務部助理總裁馮棟澤等。英國駐港高級商務專員鄭富劭於會上為利安泰作簡介。在長達一小時的會議中，本會高層行政人員簡述了香港最新的經濟發政治形勢，並談及例如經營成本上漲、歐洲聯盟配額、法治等問題。



Anthony Nelson 利安泰



表團由河北省政府副秘書長張陰遠率領，日期為1月24日。第二個代表團來自保定縣，團長是保定縣政府副秘書長周仲明。兩代表團訪港的主要目的是宣傳將於3月26至30日在港舉行的大型貿易及投資展銷會。

中國對外經濟貿易合作部國際貿易及經濟事務局副局長李恩恆於2月15日到訪；並與本會總裁祈仕德會晤。雙方就外經貿部及本會如何與加強合作。

### 歐洲委員會

委員會於1月16日舉行本年度首次會議。與會者討論並通過籌組考察團訪問波蘭及捷克。

委員會於1月16日設晚宴款待奧地利、丹麥、芬蘭、瑞典等國家的駐港領事館官員。當晚與會者非常熱烈地就各國的市場發展交換意見。

本會於1月19日為到訪的以色列財政部長蕭察德舉行午餐會，他在演辭中談到以色列及其鄰近國家最新的政治、經濟及憲制發展。該項活動吸引了百多位參加者。

蘇格蘭工業發展局負責貿易推廣科楊格於1月24日到訪，與本會代表討論如何促進香港與蘇格蘭之間的貿易聯繫。

### 船務委員會

今年首季的《船務通訊》已於2月8日出版及分發予會員。

### 香港國際委員會

英國新任貿易次官利安泰於1月19日到訪，本會第二副主席田北俊及多位資深會員予以接待。雙方就中國加入世界貿易組織、歐洲聯盟配額制度、香港勞工等問題交換意見。

1月26日，德國外交及國防政策研究院主任施圖曼爾到訪，本會總裁及首席經濟學家予以接待。

本會已同意聯同香港其他主要的貿易組織於今年四月及八月為美國國會議員助議籌組考察團訪問香港及華南。贊助組織於1月30日召開會議，討論詳細安排。

### 太平洋地區經濟理事會

太平洋地區經濟理事會香港委員會主席蘇海文博士繼續為理事會成員國的駐港總領事舉行午餐會。他在二月份已先後與俄羅斯、哥倫比亞、墨西哥、澳洲、泰國的駐港總領事會晤。

蘇海文博士及祈仕德於1月6日會見美國委員會主席羅杰斯，討論今年五月在華盛頓舉行的國際年會的籌備工作進展。

### 工業及行政事務部

#### 要事回顧

The Committee met on 2 February and discussed a wide range of current economic issues, including the future of Hong Kong as a financial services centre (and what must be done to maintain that position), a range of labour matters, deregulation and the Chamber's Budget reaction.

#### Taxation Committee

The Committee met on 29 January to discuss some important matters including the Budget, the Territory's role in financial services, taxation deductions for private cars and its agenda for 1997.

#### China Tax Group

The China Tax Group met on 14 February to discuss the broad changes now occurring in the Mainland tax system, including the issues of VAT tax rebates, lowering of tariff barriers and the pending withdrawal of the concessions offered foreign investors in terms of capital equipment imports and in special economic zones.

#### SERVICE INDUSTRIES DIVISION

#### HONG KONG COALITION OF SERVICE INDUSTRIES (HKCSI)

#### Sectoral Issues

On 30 January, the CSI Management Con-

sultants Group was formed as a sub-committee under the Professional Services Committee. The Group adopted a ten-point terms of reference and decided on its immediate priorities, which included promoting quality, client education, and a campaign to urge government to conduct a comprehensive study about the industry.

On 1 February, the Financial Services Committee met to hear officials from Financial Services Branch and Hong Kong Monetary Authority introduce the 1997 IMF/World Bank Conference in Hong Kong. The Committee also discussed promotion of Hong Kong as a financial centre as well as the proposal for a services award for Hong Kong.

On 7 February, the Infrastructure Projects Committee met and elected Mr K K Yeung as new Chairman. The Committee held a discussion with Messrs Thomas Yiu of the Civil Aviation Department and Anthony Watson of the Airport Authority on the transition between Kai Tak and Chek Lap Kok. Members were also briefed on the progress of the airport core programme projects by NAPCO Assistant Director, Donald Tong.

On 8 February, the Professional Services Committee met to discuss, among other things, promotion of professional services as well as the GATS negotiations on professional services.

## Reception for Consular Corps

One of a series of three receptions and dinners organised by the Chamber for European Union officers in the Hong Kong Consular Corps was held in the Hong Kong Club on January 16. Guests invited were from Austria and the Scandinavian countries. Those who attended were Dr Alfred Mayer, Consul and Trade Commissioner for Austria; Peter Rosting, the Consul General for Denmark and Hans Jorgen Ipland, the Danish Trade Commissioner; Asko Numminen, the Consul General for Finland and Juha Itkonen, the Finnish Trade Commissioner; and Mikael Westerlind the Consul General for Sweden and Anders Bauer, the Swedish Trade Commissioner.

### 駐港領事官員聚餐

本會於1月16日假座香港會所為歐洲聯盟成員國駐港領事館官員舉行晚宴。應邀出席的官員包括奧地利駐港總領事兼商務專員邁爾博士；丹麥駐港總領事羅沛德、商務專員易普藍；芬蘭駐港總領事努米寧、商務專員伊高倫；瑞典駐港總領事衛達臨、商務專員包安德。



The reception and dinner.  
晚宴舉行情況



David Rimmer (right), Chairman of the Chamber's Europe Committee, who hosted the dinner with the Danish Consul General, Peter Rosting.  
圖為歐洲委員會主席萬大衛(右)及丹麥駐港總領事羅沛德

# EU's Textiles official

Enrico Grillo Pasquarelli, head of the textiles unit in Directorate General No 1 in the European Commission met Chamber members of the Industrial Committee on January 11. In the chair was Dr Y S Cheung, the Chamber's Assistant Director for Home Affairs. The meeting, in a wide-ranging discussion, briefed the EU official on Hong Kong's political, constitutional, economic, financial and social developments. He touched on EU quotas.



Enrico Grillo Pasquarelli, addressing the meeting. 帕斯夸雷利於會上發言



Questions from the floor. 與會者提問



Dr Y S Cheung introduces the Chamber to the EU visitor. 張耀成博士向帕斯夸雷利簡介香港總商會的工作

## 歐盟專責紡織事務官員

歐洲聯盟紡織品部門主管帕斯夸雷利於1月11日應邀參加由本會工業及行政事務部助理總裁張耀成博士主持的工業事務委員會會議。會上雙方討論了多項問題，其中包括香港的政治、憲制、經濟、金融、社會發展。此外，帕斯夸雷利又談及歐盟配額問題。



Kayser Sung, of Textiles Asia, with Enrico Grillo Pasquarelli. 圖為《亞洲紡織》雜誌代表宋凱沙及帕斯夸雷利

在過去一個月共推出了兩項新服務：第一項是在電話傳真檔案中加入「每日商務資訊」，讓會員瞭解最新的商業發展。有關資料大部分來自港府的新聞公布。第二項是「活動策劃服務」，本會已成立了一個小組，專門為會員策劃及籌組活動。

### 委員會活動概覽

#### 中小型企業委員會

委員會於1月16日召開會議，截至2月13日為止，會員公司已預訂了70席。今年的春茗聯歡晚宴定於3月9日舉行。

1月19日，日本一個小型代表團到訪。代表團稱，他們計劃利用「國際電腦網絡」中的萬維網成立一個專為中小型企業而設的全球資訊網絡。

「公司法法律改革小組」於2月12日舉行會議，討論中小型企業如何在改革過程中反映意見。

#### 環境委員會

委員會於1月23日召開會議，除其他事項

negotiations in Geneva.

On 1 February, 12 members of the CSI attended a briefing on the General Agreement on Trade in Services by Mr David Hartridge, WTO's Director of Services, organised by the Trade Department.

On 2 February, a roundtable luncheon on the GATS Financial Services Agreement was held with a speech by Mr Peter Tisman of Financial Services Branch.

### Telecom Seminar

On 7 February, 80 members attended the business seminar "Telecom Revolution", which featured all four fixed telecom network operators as well as the Information Technology Federation as speakers. Mr Alex Arena, Director General of the Office of Telecommunications Authority, gave the opening keynote speech while Secretary for Economic Services, Mr Gordon Siu, was the guest of honour at the luncheon.

### Promotion of Services

On 14 February, the Coalition submitted a paper to the Financial Secretary in follow up to an earlier submission of December 1995. In this paper, the CSI expanded on the subject of organisation options as well as made recommendations on the scope of promotion, the award on services and additional sectoral proposals.

### Productivity

On 9 February, the CSI submitted its response to the Hong Kong Productivity Council's consultation paper on the HKPC's services in relation to the trading sectors. The CSI supported a substantial role for the HKPC, but maintained that its role should be different from that of general management consultancy.

### HONG KONG FRANCHISE ASSOCIATION

#### Essential Questions on Franchising in Hong Kong

The book, in a question and answer format, was published on 22 January.

#### Annual Report 1995

The Annual Report for 1995 was published during the month and sent to members and national franchise associations overseas.

#### Seminar on Expanding Through Franchising - Regionally

100 people attended this HKFA organized seminar on 24 January at the Hong Kong Convention & Exhibition Centre. Local as well as overseas speakers were invited to share their experiences with the audience. They included Mr Tony Kitchner, Vice President of Jollibee Foods Corporation in

# Kumamoto

Simon Lee, a General Committee member (in the chair) welcomed George Fukushima, Governor of the Japanese prefecture of Kumamoto on January 23, together with Andrew Yuen, Chairman of the Chamber's Asia Committee and Chamber Director, Ian Christie. George Fukushima was in Hong Kong for the Kumamoto Products and Tourism Fair from January 24-30. He also led a trade mission to promote imports to Japan.

## 熊本縣訪客

日本熊本縣知事福島讓二於1月23日到訪，本會亞洲委員會主席袁耀全、總裁祈仕德等予以接待。福島讓二此行是參加於1月24至30日舉行的熊本縣產品及旅遊展覽會，以及推廣日本的進口貿易。



Andrew Yuen exchanges cards with the Japanese Prefectural Governor  
袁耀全與福島讓二交換名片



Simon Lee (right) welcomes Governor Fukushima. 李國賢(右)歡迎福島讓二到訪



The meeting. 接待會議舉行情況

外，討論委員會成員與立法局環境事務小組舉行午餐會事宜。

## 活動點滴

- 本會於1月19日舉行一個以美國公司破產法為題的小型午餐會，主講者是出口信用保證局業務發展處高級經理甄陳少霞女士。是項活動吸引了34位參加者。

- 本會於1月23日及2月6日舉行迎新座談會，參加的會員分別有23和28位。

- 本會於12月8日舉行一個題為《保存業務紀錄規定》的小型午餐會，主講嘉賓是稅務局高級評稅主任陳楚鳴。是項活動共有參加者33位。

- 本會於2月9日舉辦一個小型午餐會，題為《聘用中國公民擔任管理階層須考慮的因素》，主講者是何華真。參加者共30位。

- 為期一天的《管理傳媒，創造機會》培訓課程共有參加者11位。

- 「3288晚飯會」已吸引了111位會員預訂全年散座。第二次聚會將於2月27日舉行。

- 培訓課程：愈來愈多會員公司意識到公司員工的語文問題，因此，近期本會舉辦的語文課程反應十分熱烈。寫作技巧課程（21位學員）；專業電話應對技巧課程（24位學員）；電話推銷技巧課程（25位學員）；揀選人材技巧課程（11位學員）；增強你的說服力課程（14位學員）。

Philippines, Mr Shoichiro Oki of Muji in Japan, Ms Ella Cheong of Wilkinson & Grist and Mr Harold Hutton of ILC International Corp. Director-General of Industry, Mrs Regina Ip, was the luncheon speaker.

Potential investors had the opportunities of meeting franchisors during promotional workshops in the afternoon. Presentations from franchisors included Futurekids, Grilled Chicken King, Shing Kee Motors, Sign Express and TCBY Frozen Yogurt.

## INTERNATIONAL AFFAIRS DIVISION

### COMMITTEES

#### Americas Committee

The Committee invited Mr Tony Miller, Director-General of Trade, to be the speaker at a roundtable luncheon on 25 January. His talk covered a variety of topics, which included China's WTO accession and its eligibility for MFN status. 25 members participated.

#### Arab and African Committee

The Chamber received a delegation led by Dr Nick Binedell, Director of the Wits Business School of the University of the Witwatersrand in South Africa, on 25 January. The delegation, consisting of 15 lecturers and MBA students, was given a

briefing on the functions of the Chamber and economic developments in Hong Kong.

#### Asia Committee

Mr A G Sarma, First Secretary (Commercial), Commission for India, gave a presentation on "Business Opportunities in India" at a roundtable luncheon on 17 January. During the event, which was attended by over 30 people, Mr Sarma gave a frank and well-balanced overview of the current market trends and overall economic developments in India.

The Asia Committee had a meeting immediately following the above roundtable luncheon. Following the success of the dinner reception with several Asian Consuls-General in November 1995, the Committee decided to organize a similar event in March, with Consuls-General of Australia, New Zealand, Russia and Korea.

Mr Joseph Poon, Vice-Chairman of the Asia Committee, and Mr Ian Christie, Chamber Director, received a delegation from the Pakistan Readymade Garments Manufacturers and Exporters Association on 18 January. The delegation was led by Mr Pervez Hanif, Chairman (North Zone) of the Association, and was accompanied by Mr Tariq Puri, Consul-General of Pakistan. The meeting discussed, among other things, the possibility of sending a Chamber delegation to participate in certain textiles/garment trade fairs in the future under some form of government sponsorship.

Mr Simon Lee, a General Committee member, and Mr Andrew Yuen, Chairman of the Asia Committee, received Mr George Fukushima, Governor of Kumamoto Prefecture, Japan, on 23 January. Governor Fukushima visited Hong Kong with a business delegation on the occasion of the Hong Kong Kumamoto Products and Tourism Fair.

Mr Kenichi Tsukino, Director, International Affairs Division, Kagoshima Prefectural Government of Japan, visited the Chamber and was received by Mr Sidney Fung, Assistant Director of the International Affairs Division, on 13 February. This was a preparatory visit for the next Hong Kong-Kagoshima Conference to be held later in the year.

#### China Committee

Two delegations from Hebei Province called on the Chamber in January: The Hebei delegation led by Mr Zheng Yin Yuan, Vice Secretary General, People's Government of Hebei Province, visited the Chamber on 24 January. Mr Zhou Zhong Ming, Deputy Secretary General, Baoding People's Government, led the Baoding delegation and called on the Chamber on 25 January. They were here

## 服務業部

### 香港服務業聯盟

#### 環節問題

專業服務委員會轄下的管理顧問小組於1月30日正式成立。小組採納了一份包含十大要點的職權範圍，並決定了工作的緩急次序，包括推廣品質、客戶教育、呼籲政府進行全面的綜合研究等。

財政服務委員會於2月1日召開會議，聽取財經事務科及香港金融管理局官員簡介九七年港舉行的國際貨幣基金及世界銀行會議。此外，委員會又討論如何提高香港的金融中心地位及設立服務業獎的建議。

基建工程委員會於2月7日舉行會議，會上，楊國強獲選為新一屆主席。委員會接著與民航處代表姚紀中及機場管理局代表韋逸誠討論有關啟德機場及赤鱗角新機場的過渡安排。此外，港府新機場工程統籌處助理處長唐智強亦應邀於會上匯報機場核心工程的最新進展。

專業服務委員會於2月8日召開會議，除其他事項外，討論專業服務的推廣及《國際服務貿易總協定》就專業服務所進行的談判。

旅遊業核心小組於2月8日舉行會議，討論的課題其中包括新機場及交通安排、香港在下一世紀的角色及香港特別行政區護照等。

執行委員會於2月8日召開會議，討論如何推廣服務業。與會者決定就服務推廣事宜向財政司提交一份跟進建議書。

地產服務委員會於2月15日與副規劃環境地政司麥振芳舉行會議，討論市區重建及土地政策等問題。此外，委員會又檢討《1995年地產代理條例草案》的進展。

#### 服務貿易總協定

主題為《國際服務貿易總協定電訊談判》的小型午餐會於1月22日舉行，主講者是經濟事務科官員袁銘輝，他向與會的12位人士闡釋即將在日內瓦進行的談判。

服務業聯盟12合會員於2月1日參加貿易署主辦的座談會，聽取世界貿易組織服務總監哈特里奇以《國際服務貿易總協定》為題發言。

聯盟於2月2日為財經事務科代表戴尚文舉行小型午餐會，他的講題是《國際服務貿易總協定》金融服務協議。

#### 電訊研討會

2月7日，80位會員出席一個題為《電訊改革》的商務研討會，主講者是電訊管理局總監艾維朗，而經濟司蕭炯柱則擔任午餐會的主講嘉賓。

#### 服務推廣

to promote a large scale trade and investment fair to be held in Hong Kong from 26-30 March 1996.

Following his participation in the APEC meetings in Manila, Mr Li En Heng, Deputy Director-General of the Department of International Trade and Economic Affairs, Ministry of Foreign Trade & Economic Cooperation (MOFTEC), visited the Chamber on 15 February and met the Chamber Director. During the meeting, useful views were exchanged on closer cooperation between MOFTEC and the Chamber.

#### Europe Committee

The Committee met on 16 January for the first time in 1996. The proposal of sending a study mission to Poland and the Czech Republic was discussed and endorsed by members.

The Committee hosted a dinner reception for the European Consular Officials of Austria, Denmark, Finland and Sweden in Hong Kong on 16 January. The dinner reception was well attended and members were eager to exchange views with the consular officials on the current market developments in their respective countries.

The Chamber hosted a luncheon in honour of the Israeli Finance Minister, Mr Avraham Shochat, on 19 January, during which he updated members on the latest political, economic and constitutional developments in Israel and its neighbouring countries. The event attracted over a hundred participants.

Mr Les Young, Trade Promotion Executive of the Scottish Council Development and Industry, called on the Chamber on 24 January to discuss possible trade opportunities between Hong Kong and Scotland.

#### Shipping Committee

The Shipping Newsletter for the first quarter of 1996 was issued on 8 February.

#### Hong Kong International

The Rt Hon Anthony Nelson, Minister for Trade of UK, paid a short visit to the Chamber on 19 January. He was welcomed by the Chamber's Second Vice-Chairman, the Hon James Tien, together with several senior committee members of the Chamber. The meeting was constructive and topics discussed were China's WTO accession, EU Quota system and labour issues in Hong Kong.

The Director and the Chief Economist received Dr Michael Sturmer, Director of Stiftung, Nissenschaft und Politik (SWP), Foreign Affairs and Defence Policy Institute based in Ebenhausen, Germany on 26 January.

The Chamber has agreed to organize, in conjunction with other major trade as-

## Wedding

Daisy Lo, the Chamber's Manager (Membership), married Chang Man-ching on January 30 at the Cultural Centre. Chamber Director Ian Christie, Dr Y S Cheung, Assistant Director Industrial and Corporate Services, and Ms Connie Kwok, General Manager, Chamber Services Ltd attended.



The happy couple holding their wedding certificate.

兩位新人手持結婚證書拍照留念

### 于歸之喜

會員事務經理盧淑賢與張文清於1月30日共諧連理。簡單而隆重的結婚儀式在尖沙咀文化中心舉行，總裁祈士德、工業及行政事務部助理總裁張耀成博士、總商會服務有限公司總經理郭陳相燕均有出席。

sociations in Hong Kong, visit programmes for US Congressional Staffers who are due to visit Hong Kong and Southern China in April and August this year. A meeting of representatives of the sponsoring organizations was held on 30 January to discuss detailed arrangements for the visits.

#### Pacific Basin Economic Council

Dr Helmut Sohmen, Chairman of the PBEC Hong Kong Committee, continued to host luncheons with Consuls-General of PBEC member economies in Hong Kong. In February, he met with Consuls-General of Russia, Colombia, Mexico, Australia and Thailand.

Dr Helmut Sohmen and Mr Ian Christie, Director General, met Mr Reid Rogers, Chairman of the US Member Committee, on 6 February and discussed the progress of this year's International General Meeting to be held in Washington DC in May.

#### INDUSTRIAL AND CORPORATE AFFAIRS DIVISION

##### HIGHLIGHTS

Two new services were launched this month:

- Daily Business Bulletin - a daily publication on Phonafax to bring members abreast of business news. Main source of information is from Government press releases.

- Event Management - a new unit is established to organize events for clients on

聯盟繼去年12月向財政司提交意見書後，再於2月14日向財政司提交了一份跟進性質的意見書。聯盟在意見書中進一步談到組織的選擇，並就服務推廣及服務業獎提出建議。此外，意見書又收錄了一些環節補充建議。

### 生產力

2月9日，聯盟就香港生產力促進局發表的諮詢文件作出回應。聯盟對於諮詢文件中有關香港生產力促進局角色的建議表示贊同，但堅持其功能應與一般管理顧問有所區別。

### 香港特許經營權協會

#### 特許經營書籍

一本以答問形式編訂的特許經營書籍已於2月22日出版。

#### 1995年年報

九五年報業已出版，並已分發予會員及海外特許經營權組織。

#### 研討會

協會於1月24日假座香港會議展覽中心舉辦一個題為《特許經營助你發展跨國企業》的研討會，多位本地及海外的講者應邀與參加者分享心得。他們包括：菲律賓祖利比食品集團副總裁紀俊文、日本良品計劃株式會社高級顧問沖正一郎、高露雲律師行高級合夥人張淑姬、ILC國際集團主席夏克勤等，而工業署署長葉劉淑儀則擔任午餐會的主講嘉賓。當日共有超過100位參加者。

特許經營業務推介會於同日下午舉行，參加的商號包括富卓傑、烤雞大王、標誌店、誠記汽車、天使冰王等。

## 本地及經濟事務部

### 活動概覽

本地及經濟事務部在過去一個月忙於研究勞工（包括工資、輸入勞工、強制性公積金計劃等等）、政府收費、財政預算案等問題。月內該部接待了多位訪客，他們分別來自美國、荷蘭、日本、德國、法國、意大利、芬蘭等地。此外，首席經濟學家又接受德國、美國、加拿大、英國及澳洲新聞界的訪問。

### 委員會會議

#### 法律委員會

委員會於1月16日召開本年度首次會議，討論來年的活動計劃。本會立法局代表鄭明訓議員更應邀出席，與會員討論未來一年的立法議程。

#### 經濟政策委員會

委員會於2月2日舉行會議，討論多項經濟問題，其中包括香港日後的金融中心地位、勞工、放寬監管及本會準備就財政預算案所作出的回應。

#### 稅務委員會

委員會於1月29日舉行會議，討論財政預算案、香港在金融服務方面所扮演的角色、私家車的稅務減扣、直至九七年的議程等。

#### 中國稅務小組

小組於2月14日召開會議，討論多項與中國稅制有關的問題，其中包括增值稅的退稅、降低關稅、計劃取銷向外商提供進口資本設備的優惠等。 ■

a fee-for-service basis.

## COMMITTEES

### Small & Medium Enterprises Committee

A meeting of the Committee was held on 16 January. This was preceded by a meeting of members of the Spring Dinner Task Group. As of 13 February, more than 70 tables have been signed up for the Spring Dinner on 9 March.

A small delegation from Japan called on the Chamber on 19 January to introduce plans for establishing a global information network for SMEs through the Internet's World-Wide-Web.

Members of the Company Law Reform Task Group met on 12 February to discuss SME input to the reform process.

### Environment Committee

A meeting was held on 23 January to discuss, among other things, the organization of a luncheon between members of the Committee and the LegCo Panel for Environmental Affairs.

## EVENTS

- "US Company Bankruptcy: Chapter 11" on 19 January with Mrs Joyce Yan, Senior Manager of the Export Credit Insurance Corporation, as speaker. The event attracted an audience of 34 individuals.

- Two New Members' Briefings were held, one in English on 23 January and one in Cantonese on 6 February, attracting 23 and 28 members respectively.

- "Record Keeping Requirements for Business" on 26 January with Mr Lui Ying Tat, Senior Assessor from the Inland Revenue Department, as speaker. This is a repeat of a roundtable held on 8 December 1995. The event was attended by 33 members.

- "Employing PRC Nationals at Management Level" on 9 February with Mr David Ho, Chief Executive Officer of Mastermind Holdings, as speaker. 30 members subscribed to the roundtable.

- A one-day training workshop on "Managing the Media to Create Opportunities" was attended by 11 participants from members.

- Dinner Club 3288 attracted 111 annual subscribers. The second Club Dinner will be held on 27 February.

