

# THE BULLETIN

工商月刊 06 2004

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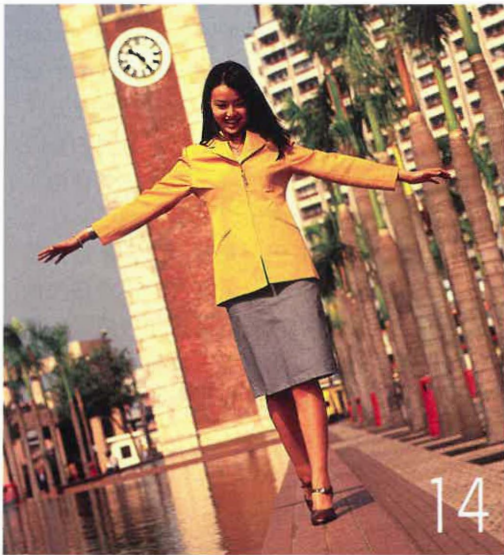
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# Members in Touch 讀者來鴻

## BUSINESS NEEDS TO PLAY GREATER ROLE IN POLITICS

After reading "From the CEO" in April's edition of *The Bulletin*, I cannot agree more with Dr Eden Woon's view that the business community has long been apathetic to politics. I feel this is very regrettable. Every citizen should know his or her political or social rights and obligations. It is natural to vote for the politician or political party fighting for your interests, which is also the right of every Hong Kong citizen. I also disagree with the business community's passive attitude towards politics, which tends to limit itself to political discussion rather than active participation. If businessmen cannot participate in politics personally, they should at least actively support the politicians representing their interest. We must invest in and nurture upcoming political leaders to provide a sound business environment for the future. During the

last District Council election, Eddie Leung Wai-ho, President of Dongguan City Association of Enterprises with Foreign Investment, inserted a full-page ad in newspapers to urge Hong Kong businesses in the Mainland to return to the territory to vote. I really admire him for this. As SMEs, we are now trying to educate our counterparts about political awareness and civil rights.

Chu Kap-ning  
Yek Tak Food (International) Co Ltd

## 工商界需要多參政

本人閱讀了四月號《工商月刊》中的「總裁的話」專欄，十分同意翁以登博士的觀點，對工商界長期對政

洽冷漠，到現在仍不醒覺，深感遺憾。每個公民，都應該知道自己在政治或社會上的權利和義務，投票給為自己爭取權益的政客或政黨，是十分自然的，也是每個香港人的權利。本人也對商界只論政，而不參政的消極做法，不敢苟同。若不能親自參政，商界也應該積極支持代表他們的政客。投資及支持培育未來政治領袖，為未來的營商環境，埋下種子。在上屆區議會選舉，東莞外商協會會長梁偉浩先生刊登全版廣告，要求在內地的港商回港投票，實在令人佩服。作為中小企，我們現正積極教育他們的政治意識及公民權利呢。

億達食品 (國際) 有限公司  
朱革寧

Got something to say? Then make your voice heard in *The Bulletin*. Send your letters to: **The Bulletin, HKGCC, 22/F, United Centre, 95 Queensway.** Or email, [bulletin@chamber.org.hk](mailto:bulletin@chamber.org.hk) 有意見，想發表？《工商月刊》是理想渠道。來函請交：金鐘道95號統一中心22樓香港總商會《工商月刊》；電郵：[bulletin@chamber.org.hk](mailto:bulletin@chamber.org.hk)。

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This series is jointly produced by HKGCC and Hong Kong Cable Television Limited.

Featured in the first episode will be HKGCC Chairman Anthony Nightingale who is also Chairman of Jardine Pacific Limited. Please check the Chamber's Web site to find out more!

[www.chamber.org.hk](http://www.chamber.org.hk)



## 香港總商會 首個電視專輯

香港總商會首個電視專輯「香港商業領袖系列」，將於有線電視新聞一台播出，敬請留意收看！此系列將每週介紹一位香港總商會理事會成員，深入探討他們對經濟和營商環境的看法，並且分析這些觀點如何推動商業活動和市場發展。

此專輯由香港總商會及香港有線電視有限公司聯合製作。

首集嘉賓為香港總商會主席、怡和太平洋有限公司主席黎定基。欲知詳情，請即登入本會網站。



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# Chamber Welcomes Start of Constitutional Development Process

The Third Report on Constitutional Development asks the community to consider how the current election methods might be improved in 2007/2008. We need to take this task seriously, as the outcome will play a role in how – and how well – Hong Kong is governed in the next few years. The Chamber welcomes the chance to submit our views, as we believe this is the start of the constitutional development process.

Now it is time to get to work. The National People's Congress Standing Committee has laid out the parameters within which we may consider changes to electoral methods for 2007 and 2008. This is the path on which we will take our first steps toward the ultimate goal of universal suffrage. Your job, and mine, is to systematically think through the work that needs to be done to ensure that political development proceeds in the gradual and orderly manner most beneficial to Hong Kong and maintains Hong Kong's economic prosperity and stability.

First, we need the right mindset. We need to listen to and seriously consider the views and concerns of a very broad spectrum of society. We need to embrace diverse views, rethink previously adopted positions and look to our core principles when faced with tough choices. If we do this, there will be no need for accusations, boycotts or other types of confrontation.

Second, we need to be practical. As we among the business community consider what changes we might recommend or support, we should consider how the new mix might work in practice. For some time, we have been deeply concerned that critical issues such as the budget deficit and narrow tax base are not being properly addressed, mainly because of the strained relationship between Legco and the Executive branch. What changes would facilitate progress toward restoring our fiscal health, and toward progress on other issues concerning our society?

Third, we need to lay the foundations by building the institutions now for implementing true democracy down the road. As we move toward greater direct representation, we will need mature political institutions, seasoned politicians and policy-based political parties to take up the responsibilities – including broadening the tax base – of governing the SAR. Today, those factors are poorly developed, and part of the

reason is apathy among many voters. One of the major tasks in the years ahead is to build a genuine interest in politics and policy, and foster the institutions necessary for nurturing both people and ideas.

We need to look to the link between proposed changes and actual results. Would expanding Legco help address these challenges? Would expanding functional constituency representation to some parts of the community which are under-represented, (say, middle class professionals) help ensure better policymaking? Or, should Legco representatives be elected differently in various functional constituencies?

None of this is going to make much difference if relations between Legco and the Executive Branch are not improved.

What we need is an inclusive government that places more responsibility on Legco's shoulders, and more trust in its decisions. But, it is a two-way street, and Legco needs to think about its own performance in recent years, too, and accept any new responsibility in policy making. A cooperative relationship, with more responsible Legco feeling more sense of ownership, will make our executive-led government function better.

One final thought: It is the nature of good politics to require compromise, to force people to work out mutually acceptable solutions rather than to demand idealistic results. A good compromise should mean that no one will be 100 percent satisfied, but that everyone will feel they

had a say in a good decision. We now need to lay aside whatever previous positions we might have held on the pace or scope or date of change, and work within the necessary parameters to create our future.

For the Chamber, we have formed a working group consisting of selected General Committee members and active members of Chamber committees to look at the issue of constitutional development. As the Chamber working group gets to work, it will be tapping members' views on what kind of input we should provide to Donald Tsang's task force before the end of the summer. Let us embrace this chance. **B**



Anthony Nightingale  
黎定基

**Anthony Nightingale** is Chairman of the Hong Kong General Chamber of Commerce.

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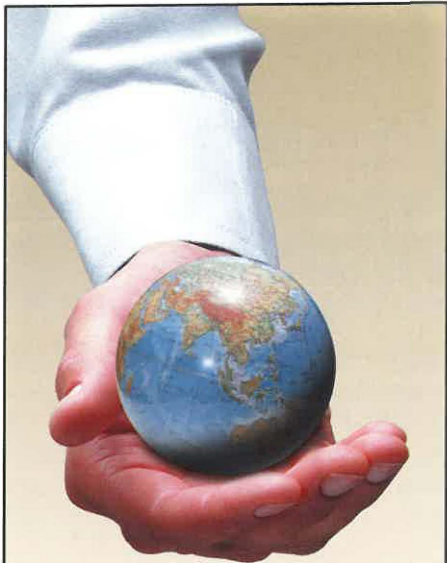
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# 歡迎政制發展程序的展開

**政**制發展第三號報告徵求社會各界考慮怎樣改進 2007 及 08 年的選舉方法。我們要慎重其事，因為所得結果會影響到香港未來數年的管治方式與好壞。香港總商會對這個提交意見的機會表示歡迎，認為是開啟了政制發展的程序。

我們要馬上著手進行。隨著全國人大常委會已為 2007 及 08 年選舉方法可考慮予以修改之處訂立了範圍，我們可以此為基礎，為達致普選的最終目標開展工作。無論你、我，都應系統地探討哪些工作需要進行，以確保政制發展能循序漸進、對香港最有利，並能維護香港經濟的繁榮和穩定。

首先，我們要有正確的想法，要聆聽和認真考慮社會廣泛界別的想法和關注，更要包容不同的意見、檢討既有的立場以及審視我們作出重要抉擇時所須依據的基本原則。若我們能夠做到，相信就可以避免出現指責、抵制或其他衝突。

其次，我們要務實行事。工商界考慮提議或支持若干修改時，該考慮新組合是否切實可行。我們一直對財赤、稅基狹窄等重要問題未獲得適當處理深表關注，並認為這主要肇因於立法會與行政機關的關係欠佳。其實，要怎樣改變才有助於恢復香港穩健的財政和解決其他社會問題？

再者，我們現要建立政制發展所需的架構，為能夠真正實現民主奠定根基。在加強直接代表性的同時，我們需要配備成熟的政治架構、老練的政治家和以政策為本的政黨，從而履行香港特區的管治職責，包括擴闊稅基。目前，這些架構發展得不好，部分原因是很多選民漠不關心。故此，未來的主要工作是要建立對政治和政策的真正興趣，以及加強培育人才和思想所需的架構。

我們必需考慮建議中的修改與實質結果之間的關聯，擴大立法會的規模會否有助於面對種種挑戰？增加目前沒有功能團體代表的若干社會界別（如中產專業人士）的代表性，會否有助改善決策？或者，應否採用另一套方法選出不同功能團體的立法會代表？

然而，若立法會與行政機關的關係得不到改善，上述的修改作用不大。我們需要的是一個包容的政府，賦予立法會更大的責任，增加對立法會決議的信任。不過，改善是雙向的，所以立法會也要檢討本身近幾年的表現，並接納制定政策的新職責。一個更具責任感、感到對政策更有話事權的立法會，會促使它和行政機關更好地合作，使行政主導的政府運作得更好。

最後一點，好的政治講求妥協，講求實行大家彼此接納的方案，而不是要求理想主義的結果。好的妥協並不表示人人百分之百滿意，而是人人都覺得有份參與制定好的決策。我們現要放下過去對步伐、範圍或日期所抱持的立場，在必須依循的範圍內推展工作，開創未來。

總商會已成立一個工作小組，專責研究政制發展的問題，組員包括多名理事會理事和總商會所屬委員會的多名活躍委員。小組在展開工作後，將會徵詢會員的看法，然後在夏季結束前向曾蔭權領導的專責小組提交意見，就讓我們一起把握今次的機會吧。**B**

**黎定基**為香港總商會主席。



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# Maintaining Investor Confidence

Discussions on constitutional development in Hong Kong remain heated, despite the National People's Congress Standing Committee's announcement in April which laid out the parameters within which we can work towards change. People from all walks of life show little sign of starting calm, rational and pragmatic discussions. With the September Legislative Council election drawing closer, constitutional development is expected to remain at the forefront of political debate and for some time.

However, we cannot go on like this forever; something needs to be done. As I wrote in last month's column, various sectors should try to build a consensus through sincere dialogue, now that the direction for Hong Kong's constitutional development has been identified. With Hong Kong's long-term stability and prosperity in mind, we must not and should not waste time and energy on unnecessary confrontation.

## Political alarm bells

Last month, international credit rating agency Standard & Poor's rang the alarm over the outlook of Hong Kong by keeping its domestic currency rating for the territory "negative." S&P explained this was due to the political uncertainties in Hong Kong. It also cited the public's dissatisfaction with the pace at which democracy was developing and that the September Legco election might affect some important government policies – such as reducing the budget and taxation reform.

Two other rating agencies, Moody's and Fitch Ratings, also expressed concerns about political reform in Hong Kong, although they did not downgrade their ratings. The former even pointed out that conflicts between democratic parties and the government would weaken investor confidence in the years ahead.

What should we do now that the alarm bells have been sounded? On the one hand, I think, various sectors of the community should set aside their preconceived notions and confrontational attitude. Instead, they should start constructive dialogue to ensure the prosperity and stability of Hong Kong. On the other hand, the government needs to explain clearly to rating agencies the situation in Hong Kong to avoid weakening investor confidence in the territory.

During a recent Legco meeting, I put forward an idea to the Chief Executive that the Financial Secretary and other bureau heads must enhance their communication with these rating agencies, especially before and after the publication of rating reports. Not only should they reflect that the local economy, employment, deflation and the budget have improved, they should also explain clearly the relationship between democratic parties and the government.

For instance, democratic parties have different political views to those of the government, but they still support the

government in some policy areas, such as the "Individual Visit Scheme" and CEPA. By demonstrating that political instability is unlikely as democratic parties support the government in certain areas, this will avoid conjuring up an overly negative image of Hong Kong.

I say this not because I want to speak well of someone, but because I want to protect Hong Kong's overall interests by clarifying the real situation to these rating agencies. We all hope they will not misunderstand certain events in Hong Kong and weaken investor confidence.

## Support and confidence

With regards to investor confidence, I also want to mention the issue of government bonds. Chinese Premier Wen Jiabao pledged that the Central Government would show its support for the SAR Government by purchasing part of the upcoming HK\$20 billion worth of Hong Kong bonds. I believe that many people, like me, welcome such an announcement, which reflects the active support of the Central Government for Hong Kong again. This, in turn, will consolidate investor confidence in the economy.

While being grateful for such support, I feel that the Central Government may consider allowing members of the public to purchase the bonds first, and only buy if they are under-subscribed. One of the objectives of issuing government bonds is to encourage local citizens to buy as many as possible to haul the distance between citizens and the administration closer. It could raise their identity and confidence in Hong Kong and the administration. Moreover, as current interest rates are low, bonds are an attractive option for investors looking to put their money to work. Take the over-subscription of the Hong Kong Link bonds as an example. I believe that the general public will be able to snap up all the bonds issued. As such, it may not be necessary for the state to support Hong Kong.

Purchasing HKSAR Government bonds is one of the many examples of the Central Government's support for Hong Kong. I believe the Central Government and Hong Kong people have a common belief in that Hong Kong's stability and prosperity must be maintained. As such, I hope that various sectors can set aside preconceived notions and work together to pave the way forward for Hong Kong's future development in a peaceful and rational manner. Only then will we be able to avoid unnecessary disputes which may dampen investor confidence.