- Training courses for the month - More member companies are now more aware of their staff language problem. This explains why the participation of recent Chamber training courses was most satisfactory: 21 members in "Effective Writing", 24 in "Professional Telephone Skills" and 25 in "Telephone English". 11 human resources executives attended the "Selection Interview Skills" course and 14 participated in the "Influencing Others" training. ■

## Lion Dance

The Chamber Director, Ian Christie, and Chamber staff welcomed a Lion Dance at the Chamber's headquarters on February 26, celebrating the Spring Festival at the Lunar New Year.



The lion arrives 醒獅臨門

## 醒獅賀歲表演

統一中心的新春醒獅賀歲表演於2月26日舉行，本會總裁祈士德與總辦事處職員一同觀賞。



Staff welcome. 迎接醒獅



# The Legco Brief

by Hon Paul M.F. Cheng



In the past month, some significant landmarks have come and gone. Shortly before the Chinese New Year, we passed through the 500-day mark to the 1997 transition, and, more recently, we have seen the last full-year Budget under British administration. At the time of writing, I do not know what the Budget has in store. The Chamber hopes it will be mildly stimulatory budget in order to boost confidence, maintain competitiveness, and assure continued economic growth. Whatever the result, I think I have a good idea of what the next 500 days have in store.

I recognize that all aspects of Hong Kong, including the activities of Legco, will be put under the microscope in government halls and board rooms all over the world. Because of this attention, I believe we should stick to what we do best in Hong Kong—and that is business. Now is the time to show the world that we can manage the transition and are confident about the future.

That is why I am happy to report that my motion on "Maintaining Hong Kong's competitiveness as a leading international financial centre" won virtual unanimous support in Legco. The proposition that the Government both conduct a comprehensive review of Hong Kong's entire corporate tax system while speeding up its implementation of short and long-term initiatives designed to enhance our position as a leading centre of international finance was well received in the financial industry itself and among my Legco colleagues. I would like to again thank those Chamber members who provided feedback and helpful recommendations on this important issue.

On a related issue, the Legco narrowly approved funds to create the office which will oversee the establishment of the Mandatory Provident Fund (MPF). Many hurdles, however, remain to be cleared before the MPF is fully approved and in place. Not the least of which is the threat by major parties in the Legco to oppose the MPF itself after the initial consultation period is completed.

I am also following closely the development of Hong Kong's Science Park.

The Industry and Technology Development Council (ITDC) completed its feasibility study in October 1995 and determined that a science park could play a key role in maintaining Hong Kong's position as a control centre for business in Southern China while simultaneously improving our position as a high-technology manufacturing centre. The project was approved in principle by the Executive Council in early-February and is currently under review by the Industry Department.

Also on the subject of competitiveness, I took the opportunity to tour by helicopter the Chek Lap Kok airport development project and firmly believe that the new airport will provide for Hong Kong's continued growth as the most important air hub in southeast Asia.

We must also keep an eye on the brewing U.S.-China disputes over IPR, trade, and Taiwan, and endeavour to make Hong Kong's case to all sides in this potentially damaging quarrel.

Lastly, a few words in response to some queries about the protection of wages issue. I had intended to vote for the government's amendment to Mr. Lee Cheuk-yan's resolution on the Protection of Wages on Insolvency at the Legco sitting on 31 January, 1996. But I was unfortunate enough to be caught outside the Legco building by a reporter, where the chimes of the division call were lost in the surrounding noise. I returned to the Chamber only to find the results of the vote already displayed.

But even if I had managed to vote for the amendment, the result would have been a tie, (27 vs. 27). The President would have been bound by standing orders to vote against the amendment. The government would still have lost the battle. Nevertheless, I have learnt my lesson and will not again allow myself to be detained when a division is imminent.

## Legislation

Inland Revenue (Amendment) No. 4. Would eliminate tax deductions for private cars provided by businesses. There is quite a lot of concern on this issue among Chamber members so I am watching it closely. It has not yet moved

to a Bills Committee. When it does, I plan to join the Bills' Committee, and will keep the Chamber informed.

Intellectual Property (World Trade Organization Amendments) 1995. Has been placed in the hands of a technical subcommittee, whose job it is to compare procedural and statutory provisions with similar legislation in other countries. The subcommittee will then advise the Bills Committee on the bill's applicability to Hong Kong.

**Estate Agents Bill 1995.** Remains with a Bills Committee. Concerns that the bill creates criminal liability, would raise fees and might actually inhibit the public's access to information on listed property has made further consultation necessary.

## Private Member's Bills

### Immigration (Amendment) Bill 1995.

This Bill was resoundingly rejected by Legco on 14 February, 1996. The Democratic Party's attempt to grant Legco power to control immigration of persons seeking to land or remain in Hong Kong for the purpose of employment failed. While this vote is a victory, it does not signal an end to Legco's attempts to alter the conditions of the labour importation scheme.

**Public Bus Services (Amendment) Bill 1996.** Would give Legco power to vet bus fare increases. This bill received its first reading on 14 February, 1996, and will get a second reading.

On the horizon:

**Amendments to the Employment Ordinance.** Aim to increase employee benefits in part by expanding and redefining "wages" and disability coverage.

## Motion Debates

Upcoming motion debates of special interest to the Chamber:

- Policy to assist the development of small and medium-size enterprises.
- Review of the major advisory and statutory bodies.

## Of Special Notice

Contact me through my Legco office at Room 312, Central Government Offices, West Wing. Telephone numbers there are: 2537-2106/2107, and the fax number is: 2530-3451. Simply call or fax with your views and suggestions.

May I take this opportunity, belatedly, to wish all readers Kung Hei Fat Choi, good health and prosperity, not only for the Year of the Rat, but for the next 500 days and beyond.

—Paul M. F. Cheng

# 立法局 工作簡報

鄭明訓



**在**過去一個月，香港發生了一些極具意義的事情：在農曆新年前，剛好是主權回歸前的倒數第五百天；到了三月初，在英國管治下的最後一份涵蓋全年的財政預算案正式公布。在執筆的時候，我仍未知道這份預算案的內容。香港總商會希望它會是一份帶有溫和刺激性的預算案，藉此增強信心，維持競爭力，確保經濟持續增長。

在過渡期間，立法局的大小事務都會備受全球矚目，正因如此，我們應堅守一貫的原則，保持工商業暢旺，這樣對香港最為有利。現在正是我們向全世界展示我們有能力面對過渡和充滿信心的時候。

我欣然向各位宣布，我在立法局所提出的動議——《維持香港作為主要國際金融中心的競爭力》——獲得立法局一致支持。我在動議中建議政府就香港的公司稅制進行全面檢討，並且加速落實各項短期及長期的措施，以促進香港作為國際金融中心的地位。有關建議廣受金融界及立法局其他議員的支持。我希望藉此機會向那些曾經提供意見的總商會會員表示謝意。

另一件備受矚目的事件，就是立法局僅以些微票數通過撥款設立辦事處，處理強制性公積金計劃事宜。然而，在強制性公積金計劃獲得全面通過及實行前，仍有不少問題需要克服。立法局一些主要政黨在初步諮詢期結束後，曾揚言會提出反對。此外，我亦密切留意香港工業園構思的發展。工業及技術發展局已於1995年10月完成了可行性研究報告，報告認為科學園有助維持香港作為華南業務的控制中心，同時提高我們發展成為高科技製造業中心的地位。有關計劃已於上月初獲行政局原則上通過，目前正交由工業署進行研究。在競爭力方面，我上月有機會乘搭直升機巡視新機場工程的進展。我深信新機場有助香港成為東南亞最重要的航空樞紐。

此外，我們必須留意中美兩國就知識產權、貿易、台灣可能發生的糾紛。我們定會竭盡所能，向各有關方面力陳香港的意見。

最後，我想談談工資保障問題。李卓人議員於1月31日的立法局會議上以決議案形式修改破產工資保障規例，原本我準

備支持政府的修訂決議，但很可惜，表決的一刻我正在局外接受一位記者訪問，到我返回會議廳的時候，表決結果已經塵埃落定。

不過，即使我可以及時投票，結果將會是27票對27票，礙於會議常規，立法局主席亦只能投票反對修訂。換句話說，政府的修訂決議案仍會落敗。無論如何，經此一役，我吸取了一次教訓，下次在投票在即的時候，我絕不會讓自己給人耽誤。

## 立法工作

### • 稅務條例第四號（修訂）

旨在取消以私家車類別登記公司車輛的稅務減免。鑑於會員對此事甚表關注，因此，我會加以密切注視。當是項修訂提交條例草案審議委員會討論的時候，我會不時向會員匯報最新進展。

### • 1995年知識產權（世界貿易組織修訂）條例草案

已交由一個技術小組委員會研究。委員會的責任是比較其他國家的同類程序及法例規定，然後向條例草案審議委員會匯報該條例草案是否適用於香港。

### • 1995年地產代理條例草案

該條例草案正由有關委員會審議。部分成員對於條例草案所提及的刑事責任、可能須徵收費用及妨礙公眾人士獲取放盤物業的資料感到關注，因此認為有需要進一步諮詢各界意見。

### • 1995年人民入境（修訂）條例草案私人議員條例草案

條例草案在1996年2月14日的立法局會議上進行辯論，局內反對的聲音不絕於耳。民主黨試圖賦予立法局控制來港居留或留港工作人士入境的權力。最後這項動議被否決。雖然這次投票結果令人滿意，但事件絕非已經告一段落，立法局內仍然有人試圖改變輸入外勞工計劃的規定。

### • 公共巴士服務（修訂）條例草案

目的是賦予立法局巴士審批票價增幅的權力。條例草案於1996年2月14日首讀，並且即將進行二讀。

## 即將進行的辯論

### • 僱傭條例修訂

目的是透過擴闊及重新界定「工資」及傷殘保障的範圍，提高僱員福利。

## 動議辯論

在未來一個月進行的重要動議辯論如下：

- 協助中小型企業發展的政策
- 主要諮詢及法定組織的檢討

## 特別事項

會員如有任何意見，歡迎與我的辦事處職員聯絡。有意發表意見者，可以函件、電話或傳真方式與我的立法局議員辦事處（地址：中區政府合署西翼312室，電話：2537 2106或傳真：2530 3451）聯絡。

我希望藉此機會向各位拜年，恭祝各位在鼠年、未來500天以至九七年後都身體健康，萬事勝意！

鄭明訓

# Publications on Franchising and Professions in China

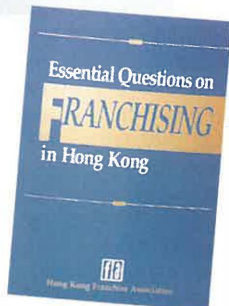


## The Hong Kong Professions and China (New Release - English)



This 40-page book includes a description of the development of professions in China including accountants, architects, barristers, engineers and lawyers, published by the Hong Kong Coalition of Service Industries. HK\$30 per copy.

一本由香港服務業聯盟出版的英文新書，內容包括數個服務行業在中國發展的概況，每本港幣三十元。



## Essential Questions on Franchising in Hong Kong (New Release - English)

A collection of 104 practical questions on franchising in Hong Kong, with answers, published by the Hong Kong Franchise Association. HK\$40 per copy.

一本由香港特許經營權協會出版的新書，內容包括一百零四題有關特許經營的問題及答案，每本港幣四十元。



To: **Rammy Chan, Hong Kong General Chamber of Commerce**  
22/F United Centre, 95 Queensway, Hong Kong

I would like to order the following books / 本人欲購買：

- \_\_\_\_\_ copies of **Essential Questions on Franchising in Hong Kong** (HK\$40 per copy)  
 \_\_\_\_\_ copies of **The Hong Kong Professions and China** (HK\$30 per copy)

I have enclosed a cheque for HK\$\_\_\_\_\_ (Cheques should be made payable to the 'Hong Kong General Chamber of Commerce') / 現附上港幣\_\_\_\_\_元（支票抬頭請註明「香港總商會」）

Name: \_\_\_\_\_

Address: \_\_\_\_\_

Tel: \_\_\_\_\_ Fax: \_\_\_\_\_



# Self-confidence, optimistic realism

Chamber Vice Chairman upbeat about the future

**W**ith what he said were “tangible, realistic measures in place for the transfer of sovereignty,” James Tien, Chamber Second Vice Chairman, told members of the Mexican and German Business Associations on February 1 he believed: “1996 will take us away from the uncertainties of the past five years, giving us renewed self-confidence and a sense of optimistic realism about the future.”

“The international business community will then have every reason to thrust ahead, making the best out of Hong Kong’s position as a service gateway to China,” the Legislative Councillor said, concluding an address on, “Transfer of Sovereignty and its Impact on the International Business Community in Hong Kong.”

He began his address by saying Hong Kong is already in the last phase of transition because:

- The members of the Preparatory Committee have already been appointed and the Committee formally established.
- Preparation work for establishing the SAR government will soon begin.
- The 400-strong Selection Committee for electing the First SAR Chief Executive is being set up.
- And, the first SAR Chief Executive is expected to be announced in the second half of this year.
- Even the Commander of the People’s Liberation Army forces in Hong Kong has been named, and the size of the garrison decided.

## Tangible steps

James Tien said: “These are tangible steps toward the handover and are vital to the sound foundation of the SAR government.

“For some July 1, 1997, signals the end of a long wait; the end, perhaps, of political bickering between the two sovereignties; but, more importantly, the emergence of a clearer picture of what is ahead of us — politically, economically and socially.

“At least, at this moment in time, we know for certain that the Legislative Council (LegCo) will be disbanded come July 1, 1997 and replaced by the Provisional LegCo.



Legislative Councillor James Tien. 立法局議員田北俊

## 充滿自信 面對將來

本會副主席對未來充滿信心

**本**會第二副主席田北俊議員於2月1日向墨西哥及德國商會代表團指出：「主權交接的具體及實際措施已經準備就緒，展望1996年，將會為過去五年的不明朗局面劃上休止符。我們會重獲信心，對未來一片樂觀。

「這樣，國際商界社會才會對香港的前途充滿信心，同時充份利用香港作為通往中國市場的服務業基地。」

田北俊議員當日的講題是《主權交接及其對香港國際商界的影響》。

他在演辭中強調，香港已進入過渡期的最後階段，因為：

- 籌備委員會成員名單已經公布，委員會亦已正式成立；

- 成立香港特別行政區政府的準備工作即將展開；

- 由400人組成的香港特別行政區首任行政長官推選委員會即將成立；

- 首任特區行政長官人選將於下半年公布；

- 駐港解放軍司令員人選及駐港解放軍規模等資料亦已公布。

## 具體步驟

田北俊說：「這些主權交接的具體步驟對香港特別行政區政府的穩固根基十分重要。

「對一些人來說，由1997年7月1日起，早已令人煩厭難耐的中英政治角力將會告



James Tien with officials of the two Business Associations. 田北俊與商業協會的官員會面

"We are also well aware that economic aspects of transition have already occurred. This is evident in the greater economic influence of Hong Kong companies not only in South China but also in major cities like Shanghai and Beijing.

"The growing presence of Mainland companies in Hong Kong through trade, investment, property purchases, stock exchange listings, etc. also highlights this significant economic transformation which is, in part, related to the transfer of sovereignty."

### Market driven

James Tien said he had said "in part" because the growth of business activities of Mainland companies is founded on the country's economic reforms.

"As an international business centre Hong Kong offers China many advantages as a 'foreign' base to venture out in a market-driven economy. Advantages of a common language, a similar culture and a defined timetable to become part of China again, in addition to Hong Kong's renowned international business skills and its pool of multinational businesses. A true crossroad where East meets West.

"For almost similar reasons, an increasing number of foreign companies are setting up offices in Hong Kong. A common language (English), a cosmopolitan environment and, of course, the gateway to the vast China market."

一段落，而更重要的，是無論在政治、經濟和社會層面，前景都會變得更加清晰。

「最低限度，在目前而言，我們都知道現屆的立法局會在1997年7月1日解散，並由臨時立法會取代。

「此外，我們亦對經濟事務方面有更清楚的瞭解。舉例說，香港公司在華南以至上海、北京等大城市的影響力正不斷增強。

「在明顯的經濟轉型過程中，愈來愈多大陸公司透過收購、投資、地產交易、股票上市等等途徑，開始在港大展拳腳。這現象是與主權交接有部分關係。」

### 市場主導

田北俊解釋，他說有「部分」關係，是由於大陸公司的商業活動是建基於國內的經濟改革的。

「作為一個市場導向的國際商業中心，香港為中國提供『外資』的優勢。中港兩地擁有共同的語言、類似的文化，而香港本身不但具備舉世知名的國際商業技巧，擁有無數跨國企業，並已確定了會在特定的時間內回歸中國。香港是名副其實的東西文化匯聚之地。

「正因為這樣，愈來愈多外國公司來港設立辦事處，加上有利的語文及大都會環境，香港順理成章地成為了進軍龐大的中國市場的理想通道。」

田北俊續稱，香港在全球貿易及投資的角色，肯定對中資及外資公司有利。

「最近數年，香港的兩個主權國家出現政治爭拗，導致信心受到影響，失業率創下十年來的最高水平，消費開支亦急劇減少，儘管這樣，香港仍能安然渡過。在1995年，香港的經濟增長率仍達到5.2%，是很多發達國家夢寐以求的增長目標。

### 明天更好

「不過，我們預期將來的成就會更勝往昔。事實上，我們只是與經濟高峰期的數字作出比較，因而才得出經濟不景的錯誤結論。

「不錯，失業情況確實惹人關注；不錯，零售消費意慾確實疲弱。

「可是，通貨膨脹已跌至兩年來的最低水平，只有6.6%，而香港總商會更相信，未來一年，失業率會降至大約2.2%，而經濟增長會維持在5%的水平。

「失業已成為了一個情緒化的問題。工會組織曾列舉出一些事實和數據，希望以此印證它們的說法。

「事實上，在1987至88年間，香港的失業率僅1%，而每年人口則減少三至四萬人。不過，自1991年以來，這個趨勢開始逆轉，勞動人口每年的增長率升至3.4%，但就業機會的增幅卻只有1.7%。

### 新移民

「導致勞動人口大幅增加的原因有很多，其中輸入外地勞工的影響可說是微乎其微。每天持單程證來港定居的大陸新移



Introduced by... 致簡介辭

James Tien said Hong Kong's role in global trade and investment is indisputably of mutual benefit to China and foreign businesses.

"Despite erosion of confidence in the past years due largely to vocal political debates between the two sovereign powers, Hong Kong has kept its head above water — even with a 10-year high unemployment rate of 3.5% and a sharp drop in consumer spending. Hong Kong managed an economic growth rate of 5.2% in 1995, a performance which many developed countries would have liked to achieve."

### Better

He went on: "But for us in Hong Kong we have grown to expect better. In fact we've been comparing economic numbers with what was an exceptional boom period and thus generally giving a false view of economic doom."

"Yes, unemployment is a serious concern. Yes, retail spending is also."

"But inflation is down to 6.6% at its two-year low. And we, at the Hong Kong General Chamber of Commerce, believe that unemployment will drop to about 2.8% this year if the economy grows about 5%."

"Unemployment has become such an emotive issue, with a lot of facts and figures taken out of context by the unions. Let me give this to you:

"Between 1987 and 1988 unemploy-

ment rose sharply, and that was the main reason. The government currently approves 150 mainlanders to settle in Hong Kong and work, plus their spouses and children, and the labor force grows by about 40,000 people."

"However, we are optimistic about the economic development prospects. The economy will continue to grow, creating more jobs, and absorbing part of the unemployed. Currently, we still have a big problem in job matching. There are people who are willing to work, but there are no jobs. This situation still exists. The Hong Kong Chamber of Commerce believes that local workers should be given priority in job opportunities, but if there are still vacancies, it is better to hire from the local labor force. However, if the vacancies are not filled, it is better to hire from the local labor force."

"Whether from the perspective of Hong Kong or foreign investors, this is an urgent problem. If foreign investors cannot find suitable local employees (such as high-tech talent) to fill the vacancies, but they are not allowed to hire from overseas, it is a problem, and it is not necessary to say, they will go to other places to set up factories."

"However, I happily tell you, the government's new推出的『補充輸入勞工計劃』實際上已取銷了輸入外勞的配額，這是香港總商會的重要游說成果，對加強國際商界社會的信心幫助甚大。"

"各位或會問：『這些問題與主權交接有甚麼關係？』事實上，在1997年7月1日前所通過的每條法例，均對九七年後的香港十分重要。我們正在積極地為未來奠定基礎，確保國際及本地投資者安心，繼續在香港經營，這樣才能保持香港的繁榮。"

田北俊續稱：「《中英聯合聲明》保證出入境的自由。據我瞭解，各位在九七

年後可隨時按本身的需要自由進出香港，情況就像今天的一樣。此外，各位制訂財政計劃時，亦毋須憂慮，因為中國有關當局已多次重申，未來港元與美元的聯繫匯率制度仍會繼續實施。

"我們需要留意的是可能會惡化的貪污問題。據稱，內地商界的貪風十分熾烈，中國政府已失言會採取強硬的措施，以解決貪污問題。在最近數月，中國已處決了多名內地貪污罪犯。"

"香港總商會與廉政公署緊密合作，在去年成立了『香港道德發展中心』，宗旨是促進及保持良好的商業道德，並把這種風氣向香港的主要貿易夥伴推廣。"

"因此，無論是在香港或其他地方，我們都不應鼓勵貪污，這樣才不會動搖商界的穩固基礎。"

### 香港形象

田北俊指出：「我們必須讓主要的貿易夥伴對香港有一個正確的觀感。美國、歐洲聯盟、日本等世界經濟強國如何看待香港，對我們在過渡期前後的經濟成就舉足輕重。」

"此外，我們亦千萬不可忽略中國與這些國家的關係。美國對華貿易赤字不斷增加，中國未能有效保障知識產權，以及揮之不去的人權問題，一一都有可能威脅中國的最惠國待遇或引發其他貿易制裁措施。"

"假如這些世界經濟強國向中國的進出口貿易施加任何限制，香港本身以至港

ment was about 1%, which was accompanied by a net loss of 30,000 to 40,000 people a year. Since 1991 this position has been reversed. The workforce has since been growing by about 3.4% a year while the number of jobs rose slowly, at about 1.7%.

### Mainlanders

"The growth in workforce is attributed to a number of reasons of which importation of labour exerts minimal effect, if any. What boosts the workforce size significantly is the increased daily quota for mainlanders to enter Hong Kong. The Government now permits 150 persons from China per day to come to live and work in Hong Kong. Not counting housewives and children, this roughly translates into 40,000 mainlanders a year swelling the Hong Kong workforce.

"However, we are upbeat about economic growth. It will continue and it will create new opportunities and absorb some of the unemployed. There is still a marked mismatch between jobs available and jobs local workers are able to — or indeed willing — to do. The Chamber is of the strong conviction that jobs should be first offered to local workers, but where these vacancies cannot genuinely be filled by local employees, then employers should be allowed to import labour."

James Tien said: "This is a priority issue, not only for Hong Kong businessmen but also multinationals investing in Hong Kong. If the foreign investor cannot find a suitable local person to fill a key position, say, one which requires high-tech skills, and he is not allowed to bring in one from overseas you can rest assured that the foreign investor will go and set up plant somewhere else.

"But I am now happy to tell you that the Government's new Supplementary Labour Scheme in effect has removed the numerical quota on labour imports. It is one of the Chamber's major lobbying achievements and a confidence booster for the international business community.

### Legislation

"You may well ask: 'What has that got to do with the transfer of sovereignty?' Well, every single piece of legislation that is passed between now and July 1, 1997, has an impact on post-1997 Hong Kong. We are laying the groundwork for uninterrupted prosperity to ensure international and domestic investors are comfortable and confident to carry on their business here."

James Tien said: "The Joint Declaration guarantees freedom of movement. My interpretation of that is, you may trav-

el in and out of Hong Kong freely as you do today, whenever you wish or need to. You can also plan your finances as you do today since the Beijing authorities have reiterated that the Hong Kong dollar will remain pegged to the US dollar.

"What we have to watch out for is the likely problem of corruption. Corruption in business in China is reportedly widespread. The Chinese Government has pledged to take strong action to tackle the issue and has in recent months been quite visible with capital punishment for those mainland offenders.

"In Hong Kong, the Chamber has been working very closely with the ICAC to establish the Hong Kong Ethics Development Centre. The objective is to promote and upkeep high ethical business standards within the community and extend this to Hong Kong's major trading partners.

"It is therefore essential that we do not undermine the sound foundation of our business community by contributing to the encouragement of corruption here in Hong Kong or elsewhere."

### Perception

James Tien said: "It is important that Hong Kong is seen in the right perspective by our major trading partners. Perception by world economic powers, such as the USA, the European Union and Japan, is crucial to Hong Kong's economic success during transition as also for post-1997 years.