*If you have any comments or proposals on my views, please send them to me directly at, Legislative Council Building, 8 Jackson Road, Central, Hong Kong. Or email me at [tpc@jamestien.com](mailto:tpc@jamestien.com). Tel. 2500 1013, Fax 2368 5292. **B***

**James Tien** is the Legco Representative of the Hong Kong General Chamber of Commerce.

# 保持投資者信心

**關**於政制發展的爭拗持續多月，雖然經過全國人大常委會議決，但似乎仍沒有平息的跡象，各方至今依然未能冷靜下來，展開理性務實的溝通。由於立法會選舉將於九月進行，預計政制事宜仍會被用作議題之一，爭拗將無可避免地持續多一段日子。

然而，我認為這並非理想情況，正如在上期本欄中所講，既然政制發展方向已定，各方現在應衷誠對話，尋求共識，毋須及不應再虛耗精力於不必要的衝突中，以免影響香港的長遠穩定繁榮。

## 政治角力 響起警號

事實上，國際評級機構標準普爾上月便表明，因本港的政治爭拗，故維持了本地貨幣評級展望為「負面」。這可算是對香港前景發出了警號。據其解釋，有關評級是反映了香港可能有政治不明朗的風險，因為公眾對民主發展步伐的不滿，以及九月的立法會選舉，均可能影響到政府的一些重要提案，例如減赤措施、稅制改革等。

除此之外，另外兩間國際評級機構—穆迪投資和惠譽國際，雖沒有一同降低對香港的有關評級，但也表示關注香港的政改風波。前者更指在未來數年，民主派系與政府的角力將成為其中一個影響投資者信心的因素。

面對已響起的警號，我們當如何處理呢？我認為除了各方要放低成見和對著幹的態度，共同以維護香港的穩定繁榮為大前提，開展具建設性的討論之外，政府也要加強向評級機構解釋的工作，使有關評級不致削弱投資者的信心。

我早前便趁特首到立法會的時候，建議財政司司長及其他局長要多與評級機構溝通，特別是在評級報告推出的前後。而且他們不僅要反映本港經濟、就業、通縮及財赤情況已改善，也要特別說明民主派與政府的關係，譬如民主派只在政治上持不同看法，但對其他政策如自由行、「緊

實安排」等都是支持政府的。這樣應可減少給外國一個負面印象，以為民主派事事與政府對著幹，造成政治上不穩定，令香港變得很亂。

我這樣說，當然並非要為某些人講好說話，只是為香港的整體利益著想，指出實際情況，使評級機構不至有任何誤解而令投資者對香港的信心受損。

## 中央支持 鞏固信心

談到投資者信心，我也想講講政府最近發債一事。就特

區政府擬發行總值2百億港元的債券，溫家寶總理早前承諾中央政府會購買以示支持。相信很多人與我一樣，都對溫總理的說話十分歡迎，因這再一次顯明了中央對香港的積極支持，對鞏固投資者的信心大有幫助。

惟在感謝關顧的同時，我認為中央政府宜讓本港普羅市民優先認購，若認購不足時才入市。因為任何政府發行債券，一個主要目標就是鼓勵本地居民認購，以提高其對政府的認同和信任，所以讓愈多市民購買政府債券，可望拉近彼此的距離。而且按目前利息走勢來看，購買債券有一定吸引力，以「五陞一橋」債券

超額認購為先例，我相信香港普羅大眾是有能力認購所有債券，毋須國家動用儲備來支持香港。

認購特區政府債券，只屬中央支持香港的其中一個事例。我相信中央跟港人一樣，都很想香港繼續穩定繁榮。希望社會各界能摒除成見，以和平、理性的合作態度，共商香港的發展前路，避免因不必要的爭拗而令投資者信心受損。

如您對本人的意見有任何評論或建議，歡迎直接向我反映。通訊地址：中環長臣道8號立法會大樓；電郵：tpc@jamestien.com；電話：2500 1013；傳真：2368 5292。B

田北俊為香港總商會立法會代表。



James Tien 田北俊

# Fellowship Among Chamber Members

In surveys which we send to Chamber members, one item which consistently has been marked as needing improvement is “fellowship among members.” Many members feel that there is not “closeness” among our members, and that the social aspect of joining a business organization is not as well developed in the Hong Kong General Chamber of Commerce as it should be.

To a certain extent, this observation is not surprising. HKGCC is a *general* chamber of commerce, with diversity as one of its major strengths. We have over 25 percent of our membership being foreign invested firms, 70 percent being Hong Kong companies, and 5 percent being Mainland enterprises that do business here. We have a predominantly service industry membership base, though there certainly are many manufacturers among our midst. We have all the large companies in Hong Kong belonging to us, but we have almost 70 percent SMEs in our membership. Our language is basically English, but we use Putonghua and Cantonese in meetings as requirements dictate. Making all these people feel a sense of common fellowship is not an easy task – certainly more difficult than a traditional local business organization or a foreign chamber of commerce, where members come from a distant country.

However, this does not mean we cannot try to instill a sense of camaraderie in our membership, and provide opportunities – for those that want it – to relax and enjoy friendships with fellow members. And we are doing exactly that through the following:

**GOLF** – We have four golf outings a year to top golf courses in the Pearl River Delta at reasonable prices. There is nothing more relaxing than a round of golf with friends.

**HAPPY HOUR** – Our once-a-month Happy Hour now takes place on the last Thursday of every month at the Pacific Bar in the Conrad Hotel, and this purely social occasion attracts 80-100 members each time. At least two General Committee members will appear each time to mingle with members.

**DINNER CLUB** – Our dinner club takes place three or four times a year to allow members who prefer a more traditional Cantonese setting to socialize.

**SITE VISITS** – We lead site visits to interesting locations around Hong Kong both for business interest reasons and for “siteseeing”. Attendees find these to be very useful and enjoyable at the same time.

**CHAMBER MISSIONS** – These missions combine serious business study and research purposes with relaxation opportunities. You will only need to click on our Web site to see for yourself how much fun delegates have on these business missions. These trips are excellent for building friendships as well as developing business opportunities.



Dr Eden Woon 翁以登博士

**MEMBERS COCKTAIL** – Twice a year, we have a major members cocktail for the General Committee members to mingle with members. The AGM cocktail attracted over 200 members, and the previous one in the Hong Kong Club attracted over 500 attendees.

**SME COMMITTEE** – The SME committee not only looks after the business needs of our SME members, but also holds frequent fellowship events such as dinings out, cocktails, or outings. The social highlight of the committee is of course the Spring Dinner which usually has over 400 people attending in a very relaxed atmosphere.