"Also, we cannot ignore China's relations with these nations. The growing United States trade deficit with China. China's failure to enforce protection of intellectual property as well as ongoing bickering over human rights are still a threat to the Most Favoured Nation (MFN) status or other trade sanctions.

"Any restrictions imposed by these world economic powers on China's exports and imports will, without doubt, adversely affect Hong Kong itself and, of course, Hong Kong's investments in China. This was a very substantial amount. In 1994, Hong Kong's businessmen invested nearly USD66 billion in China and the Mainland invested some USD26 billion in Hong Kong." ■

商在內地的投資都肯定會受到不利影響。港商在內地的投資額非常巨大，以 1994 年的數字而言，總額接近660億美元，而內地公司在香港的投資總額亦高達約260億美元。」 ■

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# Selecting an Investment Manager

By C. K. Cheung

**T**raditionally, the turn of the year is the time to review the performance of investment managers for retirement schemes. This is because many schemes use the calendar year as their scheme fiscal year so that annual reports will be issued shortly after the new year. Sponsors and interested parties will receive the annual report as well as having the chance of meeting their investment managers to review how they did last year.

However, the annual year end review is not the only thing or the most important yardstick to judge the performance of your manager. In fact, investment performance itself should not be the sole indicator for keeping, hiring or firing your existing or potential manager! In my opinion, choosing the best manager is very similar to picking the best performer in an Olympic race - you cannot do a proper job by just looking at the results of recent races, you have to pay attention to a lot of events leading to the race! Past performance is one element of the selection criteria. However, performance is definitely not the only nor the most important element.

## Schedule 1 Importance of Investment

Year	Contribution at year end	Market Value at Year End on Various Annual Returns		
		9%	10%	15%
1	1.44	23.24	23.24	24.44
5	1.96	40.75	42.38	51.38
10	2.88	77.36	83.18	119.72
20	6.21	222.00	252.00	489.00
30	13.42	727.00	881.00	2,479.00
40	28.97	2,023.00	2,600.00	10,421.00

Number of members : 100

Initial assets : HK\$20 million

Contributions : 10% of pay (HK\$1.44 million in first year)

Salary escalation : 8% per annum

## 如何為退休計劃選擇投資經理？

惠悅顧問有限公司代表張震球分析如何為退休計劃選擇投資經理

**很**多人都以為，年初是審視退休計劃投資經理投資表現的好時候，此乃由於很多退休計劃均以一至十二月為其財政年度，因此退休計劃投資經理之年報多於年初派發。計劃舉辦者及有關人士會於每年二、三月左右收到年報，跟著會親身會見投資經理，以檢討過去一年的表現。

然而，年初檢討並非評估投資經理表現的唯一途徑或最重要的評價標準。事實上，連投資表現本身也並非用以決定是否仍然聘用或解僱現時之經理或另聘新經理之唯一指標。我認為選擇最佳的經理就如估計在下屆奧林匹克運動會中將會奪取獎牌的運動員一樣，你不能只觀看近期比賽之結果而作出選擇，你要考慮一系列圍繞

在賽前的其他因素！過去表現只是選擇準則的其中一項，但過去表現肯定並非唯一或最重要的因素。

### 重要性

首先，讓我們重溫一些基本概念，以突出投資表現對於退休計劃的重要性，附表1列出一個小型的退休計劃，此計劃共有100名成員。為求簡化，我們並沒有將任何福利支出包括在內，而只將注意力集中在累積資產方面。

從例中可看到，投資回報率每年相差1%，便在十年期間造成500萬元之差別，而在40年間的差別是6億元。如每年相差6%，則在10年期間的差別是4,000萬元以

上，而在40年期間的差別更多逾80億元。由於所有差別將會間接變成公司的資金，而我們的例子只是反映一個小型的退休計劃，因此，選擇適當的投資經理，所牽涉的機會成本是不容低估的。

### 選擇準則

選擇投資經理之準則，按其重要性排列如下：

- 投資風格
- 決策過程
- 組織架構
- 要員
- 費用
- 過往表現

### Importance of Investment

Firstly, let us review some basics to give you an indication of how important investment performance is to a retirement scheme. Schedule 1 describes a relatively small retirement scheme for a company of 100 members. For simplicity, we have ignored any benefit payments and just looked at the asset accumulation side in our example.

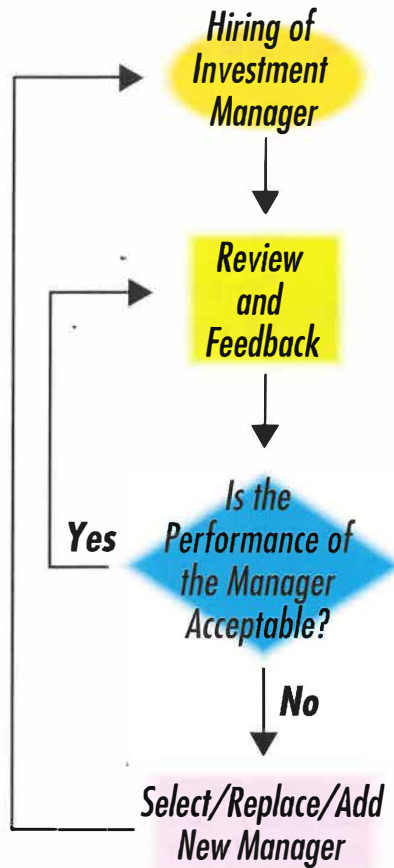
As can be seen, a difference of 1% per annum in the investment return will make a difference of over \$5 million in 10 years and nearly \$600 million in 40 years. When the difference is 6% per annum, the corresponding difference will be over \$40 million for 10 years and over \$8,000 million (\$8 Billion) in 40 years! Remember, all these differences will represent extra funding out of the company pocket and our example is just for a relatively small retirement scheme with average contributions. Thus, the opportunity cost for selecting the right investment manager cannot be underestimated.

### Criteria for Selection

The criteria for selecting an investment manager in their order of importance are:

- Investment style
- Decision process
- Organisation structure
- Key people
- Fees
- Past performance
- Services

### Schedule 2 Process for Reviewing Investment Manager



- Other business reasons

### Investment Style

The most important criterion in selecting an investment manager is the match of the investment style with the sponsor's own style. Investment style will be affected by the particular features of the retirement scheme, including the fund's cash flows and risk tolerance, who is bearing the investment risks, investment philosophy of sponsor and risk tolerance. The matching of the investment style between the investment manager and the sponsor is just like the matching of the spouses - a good match will ensure a good long term relationship irrespective of the short term fluctuation in performance while a mis-match is a time bomb which will eventually explode.

However, many sponsors do not have a clear idea of what investment style they belong to and even fewer realise that investment style for both sponsors and managers change over time. The hiring of an investment manager is very similar to selecting your spouse, a clearer understanding before signing the contract will save a lot of time and efforts down the road.

### Decision process

The decision process of an investment manager will directly control how fast and effective it can react to changes both externally and internally. There-

- 服裝
- 其他商業性因素

### 投資風格

選擇投資經理最重要的準則是要投資經理與計劃舉辦者之風格互相配合。投資風格受退休計劃之特點所影響，包括資金的流量及退休資金可受風險的程度、誰人承擔投資風險、舉辦者的投資政策及其可接受之風險程度等。投資經理及舉辦者在投資風格上的配合猶如夫婦的婚姻——理想的配合可確保長期的關係，而無須顧慮到短暫性之不協調，反之，錯誤的配合就以計時炸蛋，遲早亦會爆發。

然而，很多舉辦者對自己屬於哪一種投資風格並沒有清晰的概念，而更加少的舉辦者會明白到本身及經理兩者的投資風格均會隨時間而改變。因此，聘用投資經理與擇偶是非常相似，在簽定合約前有足夠的瞭解可省卻未來許多時間及努力。

### 決策過程

投資經理的決策過程會直接影響其對

於外在及內在環境變更下所作出反應的速度及應變力，因此，在選擇投資經理時，我們必須知道每個投資經理釐定之決策過程有何不同處，及瞭解每一種決策過程的優點及缺點。我們並需留意投資經理真正採用的決策過程是否與其釐定之決策過程大致一致。倘若有偏離長線策略的情況出現，我們也需知道該偏離是否為了特定的目的或是由於缺乏控制所致。

### 組織架構

理想的經理組織架構應具備穩定的投資風格及決策過程，此可確保投資經理在變更投資風格或決策過程時是逐漸進行，能令退休計劃舉辦者有足夠時間去察覺該等變更，以及更容易對該等變更作出相應之反應。

### 要員

實際上，投資風格及決策過程皆深受有關要員的影響，因此，我們必須考慮到造就出令我們垂青的投資風格及決策過程之要員，是否仍在有關投資經理公司內擔

當著同樣的角色。

### 費用

在發展成熟的市場上，未有數據顯示投資經理之收費與其表現有直接關係，信譽卓越的專業投資經理的收費都非常相似，有時經理的收費是可以商議的，尤其對於大戶或“名牌”戶口而言。因此，舉辦者在聘用投資經理時，在談及有關費用時，不應完全緘默。

### 過往表現

本文開首已提及退休計劃之投資是非常長線的，因此，在投資表現上出現小差別，可造成在幣值上很大的差別。因此，選擇投資經理的其中一個主要目標，是要選擇一個有良好表現的經理。不過我們必須記著過往表現並不會為你帶來任何利益，只有在聘用後的良好表現才是最重要的。而過往表現只是預測經理之未來表現的其中一種最簡單方便的方法，但並非唯一或最好的方法。

在評估投資經理的投資表現時，舉辦

fore, in selecting investment managers, we have to know how each manager differentiates itself with respect to the decision process from the others and understand the advantages and disadvantages of different types of set up. We also have to watch out whether the decision process is being carried out consistently. If there are deviations from the long term strategy, we also need to know whether the deviation is on purpose or is a result of lack of control.

### Organisation structure

Ideally, the organisation structure of the manager should nurture a relatively stable investment style and decision process. This will ensure that any changes in the investment style and decision process by the investment manager are gradual and provide enough time for the sponsors to adjust or react before it is too late.

### Key people

In practice, investment style and decision process are both affected heavily by the key people involved in the process. Therefore, we must take into account whether the key people involved in building the investment style and decision process that make a particular manager attractive are also the

same ones that will be responsible for our account after the hiring.

### Fees

At least in the matured markets, there is no evidence that the fee charged by investment managers has any direct relationship with their performance. The fees for reputable professional investment managers are also very similar. There is also a semi-secret that many managers are willing to negotiate their fees, especially for mega or prestige accounts. Therefore, sponsors should not be silent as far as fees are concerned when hiring investment managers.

### Past performance

As mentioned at the beginning of this article, a small difference in the investment performance makes a big difference in dollar terms over the life time of a retirement scheme. Therefore, one of the key objectives in selecting a good investment manager is to select one that performs well. But, you have to remember that past performance will not do you any good. Only good performance after the hiring counts. Past performance is just one way of predicting how a manager will perform in the future. Therefore, while past performance is an easy way to evaluate an investment

manager quantitatively, it should not be the only means of judging whether your investment manager will be doing a good job for your account in the future.

In looking at the investment performance of investment managers, the sponsors should also bear in mind that the yield figure is affected by things such as the measurement method used (time weighted Vs money weighted); constraints given to manager and cash flows not controlled by the manager. To do a proper comparison, the volatility of return and timing of the measuring period should also be taken into account.

### Services

Like any other service providers, the quality of service itself is also an important element in selecting an investment manager. Things like format and quality of reports, style and knowledge of officers servicing the account, speed of responses, flexibility and willingness to adopt to the special needs of the sponsor all play an important role. If available, references from existing and previous clients of the manager can give invaluable information especially from investment accounts that the manager has lost recently.

### Other business reasons

開始漸漸增加其在市場上的佔有率。

被動型經理會預先選定一個指標，然後確立一個反映該指標的投資組合，並以減低投資活動來減低交易費用。他們認為在市場上有關投資決策的資料已非常有效率，以致投入資源去研究出較其他經理先知的第一手資料所需付出的費用是物非所值的。在此等情況下，最佳的投資方法是將投資組合調整至預先確定的指標，跟著將投資交易減少至最低以減低交易費用，來保證回報率與所選定的指標較為接近。由於在發展成熟的市場中，很多調查報告顯示頗多投資經理的回報率在減去其收費後未能超出市場指數，因而，上述原則變得日漸普遍。不過到目前為止，在香港仍未出現上述情況，因而被動型經理在香港亦非十分普遍。

### 持續過程

選擇經理之過程在完成一個循環後，並非便是終結。事實上，如附表2所示，選擇投資經理是一個不停止的過程。雖然在選擇投資經理及不斷審視其表現所花的時間及費用很易計算，但此過程之收益一般都是難以測量。不過，我們要時時謹記良好的投資經理就長線而言，對於公司及/或僱員的福利直接及間接會造成巨大的影響。 ■

者應注意回報率之計算方法（以時間為比重的回報或以金錢為比重的回報）、加諸經理的投資限制，以及非經理所能控制之現金流量等因素的影響。如要進行更深一層的比較，更要將回報率的變異性及評估期的時間安排考慮在內。

### 服務

正如評核其他服務性行業一樣，服務質素本身也是選擇投資經理的重要因素。投資經理所提供的報告書的形式及質素、為客戶提供服務人員之態度及知識、作出回應的時間、以及照顧舉辦者之特殊需要時之靈活性及願意性也很重要。如能獲得有關經理現時及前客戶，特別是近期所失去之客戶對經理之評語，會令舉辦者能更深入了解該經理之優點及缺點。

### 商業性因素

除上述準則外，其他商業性因素如利益衝突、公司之政策是否必定選擇或不選擇姊妹公司等均可影響最終的決定。

### 整體過程

選擇過程包括確立投資目標、政策及策略。然後整理出一份入圍投資經理名單，在作出最後決定前，再會考慮所有入圍經理的書面建議，包括其最近資料，跟

著便是逐一面試。在整個選擇過程裡，上述之選擇準則應該會被全部動用。至於在選擇過程中，是否需要尋求外界專業人士之協助，則要視乎資金之數目及性質，決策人之資原及可受風險之程度等。

### 其他方法

根據發展成熟市場的經驗，問題如「聘請專業投資經理是否物有所值？」或「專業投資經理能否增加任何價值？」是沒有肯定「是」或「否」的答案。因此，於發展較成熟的市場（例如北美），大型的退休基金漸趨於聘用被動型的經理，而減少聘用主動型經理。

在香港，大部份投資經理都屬於主動型，他們是根據其本身信奉之理論及觀點作出投資，並聲稱在投資過程中可為客戶增加價值，而增加價值的評估標準是以投資回報減去交易費及其收費後再能超越大市之平均回報。要達到此目標，市場上的投資資料須能為主動型經理提供有足夠的研究價值，令其可使用研究所得之資料，獲得高於市場平均回報，而其額外回報，又高於其在研究中所用去的資源。

然而，在發展較成熟的市場，很多研究報告指出，以整個行業來計算，專業投資經理平均不能得到較市場平均指數為佳的回報率，因此，新一類的「被動型經理」

Besides the above, there are other business reasons such as conflict of interest, corporate philosophy in selecting or not selecting a sister company etc. that might affect the final decision.

### Overall Process

The actual selection process involves the setting up of investment objective, policy and strategy for the fund. Based on the results of the first step, a short list of investment managers is then compiled. Written and live presentations from the short listed managers are then conducted before the final choice is made. Throughout the process, the selection criteria listed above will be used. Depending on the fund's size and nature, decision makers' resources and risk tolerance with respect to making a right/wrong decision, outside professional help may or may not be needed in the selection process.

### Alternatives

Based on experience from the matured markets, the question "Are investment managers worth their fees?" or "Are investment managers adding any values?" has no clear "YES" or "NO" answer. Therefore, at least in the more matured markets like North American, there is a growing trend towards using passive management for large retirement funds

instead of using active managers.

Active managers are the dominant type in Hong Kong. They carry out investment activities according to their own philosophy and claim that this will add value to the investment process. Their added value is measured by the excess of their investment return over a yardstick, after deducting transaction costs and the fees they charge. To achieve this, investment information in the market has to be in-perfect to the extent that an active manager can spend time to dig out information before the others and able to make a profit that is larger than the resources spent in the process.

However, in the more matured markets, many studies indicate that professional managers as a group cannot produce yields that are better than the market average to justify their fees. Therefore a new breed of managers, "Passive Managers" begin to take up a bigger and bigger share of the market.

Passive managers select an index, set up the investment portfolio mirroring that index, keep their investment activities to the minimum so as to reduce the aggregate transaction costs. Their philosophy is that information related to investment decisions in the market are very efficient already so that putting resources to dig out first hand information

before they are known to the other players cannot be justified by the cost involved. Under such situation, the best thing to do is to align the investment portfolio with a predetermined index, minimise investment transactions and cut down the transaction costs. This will then assure a return close to the selected index. This philosophy is becoming more and more popular because many surveys of investment managers in the mature markets show that the returns of many managers after deducting their charges cannot outperform the market index! However, such observation has not been seen in Hong Kong and so passive managers are not yet very popular.

### Continuous Process

The selection of investment manager does not come to an end after the initial search. The process is actually a continuous process as shown in Schedule 2. Although the time and cost in selecting and continuing to review the performance of your retirement fund manager is easily measurable, the rewards are usually difficult to quantify. However, we have to keep on reminding ourselves that a good manager for our retirement fund will directly and indirectly make a big difference in the bottom line of our company and/or benefit our employees over the long term. ■

# Negotiating additional obligations

**P**eter Tisman, Principal Assistant Secretary for Trade in Service in the Government Secretariat, spoke at a round table lunch on February 2 on negotiating further liberalisation under the General Agreement on Trade in Services (GATS).

Dr W H Chan, Director General of the Hong Kong Coalition of Services, afterwards explained the background and what Peter Tisman sought to achieve.

Dr Chan says the most important thing about GATS is not that it has brought about a lot of liberalisation. But GATS has set a framework for the process of change and created a level from which the process will not go back. Indeed, it has begun the process of going forward in a form of negotiation which he goes on to explain.

The content of GATS includes general benefits and obligations across the board, principally two: Most Favoured Nation status (MFN) and Transparency (clear for all).

MFN means a WTO member nation is not bound to open its market but if it does want to open it all, then it is bound to treat every other member nation equally.

### Additional obligations

There are additional obligations that are up to member nations to negotiate. And that is where the dynamics are now. Member nations may negotiate more if they are able to. Bad negotiators may find they will get less.

There are two areas for negotiating these additional obligations: Market access and national (equal) treatment be-

tween locals and foreigners (other member nations). MFN applies to everybody else but they can be equally disadvantaged. A member nation may favour its own local people. Applying national treatment means foreigners are treated the same as locals. It has to be negotiated.

How do they go about it? Negotiation is done sector-by-sector. Negotiations can be conducted on financial services, on telecommunications and on transport.

Peter Tisman spoke on financial services and the purpose of his address was to explain how the negotiations are conducted.

The negotiators sub-divide their subject into all the kinds of services in each of the sectors. The obvious examples in the financial services sector are banking, deposit-taking, money-broking. Others in-



clude life insurance. They negotiate according to how far the negotiators are willing to open the sector to the four defined ways of doing trade:

#### Four ways

- Cross-border supply, traditional trade.
  - Consumption abroad (the consumer comes to get the service; the classic case is tourism).
  - Commercial presence (establishing a company in a country where that company will provide a service to customers of that country). In the case of goods establishing a company in another country is defined as investment but in the case of services it is regarded as trade).
  - Presence of natural persons. A juridical term for people. It means not only establishing a company in some other member nation but also sending personnel there to provide the service as distinct from exporting goods.
- Dr Chan explains the negotiators could be generous and agree a member

nation could agree with another to provide a service any way that member wanted to. But, on the other hand, the negotiators could agree to setting up a company but not sending anybody to provide the service. They could agree only locals could be employed.

#### Schedules

He says the product of the negotiations are called Schedules. They are constructed in a standard format divided by sector and in the four ways of trade in services. The Schedules have two columns defining the conditions under which the negotiations are to be conducted. (The longer the paragraph the more conditions there are to be negotiated).

One column is headed Market Access (specifying the extent to which the sector is open to negotiation). The other column is headed National Treatment (when the market is open, how far is the negotiator willing to give equal treatment to foreigners as locals?).

If a sector is not included in any

Schedule, it means that sector is not on offer. If a sector is included it means a member nation is willing to negotiate. If a member nation doesn't wish to negotiate at all nothing is written in the two columns.

"Unbound" may be written against a sector in the Schedule columns, meaning the negotiator is not yet binding himself to any commitment.

"None" in the Schedule terminology means no limitations. "To None" means full market access, no limitations on consumption abroad. "Horizontal Measure" means the condition applies across the board. "Standstill" means the negotiator is not changing anything. He is committed to what he has agreed and is not going back. In future he may go further.

Dr Chan says the whole purpose of the round table was to teach people how to read member nation's offers, to get access to the Schedules and then decide where an opportunity lies for them, specific to each service industry. ■



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# Something of a novelty

Tony Miller speaks on relations with the Clinton Administration

**T**ony Miller, Director General of Trade, told a Chamber round table lunch on January 25 that the Clinton Administration has been something of a novelty to deal with from Hong Kong's point of view. Unlike previous American Administrations, the Clinton Administration has paid lip-service to the multilateral system but tended to operate bilaterally.

"They acknowledge the existence of the World Trade Organisation and profess to believe in its rules. But in dealing with other players they seem to ignore the rules and go for the one-off deal and to hell with the next deal — and the deal doesn't necessarily have to meet with all the niceties of the multilateral rules.

"Some have said there has been, if you like, a gradual loss of faith by the Americans in the GATT/WTO which is very much an institution of which the Americans were the architects post war and since the war of which the US has been the principal defenders.

"There has been some concern amongst the trade mafia around the world that there is perhaps a loss of faith and this makes things difficult to deal with. Hence, also, the insistence which you will find not only from ourselves but several other players in Geneva on testing the disputes settlement system which is part of the WTO.

## Panel rules against US

"That is, on picking little items of principle and driving them to their logical conclusions. The first of the dispute settlement panels under the WTO came last week to a recommendation and it ruled against the US in favour of Venezuela and Columbia.

Tony Miller said that if the Clinton Administration in this Presidential election year is succeeded by the Clinton Administration more of the same could be expected.

He said: "Notwithstanding those rude remarks, bilateral relations between Hong Kong and the US had been pretty good. The US enjoys a surplus with us and despite this we haven't decided to introduce a sort of 301 condition in Hong Kong and enter into anxious negotiations with them to try to rectify this position. We are quite happy they should have a surplus with us — about USD3.2 billion as of last October.

"We do have a few annoyances: As usual, textiles and clothing produces prob-



From left: Tony Miller and Robert Dorfman, Chairman of the America's Committee, who chaired the meeting 左起：苗學禮及美洲委員會主席多爾夫曼

lems. For the second time in my memory the US has decided to change the rules after the game has started. Round about mid-year we may be forced into amending our own rules of origin in order to make

things easier for our trade to comply with their rules.

"In the meantime we will argue the toss and if necessary we will take another dispute to Geneva to test the system.

## 談中美貿易關係

苗學禮分析未來一年的中美貿易形勢

**港**府貿易署署長苗學禮於1月25日本會舉辦的小型午餐會上擔任主講嘉賓。他在致辭時表示，從香港的角度而言，克林頓政府今年需要應付的問題較為特別。他說，克林頓政府對多邊貿易制度只採取口惠而實不至的態度，而且傾向於雙邊合作，這點跟以往的政府大相逕庭。

他說：「美國政府一方面承認『世界貿易組織』的存在，而且聲稱會遵守該組織的規條，但另一方面，每當與其他國家洽商的時候，又往往把有關規條置諸不理，因此，最終達成的協議很多時都未能完全符合世貿組織的規定。

「有人曾經表示，儘管關貿總協定及世界貿易組織由美國鼓吹成立，但美國人正逐漸對它們失去信心。自第二次世界大戰以後，美國一直致力捍衛關貿總協定。

「近年貿易集團在世界各地紛紛崛起，意味著各國對關貿總協定的信心正逐

漸減弱，亦因為這樣，達成協議的困難度也大增。此外，在試圖解決貿易糾紛時，香港以至多個關貿總協定成員國都逐漸採取較強硬的態度。但事實上，解決貿易糾紛的機制是世貿組織不可或缺的一環。

## 美國違規

「世貿組織首個調解貿易糾紛的小組於上週召開會議，與會者建議及裁定美國違規，委內瑞拉和哥倫比亞得值。」

苗學禮稱，假如克林頓政府在總統大選年順利連任，日後的情況預計將不會有重大改善。

他說：「儘管這樣，香港和美國的雙邊貿易關係一直非常良好。美國的對港貿易出現盈餘，不過，我們當然不會引用甚麼301條款，要求美國減少對港的貿易盈餘。我們現時的情況已經不錯，因為截至去年十月為止，港美貿易赤字僅為32億美

Frankly for the textiles and clothing industry, it is more than a pain in the neck.