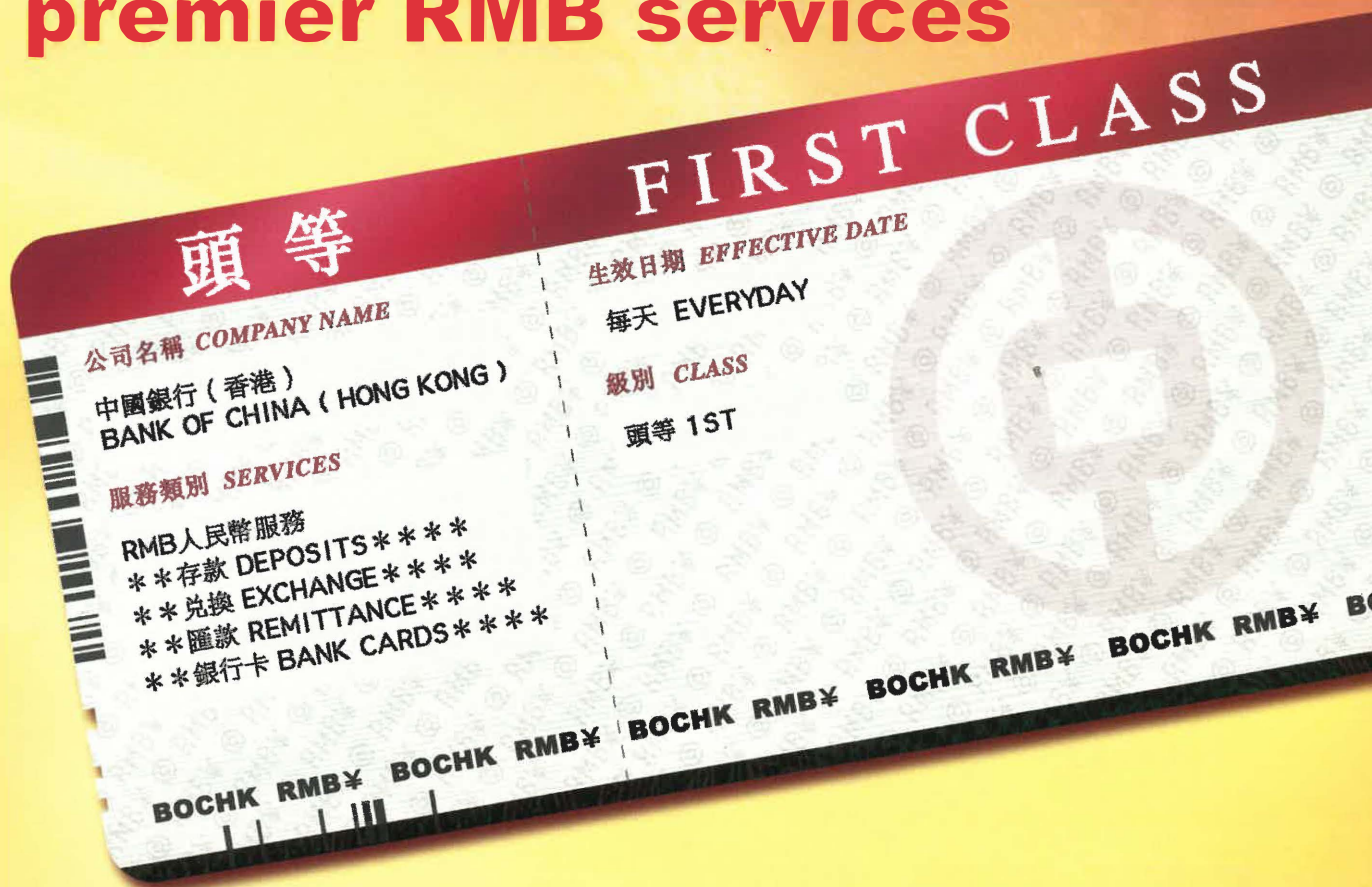
**INTERNATIONAL COCKTAILS** – Each year, we invite consuls general based in Hong Kong to cocktails hosted by our regional committees. We will be doing joint cocktails with foreign chambers also to enhance our international networks.

**WOMEN EXECUTIVES CLUB** – This is a special club for our female members in order to build friendship among our women executives. Each year, the club organizes around 30 events, ranging from business luncheon talks by women executives to more social functions such as fashion shows and cuisine appreciation evenings.

So, these are some of the ways for members to relax among friends. Come join us at one of the above events and see how fellowship with members is possible in the Hong Kong General Chamber of Commerce. **B**

**Dr Eden Woon** is CEO of the Hong Kong General Chamber of Commerce.

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# 會員聯繫添友誼

**在**本會向會員進行的多次問卷調查中，我們持續發現會員普遍認為本會需要加強會員之間的聯繫。不少會員感到本會會員之間的聯繫不夠緊密，認為總商會未能完全滿足他們在聯誼方面的需要。

他們有這樣的想法，一定程度上不足為奇。總商會是一個綜合工商組織，多元發展是我們的優勢之一。在本會會員中，超過 25% 是外資公司，70% 是香港公司，餘下 5% 是在港經商的內地企業。按業務性質分類，則以服務業佔大多數，製造商也為數不少。香港各大工商集團，皆為本會會員，而會員中亦有接近七成為中小企業。我們基本上使用英語溝通，但也可按照需求，在開會時使用普通話或廣東話。基於上述原因，與本地傳統工商組織或會員源自單一國家的外國商會比較，本會要令所有會員感覺彼此關係密切，就更加不容易。

然而，這並不表示我們沒有盡力加強會員之間的聯繫，事實上，我們一向致力為有需要的會員提供機會，與其他會員輕鬆交往，聯絡感情。以下活動便是以此為目的：

**高爾夫球同樂日** — 每年四次在珠三角頂級高爾夫球場舉行，收費合理，會員齊享揮桿之樂，寫意自在。

**歡樂時光** — 逢每月最後一個星期四假港麗酒店 Pacific Bar 舉行的聯誼聚會，每次約有 80 至 100 名會員出席，亦有至少兩名理事會理事蒞臨與會員共聚。

**聯歡晚宴** — 每年舉行三至四次，讓會員一邊享用傳統美味

粵菜，一邊廣結人脈。

**參觀考察** — 本會帶領會員到全港特別地點作商務考察或觀光，參加者均認為活動非常實用，又令人樂在其中。

**本會外訪團** — 此類活動結合嚴肅的商務考察和輕鬆的聯誼活動，會員可藉此聯繫友誼、拓展商機。你只要進入本會網站，便可一睹這些活動的有趣片段。

**會員聯誼酒會** — 每年兩次，其一為理事會理事與會員的聯誼酒會，最近一次假香港會所舉行，吸引超過 500 位嘉賓到臨。另一是在會員週年大會前舉行的酒會，今年吸引到 200 多名會員參加。


**中小型企業委員會** — 該委員會不單止照顧中小企的業務需要，還經常舉辦聯誼活動，例如聚餐、酒會或戶外活動。重點項目是一年一度的春茗聯歡晚會，每次皆有 400 多名會員參加，在輕鬆氣氛下共慶新春。

**國際酒會** — 我們每年均邀請各國駐港總領事參加本會地區委員會主持的酒會，亦會與外國商會合辦酒會，以擴展本會國際網絡。

**卓妍社** — 特為女會員創立，旨在培養女行政人員之間的友誼，每年舉辦約 30 項活動，包括女行政人員主講的商務午餐會和時裝表演、美食品嚐晚會等社交活動。

本會為會員提供的聯誼活動多不勝數，請大家蒞臨參加，把握總商會會員彼此聯繫的機會！**B**

**翁以登博士**為香港總商會總裁。

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# Can You Manage Time?

We all waste time, even though we can never get enough of it. **FRANK J ADICK** shares his expertise on how we can all manage our time more effectively and how companies can even improve their bottom line by raising staff productivity



**I**t has become increasingly obvious that in recent years, possibly due to the Asian financial crisis and possibly due to employees' concerns about job security, working hours appear to be getting longer and longer. Many companies have reduced their number of employees, and for those who kept their jobs, the work load has increased. This, unfortunately, has led to some rather unhealthy work practices.

Recently in a meeting with managers from different organizations, we started to talk about time use practices in organizations. One manager shared that in their organization, it is not unusual for people to work until 11 p.m. Someone else said that, in their company, people stay late because their boss stays late and they dare not go home until the boss has left. Yet another person told us that they were "told" that they must work late – at least two nights per week.

Employees that work late are not necessarily more productive. In fact, quite often they achieve less than those who complete their work during regular work hours. In some cases, senior management establishes an organizational culture that encourages employees to waste productive work hours that can never be replaced

even by excessive overtime. Senior managers, especially Human Resources Directors, must speak out and create a work culture that encourages the productive use of time.

Time is a resource. As a resource, it is often overlooked and mismanaged, but it is still one of the most valuable resources we have at our disposal. Usually, when we think of resources we think about tangible items like plants, machinery, equipment, materials, fixtures and furniture; money and assets that can be converted into cash; people and their knowledge, skills and abilities; and information that can be used to the advantage of organisations and ourselves.

More and more we are coming to realise that time is the most valuable resource of all. How we use it can mean the difference between success and mediocrity, satisfaction or unease and growth or stagnation. The paradox of time is that, while we have all the time there is, we say that we never have enough. When we say that, we are admitting that what we are doing is not a real priority to us. So time management, and the control of time, are the same as priority management and priority control. We will never manage our time effectively until we learn to say yes to some activities, and no to others.

Our behaviour is a reflection of our attitude and values. Our attitude towards time will give us important clues to the reasons



# 你善於管理時間嗎？

雖然我們覺得時間永遠不夠用，但我們總是把時間浪費掉。  
**Frank J Adick** 憑著其專業知識，教我們如何更有效地管理時間，並建議企業如何透過提高員工生產力改善盈虧。

**近**年出現一個愈益明顯的現象，就是工時看來愈來愈長，這或是因為亞洲金融危機後遺症和僱員欠缺就業安全感使然。許多企業裁員，即使保住飯碗的，工作量亦增加。不幸的是，若干不健康的工作常規由此產生。

最近我與來自不同機構的經理會面，談及機構的時間運用模式。其中一名經理告訴我們，就其公司而言，每天工作直至晚上11時是平常事。另有些經理說，他們和同事往往在公司逗留至很晚，因為老闆亦是這樣，他們要待老闆離開公司才敢回家。更有人表示，公司「吩咐」他們每週須至少加班兩晚。

加班僱員的生產力未必更高。事實上，他們的效率往往低於那些在正常辦公時間內完成工作的員工。有時候，高層所建立的機構文化，助長僱員浪費具生產力的工時，而這些工時可能是大量加班也無法取代的。高級管理人員，尤其是人力資源總監，必須大膽表達意見，並培養一種提倡善用時間的工作文化。

時間就是資源。這種資源常遭忽略兼且管理不善，但它仍是我們可自由運用的最寶貴資源之一。談到資源，我們通常會想到有形的東西，如廠房、機器、設備、物料、固定裝置和傢俱；金錢和可兌換現金的資產；員工和知識、技術和才能，以及可令機構和我們得益的資料。

我們日益體會到，時間就是最寶貴的資源，如何運用時間可能就是成功與平庸，愉快或不安，發展或停滯的關鍵。自相矛盾的是，雖然時間源源不絕，但我們常說時間永不夠用。當我們這樣說時，即是承認我們目前所做的工作並非最重要。因此，管理和控制時間就等於管理和控制優次。若我們不學會分配活動優次，就永遠無法妥善管理時間。

我們的行為可反映我們的態度和價值觀。我們對時間的態度，有助解釋我們善用和濫用時間的原因。只有我們對時間這種資源培養新的態度和價值觀，並明瞭時間對生活、關係和事業的影響，情況才會明顯轉變。

我們認為管理時間令人十分洩氣，理由之一是這意味我



behind our use and misuse of it. Significant changes will only come about when we develop new attitudes and values about time as a resource, and the impact it has on our lives, relationships and careers.

One of the reasons that we find the management of time so frustrating is because it means that we need to manage ourselves more effectively. It is often easier to manage other people than it is to manage ourselves. In order to be more effective at time management we must want to change, we must want to alter our behaviour. All the courses, books and notes in the world will not make any

difference unless we ourselves have the desire to alter our priorities.

Take a look at your own time horizon, and see if you can focus on elements in your own life and career that you want to change and improve. Think in terms of the following:

- Knowledge and Understanding: What would you like to know more about and understand better?
- Skills and Behaviour: What would you like to be able to do more effectively?
- Relationships and Situations: What would you like to improve? With whom? What would you like to do differently?
- Tasks and Projects: What would you like to undertake? What would you like to do more swiftly? What would you like to complete?
- Responsibilities: What would you like more of? What would you like to shift to another department or to someone else?
- Hobbies and Leisure: What new activity would you like to learn more about? Or do more frequently? Or begin?

Time is an important asset. Because we do not usually think of it that way, we end up wasting a lot of it. So we must practice the self-discipline that is necessary: Determine our priority objectives, work out how to achieve them, control our time so that it is devoted to the "key areas for concentration."

These key areas are the few critical tasks, items and elements in any job that will produce most of the results we want. Remember these four key words:

**OBJECTIVES:** What do you wish to accomplish, when, and why?

**PRIORITIES:** From your activities, which are the most important to your objectives? What are your priority activities and your priority objectives?

**KEY AREAS FOR CONCENTRATION:** What are the few areas that will contribute most to what you want to achieve? Where should you focus attention and energy?

**DISCIPLINE:** You must continually focus on those aspects of job, career, and life that will truly make a difference.

### Stop Procrastinating!

Putting off or delaying starting work is usually caused by that old tyrant, perfection. What happens is we set such high standards for a given task that it cannot be completed. Fear of failing sets in and we begin finding ways to avoid the task. Eventually, we begin labeling ourselves as ineffective, and overloaded, which only cements the cycle.

Procrastination is tough, no doubt about it. But here, as in nearly every area of your life, a good long look will do wonders at clearing up the mess.

Time management author Stephanie Winston advises watching out for two warning signs of procrastination: "I'll do it as soon as I \_\_\_\_\_," and "I'm going to start this enormous job and I'm not going to stop until I'm finished" – only to find that the job is so enormous, you don't know where to begin.

Start with the easiest part of the

project: write an outline, get background information, make necessary phone calls. If you try to be a perfectionist and start with the most important part, you could get frustrated. But if you start with the easiest, you'll get a feeling of progress and success and can then go on to other, less scary elements.

You might also try setting a schedule for yourself. Break the job into smaller, more manageable tasks and then do assigned tasks on Monday, others on Tuesday, and so on. You can give yourself small rewards after completing each assignment.

Whatever your method of dealing with procrastination, keep remembering that the important thing is to make a start. Where or how doesn't matter.

When thinking about timewasters, you must have a sense of your objectives so you can set priorities. Unless you

know what your objectives are you can't know what is a timewaster and what isn't. Look at your *To Do List* and see if you can identify your ten biggest timewasters. Write them down. Decide whether each was caused by someone or something else, or if it was your own fault (through procrastination or interruption). Write *E* or *I* (external or internal) next to each timewaster. Next, think of a possible solution to each item on the list. It could be as simple as rescheduling your morning coffee so that it's a reward for completing certain tasks, instead of a way to put off starting them.

Don't try to change all your habits at once – that's perfectionism again. But do tackle the biggest one first. If one solution doesn't work, try another. One of the biggest rewards you can get is to look back over the day and see how much more productive you've become.