### Spending money unnecessarily

"In many cases they will have to change their processing so that for outward processing arrangements, in which they do some work in China and some here, they will have to reverse sequences. It may sound simple but in fact it means moving machinery, changing the whole manufacturing process and spending money unnecessarily.

"That aside we don't really have serious problems with the States. We do have serious problems though with the States in relation to our second major trading partner, ie the US. I think it is worth running through the list of irritants which exist in that relationship between our two major trading partners:

- First of all, the US does not enjoy a surplus on trade with China. They have a huge and growing bilateral deficit, about USD29 billion as of October last year. Last week Mickey Cantor (the US Trade Representative) said something to the effect that we cannot allow China to become another Japan.

"I think that suggests a certain mindset about the relationship. Some of their industries are worried because the composition of some of Chinese exports to the

States is changing. Five years ago they were predominantly cheap, labour intensive products. Increasingly, these exports are going up the scale to machine tools and more sophisticated manufactures and therefore it is exerting pressure on a whole new segment of US industry. That is causing concern.

- The second irritant — possibly in the long term not an irritant — is the talks on China's accession to the WTO. You would recall that last year they hit a pothole because of (Taiwan's President) Lee Teng-hui's visit to the US. Things were mended by a meeting between Jiang Zemin and President Clinton in New York and shortly after that the Chinese put a very handsome unilateral offer on the table at Osaka for bringing their import duties down. And, shortly before that Ms Bashefsky went to Beijing and put on the table what was called a road map — a document which has not yet seen the light of day but believed to be a very constructive road map for processing the bilateral aspect of WTO accession negotiations.

### Concerns

The US concerns about China's accession to the WTO are:

1. Related to size: The US can't afford to get the negotiations wrong because China is potentially such a large trading partner and because any WTO agreement

with China would be a model for the previously communist states in Europe.

2. Market access: Not so much market access for goods as market access for services. There is an interesting balance in the trade relationship insofar as China perceives the US as a huge market for its manufactures and the US perceives China as potentially a huge market for services and high-tech. Therefore both will want to protect slightly different aspects of that relationship.

3. Timing: No one has a crystal ball on this concern. The Chinese previously gambled on trying to finesse accession before the setting up of the WTO at the beginning of last year. That didn't work. It would be a very brave President who tried to finesse the problem in an election year. Is it a problem that a US President can address, taking quite serious undertakings which he would then have to defend in Congress? In an election year is President Clinton prepared to expose his flank in Congress when he is trying to get himself re-elected?

4. Intellectual property rights: The bilateral deal which was struck last year comes up for its first anniversary on February 26. Prior to the agreement last year the US unveiled a set of possible sanctions. I have no rumours of any new versions of those sanctions. The question then becomes when the anniversary is celebrated

元。

「然而，我們在某些方面確實有點兒意見，例如慣常的紡織品及成衣問題。記憶所及，美國已經兩次改變了既定的遊戲規則。在今年年中左右，我們或會被迫修改本地的產地來源證規例，以配合美國的新例。

「暫時而言，我們會盡最後努力進行談判，如有需要的話，我們或會到日內瓦提出申訴，藉此測試一下新的機制是否奏效。坦白說，紡織品及成衣業所面對的問題可真不少！

### 無謂開支

「在很多情況下，廠商要被迫改變加工程序，以符合外發加工安排的規定，例如以往可以分別在中港兩地完成的部分程序，但現在卻要把次序倒轉。倒轉次序聽來十分輕易，但細心想想，廠商需把機器調換，改變整個生產程序，付出不少無謂的費用。

「但除此以外，香港和美國之間並沒有甚麼嚴重的問題。當然，中美兩國的糾紛對香港也有一定的影響。讓我列舉出一些例子，以說明兩國的關係吧：

「第一，美國的對華貿易出現赤字。

美國對華貿易赤字數額龐大，而且正不斷增加，截至去年十月為止，總額已達290億美元。上星期美國首席貿易代表坎特曾經表示，美國不會讓中國成為第二個日本。

「我認為這話多少反映出美國人對中美關係的心態。美國部分行業已開始產生憂慮，因為部分中國輸往美國的出口正在轉變。五年前，中國輸美的產品絕大部分是勞工密集行業生產的廉價製成品，但到了近年，機器和其他較先進的製成品數量日增，給美國的同類工業平添了一份壓力，美國人因而對此日感關注。

「第二是中國加入世界貿易組織的談判。長遠來說，這問題或許會獲得解決。各位或許仍然記得，去年台灣總統李登輝訪問美國，中美關係曾一度緊張。幸好過了不久，江澤民與克林頓在紐約舉行高峰會，力圖修補嫌隙。其後，中國在大阪的會議上宣布在關稅問題上單方面作出重大讓步。接著美國貿易代表白茜芙訪問北京，提出了一些建議。雖然兩國並未公布討論的內容，但一般相信，討論的焦點與中國加入世界貿易組織有關。

### 美國疑慮

美國對中國加入世貿組織一事存在的疑慮包括：

「第一，中國有潛力成為一個超級貿易強國，而且中國加入世貿組織的條款，將成為歐洲前共產國家參照的模式，因此，有關談判絕對不容有半點差錯。

「第二，市場開放問題。中國貨品及服務市場的開放程度仍然不足。中國視美國為製成品的龐大市場，而美國亦認為中國的服務及高科技產品市場潛力巨大，因此，雖然兩國各有所圖，但都希望保持良好關係。

「第三，在去年一月世界貿易組織正式成立前，中國曾經孤注一擲，希望爭取成為創始會員，但結果並不成功。適逢今年是大選年，克林頓大概不會勇敢如斯，觸動這個敏感問題。事實上，這個問題是美國總統所能夠解決的嗎？一旦作出了如此重大的承諾，他能夠在國會中為自己辯護嗎？在爭取連任的當兒，他會向國會暴露自己的弱點嗎？

「第四是知識產權問題。去年中美兩國就知識產權問題達成了雙邊協議，到了今年2月26日，剛好是協議簽訂的一週年。在兩國達成協議前，美國曾公布了一些可能實施的制裁方法。我不知道有沒有

is the US Administration going to claim that China has faithfully fulfilled its side of the bargain? If not, is it going to publish the same list of sanctions and what is going to happen in the 30 days which follow that, in which comments are allowed?

A few things have been published in the press in which Mickey Cantor and Ms Bashefsky have said China is not doing enough on this score. They are under a lot of pressure now, particularly from their software industry, interestingly less so the recording industry where apparently rather better results have been secured in China. But particularly for CD-Roms, computer software, where the accusation is that there is still huge abuse and the overall calculation of losses by the Americans is about USD860 million per year. So there is going to be another bun-fight in February?

### Human rights

5. Human rights: Last year we had Harry Woo. More recently Wei Ding-shan and no doubt there will be other problems. We have had the orphanages. Family planning is on Pat McClelland's agenda.

6. Arms sales and purchases: There has been quite a lot in the American press on China building up its armed forces. And, usually at some point in the MFN de-

bate somebody talks indiscreetly on CIA suspicions about arms sales. It comes around as regularly as clockwork.

7. Lastly, Taiwan and Tibet.

Tony Miller said: "So you've got a catalogue of areas where, if someone wanted to make life difficult in the MFN debate or WTO accession debate, they have plenty to choose from."

### MFN

He said this brought him to MFN:

"Last year the President made his decision without conditions fairly late but still he made it. We thought we were then home and dry.

"But one of these irritations came up and before we knew it a quite damaging piece of legislation was sitting in front of Congress. Barry Wiggham and his lobbying team had a very busy two weeks. In fact, they set a record for calls on Congressmen. One can never claim cause and effect in these things but Barry Wiggham and his team of lobbyists no doubt helped push the thing in the right direction and at the end of the day Congress finessed the legislation leaving the damaging piece of legislation tabled but inactive. And a motion of disapproval with no sanctions attached went through.

"As it was, they came to terms with the

fact that President Clinton had broken with his Party's original position and reversed himself on conditionality and renewed China's MFN status. The Republicans were not prepared to pick a fight on that.

"That was quite encouraging in a way because we weren't sure quite how the new Republicans in Congress were going to behave.

"What's going to happen this year? I don't know. But I'll make three predictions, not predictions which are necessarily going to encourage anybody:

### Predictions

1. President Clinton will not reverse himself again. He will make a decision, not quite at the last moment, but he will still make it and it will be to renew China's MFN status without conditions.

"I'm quite confident on that because there has been several repetitions by senior Administration officials of the Jackson-Vanik Amendment to the Trade Act (requiring the President to certify each year a continuation of normal trade relations as a proviso for free immigration). The only condition in the Amendment relates to immigration. It doesn't relate to human rights. Several senior Administration officials have repeated what President

最新的制裁方案。問題是在一週年的時候，美國會否宣稱中國已充滿誠意地履行承諾呢？假如美國認為中國沒有履行承諾的話，會否公布原先的制裁清單？而在公布清單後的30天最後期限中，又會發生甚麼事呢？

「根據報章報導，坎特和白茜芙訪問中國時曾經表示，中國在知識產權方面所作的努力尚未足夠。他們目前正受到國內軟件製造商相當大的壓力。美國的光碟和電腦軟件指控中國仍然進行大量翻版活動，導致美國每年損失約8億6,000萬美元的收益。到了二月，這問題會否再次觸發一次貿易糾紛呢？」

### 人權問題

「第五是人權問題。去年我們有吳弘達，近期又有魏京生，毫無疑問，除此以外，尚有很多其他問題，例如孤兒院虐待兒童和節育等，麥克萊蘭議員將就後者提出議案討論。

「第六是軍火交易。美國報章廣泛報導，中國正不斷擴充軍力。此外，每年一度的最惠國待遇辯論仍會談及美國中央情報局懷疑中國售賣軍火的問題。最惠國待遇問題仍會定期出現。

「最後是台灣和西藏問題。」

苗學禮續稱：「假如有人希望在最惠

國待遇或世界貿易組織的辯論過程中製造麻煩，機會可多的是。」

### 最惠待遇

「去年美國總統在最後一刻決定無條件延續中國的最惠國待遇，我們滿以為可以鬆一口氣。

「不過，其後美國國會排期討論一項極具破壞力的議案。幸好，威厄姆及其游說團在兩星期內四出奔走進行游說，他們大概創下了在最短時間內拜會最多國會議員的紀錄。我們不能確定他們的努力是否真的取得成效，但方向無疑是正確的，而且有助國會最終通過的法案不具約束力。最後，國會僅通過了一項表達不滿但沒有附加制裁條款的法案。

「這結果相當令人鼓舞，因為我們事先無法確定共和黨在國會投票中的取向。

「可是，今年的情況又會是怎樣？我不知道。不過，我準備作出三項預測。

### 三項預測

「第一，克林頓不會改變立場。他會在最後關頭作出決定，無條件延續中國的最惠國待遇。

「我對此很有信心，因為美國政府高層官員多次提到傑克遜·瓦尼克就《貿易法》所作出的修訂（規定總統每年證明正常的貿易關係持續，作為自由入境的先決條件）。條訂法案的唯一條件僅與入境有

關，並不涉及人權。

「第二，美國總統克林頓不會附加任何條件。他會直截了當地延續中國的最惠國待遇，原因是他已就此事吸取了教訓。他曾經試圖把最惠國待遇和人權問題掛勾，最後作繭自縛，因此，相信他不會再重蹈覆轍。

「第三，國會中多半會有人試圖把最惠國待遇和人權扯上關係。我剛才用了很多時間列舉中美兩國存在的問題，其實正好希望說明，假如那些年輕和充滿熱誠的新進國會議員不願意聽從所屬政黨的領導，祈求自己在大選年揚名立萬，自然可以輕易地隨便找個機會，在國會中提出針對性的議案。美國國會非常開放，倘若任何人希望展開角力也可以。」

### 渡過險境

苗學禮解釋有關程序，然後說：「在九月前，沒有人可說斷言一定可以渡過險境。

「但有一點幾乎可以肯定：此事將於6月3日以後迅速獲得解決。美國國內大部分人都專注選舉事務，在初夏前，沒有人希望討論最惠國待遇。

「這是個好現象。上星期一位名叫伊榮的國會議員提出新法案，以取代舊有的

Clinton said on renewing the Amendment and that was that he was satisfied on the score of immigration.

2. President Clinton won't introduce any other conditions. He'll make a clean renewal. I say that simply because I think he learned his lesson the first time round. Having made his abortive attempt to link renewal with human rights and having seep it effectively blow back in his face, he's not going to try it on with some other new condition, at least not as a first offer.

3. Somebody else somewhere in Congress will probably try to make that connection for him. My purpose in setting out the list of irritations was to show just how easy it is for some young enthusiastic member of Congress who is not prepared to listen to the Party leadership and wants to make a name for himself in an election year to pick on things and chuck a piece of legislation before Congress. It is such a wonderfully open system that if you want to start a fight you can.

### Not out of woods

Tony Miller explained the procedure and said nobody could say "we are out of the woods until we have got through September."

"A half-prediction fairly bravely is that I think it will be done fairly quickly one

way or the the other after June 3. I think there will be too much preoccupation with purely domestic election issues for anybody to want to play with this issue for very much longer than the early summer.

"There is one encouraging sign. That came last week when a Congressman called Christopher Ewing started talking about introducing legislation which would effectively get rid of the Jackson-Vanik Amendment. He is the first person to even have made half a step in this direction.

"At some point the US Administration has to address the Jackson-Vanik Amendment because China is not going to accept accession into the WTO if it still has to go through this annual rigmaroll in having its MFN status renewed by the US. If it is going to be a member of the WTO club it is going to want to be a member on the same rules as anybody else — no strings attached.

"So, as part of China's bargain in getting into the WTO it will want to get rid of this piece of legislation. I don't know whether or not somebody has put Ewing up to this. But it does seem to suggest that somewhere in Congress there is the idea this annual performance is a bit of a waste of everybody's time. The more you run it the more discredited the whole process becomes.

### Flag

"May be someone has asked him to flag it early that this is an Amendment whose time has come — and ought to be repealed. It doesn't mean to say it is going to happen this year. But at least somebody is prepared to start the debate and I find that encouraging."

Tony Miller answered a number of Chamber members' questions. ■

傑克遜—瓦尼克修訂法案，他是第一個朝著這方向邁進的美國國會議員。

「美國政府其實在某程度上已解決了傑克遜—瓦尼克修訂法案所帶來的問題，因為假如中國每年仍要糾纏於最惠國待遇問題上，她將不會加入世界貿易組織。假如中國加入世貿組織，一定不會接受任何附帶的條件。

「因此，作為中國爭取加入世界貿易組織的第一步，便是取締這修訂法案。我不知道是否有人在背後支持伊榮的做法，但這顯示出國會中確有人認為，一年一度的最惠國待遇辯論是浪費國會時間的。

「修訂法案相信最終都會給取締，但大概不會在今年成事。不過，最低限度有人願意發起辯論，我認為這是個好現象。」

苗學禮於致辭後回答參加者的問題。 ■

# Traffic congestion

Expert Michael Clark suggests solutions

**M**ore railways and the restraint of vehicle usage through Electronic Road Pricing (ERP) are at best medium-term and at worst long-term solutions to Hong Kong traffic congestion, Michael C Clark, Director of Wilbur Smith Associates, told a Chamber roundtable lunch on November 30.

He advocated especially more bus-only lanes now.

Michael Clark said he didn't think Hong Kong would see another railway line opened in the next 10 years, with the exception of the new MTRC Airport Line. These new railway lines could be to Shatin and Ma On Shan, Tsung Kwan O, Yeung Long and Tuen Mun in the north-west New Territories.

"So we are not going to find a lot of relief within the urban areas. The North Hong Kong Island line is at least 15 years away. The East Kowloon Line, running across Kowloon is at least 10-12 years away.

"So we are not going to have improved movements available on railway

## 如何解決交通擠塞問題？

交通問題專家葛邁高提供專業意見

**施**偉拔有限公司董事葛邁高於11月30日本會舉行的小型午餐會上表示，透過增建鐵路和推行「電子道路收費計劃」以控制車輛的數目，正是解決交通擠塞問題的長期和短期辦法。

他大力提倡增設更多巴士專線。

他說，除了香港地下鐵路公司將會發展機場鐵路外，香港於未來十年將不會會開拓另一條鐵路線。機場鐵路會將沙田、馬鞍山、將軍澳及新界北的元朗及屯門連接起來。

他說：「香港北區及九龍東區的地下鐵路線分別於15年及10至12年後才能完成。由此可見，市區的交通問題於短期不會得到改善。

「鐵路系統於短期內亦不會得到改善。」

他表示，政府正著手研究「電子道路

收費計劃」。其實政府已在80年代中期已開始研究此計劃。

### 五年計劃

「據我所知，政府已在十五個月前進行另一次『電子道路收費計劃』研究，有關研究報告會隨時公布。我們進行研究後，假如計劃實施任何控制車輛數目措施，必須先留意幾個階段。香港最少五年後才會正式推行『電子道路收費計劃』。

他表示，車輛數目於過去六至八年的平均增幅為10%。五年前的市區人口與車輛比例為1比3.5，五年後的今天，該比例已變成1比2.9。由此可見，交通擠塞問題漸趨嚴重。

「造成交通擠塞的原因十分簡單：巴士及巴士乘客的數目沒有太大轉變；過去五年，九廣鐵路的乘客數目亦沒有太大轉

systems in the near future.”

Michael Clark said the Government has been talking about doing a study on ERP. In fact they did one in the mid-80s.

### Five years away

“They have been talking about doing another one for at least 15 months to my knowledge. We keep being told the brief will be out any month now. Once the study is started there will be several stages before any restraint is undertaken. I would say it would be five years away at least before we see any ERP in Hong Kong.”

He said the car population had been going up on average 10% a year over the last six or eight years. We are now making worse use of our roads than we were five years ago when there were 3.5 people per vehicle on the roads in the urban area. Now, there are 2.9 people per vehicle.

“The reason is simple: The number of buses has stayed roughly constant and roughly the same number of people use those buses. A few more people are using the railways but there hasn't been that much change in the use of the railways in the last five years.

But quite a lot more people are using cars and taxis. On average the number of people travelling per vehicle has been steadily dropping.”

變，甚至有下跌趨勢；使用的士及私家車的人越來越多。乘客與車輛比例平均來說已漸漸下降。」

### 刻不容緩

葛邁高指出，交通擠塞的情況已達不可容忍的程度。活在香港的每個人亦意識到問題的嚴重性。

他說：「假如道路的使用率在80%以下，問題便不會太大。」

「如道路的使用率達80%至90%，甚至是100%，輕微的交通意外、惡劣的天氣或道路維修都會令交通癱瘓。道路的使用率越高，表示交通癱瘓發生的機會越大。

「我經常在中環等候巴士，在干諾道、畢打街的候車時間長達十五分鐘，情況之嚴重，簡直令人難以想像。」

葛邁高提出兩個疑問：我們在未來五年，即推出「電子道路收費計劃」前，可採取哪些方法來紓緩交通擠塞問題？而在五年後，亦即建設更完善的鐵路系統之前，我們可做些甚麼？

### 一些建議

有關交通擠塞的問題，葛邁高的建議如下：

### Unsustainable

Michael Clark said it was not a situation that could be sustained for very much longer. Everybody is aware of traffic jams and these are getting worse.

He said: “Road capacity is a strange animal. As you build up to 80% of road capacity not much happens. You slow down a little. The roads keep handling the people.

“But once you get up to 80-90% or even 100% of road capacity any minor accident, any bad weather, or any roadworks, and the whole thing comes to a halt. As we move to those very high-volume capacity ratios we see more and more whole areas of roads coming to a halt.

“I often catch a bus home from Central in the evening and once a week or something like that, no buses turn up for 15 minutes on Connaught Road, Pedder Street, etc. The whole thing is jammed. Nothing is moving. Buses can't get through to take me home.

Michael Clark asked what can we do over the next five years before we may get some relief from ERP and the five years after that before we can have a significantly denser rail system?

### His ideas

He said he had drawn up a list of various ideas:

「由於巴士的載客量較私家車多，他強烈建議增設巴士線。但他亦認為，在某些情況下使用私家車會較方便。如你身處的地方及目的地均沒有巴士線，那麼使用私家車會較方便。

「乘客應盡量採用巴士為交通工具，如公共巴士、十六座位小巴及住戶專用巴士。該等車輛是道路的主要使用者，其次才是私家車。我們應在高速公路上設巴士線，如屯門公路便是一個很好的例子。巴士線比非巴士線所容納的乘客量較多，行車亦較暢順。

「在供求運作的定律下，電單車駕駛者及的士乘客是犧牲者，得益者是能有效地使用道路的司機。設立巴士專線會是可行的改善方法。」

他認為香港應設立更多巴士專線。彌敦道雖然已設立了巴士專線，但並不足夠。他指出，彌敦道非巴士專線的擠塞情況遠比巴士專線的為差。

### 隧道收費

「第二個解決方法是增加過海隧道收費。目前的隧道收費是港幣十元。西區海底隧道預計可於一年後啟用，假如要確保

1. He is very much in favour of an extension of the "bus-only" lanes. Buses move people much more effectively than cars. He knew for some purposes cars could do things which buses cannot — if you are moving from a place that's nowhere near a bus route to another place that's nowhere near a bus route, then a car is a much more effective form of personal transport.

But the great majority of people travelling on the roads can be served by buses whether they are the big public buses or the mini-buses, 16-seaters — the building buses, the residential coaches. These vehicles should be allowed to make as much use of our roads as they effectively need and the rest of our roads should be used by cars. When we have multi-lane highways we should seriously consider introducing bus lanes. The Tuen Mun road experiment in his view was highly successful. A lot more people could be moved a lot more quickly in bus lanes than without the bus lanes.

He added: Someone is going to suffer for it. The people who are going to suffer are the motorist and the people who use taxis. Given the equation we have at the moment between demand and supply it is inevitable that somebody is going to suffer and the more people who can be moved quickly and efficiently the better. That means bus lanes.

投資者繼續在隧道投入更多資金，應把西隧的收費訂於25至30元。

「隧道公司曾試圖調高現有隧道的收費，但基於政治理由，它們的申請被拒。政府在此事上未盡全力。個人認為，港府的做法非常短視。香港需要透過調高過海隧道收費，藉此重新分配交通流量。

「假如過現有海隧道費維持在十元的水平，而西隧則把收費定為25至30元，後者則肯定乏人使用。

「假如純粹從經濟角度看，收費若干並非問題的關鍵。不過，同等收費才是最佳的解決方法。我們不希望強迫市民忍受交通擠塞之苦，不過，當前的情況卻是這樣。」

### 提高稅率

「第三個解決方法是減慢車輛的增長速度，藉此紓緩交通擠塞的問題。這個曾經是八十年代初期的解決方法，當時適逢經濟不景，港府又大幅調高首次登記稅及每年牌照費。直至有了電子道路收費計劃後，港府才改為把牌費的增幅略為降低，藉此減慢車輛的增長速度。

「在道路不足、交通擠塞情況嚴重的情況下，這是個較為直截了當的解決方

There should be many more bus lanes around Hong Kong. Nathan Road has bus lanes but it doesn't have enough bus lanes. I see day after day traffic jams where cars and taxis in Nathan Road are slowing the buses down a lot.

### Tunnel tolls

2. A second area where, he thought, something must be done very soon is the cross-harbour tunnel tolls. We've now got a HKD10 toll. The western harbour crossing will be open possibly in a year from now. For that tunnel to make money and for investors to continue to put money into Hong Kong in future that tunnel will have to have a much higher toll — HKD25-30.

There have been attempts to raise the tolls on existing tunnels but they have been turned down largely on political grounds. Government hasn't fought hard for this and he thought that was very shortsighted. Tolls were needed to redistribute the traffic.

If the toll on the Cross Harbour Tunnel remains at HKD10 and the toll on the Western Harbour Crossing will be HKD25-30, then the Western Crossing is going to suffer. The best use wouldn't be made of that tunnel.

In purely economic terms it didn't matter what toll you apply. Equal tolls would be the best economic solution for Hong Kong. What we don't want to do is force people into traffic jams. That is what we are doing at the moment.

### Higher taxes

3. To slow the growth of cars and reduce its traffic problems in the early 80s, Hong Kong boosted the purchase tax and the annual licence fee. It coincided with a downturn in the economy. Until we can have ERP, he thought, there was a strong case for a fairly drastic increase in the annual licence fees not to reduce the number of cars but just to slow the growth.

This is a blunt instrument that hits people who are using scarce roads and scarce resources in the form of congested roads. It also hits people who have a car but only use it on uncongested roads at weekends. I think people ought to be able to use cars in a way that doesn't adversely affect too many people. Cars could be made better to create less pollution and cause fewer accidents.

4. Fees on company cars should be much higher than personally owned cars. Company cars are used a lot more than other cars and they are very often used in the most congested areas.

5. Parking fees: He thought people are under-paying drastically for parking

and the fees are one thing that could be used to restrain trips into congested areas. Fees are high already but they are cheaper than central London. Many companies provide parking spaces and it really doesn't cost them very much at all to provide those parking spaces. He would be all in favour of a tax on parking spaces.

One problem this tax would cause is an increase in chauffeur-driven cars. It would be cheaper to have a chauffeur driving your car around all day than having it parked and that would be worse than having it parked. That's another problem that would have to be addressed.

### Park-and-ride

6. Park-and-ride from a railway or a bus station works very well in some places. Wilbur Smith Associated had done a study for the MTRC, but in its view it would not work very well in Hong Kong. That's not to say you couldn't build a few more carparks in places like Taipo and Yuen Long. But the number of cars that could be parked at an intermediate point wouldn't significantly reduce congestion. What Hong Kong should not do is get into the Bangkok situation where people work in their cars with a secretary, telephone and a fax machine.

7. Staggered working hours: There have been numerous advertising campaigns to persuade people to travel earlier or later. It is particularly good idea as far as the MTRC and the Cross Harbour Tunnel are concerned. But the curve of usage after 7.30 am to 9 pm is almost flat.

8. Goods Vehicles: He had thought of goods vehicle lanes that would restrict cars even more. But he didn't think it would work. Banning goods vehicles in certain areas at certain times of the day for reprovisioning of shops, etc. should be encouraged and should be expanded. It should be possible for these movements to be made outside working hours and in many cases they are. But in Kowloon many of the vans delivered about 10am, after the morning peak, park illegally or wait to get into legal parking spaces, thus blocking the road. Finding some way for reprovisioning shops out of working hours would be a good thing.

### Grips

Michael Clark said: "I think we have got to come to grips with the situation we've got and I think it is going to be forced on us. I think things are getting worse now. So far as street conditions are concerned they have got worse all the time.

"The introduction of the MTR in the late 70s and early 80s freed up personal travel. But it didn't do a thing to the roads. Traffic on the roads hardly changed at all. I don't think the new railways are going to change the traffic on the roads. What they are going to do is enable people to move more effectively."

法。不過，這項措施亦對那些僅在周末駕車的人士造成影響。個人認為，只要不影響他人，周末駕車的人士不應受到懲罰。

「第四是向公司車輛收取較高費用。公司車輛的使用率遠比私家車的為高，很多時是造成交通擠塞的『元凶』。

「第五是在泊車費方面下工夫。我認為目前的泊車費過低。香港的泊車費較倫敦的為低。很多公司都提供車位，而且成本並不高。我建議向車位增收稅款。

「不過，這做法可能會造成由司機駕駛的車輛數目增加，因為聘請一名司機駕車終日四處行走，可能比泊車所費更低，這是另一個需要解決的問題。

「第六是提供接駁服務往返火車站。施偉拔有限公司曾為地下鐵路公司進行過一項研究，但該公司認為這個做法並不可取，原因並非沒法在大埔、元朗等地興建更多停車場，問題是即使部分車輛在中轉站泊車，然後改乘其他交通工具，也不會大大紓緩交通擠塞情況。香港不應效法曼谷的做法，在車輛上設有秘書、電話、傳真機。」

### 彈性上班

他續稱，彈性上班時間是可行的方法之一。很多廣告呼籲人們採用彈性上班時間，對地下鐵路公司和過海隧道而言，這個做法尤為適用。不過，在早上七時半至九時的一段繁忙時間，道路的使用率幾乎一直維持不變。

### 貨車專線

他說，假如增設貨車專線，一般車輛將受到更大的限制，但他認為這方法並不可取。相反，他建議進一步禁止貨車在某些地區和時間止落貨。他認為貨車應可在非繁忙時間上落貨。可是，在九龍區，很多輕型貨車都會在早上十時左右開始上落貨、違例泊車或等候，結果阻塞交通。

葛邁高總結說：「交通擠塞問題需盡早解決，因為它的嚴重性會與日俱增。以目前街道上的情況而言，情況正不斷惡化。

「自從地下鐵路在七十年後期投入服務以來，個人的交通大為改善，但對道路交通則沒有多大幫助。即使在新鐵路落成啟用後，情況也不會有重大改善。當然，乘搭鐵路的人士可以更快到達目的地。」

# Company cars

In a press release on March 5 the Chamber said it had submitted a letter to the Secretary of Transport expressing its strong opposition to the provisions of the Inland Revenue (Amendment) (No 4) Bill, 1995.

The Chamber urged in this letter that in accordance with the Inland Revenue Ordinance, all expenses which are used to produce assessable income are tax deductible. Those for the acquisition and use of private cars for legitimate business purposes should not be any different.

Ian Christie, the Chamber's Director, warned in the submission: "The Chamber is of the view that an unfortunate prece-

dent could be set by the proposed legislation. If one legitimate business taxation expense can be discontinued for social engineering purposes, then why not others?"

He added that the Chamber believed the proposed legislation would do little or nothing to achieve the Government's stated aim of reducing congestion on Hong Kong roads.

He said: "Instead, the proposed legislation will merely increase the cost to taxpayers of owning a car, remove a legitimate business tax deduction and adversely affect existing, well-established businesses in the provision and financing

of motor vehicles."

Ian Christie also pointed out that the Bill might have a potential adverse impact on other related businesses, including car rental agencies, airport limousine services and hotel cars and naturally the car distribution and sales business itself.

"The Chamber urges the Government to seriously consider this legislation with the aim of withdrawing it and instead, concentrate on pursuing the most appropriate solutions to the reduction of road congestion — providing a better road system for Hong Kong and ultimately introducing electronic road pricing," he concluded. ■

## 反對取銷私家車稅務減扣

香港總商會於3月5日發表的新聞公布指出，本會曾致函運輸司，強烈反對《1995年稅務（修訂）（第4號）條例草案》中的部分條文。

本會稱，根據現行《稅務條例》，所有用作產生應評稅入息的支出均可獲稅務減扣。因此，如果取得和使用私家車作合法商業用途，理應獲得同等的稅務待遇。

總裁**祈仕德**於函中警告說：「本會認

為建議中的修訂可能會開創不良先例。假如一項合法的商業稅務開支因社會政策而被終止，其他類似開支也有可能遭受相同對待。」

他補充，港府明言，此舉目的是紓緩香港道路的交通擠塞情況，但總商會深信，建議中的法例根本難以收到預期效果。

他說：「相反，建議中的法例只會增

加納稅人擁有車輛的成本，減少一項合法的商業稅務減扣，以及影響現存汽車公司在車輛銷售及財務安排方面的業務。」

他又指出，條例草案更可能打擊其他有關行業，例如汽車租賃服務、機場客車服務及酒店車輛等，而汽車批發及零售行業更難倖免。

他總結說：「本會呼籲港府認真地重新考慮並撤回該項修訂，改為集中研究其他更恰當的解決方法，例如改善道路系統，最終實行電子道路收費計劃。」 ■

## Annual General Meeting Tuesday, 23 April 1996

周年會員大會

一九九六年四月二十三日

This year's Chamber AGM will be held on Tuesday, 23 April, 1996 at 6:00 p.m. at the Island Shangri-la Hotel. Registration and cocktail reception starts at 5:00 p.m.

本會今年的周年會員大會將於一九九六年四月二十三日星期二下午六時假座港島香格里拉大酒店舉行。是日的登記程序及酒會將於下午五時開始。

The six seats coming up for re-election at the AGM will be:

由於下列六位理事任期屆滿，周年會員大會上將就其席位進行重選：

Dr. Lily Chiang 蔣麗莉博士      Mr. Liang Xiaoting 梁小庭先生

Mr. William Fung 馮國綸先生      Mr. David Rimmer 萬大衛先生

Mr. Gerry Higginson 許堅信先生      Mr. Robert Savage 邵偉志先生

Messrs Fung and Higginson have confirmed their intention to resign.

馮國綸先生與許堅信先生已表明不會角逐連任。

Formal Notices of Meetings will be mailed to members on 1 April, 1996.

召開周年會員大會的正式通告將於一九九六年四月一日寄出。



# Expanding through Franchising - Regionally

by Charlotte Chow

**T**he Seminar on *Expanding Through Franchising - Regionally*, organized by the Hong Kong Franchise Association was held on Wednesday, 24 January 1996 at the Hong Kong Convention & Exhibition Centre. Overseas and local practitioners and experts shared their experiences on regional expansion with the audience in the morning plenary sessions. Franchise-promoting workshops offering business opportunities were held in the afternoon.

## Government supports franchising

The seminar is followed by a keynote luncheon speech by Director General of Industry Mrs Regina Ip. She welcomed views and suggestions to promote franchising. "The Government would be very happy to work with the actual practitioners in the field to explore ways in which the Government could help to support the further development of franchising, within the framework of our free-market and non-interventionist philosophy."



Participants listening attentively 參加者全神貫注地靜心聆聽

## 特許經營助你發展跨國企業

周育珍

**香**港特許經營權協會於1996年1月24日星期三假座香港會議展覽中心舉辦一個題為《特許經營助你發展跨國企業》的研討會。研討會的專題研討環節於上午舉行，多位海外及本地的業內人士及專家應邀與參加者分享他們在這方面的心得。特許經營業務推介會則於同日下午舉行。

### 政府支援

上午的研討環節結束後，大會特別安排了一個商務午餐會，主講嘉賓是工業署署長**葉劉淑儀**女士。她在演辭中強調：「港府很樂意與實際從事特許經營的人士合作，設法在政府奉行自由市場和不干預政策的大前提下，為特許經營的人士提供支援，協助他們進一步發展。」

她又補充：「政府給予支援，而商人

則付諸實行，這種合作無間的關係肯定有助特許經營的發展。」

### 研討會

香港總商會總裁**祈仕德**致揭幕辭時表示，特許經營有助提高香港的競爭力，進一步發揮資本的效用。

他說：「香港特許經營權協會自1993年開始推動中國的特許經營發展，協會不時舉辦研討會和考察團，並於去年十月首度正式拜訪國內負責連鎖店經營的官員，與他們坦率地交換意見。」

### 菲律賓

菲律賓祖利比食品集團（譯名）副總裁**紀俊文**於會上表示：「早於1910年時候，菲律賓的特許經營活動主要是產品分

銷，到了1965年，商業模式特許經營方告出現。在1975至1980年期間，外國的總店主紛紛進軍菲律賓市場。在1990年，全國約有55個外國特許經營商號，而且成功率普遍相當高。」

紀俊文指出，成功的例子固然有很多，但失敗的也為數不少。原因包括加盟店沒有親力親為或產品選擇錯誤等。他說：「目前菲律賓有64個成功的『地道』特許經營商號，其中從事食品及非食品行業的分別佔30個和34個，而祖利比食品集團正是其中的表表者。」

祖利比食品集團於1975年由Caktiong兄弟創立，最初他們在馬尼拉最繁盛的商業區開設了兩間專營雪糕的店鋪，其後逐漸增添食品類別，最後，熱三文治和其他餐食更取代了雪糕，成為該公司的主要產



Mr Tony Kitchner of Jollibee. 祖利比集團代表紀俊文

"The Government supports and businessmen make things happen. This partnership will no doubt hold true in the expansion of franchising," she added.

### The Seminar

In his opening remarks, Mr Ian Christie, Director of The Hong Kong General Chamber of Commerce said that franchising can have a useful role in improving Hong Kong's competitiveness and enhancing the productive use of capital. "There is a general belief among franchisors in Hong Kong that growth in the number of outlets would be faster for franchised than for company-owned outlets," said Mr Christie.

"The Association has started promoting franchising in China since 1993 through organizing seminars and study missions. The Association made its first official visit to Beijing officials last October and had frank and useful exchanges of views and experiences with Chinese officials responsible for chain stores operations," he added.

**Tony Kitchner**, Vice President of Jollibee Foods Corporation in the Philippines told participants that "in 1910, franchise operations in the Philippines were in the format of product distributorship. Business-format franchising was introduced in 1965. From 1970-1980, more overseas franchisors entered the Philippines market. In 1990, about 55 franchisors have set up their franchises and achieved an extremely high success rate".

He pointed out that there were also failure cases, the reasons being absentee franchisees and wrong selection of prod-

品。經過了一段時間，他們決定全面開發漢堡飽快餐連鎖店，為廣大的消費者提供熱食快餐。到了1978年，祖利比集團的分店增至七間。1993年，集團正式在菲律賓證券交易所上市，藉此擴充資本，讓投資者分享祖利比的經營成果。由於資本充裕，祖利比開始擴展海外業務。

祖利比的宗旨是為顧客提供優質味美的食品，並以快捷、親切友善的服務和潔淨舒適的環境取勝。紀俊文相信，祖利比絕對有能力成為國際知名的商號。談到擴展跨國業務方面，他認為需要注意組織架構的設立、視覺的獨特性、產品系列、國際設計、組織支援。

### 日本情況

良品計劃株式會社高級顧問（日本特許經營權協會前主席）**沖正一郎**特別由日本專程來港參加研討會，並且簡述日本的特許經營發展情況。會上，良品計劃香港株式會社首席代表兼產品採購經理**鈴木克俊**為沖正一郎擔任傳譯。

沖正一郎稱，日本的零售制度與特許經營概念十分相近。以餐廳業為例，早於美國興起特許經營權概念前，日本人已習慣向創辦人（即總店主）繳付費用，以換取商號的使用權和技術。當然，美國的特許經營制度與日本的並非完全一樣，因為前者是建基於合約和菜單等文件的。根據合約，總店主須為加盟店提供全面的訓練，讓加盟者充份瞭解總店的目標。合約會清楚列明所有細節。而在日本，不同的餐廳可採用同一商號經營，無論是總店主或加盟店，都必須提供相同水準及質素的食物及服務。雙方都假定總店主的商譽不

會受損。

日本特許經營權協會於1972年成立，當時的會員大部分是餐廳連鎖店。便利店（例如7-11、Family Mart、Circle K）及其他從事零售及服務的公司於其後才相繼加入。在1984年，日本的特許經營權銷售額只有4,000萬（美元•下同），但到了1994年，總額已增至1,260億。在過去十年，零售業的營業額由800億增至840億；食品服務業由150億增至280億；其他行業由60億增至130億。

沖正一郎指出，百貨公司在日本零售業務中佔有一個非常重要的位置。他預期特許經營活動會繼續在日本蓬勃發展。

### 法律層面

高露雲律師行高級合夥人**張淑姬**表示目前並沒有特別法例規管香港的特許經營活動。她補充，總的來說，目前與特許經營權有關的法例有：合約、公司成立、商



Mr Shoichiro Oki talking on franchising in Japan 沖正一郎簡介日本的特許經營發展

業登記、稅務、知識產權等方面。

她指出，典型的特許經營協議應包括：

- 特許經營權的界定及其他條款
- 獲賦予的權利
- 特許經營權使用費或管理費的釐定及繳交
- 續約條款及規定
- 總店主的責任
- 會計紀錄
- 宣傳及推廣
- 保險
- 知識產權的使用及保障

ucts. "There are 64 successful local franchises in the Philippines, 30 in the food and 34 in the non-food categories. Jollibee Foods Corporation is the most successful home-grown business in the Philippines," he said.

Jollibee began modestly in 1975 when Tony Tan Caktiong and his brothers opened a two-branch ice-cream parlour in Manila's bustling commercial districts. They later expanded their menu to include hot sandwiches and other meals which eventually outsold the ice cream. They decided to fully explore the possibilities of a hamburger fast-food chain that would cater to a broad market by offering hot meals. In 1978, they incorporated the company into Jollibee Foods Corporation with a network which had grown to seven outlets. In 1993, the company listed its shares in the Philippine stock exchange to broaden its capitalization and provide opportunities for investors to share the success of Jollibee. The offering has laid the groundwork to further expand beyond Philippine shores.

Jollibee's strength is drawn from its commitment to provide customers with quality, superior-tasting food with fast, efficient, warm and friendly services in a clean and comfortable environment. Mr Kitchner felt that Jollibee is one of the few Philippine-based enterprises which possesses the competitiveness and potential to become a major international brand. He highlighted five areas of concern in international expansion: i) organization setup; ii) visual identity; iii) product line; iv) international designs; and v) organization support.

**Shoichiro Oki**, ex Chairman of Japan

- 侵權及法律訴訟
- 非競爭關係
- 終止及終止後的責任
- 保證
- 天災人禍
- 規管法例及司法權區

此外，她又於會上概述區內與特許經營有關的法例。她建議投資者在簽訂特許經營權協議前應就法律和會計事項諮詢專業人士的意見。

### 擴展模式

ILC國際集團主席兼總裁夏克勤說，「特許經營權」一字源於法語，意指「不受奴役」，亦即自我主宰。

夏克勤稱：「特許經營可追溯至公元前200年，當時首間零售連鎖店於中國出現，所採取的模式相信是產品或商號特許經營，其後演變成分銷制度。商業模式特許經營是最後期出現的概念，它充份界定了總店主和加盟店的關係，是目前最流行的特許經營方式。」

他說，擴展業務的策略主要有兩個，一是獨資經營，二是合資經營。獨資經營一般被視為利潤最豐厚的做法，而且可全權控制知識產權的使用及發展。然而，獨資經營需要大量資金，並需自行建立及培訓人力資源，需要面對的法律、文化、經營障礙較多。

合資經營的例子其中包括代銷、合夥、合營、許可證、特許經營等，參與的各方均有共同的目標，並會受到合約的規範。

夏克勤稱：「你必須知道負責業務財政、管理、商號、經營、促銷的是誰？假如計劃未能順利推行，又可採取甚麼解決



**Mr Harold Hutton and Ms Ella Cheong answering questions from the floor.**

夏克勤、張淑姬回答參加者的問題

方法？

「特許經營是財政風險較低的經營方式，因為大部分財政負擔都落在加盟店身上。總店主毋須建立一個複雜的人力資源網絡，但可透過收取特許經營權使用費，獲得穩定的現金收入來源。特許經營方式限制了法律責任，並可提供很大的管理誘因。當然，它亦有一定的問題，例如怎樣管理加盟者和總店主的關係、提供服務的質素、如何執行合約權利及責任等。」

談到亞洲區的特許經營發展，他認為零售和服務業最具發展潛力，因為兩者的發展程度相對較低、文化阻隔並不明確、經濟增長強勁、市區化程度不斷提高、消費者追求高質素的产品和服務。

另一方面，亞洲區的特許經營發展亦存在著一些問題，例如監管制度不一、文化不同、語言障礙、外匯管制、外資擁有權的限制等等，投資者必須加以審慎處理。

### 日漸普及

葉劉淑儀在演辭中指出：「在過去20年，特許經營已成為了北美和歐洲一種行之有效的貨品和服務銷售的方法。這種經營方式提供一個途徑，讓資金投入更富生產力的用途，從而促進經濟發展。特許經營在世界各地正日漸普及起來。

「業務形式特許經營的潛力非常巨大，特別是在亞太區而言。香港並非唯一察覺到這種趨勢的地方，在過去數年，印尼、台灣、新加坡、馬來西亞、菲律賓等國家紛紛成立特許經營權協會，該等協會大多積極參與拓展地區性的特許經營業務。」

她認為特許經營在亞太區內發展的動力來自發達的工業國家。這些工業國都知道，特許經營是輸出貨品和服務的有效方法。很多特許經營制度均源於西方國家，這些制度的擴展，為當地獲授予特許經營權的人士和大多數亞洲國家的特許經營者帶來了巨大的利益。以美國為例，單以



**The speakers (from right: Ms Ella Cheong, Mr Harold Hutton, Mrs Regina Ip and Mr Tony Kitchner) with the press.** 圖為出席記者招待會的研討會講者。右起：張淑姬、夏克勤、葉劉淑儀、紀俊文



**FutureKids, franchise promoting workshop**

特許經營權業務推介會：富卓傑兒童電腦課程

Franchise Association, previously President of Family Mart, now Senior Corporate Advisor of Family Mart and Chairman of Ryohinkeikaku Co Ltd (Muji) in Japan specially visited Hong Kong to address the seminar on the current status of franchising in Japan. Mr Katsutoshi Suzuki, Chief Representative & Manager of Product Sourcing of Mujirushi Ryohin in Hong Kong assisted in interpreting Mr Oki's presentation from Japanese into English.

Mr Oki said that the retail system in Japan is similar to the basic concept of franchising. In the restaurant business, it is common to pay the founder (the franchisor) for the right to use his trade name and know-how, even before the American franchise concept was introduced. The American franchising system is different since it is mainly based on written documents including contract and menu. Under the contract, the franchisor provides the franchisee with training to secure full understanding of its purpose and goals. The contract lists out everything clearly. In Japan, different restaurants under the same name, be they operated by the franchisor or franchisee, are expected to offer the same standard and quality. It is assumed that the good name will not be spoiled.

When the Japan Franchise Association was established in 1972, its members were mainly restaurant chains. Convenience stores (such as 7-11, Family Mart and Circle K) and other retail and service industries joined later. Franchise sales amounted to US\$40 million in 1984. In 1994, it increased to US\$126 billion. During the past ten year, retail business

grew from US\$80 billion to US\$84 billion; food service business expanded from US\$15 billion to US\$28 billion; whereas other business increased from US\$6 billion to US\$13 billion.

Mr Oki added that department stores contributed quite substantially to the total retail business in Japan. He expected that franchising activities will continue to grow in Japan.

**Ella Cheong**, Senior Partner of Wilkinson & Grist advised that there is no special legislation on franchising in Hong Kong. Generally speaking, laws related to franchising include those on: franchise, contract, company formation, business registration, tax, intellectual property, and others (such as restaurant licence, etc).

She said that a typical Franchise Agreement would normally include terms such as:

- Definitions of franchise and other terms
- Rights granted
- Consideration and payment of royalties or management fees
- Term and provisions on renewal
- Franchisor's obligations
- Accounting records and books
- Advertising and promotion
- Insurance
- Use on and protection of intellectual property rights
- Infringement and legal proceedings
- Non-competition
- Termination and post-termination obligations
- Warranties
- Force majeure
- Governing law and jurisdiction

Ms Cheong gave the audience a brief summary of laws affecting franchising in the region. She suggested investors obtain professional advice regarding all legal and accounting aspects before entering into franchise arrangement.

**Harold Hutton**, Chairman & CEO of ILC International Corp said that the word "Franchise" came from French, meaning to be "free from servitude", in other words, be your own boss.

According to Mr Hutton, "franchising originated back to 200 BC when the first

1993年計算，透過特許經營方式出口的產品總值高達4億800萬美元，其中29%輸往亞太區。

她指出，近期兩項發展促進了特許經營在亞太區的發展。其中有目共睹的一項是亞洲經濟高速騰飛。隨著中國成功推行改革開放政策，經濟發展突飛猛進，其他亞洲經濟體系，如馬來西亞、印尼、越南、印度等，均爭相仿效，紛紛實行私營化計劃，放寬管制，開放經濟。正因為這樣，亞洲經濟在過去十年獲得了長足的增長。許多經濟學家均認為，亞洲經濟的蓬勃發展會持續至下一世紀。事實上，現時國際間普遍同意，亞洲是帶動全球高速增長的動力來源。

另一項發展是各國在關貿總協定烏拉圭回合談判達成協議，促成世界貿易組織的誕生。這項發展不單促進各國的貿易往來，同時亦首次提供一套國際法則，以管制服務行業的貿易和與貿易相關的知識產權。這提供了一個有利的環境，讓特許經營業務得以跨國發展。

她相信特許經營將繼續成為促進亞洲與其他高度發展的經濟體系進行跨國貿易往來的方式，而香港應具有發展特許經營的更大潛力。

她補充，政府的不干預政策可概括為「最大的支持，最少的干預」。她保證港府仍會繼續奉行這套政策方針。只要有相關的經營活動是合法進行的，無論特許經營在本地如何試驗、發展或擴充，政府都不會作出任何干預。不過，政府會繼續致力維持一個有利的商業環境。

對外方面，港府會致力通過雙邊或多邊的渠道，例如參與世貿組織，以消除貿易投資障礙，並透過地區性組織，如亞太區經濟合作組織，加強地區合作及商業聯繫，從而確保一個公平的競爭環境。對內方面，港府會推行各項措施，例如供應優質的勞動力，促進生產力，改善資訊科技的流通等，從而提高本地工業或服務業在世界市場上的競爭力。

參加業務推介會的商號包括：富卓傑、烤雞大王、標誌店、誠記汽車、天使冰王。 ■



**Franchise promoting workshop:  
TCBY Frozen Yogurt**

特許經營權業務  
推介會：天使冰王

retail chain store operation was launched in China in the format of product or trademark franchise. Later, it evolved into distributorship. Business Format Franchising is the most recently established format. It fully integrates the relationship between the franchisor and franchisee and now accounts for the majority of franchising activities."