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## TIME



### How do you manage your most precious resource?

1. During the past year, did you keep a record for at least one week to reflect on your use of time? **Y/N**
2. Do you use a weekly time planner to record your objectives, activities and priorities with time estimates? **Y/N**
3. Do you regularly use a daily activity list prioritized and with time estimates indicated? **Y/N**
4. Are you usually able to complete all your items on your daily activity list by the end of the day? **Y/N**
5. Are you able to prevent interruptions and drop-in visitors from consuming your productive work hours? **Y/N**
6. Do you help your managers to organize themselves and their teams to use their time more productively? **Y/N**
7. Do you regularly leave your office on time as stated in your official working hour guidelines? **Y/N**
8. Do you frequently get involved with the work that is being carried out by the people reporting to you? **Y/N**
9. Do you have a lot of activities that you would like to get done if only you could find the time? **Y/N**

Time is the raw material of life. The passing of each day brings us the opportunities to evolve into something better than we were at the start of the day. Our personal success, or lack of it, is largely contingent upon the effective use of our time.

### We ALL have the same amount!

Time is immensely valuable and utterly irreplaceable. Without a doubt it is the most valuable commodity we have. No one has more or less time than you and I. Each of us is given the same 1440 minutes per day and the 168 hours per week. This is true whether it be the paperboy or the president, the author or the home-maker, the farmer or the preacher. The clocks we buy run at the same speed.

### We ALL waste time!

Yet, in spite of its preciousness and vast potentialities, there is nothing we squander quite so thoughtlessly as time. As the wise

Sir Walter Scott has said, "Dost thou love life? Then do not squander time, for that's the stuff life is made of." Time is a many-faceted, paradoxical, ever-changing/ never-changing phenomenon. For all of us, time is in short supply and high demand. There never seems to be enough of it. The only variable available to us is the use that we make of our finite supply of time. It is important that we budget the time we have just as carefully as we budget the money we have to spend.

### Time can be our tool; we need not be its slave!

Peter Drucker has written, "Time Management takes perseverance and self-discipline, but no other investment pays higher dividends." Time is only saved by human discipline. The entire science of management deals with the way executives allocate their time. We so often hear, "I wish I knew how to manage my time better." Rarely do we hear, "I wish I knew how to manage myself better." For better time utilization we must learn to manage ourselves. Our mental attitude in the use of time is most important. If we don't want to do something, we can find a thousand reasons for not doing it. It may be too far or too hot or too cold or too wet or too dry. But, if we want to do something, nothing will stop us – obstacles are brushed aside as if they were nothing. Rather than ask the question, "Where has the time gone?", it is better to ask, "How could I have planned so poorly and left so much to be done in so little time?"

We all waste a certain amount of time – even the most productive among us. The trick is to keep it to a minimum. Keep remembering that you want to make life simple. We too seldom take the time to look at what is stealing our precious time. At work, there are dozens of potential timewasters, from chatting with favorite subordinate managers, to doing unnecessarily detailed work, to not getting the instructions clear in the first place and having to give them again. Start thinking about your favorite tricks to waste time.

In general, the real secrets to feeling as though you have accomplished something important at the end of a working day are virtues that many people think are out-of-date these days. They are "working hard" and "working effectively." These virtues require two commitments on your part: make every minute count, and discipline yourself to get rid of the timewasters in your life. **B**

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## 時間



### 你如何管理最珍貴的資源？

1. 過去一年，你曾否把至少一個星期的活動記錄下來，藉以反省自己是否善用時間？ **有 / 沒有**
2. 你有否利用每週時間規劃表記錄自己的目標、活動和工作優次，並估計所需時間？ **有 / 沒有**
3. 你是否經常使用按優次排序及列明預計時間的日程表？ **是 / 不是**
4. 你是否通常可於每天完結前完成日程表所載項目？ **是 / 不是**
5. 你能否防止任何障礙和不速之客消耗你具生產力的工時？ **能 / 不能**
6. 你有否幫助經理和其成員策劃，以提高時間效益？ **有 / 沒有**
7. 你是否常按照正式工作時間指引離開辦公室？ **是 / 不是**
8. 你是否時常牽涉入由下屬執行的工作？ **是 / 不是**
9. 要是你有時間，是否想進行更多活動？ **是 / 不是**

們需要更好地管理自己，而管理別人又往往比管理自己容易。若要更有效地管理時間，我們必須作出轉變及改變自身行為。除非我們主動改變工作和生活的優次，任何課程、書本和筆記都是沒有幫助的。

你可檢討自己的時間運用模式，並看看能否專注於生活

和事業上希望轉變和改善的地方。試從以下幾方面去想：

- 認識和瞭解：甚麼東西你想認識和瞭解更多？
- 技能和行為：甚麼你希望能做得更妥當？
- 關係和處境：你想改善甚麼？對象是誰？你希望作出甚麼突破？
- 工作和項目：你想承擔甚麼工作？甚麼你想做得更迅速？你希望完成甚麼？
- 職責：你想負責更多甚麼工作？你想轉交哪些工作給其他部門或別人負責？
- 嗜好和消遣：你想瞭解多些甚麼新活動？或想更頻密地進行哪些活動？又或開始甚麼活動？

時間就是重要資產，正因為我們通常不會這樣想，結果浪費許多時間。因此，我們必須學習自律：確定優先目標、制訂實現目標的方法及控制自己的時間，以確保時間全部用於「專注的重點領域」。

這些重點領域就是工作上的幾個關鍵任務、項目和要素，將可帶來我們想要的成果。記住以下四個關鍵字：

**目標**：你希望實現甚麼目標？何時？為甚麼？

**優次**：你的活動中，哪些對你的目標最重要？你的優先活動和目標是甚麼？

**專注的重點領域**：哪幾個領域最有助你達到目標？你應把注意力和精力放在哪裡？

**自律**：你必須持續專注於哪些會對工作、事業和生活產生重大效益的範疇。

時間就是人生的素材，每天的來臨都賦予我們機會，讓我們不斷進步。個人的成功與否，主要繫於我們能否善用時間。

## 不再拖延！

延遲開始工作往往因追求完美所致。情形是這樣的：我們給某項工作訂下無法達到的過高標準，因而害怕失敗，並開始設法逃避那項工作。最終，我們會以為自己無能和負擔過重，造成惡性循環。無疑，拖延是一個難題，但一如人生每個領域，深入研究會大大有助於解決問題。

時間管理作家 Stephanie Winston 忠告，我們要注意兩個拖延的徵兆：「我一旦(怎樣、怎樣)，就會做這項工作」及「我快要開始這項巨大的工作，並會一直進行直至完成為止」；到頭來，你卻發覺那項工作原來是那麼龐大，不知從何入手。

就從最簡易的部分著手：撰寫大綱，獲取背景資料和打必要的電話。如你欲成為完美主義者，就先處理最重要

的一環，但這可能令你沮喪。但若你從最易的部分入手，便會覺得自己逐漸邁向成功，然後可繼續其他較易應付的環節。

你亦可自訂時間表，把整項工作分為多個較小和較易駕馭的任務，星期一做這個，星期二做那個，如此類推。每完成一個任務，你可給自己一點獎勵。

不管你如何對付拖延，都要記住開了頭才最重要，從哪方面或怎樣入手並不要緊。

當細想浪費時間的東西時，你必須瞭解自己的目標，才能訂定優次。若你不清楚自己的目標，就無法知道甚麼是浪費時間的東西，甚

麼不是。檢閱你的「執行清單」，看看能否確定十樣最浪費時間的東西，並記錄下來。斷定每樣是由別人或其他東西造成，還是源於自己的過失(因為拖延或中斷)，並在旁邊寫下「外因」或「內因」。然後，想想清單上每個項目的可行解決辦法，最簡單的方法莫如重新安排早上喝咖啡的時間，作為完成若干工作的獎勵，而不要讓這習慣耽擱你的工作。