He said that there are two strategies for expanding one's business: sole proprietorship or joint ventures. Sole proprietorship is generally considered to be more profitable with enhanced control over the use and development of intellectual property. However, it requires significant capital resources, the proprietor needs to build and train human resources, and there are more legal, cultural and operational barriers to entry.

Joint ventures could be in the format of dealership, partnership, joint venture, license and franchise involving parties with common interests and goals bound by contract. "You must know who is responsible for the financing of the business. Who shall control the management, tradename, operation and marketing of the business? What recourse is there if things don't go according to plan," warned Mr Hutton.

"Franchising is less risky financially as the financial burden is largely underwritten by the franchisee. There is no need to build a complex network of human resources. It has steady cash flow through royalties. It limits legal liability and produces highly motivated management team. Certainly, it has its pitfalls such as problems in managing franchisee/franchisor relationship; the potential of tiding-up strategically important territories; provision of service and enforceability of contractual rights and obligations."

When referring to the Asian perspective, Mr Hutton felt that the potential for franchising is great as retailing/service environment is relatively unsophisticated; cultural barriers are less clearly defined; economies are strong; the degree of urbanization is growing; and consumers are demanding better-quality goods and services.

On the other hand, potential problems such as diverse regulatory regimes, lack of cultural homogeneity, language barriers, foreign currency and ownership restrictions, etc should also be handled carefully.

**Regina Ip**, Director-General of Industry shared her views on franchising with the audience during lunch. "Franchising has proven over the last twenty years in North America and Europe to be an effective method of distributing goods and services. It provides a channel for putting capital into more productive use and can have a positive influence on economic development. There is great potential for franchising as a form of business, particularly in the Asia Pacific region. Hong Kong is not the only economy to have recognized this. This is reflected in the establishment of franchise associations in the past few years in Indonesia, Taiwan, Singapore, Malaysia and the Philippines. Many of them are venturing aggressively into regional franchising," said Mrs Ip.

She felt that the driving forces to expand franchising in the region has come from advanced industrialized countries which have found franchising a useful means of exporting their goods and services. Most franchise systems have been developed in western economies and their expansion has brought enormous benefits both to the home franchisor and to franchisees in most Asian countries. In

the case of the US, franchised exports totalled US\$408 million in 1993 of which 29% are to the Asia Pacific.

This drive is spurred on by two recent developments. One is the rapid development of the Asian economy. Following the successful adoption of the 'reform and opening up' strategy by China to reinvigorate its economy, other Asian economies are following suit to privatize, deregulate and generally to open up their economies. The result is the tremendous outburst of growth across Asia in the past decade, which many economists agree will continue well into the next century. Indeed, there is now international consensus that Asia is the region of high-speed growth which will become the locomotive of growth for the rest of the world.

Another development is the conclusion of the Uruguay Round of GATT, leading to the creation of the World Trade Organization. This has not only made it easier for trade to flow across borders but also provided for intellectual property rights. These provide an environment conducive to the expansion of franchising across borders. She said while franchising will remain a tool in fostering cross-border trade between Asian and advanced developed economies, the potential for developing local franchising systems may be even bigger.

She added that under the government's "maximum support and minimum interventionist" policy, the government will not intervene in the way in which franchise systems are tried and expanded here and abroad, provided that such activities are conducted lawfully. However, it will continue its efforts to maintain an environment friendly to business expansion, including the expansion of franchising.

Externally they try to ensure a level-playing field by seeking to remove barriers to trade and investment through bilateral channel or in multilateral form such as the WTO, and through promoting regional cooperation and business networking in regional form such as APEC. Domestically, they all adopt measures that will enhance the competitiveness of domestic industries or services in world markets, such as ensuring the supply of a quality workforce; promoting the enhancement of productivity; and improving access to information and technology.

The franchise presentation workshops include: Futurekids, Grilled Chicken King, Sign Express, Shing Kee Motors and TCBY Frozen Yogurt. ■

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# Imported labour curbs worry French contractor

**F**rench Foreign Minister Herve de Charette heard of local French business concern about Hong Kong's restrictions on imported labour when he stopped over briefly in the Territory from his mid-February visit to China.

One well-known French engineering and building contractor with a business in Hong Kong is working on deep tunnelling for Hong Kong's new sewage system and requires experienced people like ex-miners who are not available locally.

Herve de Charette, with a big delegation of French politicians and businessmen, is reported to have opened a new era of closer relations with the Beijing Government. He later visited Xian and Guangzhou.

The French Foreign Minister, on his first visit to Asia since Jacques Chirac was elected President of France, lunched with the Governor Chris Patten on February 11. He later met Chief Secretary Anson Chan and then had a meeting with the French community in Hong Kong before flying to Jakarta for a conference with French diplomats in the region.

## Important

Laurent Aublin, Consul General for France in Hong Kong, says Herve de Charette's visit to Hong Kong recognised the part Hong Kong plays in doing business with China and particularly the part Hong Kong plays in French business transacted with this part of the world. After Japan, Hong Kong is by far the most important place in the Far East for France's business within the region.

It was confirmed by the size of the French business community in Hong Kong, which Laurent Aublin says, has now passed the threshold of 4,000 registered with the Consulate General and is estimated to total somewhere between 4,500-5,000.

The figure is very impressive for France because French people don't like to live and work in foreign countries. The Hong Kong French community is now bigger than in Tokyo. It is also bigger than the number of Germans or Italians in Hong Kong, though Germany and Italy have bigger populations in Europe than France.

"So, it is a very special link that we have with Hong Kong, Laurent Aublin says. There are between 450-480 French companies in Hong Kong."

He says France has long historical links

with China and was the first Western country to establish diplomatic relations with the current regime in China in 1964. The Far East is one of France's main priorities in its external policy under the impetus of Jacques Chirac who has visited China and Japan many times and is a student of Chinese history.

## Chirac's personal interest

"He has researched many areas of the history of China and its literature. This is his personal interest," Laurent Aublin says.

Besides this, France follows the trend of the world's developed economies in increasingly involving itself economically in this part of the world.

For evidence of this, the French Consul General invites us to look out the window of his office on the waterfront and see the construction of the extension to the Hong Kong Trade and Exhibition Centre. He says both the reclamation and the new building being erected are the work of a French construction company.

He then invites us to look farther down the harbour to Kai Tak Airport where he says there are many aircraft that are European-made. The final touches to the Airbus are done in France.

He says he doesn't think the French business community in Hong Kong has any strong demands. Its most important request is that the French Government remain involved in Hong Kong, through its Consulate General, after 1997 and also remain active in the sense that it should be a promoter of the continuity of the economy. They hope that China will fulfill its obligations and keep Hong Kong as it is as a place for business.

## Alcohol

"We want Hong Kong to remain as a place where business is easy, with low taxation and so on. We have expressed our regrets that Hong Kong has established a new system of taxing alcohol products which actually penalise French wine and spirits. This is not a major event in our relations with Hong Kong. Basically we have good relations with Hong Kong.

"We have another little problem which is not only a concern to French companies. It is about the possibility of our two major construction companies importing manpower. Sometimes these companies work



Laurent Aublin.

in a very special environment where it is very difficult

to find people to fill special skills.

"One is involved in the new sewage scheme at the present time which is very important to Hong Kong as an environmental issue. It is a big worry now that this company will have problems in fulfilling its contract because maybe it can't get the manpower to do the work.

"Sometimes the manpower comes from Europe. People who do tunnelling work can be former miners. They are used to working underground, which the Chinese don't like so much. It's a big problem because the Government is very reluctant to give the green light to importing labour when Hong Kong has an unemployment issue.

Laurent Aublin says not only France, but other countries involved in Europe are very happy that Cathay Pacific and Dragon Air have both bought the Airbus to complete their fleet of aircraft. The sales come under the French foreign exchange and will boost the French trade figures.

But he thinks the most important thing in the trade relationship is that France wants to stress the need for continuity and retaining good conditions for business.

## Anson Chan

He says Chief Secretary Anson Chan received a high level reception in France toward the end of 1995. She was received by three French Cabinet Ministers, including the Economic and Finance Ministers and the two Presidents of the French Parliament and an Adviser to the President.

"We did our part to witness that France is very interested in Hong Kong, which has been followed by the recent visit of the French Foreign Minister."

Herve de Charette is a former French civil servant and has been a prominent member for many years of the UDF Party, a constituent of the current coalition in power. ■

# Football useful export for Italy

Consul General says it's a positive image-maker

**F**olco de Luca, Consul General for Italy, once told *The Bulletin* how happy he was that Italian pizzas had at last become popular with the young Chinese population in Hong Kong, even if those pizzas are mainly made and retailed via United States transnational food chains that form part of a host of popular Italian restaurants in Hong Kong.

Another year he debated whether Marco Polo took noodles back home to Italy and made spaghetti — or was it vice versa?

The only alleged fact that seems to have emerged from that debate is that the Romans didn't eat spaghetti, which perhaps enhances the China noodles' theory. Folco de Luca said diplomatically with a gracious smile at the time that he enjoyed noodles as much as spaghetti.

Folco de Luca, always proud to show how modern Italy is still influencing the enjoyable side of the lifestyle of the world and has been since Roman times (or should we say Marco Polo), now is leaving for a new post in Los Angeles after three years in Hong Kong.

Before his departure he defended Marco Polo against one recently published accusation that the famous Venetian adventurer was not the first European to visit China. In addition what Marco Polo allegedly wrote about his having visited China was the figment of his own imagination after having been lost on what later became known as the Silk Road or thereabouts.

## A Scot!

The departing Italian Consul General says Marco Polo's accuser was a Scotsman and he thinks anyone so distant from Italy must have been joking.

But there again, some contend there is indeed an early European ethnic connection between Italians and Scots.

And there is no doubt the Roman invasion of Britain must have left at least a few Italian-looking young Celts, as well as enriching the English language with Latin derivations and, after 1066-and-all-that, helped define the concept of

the modern State and the concept of the rule of law.

Be that as it may, there is nothing dubious about Folco de Luca's main contention in his final interview this year with *The Bulletin*, though it may come as a bit of a surprise to his own Italian Trade Commissioner:

## An export

He counts soccer among Italy's important exports to Hong Kong. He hasn't found soccer in the trade statistics nor can he put a price on Italy's soccer exports. Still, Italian soccer is popular on local TV and the video tapes do have to be bought for a price.

What Folco de Luca says Italian soccer's value is in its positive image-making in Hong Kong for Italy's name and culture — like its pizzas, like its restaurants, its fashion clothes; and yes, like Marco Polo, not to mention the Roman influence ultimately from France on our rule of law or even Florence's third dimension when modern Chinese artists now draw or paint.

It's true modern Italy is having a profound and expanding influence on the world's lifestyle, including our own Hong Kong lifestyle — from food and fashion to fast cars and now soccer!

Folco de Luca says he found new evidence of the Italian impact from talking with soccer players in Italian football teams that have recently toured the Far East, including Hong Kong.

He says they were not Italy's top teams by any means but the players were astonished at the crowds they attracted to their games in places like Japan and Hong Kong.

## Positive image

It is clear, according to the proud Italian Consul General, Italy has created a positive image for itself in the Far East as a skillful exponent of this widely enjoyable sport — and that must be another valuable Italian export, though the British would claim to be the originators of the game's dissemination.

When it comes to Italy's influencing exports to Hong Kong that are indeed



The departing Consul General.

found in the official trade statistics, Folco de Luca puts his emphasis not on soccer nor Italian food nor fashion, nor on its luxury sports cars but on machinery.

He says Italy also has made an economic contribution as well as more than one that is universally enjoyed.

It produces a lot of machinery to help make numerous consumer products in leatherware, clothing, metalware and glassware and this diverse machinery is suitable for both the small manufacturer in Hong Kong and the bigger manufacturers in China.

It has been developed for Italy's own light industries. It isn't particularly high-tech but it has found a market in all parts of the world, not to mention in the emerging economies that have embarked on light manufacturing.

## Core

It is at the core of Italy's exports to Hong Kong and is mainly re-exported to China where this Italian machinery ends up helping China's big trade surplus with the US.

Growth in this Italian capital goods category is mainly responsible for Italy's steady growth in exports to the Territory where expansion over recent years has averaged about 12%. ■



# Industry to lobby for post-1997 LegCo seat

Dennis Pedini explains the Insurers' Federation role

**D**ennis J Pedini, Chairman of the Hong Kong Federation of Insurers, says the Federation is preparing to lobby for an insurance industry seat in the post-1997 LegCo.

"We are pragmatic about post-1997. Every industry would like to have representation in Government. So we are preparing to do some lobbying with the proper groups to make our desires known for a Legco seat post-1997. Everyone in our industry would be interested in having that.

"We have a shared seat now in the Financial Services functional constituency. But full representation is always a 'hot button.' We certainly would like that. So one of the activities of the Federation right now is planning an effort to achieve that and to promote our industry in the right direction with the authorities."

Dennis Pedini is Managing Director of East Asia Aetna Insurance Group, a joint venture of the Aetna Insurance Company of the US and the Bank of East Asia. It is in both general insurance and life assurance. It bought the medical and general insurance company called Blue Cross, so it is also in health insurance.

The Chairman of the Federation of Insurers serves on the executive committee of the Hong Kong Coalition of Service Industries (HKCSI), the services arm of the Chamber. He also sits on the HKCSI Financial Services Committee.

## 150 members

He says the about 150 member companies of the Federation represent well over 95% of the insurance business transacted in Hong Kong. The Federation is recognised by the Hong Kong Government as the representative body of the insurance industry when it comes to consultation and other matters. Forty of the Federation's members are life insurers and the remainder are engaged in general insurance.

Dennis Pedini says the Federation began nine years ago and really speaks for the industry. It started very much bottom-up. Like-minded insurers, such as fire, accident and marine insurers began to get together many years ago to discuss mat-

ters of common interest, become more structured and to begin to do things in a concerted way.

They coalesced over time to a body called the General Insurance Council. Similarly life insurers coalesced into a Life Insurance Council. Then the Councils came together under one umbrella and finally last year the Federation became one limited company.

He says: "Our mission is to promote the industry, enhance the professionalism of the industry and to speak for the industry on matters of common concern with governmental bodies and others. We have been most visible in the past few years in the area of self-regulation.

"We know if we don't do a good job in regulating ourselves then we are inviting Government to come in and legislate to cause us to do things that we think we are in a better position to monitor the behaviour of of insurance agents and the behaviour of our own companies, claim practices and so forth.

## Claims complaint bureau

"So we have been steadily enhancing and enlarging the body of self-regulation. We have a Claims Complaint Bureau which is chaired by an independent person, a former judge. It is a five-member body to review consumer complaints on how insurance companies have handled claims and make decisions up to HKD600,000.

"We have an Insurance Agent Registration Board, again a five-member board with an independent chairwoman, Legislative Councillor Elizabeth Wong. The Board reviews complaints about the behaviour of agents and disciplines agents who have misbehaved. We have statements of practice about how agents should behave.

"We are enlarging again our body of self-regulation as well as working with the Government on legislative initiatives. Working now with the Government on the MPF and helping shape that."

Dennis Pedini says the industry itself is continuing to enjoy robust growth, particularly in the life and health areas. General insurance is a more mature market



Dennis Pedini

and still a strong business. But it more tied to the ups-and-downs of the economy.

## Tough but satisfactory

He says: "If the economy slows, as it did last year, then the amount of business slows a bit — less prosperity, fewer people buying, fewer new automobiles, thus less motor insurance premiums. Perhaps people cutting back a little bit on the limits of various property or business coverage. So it has been a little bit of a tough year on the general insurance side.

"But still it seems to have been a satisfactory year.

*Q. Still cargoes pouring into the port and requiring insurance when they are shipped abroad?*

Dennis Pedini: "Exactly. And for statutory lines. Compensation is still required for employees and vehicles have to be insured. So it is only a few areas where it has slowed down. (See chart extracted from the latest Commissioner for Insurance's annual report).

## Tripartite

Dennis Pedini's explains the balance of regulation in the industry: He says the Government with the support of a Statute concentrates on financial regulation. he says the best way to protect the consumer

is to make sure the piece of paper the consumer buys, called an insurance policy, has worth to it. That is, that the company from which the consumer buys a policy is financially solvent, that it will be there when the policy matures and that it is maintaining reserves to cover its liability.

The focus of the Government's conception is that when a consumer needs to access the proceeds of a life policy, a medical policy, a motor policy, etc. the money is there.

"When it comes to behaviour, how the agents behave, how companies behave that is what self-regulation should do and can do better than statute regulation.

"And when it comes to price and product leave that to the market. No one can regulate like the market. If your price isn't good the market is going to find out and go some place else. If your products aren't good the market will find out.

"It's that tripartite regulation — Government on financial matters, the industry on behaviour and the market on price, product and servicing — that is the right balance. If we keep that balance right we will have a good industry here. We have to keep the Government from moving into the other areas. In some other places, like Singapore and Taiwan the governments cannot resist getting into the pricing and that ends up in hurting the consumer in the long run," Dennis Pedini says.

## Maturing

He explains Singapore in the early days of its independence favoured onshore investment of insurance companies' revenue. The Central Provident Fund was a way to collect a lot of money.

He said life companies in Hong Kong now have so much to be invested it was very difficult finding a Hong Kong paper, Hong Kong securities, that could absorb that much money. But the market is maturing.

Life companies tended to look for very safe investments. The corner stone of life funds are fixed interest, long-term investments. There is not much of that in Hong Kong. The 30-year Treasury Bonds in the US in peak years are considered a long bond. So you have to look elsewhere to round out your portfolio as this market is maturing.

"We do sell a lot of policies in USD dollar dominated so we need USD backing or Sterling. It would be more difficult to sell these policies if we bought HKD securities because we would have a mismatch of currencies. You would have to hedge for that and that costs money.

## Positive

"The positive side is that there aren't too many restrictions on the life assurance side on where you can invest. There are certain restrictions with respect to the quality of your investment perhaps on the type of investment but not the location of the investment.

"On the general insurance side, because its short-term business, there is a requirement that a certain percentage of your funds be invested in Hong Kong. It is a much more volatile business and a higher risk business. That again is part of the Government's role in financial regulation."

He says the Federation avoids those things that are commercial decisions among individuals. Companies compete on products, on service and on performance and the Federation doesn't want to compromise that basic competition.

Other issues, he says, now concerning the Federation include the Mandatory Provident Fund (MPF), motor insurance and employee compensation.

## MPF

He says: "The MPF is something that we are keenly interested in, are following closely and working with Government.

"We are seeking to put more discipline in our handling of certain statutory benefits like in motor insurance and employee compensation by having agreement on commission levels of 15% for agents.

"We wouldn't want to extend that to all of our business. Those are statutory lines that are required to be purchased, So when the Government says to people we mandate you buy motor insurance and employee compensation, then there is a bit more of a burden on us to make sure all aspects of it are somewhat consistent and that no one is unfairly putting prices up too high, which might be the result of overly aggressive commissions."

*Q. This could be complicated by vehicle thefts?*

Dennis Pedini: "The unpredictability of when there will be a spate of thefts means that we may go through a period of six months or more when thefts are down and therefore the performance of motor insurers looks good and rates come down and everyone aggressively goes after the business. But when smuggling and losses of automobiles go up we then get swings of experience that are exacerbated by exorbitant commission rates that need control. That's an issue being followed.

## China

"Though it is not a specific matter for the Federation there are so many members

interested in China that we have a China Sub-Committee. This Sub-Committee is looking at the opportunities in China, helping build a general relationship with China and the Chinese insurance industry, not on behalf of any particular insurer but just to open up the dialogue. That's a big area of activity for us.

"This year, 1996 is another challenging year. There have been a lot more entrants in the market over the last few years. Many foreign insurers are recognising that Hong Kong is the gateway to China. China is the biggest market opening of all time. No one wants to miss out on that.

"So US, European and Australian insurers that have not been in this area are all flocking to Hong Kong. It means Hong Kong is an overly crowded market with many players looking beyond Hong Kong to China seeking licences and ignoring the fundamentals of Hong Kong which is making it fiercely competitive here.

"For the long-term players it is a bit problematic because we have behaviour that isn't necessarily attractive to normal market forces, aggressive recruiting for agents and so forth.

## Extra emphasis

"Our competitiveness puts extra emphasis on our self-regulation. Left unchecked sometimes being overly competitive causes some erratic behaviour. We try to avoid that.

"So we have to keep after what we are doing in self-regulation to keep our industry professional so that we can attack the opportunities, like the MPF, like China, like other business growth here such as medical insurance and travel insurance that are growing more and more popular.

*Q. Have you any thoughts on when the MPF gets going? It's going to generate a lot of funds?*

Dennis Pedini: "HKD30-40 billion a year. And that's going to compound very quickly. It's an enormous opportunity for fund managers, trustees, custodians, service providers, insurers, etc. It is one of those very nice win-win opportunities because I think MPF is really the right answer for Hong Kong. It is simple, and straight forward. It's predictable. It's not the heavy-handed Government answer like Singapore, or the US Social Security system.

"It is very suitable for a free port. It encourages savings and the money just accumulates and accumulates. There are always ways to find investment opportunities for that money. I suspect in the next five years, the US will go that way also.

"The younger people are disenchanted with the social security system and

they know there has to be another answer. The political climate is right to consider other answers. Perhaps not doing a thing for people over 50 years, for example, but people in the middle having some options and young people saying give us a tax break and let's start saving for ourselves — and leave social security as it was originally intended as a safety net.” ■

Figure 33

## Total Office Premiums and Net Liability

Class of Business	Office Premiums			Net Liability		
	1991 \$m	1992 \$m	1993 \$m	1991 \$m	1992 \$m	1993 \$m
<b>A Life &amp; Annuity</b>	6,687.6	8,665.1	10,220.3	9,962.8	13,194.1	17,212.5
<b>B Marriage &amp; Birth</b>	-	-	-	-	-	-
<b>C Linked Long Term</b>	314.9	471.3	587.4	2,735.5	2,208.2	4,133.9
<b>D Permanent Health</b>	27.5	43.9	57.2	24.3	31.3	54.8
<b>E Tontines</b>	-	-	-	-	-	-
<b>F Capital Redemption Retirement Scheme</b>	-	-	-	-	-	-
<b>G Category I</b>	N.A.	N.A.	3,219.3	N.A.	N.A.	11,819.8
<b>H Category II</b>	N.A.	N.A.	1,072.4	N.A.	N.A.	10,121.6
	3,734.7	3,846.6	4,291.7	15,901.6	16,654.5	21,941.4
<b>I Category III</b>	N.A.	N.A.	333.8	N.A.	N.A.	160.2
<b>Total</b>	<b>10,764.7</b>	<b>13,026.9</b>	<b>15,490.4</b>	<b>28,624.2</b>	<b>32,088.1</b>	<b>43,502.8</b>

Figure 1

## Hong Kong General Insurance Business

Overall Results	Direct & Reinsurance Inward Business			Direct Business		
	1991 \$m	1992 \$m	1993 \$m	1991 \$m	1992 \$m	1993 \$m
<b>Gross Premiums</b>	11,246.2	14,181.7	17,081.9	8,510.5	10,988.1	12,825.7
<b>Net Premiums</b>	7,090.8	9,068.0	10,594.2	5,192.2	6,884.7	7,878.7
<b>Underwriting Results:</b>						
<b>Earned Premiums</b>	6,779.4	8,372.2	9,946.9	4,950.1	6,269.2	7,444.3
<b>Gross Commissions Payable</b>	3,352.2	4,161.2	4,529.0	2,500.4	3,230.1	3,292.3
<b>Commissions Receivable</b>	1,352.0	1,655.4	1,966.0	1,105.8	1,365.0	1,519.2
<b>Management Expenses</b>	1,051.5	1,222.4	1,379.8	914.6	1,070.0	1,185.2
<b>Unexpired Risks Adjustment</b>	(1.2)	16.0	58.3	5.6	13.4	72.8
<b>Net Claims Incurred</b>	3,990.1	4,640.9	5,298.1	12,517.2	3,196.9	3,614.5
<b>Underwriting Profit/(Loss)</b>	(261.2)	(12.9)	647.7	118.1	123.8	798.7
<b>Unearned Premiums</b>	2,484.5	3,180.3	3,827.6	1,837.5	2,453.0	2,887.4
<b>Unexpired Risks Provision</b>	110.3	126.3	184.6	83.1	96.5	169.3
<b>Outstanding Claims Provision</b>	3,586.8	4,489.1	5,672.9	2,216.5	3,039.3	3,670.2
<b>Technical Reserves</b>	6,181.6	7,795.7	9,685.1	4,137.1	5,588.8	6,726.9
	%	%	%	%	%	%
<b>Retention Ratio</b>	63.1	63.9	62.0	61.0	62.7	61.4
<b>Gross Commissions Payable Ratio</b>	29.8	29.3	26.5	29.4	29.4	25.7
<b>Management Expenses Ratio</b>	14.8	13.5	13.0	17.6	15.5	15.0
<b>Gross Claims Paid Ratio</b>	47.6	43.9	43.4	43.8	39.0	39.1
<b>Net Claims Paid Ratio</b>	46.3	41.2	38.8	39.8	34.5	37.9
<b>Net Claims Incurred Ratio</b>	58.9	55.4	53.3	50.9	51.0	48.6
<b>Underwriting Profit/(Loss) as % of Earned Premiums</b>	(3.9)	(0.2)	6.5	2.4	2.0	10.7
<b>Technical Reserves Ratio</b>	87.2	86.0	91.4	79.7	81.2	85.4



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# Health care forum

Andrew Kielty wants private hospitals, doctors and health insurers to come together and find common ground

**A**ndrew Kielty, Managing Director of Bupa Limited, the medical insurance specialist, says he is delighted the 12-13 private hospitals in Hong Kong have formed a Private Hospitals' Association and will start addressing issues of common interest.

He firmly believes there would be enormous benefit in the new Association taking its formation a step further and establishing communication with the Medical Insurance Association.

[Andrew Kielty is a Committee member of the Medical Insurance Association and says he is especially involved in the work of its External Sub-Committee].

He says previously the Medical Insurance Association has had no forum for communication with the private hospitals. As a result any communication that took place was fragmented. That communication has been with an individual hospital manager. It has not been about an industry-wide issue but about a specific issue.

## No common voice

"There has been no common voice for the private health care sector addressing and considering how to make our market better for the consumers we have," Andrew Kielty says.

"I would urge strongly that the Private Hospitals' Association, when they are ready, contact the Medical Insurance Association. We, as an industry, would very much like them to do that."

Andrew Kielty goes on to advocate formation of a private health care forum to include Hong Kong's doctors.

He says: "The GPs, the specialists and the surgeons provide the skills and ability to deliver health care. They are right at the interface with the consumer, the customer, the patient. They are an absolutely critical part in the mix.

"We have to get them involved in this communication as well. They have to join with the other two parties. We have to be prepared to say as an industry what our concerns are. And each group will have its own concerns and they will not all be easily reconcilable.

## Whole list

"What I think we'll find, if we have this dialogue, that after a couple of sessions is that we'll have a whole list of things to talk



Andrew Kielty.

about. And will probably find that two or three of them are relatively straight forward and easy to reconcile.

"For example, we are relatively close, despite not having had this dialogue, to establishing a common industry claim form for hospitalisation. That means everybody in the industry — the hospitals, the doctors and the insurers — are going to start work on a standard data capture form for somebody's hospital treatment in order to make a claim.

"That instantly makes things easier and more administratively friendly and simpler. It cuts out errors, raises quality and improves consumer confidence. It has tremendous impact just doing little things like that.

"I'm sure that if we talked we would find three or four things we could address pretty quickly. We would also find three or four pretty tough issues. But it is exactly those issues we need to be talking about, debating, listening, learning and under-

standing each other's positions.

"It is only when we have a full understanding of each other's concerns — why the hospitals feel this way, why the insurers feel that way and why the doctors feel their way — that we are going to stand any chance of reconciling these issues.

### Understanding

"At the moment we don't have the communication in a manner that would enable us all to achieve a common understanding in order to find solutions.

"At the end of the day, we three parties serve the same customer. If we don't work together our customer will vote with his feet and go elsewhere."

"I'm delighted the private hospitals have come together.

"From the contacts that we have with the doctors associations, like the Medical Association and the Colleges, we know many of the doctors are keen on talking and to come together to have discussions on behalf of their peers and their colleagues.

### Forum

"I would urge anybody reading this interview to help us progress to the next step which is not just the segmented industry. Let's get together and talk together. Let's have a private health care sector forum. It should involve the people who pay the bills, the people who do the work and the people who provide the facilities. At the end of the day the consumer is going to benefit."

Andrew KIELTY says the hospitals, the doctors and the health insurers are very much in a service business. People come to us in this service role to effectively finance their health care. Nobody ever wants to use it. Nobody wants to go into hospital. It is the last thing people think of. But when they do it is an anxious, emotional and stressful time and they certainly need the hospitals, the doctors and the health insurers to be their consumer's champions working together so that they can get well.

He says: "That's our job. And if we do that well for them, the word will spread and the industry will continue to flourish."

### Tough problems

The Bulletin asked Andrew FIELTY what are the tough problems that are likely to be hard to reconcile in the health care forum he is advocating?

He replies: "Firstly, private hospitals generally in Hong Kong have declining occupancy rates. Fewer and fewer beds are being occupied as a percentage of all their beds each year. Probably there are some customers who would have used the

private health care sector who are going back to the Government health care sector. Why? Perhaps, they are concerned that they are unable to meet the cost in the private sector."

Andrew FIELTY says another reason is a fundamental shift going on for three to five years in Hong Kong hospitals toward more day surgery and less in-patient stay. Where five years ago a patient would stay three or four nights for a simple procedure he could now walk in at 10am, have his simple procedure, lie on a bed and rest for a few hours and walk out at 4pm.

He says the patient having gone within six hours has had a fairly radical impact on the hospitals. The cost of that episode of treatment compared with three or four bed nights in hospital may well come down even though the front-end cost may be more intensive. At least potentially the hospitals lose revenue.

### Occupancy dropping

"These are two of maybe several reasons why occupancy in private hospitals could be dropping." He asks what does that mean for the industry? Some hospitals may find themselves in financial difficulties and find it more difficult to survive.

"For the consumer, at the extreme, it means potentially fewer hospitals. That could be a good thing or a bad thing. If it were the loss of a hospital in a geographic district where there was no other hospital it is a bad thing. All the consumers in that area would have no choice any more.

"If it were a heavily populated area where there are several hospitals closely located and one private hospital goes out of business then it is a bad thing for that hospital but may be not a bad thing for the other hospitals in the region. They would probably get more business.

"At the end of the day, there are some swings and roundabouts in it. Probably there is less choice, which is not necessarily a good thing.

"So there is an issue there and I'm quite sure the newly-formed Private Hospitals' Association will be addressing and discussing what are the factors that are causing the decline in occupancy and what they need to do to reorganise, reverse the trend and effectively ensure their financial viability.

"It is absolutely in our interests to support them in that cause. There is no point in having a private health care financing organisation (health insurers) if there are no facilities for delivery of private health care in town.

### Opportunity to contribute

He qualifies his remarks and says: "I'm way out in the extreme but I stretch the

point to illustrate it."

But he still says that's an issue that needs overcoming and he's sure the hospitals are addressing it. He's sure, too, the Medical Insurance Association will contribute if invited to those discussions. He sincerely hopes there is an opportunity to contribute.

Andrew FIELTY switches to what he calls another hot issue — managed care.

"Broadly speaking managed care is a way of describing delivering appropriate quality health care at best value for money. All health care costs money whether it is government delivered or private. Sometimes expenses are just hidden...best outcome for the patient at the lowest cost.

"That's not saying compromise cost, because that will compromise quality. What we have to do is try to find the balance. The optimum quality level at the optimum cost level.

### Formalised managed care

"Managed care is about doing that. It's not rocket science. If you ask any physician in town what is he doing he would say that's exactly what I'm doing. But there are ways of formalising it and taking it a step further for the customer, the person who's actually paying for health care.

"This is something that we would very much like to see happen in Hong Kong. It is a means to an end. I explained to you 18 months ago that my role was to help BUPA provide to its customers a medical benefits programme that paid in full policy holders' medical treatment costs. That's my vision.

"We ought to be offering it to our customers because that's what the consumer wants. What they don't want to have to do is pay HKD10,000 of a bill that they had expected to be paid in full by the insurer."

### Barriers and concerns

Andrew KIELTY says: "It isn't happening yet because there are fundamental barriers and concerns between the financiers (insurers), the doctors and the hospitals. Those concerns have not been addressed.

"What are those barriers and those concerns? Understandably the doctors are concerned — to take the American experience — that managed care might mean we have to negotiate fees with them and our interest is simply to minimise their earnings.

"That is clearly not the case. If, however you are a doctor and perceive that to be the case, you are going to resist this like crazy because it is not in your interests. Because we have not been able to get together and discuss it properly and find a solution, we haven't made progress on it.

"My view is this: Clearly the insurers

# Technology in marketing

Andrew Lo explains his company's new system

would want to agree what doctors are intending to charge for their services. We need to have those agreements in place because we need to take those fees for services, use our actuarial expertise and translate it into an average premium to join BUPA.

## Common ground

"We can't do that if we have not stabilised with the doctors what they intend to charge for their services. So we have to have those discussions. Negotiations if you like. They have to be fair and reasonable, which means they have got to be in the doctors' interests, in the patients' interests and in our interests. We have got to find common ground.

"If we achieve that then we would be able to put this product together, this managed care plan, and offer it to the customer."

Andrew Kielty says the first fundamental step is negotiating agreements with the doctors that are fair and reasonable.

"The second step is one that clearly not all doctors will want to participate in. We need to recognise as an industry that that is fine. That the doctors, like any other groups, will make their choices.

## Products will differ

"What that requires us to do therefore is to recognise that the products and services we offer to the customer will all differ and represent certain sets of doctors. Doctors who said they want to participate in that scheme.

"That means we will have to send out invitations, tenders, inviting qualified doctors and specifying what the basis of participation might be for a particular product, that is how much it will be to pay for a particular medical treatment.

"This might be very focussed, a specific invitation to participate in a specific treatment plan. Or, it might be a very broad product covering just about everything and that might have a very broad invitation to participate.

"We would need to declare what the basis of participation was and what were the fees that were going to be paid. We might even request the doctors to say what fees they wanted to be paid.

"At the end of the day some doctors won't respond. Some doctors might say they would like to participate. Others might say they would like to do it differently and we'll have a discussion.

"What we'll end up with is a network of doctors who have agreed to participate, are willing and feel it's fair and reasonable; but they might only be 10% of the doctors in Hong Kong.

"You might have a doctor that is will-

In January this year Andrew Lo became the first Asian General Manager of New Zealand Insurance in its 110 years of doing general insurance business in Hong Kong, where it has built up an enviable reputation for reliability and efficiency among its extensive list of clients — as it indeed did in Shanghai where it opened for business before it came to Hong Kong.

The company is an old China hand but also a modern one in its efficiency. It has achieved ISO 9001 certification and was the first insurance company in Hong Kong — and probably the first in Asia — to do so. It was also the first insurance company within the General Accident Group worldwide to achieve that distinction.

ing to participate in all our plans. You might have another who might choose to participate in three out of 10-20. There might be some doctors who would prefer not to be bothered with any of them.

## That's fine

"That is absolutely fine. What you end up with is an environment of willing providers, willing doctors, enhancers of care in a whole range of options and choices for the customer. The central thread in those options and choices is that the health care when needed will be paid in full."

Andrew Kielty says the options may be very limited health care or they might be extremely broad, everything under the sun. One option is going to be more expensive than another option.

"That means being able to say to the customer: "How far do you want to take your health care? How much do you need from us? Do you want everything under the sun or are you just looking for cover against cancer or heart disease or sports injuries? That's choice."

Andrew Kielty says he would very much like to see this happen. It requires the doctors and health insurers to reach agreement on how we would do it. The stumbling blocks at the moment are predominantly to do with the perception of advertising.

But that's not all. It has designed its own computer system for providing quick policies for customer's individual needs instead, as in the past, policies for homogenous groups of customers.

Andrew Lo says a lot of its agents came to Hong Kong from Shanghai and their companies are still doing business with New Zealand Insurance.

## Competitive

He says: "The industry now in Hong Kong is quite competitive. We have seen a lot of newcomers recently, including from China. They are very aggressive and to a certain extent reckless. They cut prices and pay high commissions to intermediaries."

He says he believes in paying inter-

## Advertising

He says anywhere else in the world it isn't a problem for a medical insurer to establish a network of providers at predetermined fees and services and offer that product to its customers. In Hong Kong the Medical Association is concerned about that and these sort of obstacles are things on which we must get together and find a solution.

"Just staying in our offices we'll never make progress," he says.

Andrew Kielty prefaced these remarks by talking about the health care insurance industry's progress in the 18 months since he last spoke with *The Bulletin*.

He says it is not a surprise as Hong Kong continues to progress and affluence continues to grow that health care is high on people's lists of expectations. Hong Kong Chinese generally value health tremendously as an important asset and it is very much at the centre of their social beliefs and culture. Also, choices in the health care insurance market continue to grow.

He says BUPA's share of the market has grown by about 20% in those 18 months since the last interview. The balance hasn't changed. It is still two-thirds corporate and one-third individual. The area likely to grow fastest and longest is the individual policy holder. ■

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mediaries a reasonable basic because he relies on them to market his product. But he thinks his product has to be competitive in price direct to the customer. He regards his product as the macro product in the market, which is not just a piece of paper but a product that assumes full liability and a promise to pay when claims come in.

Andrew Lo says New Zealand Insurance's services includes welcoming clients with open arms who make claims and giving them advice on how to make claims against the company.

*Q. Are the claims high?*

Andrew Lo says they are getting very high. In the old days they used 18 years as the multiplier in injury court cases, nowadays there have been cases where a formula has been used that is much different, more like 30% as in the UK. One or two court cases have hit the industry quite hard.

### Insolvent?

Liability in injury claims have been increased to a significant extent. To such an extent that many of the insurance companies today could be insolvent.

This is a bold statement to make but it is true, he says. The formula applied in calculating compensation for injury in an appealed relatively recent case involving the KMB and another case involving an accident in Discovery Bay have resulted in payments of HKD6-7 million or more.

*Q. Has this resulted in increased premiums?*

Andrew Lo replies that he would like to see premiums increased but in the competitive environment in Hong Kong it is not very possible. A lot of discounts on premiums are collected by agents instead of by customers. That is why the Insurance Commissioner has said agents' commission should not be more than 15%. Under the 15% rule insurance companies could still discount their products but any discount should then be given to the customer.

"I think that is fair as applied to motor insurance and employees, compensation. If you think you can produce a competitive product why shouldn't the end-users take the benefit?"

### Less robust economy

He says another reason for premiums not going up is that the economy is less robust than before.

Andrew Lo says New Zealand Insurance focuses on technology and quality. The company has just spent quite a lot of money on re-inventing its technology system. It took him personally

some 18 months as the team project leader to bring that new system into Hong Kong.

He describes the system as a sort of state-of-the-art computer development. Hitherto the computer helped the administration of the firm. Now it helps in marketing. Customers and brokers were invited to share with the project development team what they wanted. Then the team developed the system as an ongoing and never-ending exercise.

New Zealand Insurance developed the market-oriented system after it had completed its work on ISO-9001. The total quality management project is also looked upon as a continuous exercise. Customer expectations are now very high and the company realised it needed to make a quantum jump to meet the competition.

### Identifying with customer

"To be successful nowadays you have to identify what the customer wants and what the market trends are," Andrew Lo says. "You have to be quick in responding to the customer's constantly changing needs and, of course, the needs of our intermediaries as well."

"With the new system we can produce instant product. You come in, you tell us what you want, we key into the computer and we can give you a new product. In the old days we could sell to a group of people who had a homogenous requirement. Now we can provide for individual requirements.

"We are still the first and only insurance company in Hong Kong to have achieved ISO 9001 accreditation which means our quality assurance and management system has been subject, by an external party who has come in and audited us, that we have achieved the standard of some world-class organisations.

"Our aim is not just there. We actually want to set up our own world-class standard in insurance. Surely, we want to be the best. That is the only way we can always be competitive.

### Market share

*Q. In what type of insurance do you hold the biggest market share in Hong Kong?*

Andrew Lo: "Cargo. I think we have almost the biggest share, again because of technology. We have a cargo net system that enables us to link-up with so many of our customers and intermediaries. Precise and instant issuing of policies is very important. It has to be good and fast. Nowadays speed is very important. It is no good your having the



Andrew Lo

best product and taking days to deliver it.

"Speed, the quality and of course ultimately price are important. It is no good that we have a good product but at such a price people cannot afford it. We understand all that. That is why I think we are one of the top five leaders in the market. In terms of the foreign owned insurance companies in the Hong Kong portfolio we are, I think, either the first or the second."

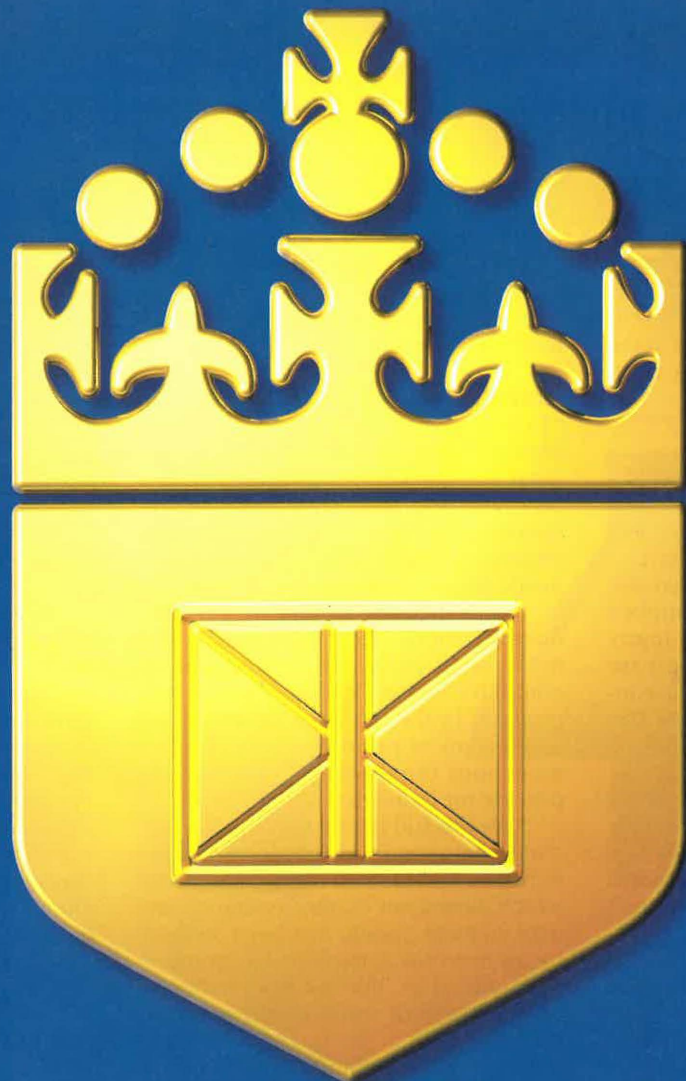
*Q. What other types of insurance are you selling?*

Andrew Lo: Commercial and fire, packaged type of products. We are very good at designing products for individual agents or brokers. To a certain extent for the customer as well.

"If you have a need we sit down with you to work out the kind of requirement you want and we produce the product. We are in general insurance. We sold our life portfolio to Top Glory a couple of years ago. All of a sudden the life market is getting very popular. The living standard is getting so high that the young person coming out from college to work has a liability but they don't have enough savings. Liability with their young family has a role to play."

He says his industry is like a video game, both require speed and provide opportunity. ■

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# TGI's remarkable growth

Locally owned and run insurance business produces remarkable growth in three years

**A**ndrew Yang, Executive Vice Chairman and President of Top Glory Insurance (TGI), says TGI's very large full-time agency force of about 1,800 wrote HKD431 million in premiums in 1994.

New business comprising 83,000 policies in 1994 put TGI within its first year squarely in the No 3 spot in Hong Kong's life insurance industry with a total of well over 100,000 individual and group policies.

TGI only changed its name on February 4, 1994 to Top Glory from New Zealand Insurance Life (Bermuda) Ltd, a company that was originally formed in 1985.

Prior to joining TGI, Andrew Yang was at AIA and rose from an officeboy to a Vice President for the region. He says he is now entering his 39th year in the industry. All his management team of about 200 members have at least 10 years, experience.

## Young and energetic

Great emphasis is put on productivity. Any salesman in the force of 1,800 not producing for two consecutive months is terminated automatically. The result is a team that is young and energetic and both highly productive and highly qualified.

He says he is a sort of godfather to Hong Kong's insurance salesmen. In his lifetime in insurance he thinks he must have trained over 60% of the successful salesmen.

He lists, besides his salesmen and management team, what he thinks are the factors contributing to TGI's rapid growth within its short three-year history:

- Shareholder base. Top Glory is locally owned and run. Its major shareholder is Pacific Century Regional Development Ltd, owned by Richard Li, nominated by Time Magazine as one of the future world business leaders. In addition, China Insurance Group, a State-owned entity under the People's Insurance Company of China, has a substantial minority interest, a commitment of considerable importance to Top Glory's long-term future success.

## Culture

- TGI's flexible and dynamic culture, has cultivated a company that offers many life

assurance products and services that are unique and innovative.

- The features and benefits of these products and services. They are often obviously attractive to the family man with increasing disposable income and are useful to the businessman. The features and benefits are inducements to people to take out policies.

- TGI's company philosophies. TGI wants to be fair not only to its policyholders but also everybody working for the company. It wants to be open-minded, helpful and reasonable. It tries to help people fill the gaps in the social welfare system. That is TGI's management style in dealing with the general public and its own staff.

- TGI's future development plans. Apart from aiming to do business successfully in Hong Kong, TGI aims to expand to other territories, namely China and perhaps other countries. TGI plans to open representative offices this year in Beijing and Shanghai and to obtain a full licence in Shanghai within two years.

## Medical Card

Andrew Yang says in 1995 Top Glory policy holders were given a reliable TGI Medical Card which, in addition to providing access to 12 hospitals, 284 clinics and nine dental clinics, gives other benefits such as discounts on prescribed medicines from Watsons. TGI has a panel of over 300 doctors for Medical Card holders.

It also last year has made available to policy holders unlimited value-added medically supervised worldwide evacuation and repatriation services that are the best among insurance companies that offer similar benefits. It could have handled problems such as those that fairly recently happened in Bali.

TGI linked up in 1995 with a leading telecommunications company enabling its clients to get in touch with their agents via a hotline without remembering their phone or pager numbers.

A sophisticated Voice Response System to agents and policyholders now also enables quick and efficient inquiries.

## Living Protector Plan

TGI launched an innovative Living Protector Plan that quickly became TGI's best



Andrew Yang.

selling product.

TGI Chase Visa and TGI Mastercard credit cards became available last year to TGI policyholders.

Andrew Yang estimates about 40% of the Hong Kong population is insured. He shrugs off the influx of foreign competitors and says the market is still quite huge. With his experience he is confident he can meet any kind of competition.

Besides life and health insurance he says he intends launching disability insurance very soon.

He says if a policyholder has a serious sickness TGI also pays benefits. TGI covers 26 kinds of illness, including cancer, heart trouble, paralysis, loss of limbs, organ transplants etc., according to the needs of its customers and the community.

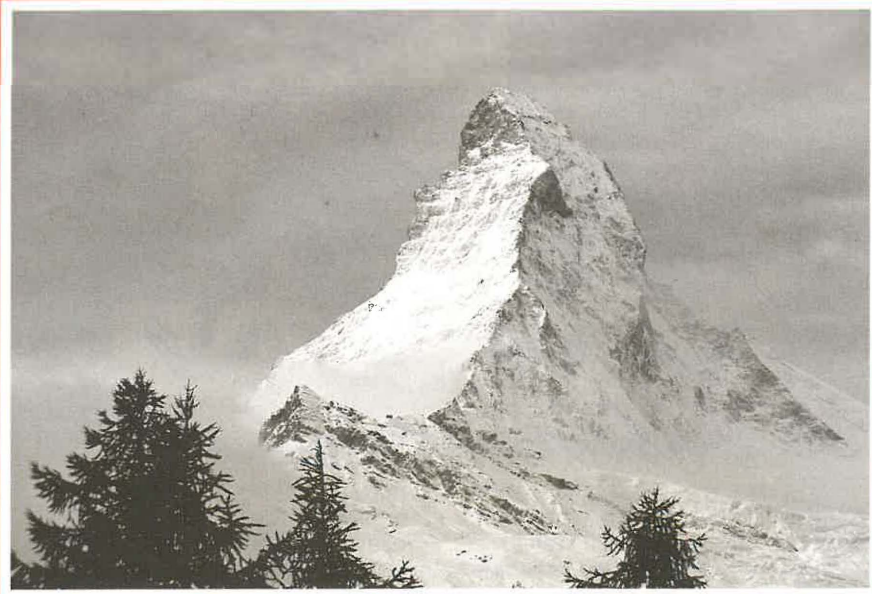
## Retail outlets

TGI tries to be more approachable with three walk-in retail outlets in the NT including in a housing estate at Tuen Mun to take away whatever mystery about insurance may be in the minds of the general public. Another four "insurance shops" are opening shortly. They are not just to do new business but also to explain insurance and service policy holders.