不要嘗試一下子改變所有習慣，否則又變成完美主義了。不過，應首先戒掉影響最大的習慣，如這個方法不行，就試另一個。你可享有的最大回報之一，就是你會發現自己的生產力較以前大大提高。



## 誰都擁有同樣時間！

時間非常珍貴，而且無法挽回，無疑是我們最寶貴的東西。沒有人較你和我擁有更多時間，人人都是每日 1,440 分鐘、每週 168 個小時，不管是報童或總統、作家或主婦、農夫或牧師，皆無例外。

## 誰都浪費時間！

然而，儘管時間是那麼珍貴和蘊藏巨大潛力，我們總是胡亂揮霍時間。正如博學的詩人司各特 (Walter Scott) 爵士所言：「你熱愛生命嗎？若是，就不要浪費時間，因為它正是生命之本。」時間是一個多層面、自相矛盾、不斷轉變，卻又可謂永遠不變的現象。人人都對時間需求殷切，覺得時間好像永遠不夠用。唯一變數是我們如何運用有限的時間，我們須像規劃用錢般審慎安排所擁有的時間。

## 不要成為時間的奴隸！

Peter Drucker 曾寫道：「管理時間需要毅力和自律，但是沒有其他投資比時間賺取更多回報。」要節約時間，人們必須自律。整套管理學就是關於行政人員分配時間之道。我們時

常聽到：「我希望知道怎樣更好地管理自己的時間。」我們卻甚少聽到：「我希望知道怎樣更好地管理自己。」要時間獲得更佳利用，我們必須學懂管理自己。我們運用時間的心理最為重要。如果我們不想做某件事，總會找到一千個理由支持，可能是太遠、太熱、太冷、太濕或太乾。可是，若我們想做某件事，就甚麼東西也不能阻止我們，一切障礙仿如視若無睹。與其問：「時間溜到哪裡去？」，最好問：「我怎麼安排得如此差勁，以致剩下那麼多工作要在短時間內完成？」

我們大家都會糟蹋一些時間，連最具生產力者亦然，秘訣是盡量減少浪費時間。你要時刻記住，自己想令生活變得簡單。我們鮮花時間思考哪些東西在偷取我們的寶貴時間。工作上有許多可浪費時間的東西，從與受歡迎的上司閒聊，處理多餘的繁複工作，到起初指示不清晰而須再次解釋。試開始想想你愛用的浪費時間方法。

一般來說，要使自己覺得每日工作完畢後都好像達到一些重要目標，真正關鍵就在於「勤力工作」和「工作有效率」，然而，很多人認為這些美德已經過時。若要具備這些美德，你須實踐兩項承諾：其一是令每分鐘有價值，其二是自律，以擺脫生活中所有浪費時間的東西。B



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# Hong Kong Workers, Mainland Workers

Hong Kong's labour force has expanded by over 22 percent in the past decade, driven in part by more women entering the job market, writes **DAVID O'REAR**

In the past decade, Hong Kong's labour force increased by 22.5 percent, from 2.9 million to 3.5 million. During the same period, the number of employees in the SAR rose by less than 16 percent, to 3.2 million. Clearly there is a mismatch between the rise in the number of people wanting work and the number able to find it, and it is one that will continue for some time.

The most remarkable change over the past decade is the increase in the number of women seeking work, from 36.7 percent in 1993 to 43.9 percent last year, a rise of 3.9 percent a year as compared to the 0.8 percent increase for the workforce as a whole. More than three-quarters, 76.2 percent, of the people joining Hong Kong's workforce in the past 10 years were women.

But, that just measures who wants to work, not who actually has a job. Total employment increased between 1993 and 2003 by 15.9 percent, which explains the more than quadrupling of unemployment from 57,700 to over 250,000, or barely 2 percent to more than 8 percent. Even more remarkable, nearly every woman added to the workforce found a job.

Are young people today suited for work? The simple answer is that those who stay in school will find work. Of the 15-19 years of age group, one in four is unemployed. Yet, unemployment among those with an advanced degree is just 3.3 percent.

Certainly we have made great strides in education in the last decade. The number of employed people with little or no education fell nearly 57 percent in the past 10 years, from 3.3 percent to just 1.2 percent. Those with just a primary school education also contracted sharply, from 23.6 percent to 13.9 percent, a drop of 31.4 percent. While graduates of secondary schools grew in line with total employment (remaining at 57 percent), those with an advanced education more than doubled, to 18.3 percent of all employees.

Higher education and the structural shifts in our economy show up in changes to the mix of jobs performed in Hong Kong. As manufacturing moved up the Pearl River, the number of people engaged in craft work or machine operations fell by 29.6 percent while those considered managers or professionals rose by 51.4

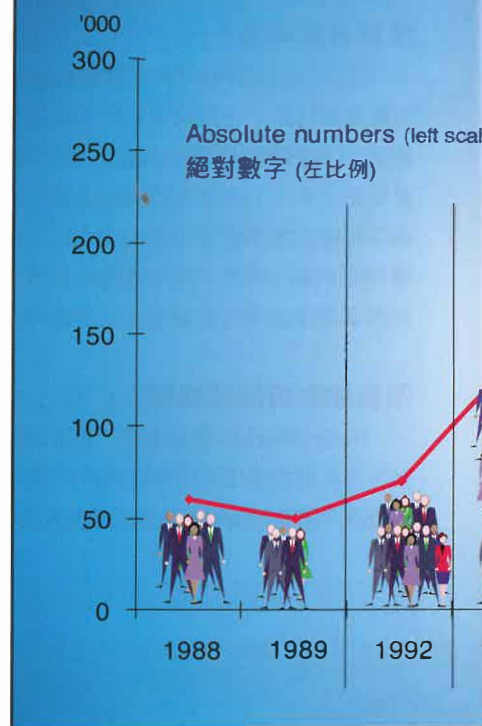
## Rising employment should continue

Hong Kong's unemployment for February-April declined to 7.1%, from the previous (January-March) 7.2% rate, due to a 0.8% year-on-year rise in employment – the best increase in eleven months – and a nominal decline in the size of the labor force.

Unemployment fell to 249,000, more than 60,000 below the peak recorded in June-August last year. At the same time, underemployment – people who wish to work full time, but cannot find sufficient employment – edged up to 120,000. It should be noted that the figures are preliminary, and that last month's data was revised to show stronger growth in employment.

The influx of new graduates in the coming month will add to the labor force, making a rapid or even steady decline in the unemployment rate difficult to achieve. The summer months of the year are typically the highest unemployment period.