Andrew Yang says when people take out a mortgage to buy a house they should buy insurance to cover the mortgage repayments. They buy insurance on the house but they don't buy insurance on the mortgage payments. Interest rates can change and Top Glory likes to do everything that can be helpful.

Of course, TGI is in business to make money but it wants also to take care of those areas no one else wants to tackle. ■

# As Solid as a Rock.



## A Swiss Rock.

### A Swiss Heritage

*The Winterthur Swiss Insurance Group takes its name from an industrial town close to Zurich where it was founded in 1875. Today, Winterthur is the largest insurance company in Switzerland, and the heart of a global insurance and financial-consultancy network that spans twenty-two countries, with investments of some SFr 70 billion and a jealously guarded AAA rating from major rating agencies such as Moody's and Standard & Poor's.*

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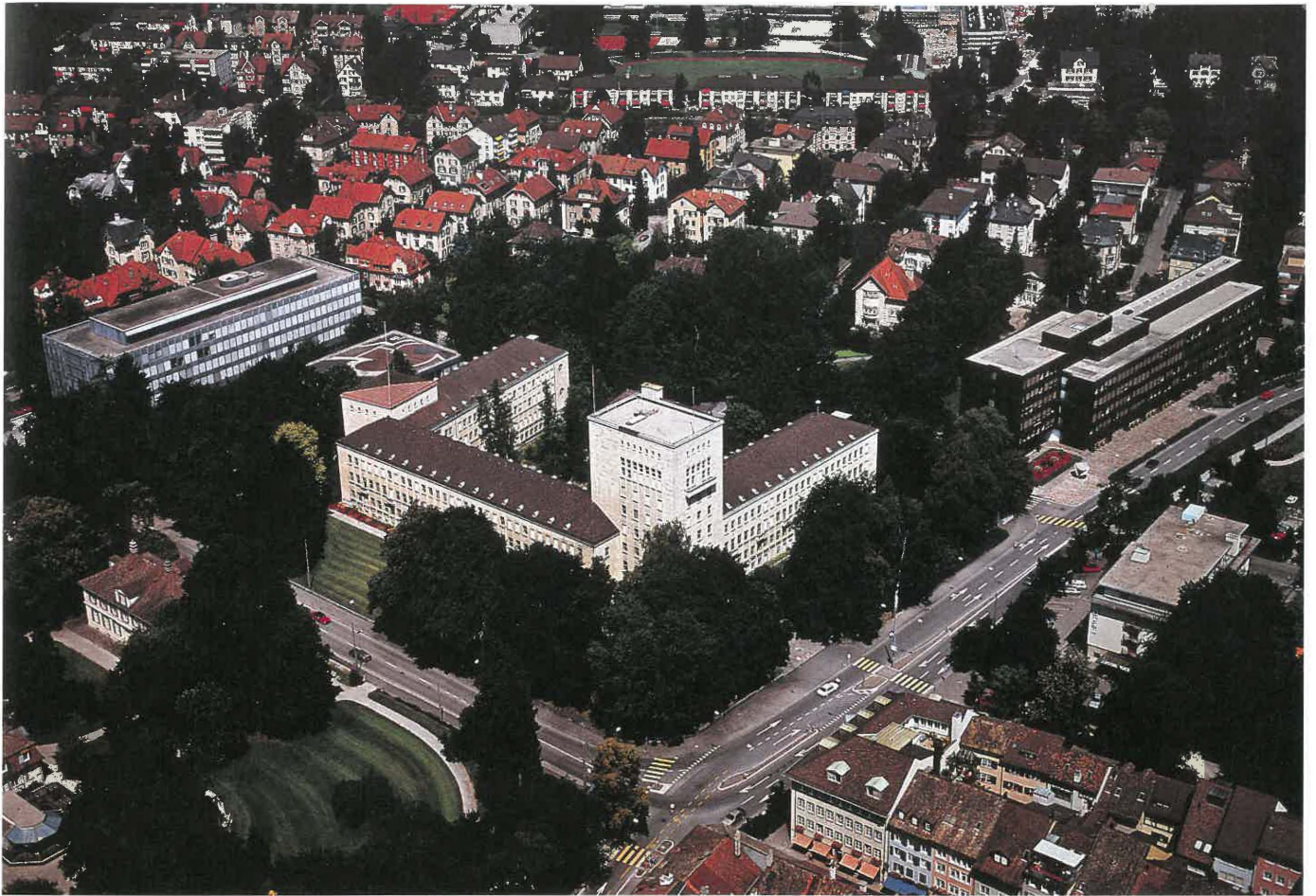
*Every Winterthur office — whether in Hong Kong or London, Tokyo or New York — still carries on the fine traditions set by its founders well over a century ago, providing expert insurance and financial services with a unique, Swiss touch. The touch that has made Switzerland the financial hub of Europe, if not the world.*

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Winterthur's headquarters in Zurich, Switzerland.

# Help for the old

Winterthur Swiss sets up a charity fund to promote events that raise money particularly for the elderly

**R**andolph Wein, Senior Vice President and Regional Chief Executive of Winterthur Swiss Insurance says his company has set up a charity fund to promote events that raise money particularly for old people in need.

Winterthur Swiss has been represented in the Asia/Pacific region since the turn of the century but only directly represented in Hong Kong since 1991.

The Swiss Insurance Company is in every class of insurance and re-insurance from life to general accident insurance. It serves the European community, some American international companies but 80% of its business is with local Chinese, usually medium and large commercial and industrial accounts.

He says from his own experience in

dealing with insuring cargoes which is an important part of his business he can confirm Hong Kong is famous around the world for very good standards of handling by its port facilities.

## Competitive

However the market is quite competitive with well over 200 insurance companies competing. It means one has to pull one's act together and be quite good at what you are doing for the market to be lucrative.

Other Swiss underwriters were not directly represented in Hong Kong but they did work through other agencies. In terms of volume Winterthur is one of the most significant players in this market.

*Q. If I wanted to take out a life policy why should I come to a Swiss firm?*

Randolph Wein: "Because we have been in the business for 120 years. We have the know-how, the expertise. We have the security, We are triple-A rated and we think we can offer you a product that is very competitive. We offer excellent benefits for your money."

He says one of the few things Winterthur doesn't do is mortgage insurance.

"When you look into the theory of mortgage insurance you might conclude it is not the best business for an insurance company. It is more bank-related business. Some underwriters have had some pretty painful experiences with mortgage insurance."

## Right thing

On using insurance to improve social security, Randolph Wein says he be-

believes that what Hong Kong is doing is the right thing because many pension systems and social security benefits of the Western countries have found to be not sustainable in the long term.

"They simply cannot be financed by the governments. So the policy to shift as far as possible into the private sector is an excellent move. As a result what we are doing is trying to sell to our clients provident funds for employers and other insurance products for people to provide for old age."

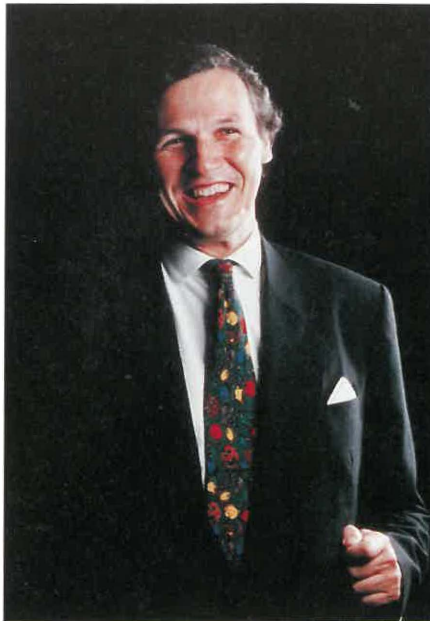
"As a matter of fact, old age is something which has our particular interest. We have a charity fund, started not so long ago."

*Q. What's it do. Gives money away?*

Randolph Wein: "The main idea is to sponsor particular charity events. Hong Kong is by nature a very charitable city. It is unusual. There are very few places where people are as generous as they are here."

### Mentality

"Our fund complies with that general mentality. People who have a lot of



Randolph Wein

money are quite happy to plough something back for the needy. My experience

is that businessmen here are more generous than their European counterparts."

"The systems are different. In Europe many entrepreneurs have the feeling they have already given a lot back to the community by employing people and paying all the contributions for employee social security. That is something we here are trying to avoid and in our charity work we want to target particularly the older generation."

Randolph Wein says he has very strong local management in Hong Kong which helps him with his regional responsibilities that stretch from Japan to Pakistan and Australia and New Zealand.

Winterthur has companies in Japan, Taiwan, Hong Kong, Singapore, Australia and New Zealand, Hawaii and Indonesia. It has offices in China, Malaysia and the Philippines. It has good coverage throughout the Asia/Pacific. Unlike some years ago, governments in the region are now very reasonable with insurance companies investing abroad to secure their commitments to their policyholders. ■

## 50th anniversary

Lambert Brothers Insurance Brokers give a commitment to the future

**R**ichard Walker, Managing Director, says Lambert Brothers Insurance Brokers Limited is celebrating its 50th Anniversary in Hong Kong.

"On our Anniversary we are taking the opportunity to demonstrate our commitment to the future of Hong Kong. We have strengthened our staff in certain areas, not reduced it as 1997 approaches. That confirms our intention to continue to remain in Hong Kong, to service our clients as fully as we can as we have done in the past," he says.

Richard Walker explains the company was originally established as Wallem Lambert Brothers a joint venture between Lambert Brothers in the UK and Wallem Shipping in Hong Kong. Lambert Brothers in the UK was acquired in 1968 by Hill Samuel and Co. who merged it with Noble Lowndes and Partners to create the Lowndes Lambert Group.

The insurance broking activities of Wheelock Marden and Stewart were acquired in Hong Kong in 1985 and

Wallem Lambert Brothers changed its name in 1988 to Lambert Brothers Insurance Brokers Ltd. (LBI)

### Always a broker

Richard Walker says LBI has always been a commercial broker and has had 50 years experience in Hong Kong acting for large and diverse industrial clients.

The experience and expertise of a broker benefits a client in a number of ways. Expertise and market knowledge are required to secure a competitive premium. Experience is required to negotiate a wider scope of cover and an effective speedy claim settlement.

LBI employ 60 people in Hong Kong which means that each client has a designated account executive. Clients therefore know who to contact with an inquiry and LBI is able to give personal local service.

As part of the Lowndes Lambert Group, LBI can take advantage of access to the London and international markets. Its network of worldwide offices and the specialist expertise is available at Head



Richard Walker

Office level. Senior staff at LBI have a broad range of experience both in Hong Kong and elsewhere in the world. LBI and the whole Lowdnes Lambert Group are totally independent from other controlling interests.

LBI's areas of expertise are a Non-Marine Division, a Marine Division and a separate subsidiary, Barkeley Lambert, which handles employee benefits.

### Expanding

Richard Walker says most of the insurance companies in Hong Kong are expanding operations, bringing new people in as the market becomes more sophisticated.

"I think just about every major underwriter from Europe, the States and everywhere around the world is represented in Hong Kong. There are now about 230 authorised insurers in the Territory. Quite a number are international companies, some with very substantial offices.

"Probably not that many years ago you would have probably found the percentage of people who took out insurance on their personal effects or on their life, was quite small. A high percentage now understand what it is and take out insurance.

"In the same way the big boom is going to come with China. At the moment only a fraction of the people in China take out insurance. When 1.2 billion people take out insurance on personal effects and life, China will be the same as a developed country.

### Changes

"That's why a lot of the companies

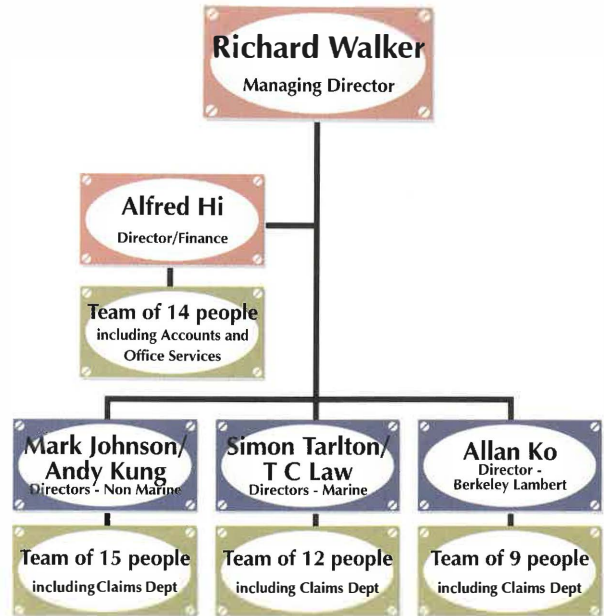
are here to develop their life insurance where they see enormous growth. Also, they see generally a change in the mentality of the Asian people who hitherto usually kept their money to themselves. These days they understand the insurance product much better."

He says the third part of his company, the subsidiary that is expanding rapidly, is the employee benefit side. Barkeley Lambert specialises in pension schemes, life insurance and medical schemes. These days with staff retention and staff acquisition becoming more difficult, Hong Kong companies, that perhaps hitherto had limited benefits, now find it very important to have a medical scheme, for instance.

Also, the Occupational Retirement Scheme Ordinance (ORSO) has made a difference. Companies which may have

## Lambert Brothers Insurance Brokers Limited

### Organisation Chart



Organisation chart

had some provident fund arrangements, now have to have a proper scheme under ORSO for their employees. It has meant increased business in that area.

Barkeley Lambert can evaluate company risks and decide where it is best to place a company's insurance — what they need to cover and what they don't.

### Property and construction

In its Non-Marine Division, LBI commonly handles for modern commercial enterprise these classes of insurance: property (all risks), liabilities, construction (all risks), consequential loss, employees' compensation, machinery breakdowns, and professional indemnity.

In its strong Marine Division LBI handles all classes of insurance required by any marine venture. Those commonly handled are: Marine hull, marine cargo, protection and indemnity, yacht/pleasure craft, aviation and general liabilities.

All types of employee benefits are handled by LBI's subsidiary Berkeley Lambert, particularly: Group provident and retirement schemes, group life schemes, group disability income schemes, group medical schemes and self-administered schemes. ■



A scene in LBI's modern office



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# LegCo vote damages LAB co-operation?

## Chamber warns of consequences

The future role of the Labour Advisory Board (LAB) may have been severely damaged by the Legislative Council vote amending the Protection of Wages on Insolvency Ordinance, the General Chamber warned in a press release on February 1.

"The decision by LegCo to overturn payment levels as agreed between employers, employees and Government representatives in the LAB is a blow to co-operation on labour matters through the advisory body," Chamber Chairman, William Fung said.

"Employers enter into discussions and negotiations in the tripartite LAB in good faith and expect decisions taken within it to be honoured once they are accepted by employee representatives and Government," he said.

"To have them altered within the LegCo at the instigation of some union representatives not involved in LAB deliberations is devastating to future LAB co-operation."

William Fung said employers were concerned about the recent deterioration in the co-operative approach on labour issues.

### Second time

"We saw it in the negotiations on the Supplementary Labour Import Scheme, where the trigger point review of labour imports was lowered to a mere 2,000 workers," he said.

"And we are now seeing it in the amendment of the Protection of Wages on Insolvency Ordinance with the significant increases in wage arrears, wages in lieu of notice and severance payments to laid off employees."

William Fung noted there were a number of labour issues set for discussion in the near future which, in the past, would have been better dealt with through a co-operative forum like the LAB.

"But how can employers look with confidence to the future role of the LAB when their decisions are not respected and likely to be overturned by union representatives and their supporters in LegCo?," he asked.

William Fung expressed great concern that such actions by union supporters in LegCo would provoke uncertainty about the underlying costs of doing business in Hong Kong. This could discourage employment and investment in the territory at a time when it badly needed encouragement. ■



William Fung  
馮國綸

## 勞顧會合作可能大受影響

總商會提出警告，立法局就修訂《破產及欠薪保障條例》所作出的表決結果，可能會嚴重影響勞顧會合作

香港總商會於2月1日發表的新聞公報中提出警告，立法局就修訂《破產及欠薪保障條例》所作出的表決，可能已經對勞工顧問委員會未來的功能構成了嚴重的損害。

總商會主席馮國綸稱：「這次立法局決定修改業經勞顧會中僱主、僱員、政府三方通過的欠薪保障上限，肯定對這個諮詢組織日後的合作構成打擊。」

「僱主一直誠信地積極參與勞顧會的討論及磋商，並期望勞顧會的決定在獲得政府及僱員代表接納後可以落實。」

「然而，立法局受到某些沒有參與勞顧會磋商的工會代表的唆擺，竟然通過修改勞顧會決定的動議，相信會對勞顧會日後的合作氣氛構成極為嚴重的影響。」

馮國綸稱，僱主對於近期有關方面在勞工問題上的合作氣氛轉趨惡劣感到十分關注。 ■

他說：「舉例說，在『補充輸入勞工計劃』的談判中，檢討輸入勞工的觸發界線被降至只有2,000人。」

「又以這次修訂《破產及欠薪保障條例》為例，欠薪、代通知金及遣散費均被大幅提高。」

馮國綸稱，在短期內，香港會就多項勞工問題進行討論，而最理想的做法，就是透過以往慣用的合作渠道，例如勞顧會，合力把問題解決。

「然而，假若工會代表和他們在立法局的支持者不尊重甚至推翻勞顧會的決定，試問僱主如何能對勞顧會未來的角色保持信心？」

立法局內的工會支持者採取這種行動，將導致難以確定在港經營的隱藏成本，結果，當前急需刺激的就業機會及投資勢必受到不利影響，馮氏對此甚表關注。 ■

# Fees and charges

## Chamber calls for transparency and accountability for increases in Government charges

In a letter submitted to the Financial Secretary, the General Chamber has urged the Government to adopt greater transparency on how fees and charges are arrived at, the Chamber said on January 29 in a press release.

The press release said: "William Fung, the Chamber's Chairman, said in the letter: 'The Chamber does not support the blanket rejection in LegCo of increases in fees and charges that have been recommended by the Administration and the Executive Council. On the other hand, it is concerned that proper, transparent, long-term criteria should be established to govern the management of government fees and charges.'"

The Chamber believes that it is certainly no longer acceptable for the Government to simply seek increases in fees and charges broadly in line with the rate of inflation.

"In the present economic situation, there needs to be a thorough explanation of costs," William Fung said.

"Automatic indexation of fees and charges to the inflation rate merely pushes up community prices and costs further and does nothing to increase the level of operating efficiency in Government."

### User pays

The Chamber also reiterated its support of the "user pays" principle in payment for

the supply of government goods and services to the public. However the Chamber felt that a clear definition of the "user pays" concept and that of "full cost recovery" were necessary.

In this respect the Chamber believes that "full cost recovery" should be on a transactional basis, that is the recovery of the cost of actually completing or processing the transaction. General overhead costs should generally not be included as these should be paid for out of general revenue.

"If the Government is intent on "full cost recovery" on everything it does, there should be less need to pay profits and salaries taxes," William Fung said. ■

## 應闡釋政府收費準則

總商會呼籲政府在增加各項收費時應提高透明度及問責性

香港總商會於1月29日發表的新聞公報中指出，本會曾致函財政司，呼籲政府在增加各項收費時應提高透明度。

新聞公布稱：「香港總商會主席馮國綸在函中指出，總商會並不贊成立法局全面反對政府及行政局建議增加的收費。不過，本會認為有需要成立適當、具透明

度、長遠的準則，以監管政府各項收費的管理。」

總商會相信，現在已經不再可以接受政府把增幅大致跟隨通脹的做法。

馮國綸說：「在當前的經濟環境下，必須就成本作出一個詳細的闡釋。

「把收費自動與通脹掛勾，只會令社

會各項收費及成本進一步推高，但對提高政府運作效率卻毫無幫助。」

總商會重申，對於那些政府為市民提供貨品及服務的收費，「用者自付」的原則是恰當的。然而，政府應就「用者自付」及「成本全面回收」作出清楚的界定。總商會認為，「成本全面回收」應該只基於交易方面的成本，亦即收回完成或處理交易手續的成本。一般性的成本應由整體收入中支付。

馮國綸總結說：「政府若要在所有方面全面收回成本，便應降低利得稅及薪俸稅。」 ■



## Edward Wong Credit Ltd.

### 安泰授信有限公司

(安泰集團成員)

(政府註冊接受存款公司)

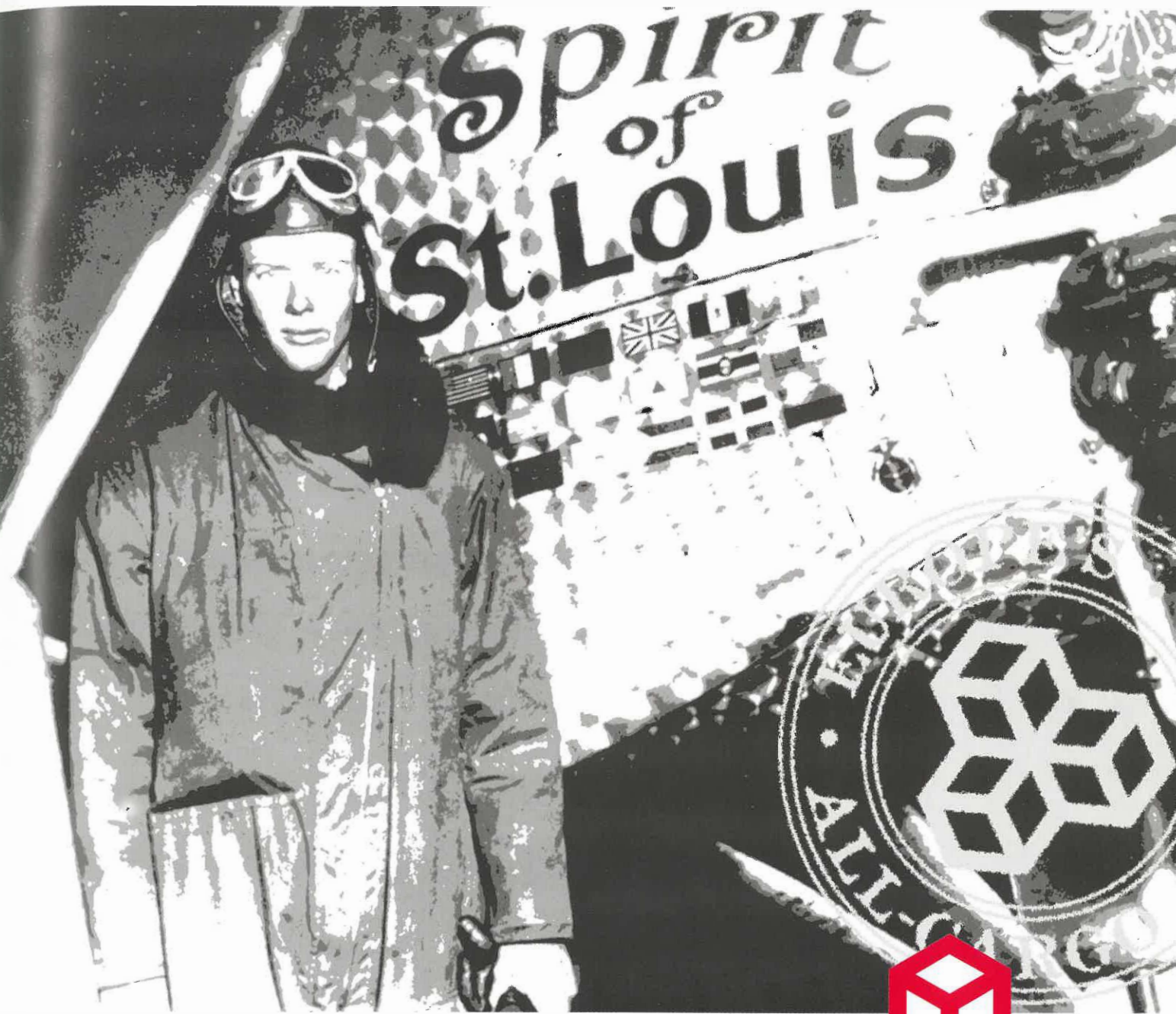
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