## Working Abroad Hong Kong People Working in C



## 香港

歐大衛：香港勞動人口在過去十年擴大了超過百分之二十二，投身就業市場的女性增加是原因之一。

過去十年，香港勞動人口擴大了22.5%，從290萬人增至350萬人。同期，僱員人數上升不足16%，總數達到320萬。明顯可見，求職人士的增加與有能力找到工作人士的增加出現錯配，而這種現象將會維持一段頗長時間。

過去十年最大的轉變在於求職的女性增加，從1993年的36.7%升至去年的43.9%，即每年平均上升3.9%，整體工作人口則每年平均增加0.8%。在



## 海外工作 在內地工作的香港人



## 內地工人

過去十年增加的工作人口中，逾四分之三即 76.2% 是女性。

然而，這只計算求職的人數，而不是實際擁有工作的人數。1993至2003年間，總就業人口擴大了15.9%，這可解釋失業人數從5萬7千7百增加逾兩倍至超過25萬，即失業率從原來只有2%增至8%以上。更顯著的是，近乎所有在期內投身就業市場的女性都找到工作。

現今的青年人是否適合工作呢？答案很簡單，就是學歷越高的越易找到工作。在15至19歲年齡組別中，有四分之一人失業，持有大專學歷青年人的失業率則只有3.3%。

誠然，過去十年的香港教育發展迅速，沒有受過教育或教育水平低的就業人士跌近57%，佔總就業人口的比例由3.3%跌至僅1.2%。小學程度就業人

士亦大幅減少31.4%，佔總就業人口的比例由23.6%跌至13.9%。中學程度就業人士的增加與總就業人口的增加相若，佔總就業人口的比例維持在57%。大專程度就業人士佔香港僱員的比例則增加逾一倍至18.3%。

大專教育的發展與結構性經濟轉型反映在香港工種比例的轉變。製造業北移珠江三角洲，令從事手工藝或機器操作的香港工人減少了29.6%，管理或專業人員則增加51.4%。管理或專業人員佔香港僱員的比例從1993年的24.8%升至目前的稍低於三分之一。

### 在內地抑或香港工作？

香港僱員的入息已有所改善。入息中位數從每月8,000增至9,800港元，增幅為22.5%，同期消費物價僅升17.5%。仔細分析，半數（實際上是50.8%）就業人士每月賺少於1萬港元，1993年時的比例為71.7%。入息介乎1萬至2萬港元的人數增逾60%（佔總就業人口的比例增至28.5%）。至於每月入息超過2萬港元人士所佔比例增近兩倍至20.7%。

政府統計處資料顯示，2002年在內地工作的香港居民有238,200人，相當於勞動人口的6.8%或本地就業人口的近一成。附圖顯示近幾年的升勢，但由於2001年前的調查不是定期進行，故實際增長趨勢並非如圖所顯示般流暢。

在內地工作的香港人中，逾四分之三從事製造業。這與香港經濟的結構性轉型情況吻合，製造業佔香港本地生產總值的比例從9%降至不足4%。顯然，北上珠三角的香港工人並非繼續從事其在香港的工作，但在中國其他地方工作的港人中，有37%是行政或管理人員，這卻不教人感到詫異。

也許一如所料，88%北上的香港工人在廣東省工作，有人認為港人在內地工作的原因是那裏有大量發展機會，這無可否認是原因之一。可是，在接受去年一項調查的這類工人中，只有22.2%解釋是因為就業前景較佳，即較易找到工作。絕大部分(85.1%)是應僱主的要求往內地公幹。B

歐大衛為香港總商會首席經濟師，  
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percent and now comprise just under one-third of all employees, up from 24.8 percent in 1993.

### Making it, here or there

We're also better off. The median income rose from \$8,000 a month to \$9,800, an increase of 22.5 percent during a period in which consumer prices rose just 17.5 percent. To break it down further, half the people with jobs (50.8 percent, actually) earn less than \$10,000 a month, down from 71.7 percent in 1993. Those earning \$10,000 to \$20,000 rose more than 60 percent (to 28.5 percent of the total) while the share with incomes of more than \$20,000 a month nearly tripled, to 20.7 percent.

According to the Census and Statistics Department's survey, some 238,200 Hong Kong residents worked in the Mainland in 2002, a number equal to 6.8 percent of the labour force or nearly 10 percent of local employment. The graph shows the rise over time, but since surveys were sporadic until 2001, the increase is not as smooth as it seems.

Of those working in the Mainland, more than three-quarters were in the

### 就業情況應要繼續改善

香港失業率從一至三月份的7.2%降至二至四月份的7.1%，原因是就業率按年上升0.8%（11個月來最大升幅），連帶勞動人口名義上縮減。

失業人數降至249,000人，較去年六至八月份的高峰少逾6萬。與此同時，就業不足人數（想找全職工作但開工不足的人士）逐漸增至12萬。該注意的是，這些只是初步數字，經修訂的上月數字顯示就業人數的增長更大。

隨著下月新畢業生紛紛投身就業市場，勞動人口將會增加，失業率勢難迅速或穩步下降。夏季慣常是一年中失業率最高的時段。

manufacturing sector. That fits with the structural shifts in Hong Kong's economy, which saw manufacturing as a share of the economy drop from 9 percent of GDP to less than 4 percent. Clearly, our workers were not moving up the Pearl River to do the same jobs they used to do here, so it shouldn't be a surprise that 37 percent of Hong Kong people working elsewhere in China were administrators or managers.

As might be expected, 88 percent worked in Guangdong. Some have suggested that the reason Hong Kong people

want to work in the Mainland is because of the explosive growth opportunities, and certainly that must play a factor. However, only 22.2 percent of the people surveyed last year worked in China because of better career prospects or because it was easier to find a job. The great majority (85.1 percent) were simply on assignment for their employers. **B**

*David O'Rear is the Chamber's Chief Economist. He can be reached at david@chamber.org.hk*

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# GOING PLACES IN CHINA

Whether you are travelling across the border for business or leisure, our guides to destinations in Hong Kong's hinterland of the Pearl River Delta are indispensable.

First we looked at **Jiangmen**, then **Zhongshan**. Still to come are **Zhuhai**, **Foshan**, **Zhaoqing**, **Dongguan**, and **Huizhou** – not to mention the mega-cities of **Guangzhou** and **Shenzhen**.

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## 100 YEARS OF NEWS WITH A VIEW

### Hongkongers Tighten Rein on Credit Card Spending

Hongkongers are applying for more credit cards but charging less off them, the latest survey on credit card spending by the Hong Kong Monetary Authority shows. The delinquency ratio has also fallen to a three-year low of 0.78% as of the end of March. **B**

Survey on Credit Card Lending					
	Q1 03	Q2 03	Q3 03	Q4 03	Q1 04
Total number of accounts at period-end ('000)	8,804	8,732	8,747	8,784	8,805
Quarterly change (%)	-0.7	-0.8	+0.2	+0.4	+0.2
Yearly change (%)	-4.7	-6.4	-4.7	-0.9	+0.0
Total receivables at period-end (HK\$ Mn)	54,567	53,985	53,974	56,305	53,639
Quarterly change (%)	-7.9	-1.1	-0.0	+4.3	-4.7
Yearly change (%)	-9.6	-10.4	-8.8	-5.0	-1.7

### SMEs' Less Optimistic

After three successive quarters of improvement, the latest Business Operating Environment Index for local SMEs for the second quarter of 2004 recorded a slight drop, according to the latest findings of a survey conducted by the SME Centre of the Hong Kong Productivity Council in April 2004.

The overall index for April to June 2004 saw a slight drop of 6 percentage points (from 20.9% to 14.2%) as compared to the last quarter's, after surging for three consecutive quarters (July 2003 to March 2004). The market opportunity index, financial and investment index, operating cost index, and risk assessment index for this quarter all recorded a slight decrease with the market opportunity index, in particular, slipping 11 percentage points from 7.1% to -4.4%, an indication that SMEs are generally cautious towards the market situation. **B**



### Strong Take up in Guangzhou's Expanding Retail Market

Foreign retailers have rapidly accelerated the pace of their China ventures in Guangzhou, according to Colliers International. The strong performance of the retail market has led most retailers to expand operations or newcomers to establish their presence. Retail sales of consumer products registered a growth of 9% in 2003 compared to the previous year and this is expected to increase by 9.5% in 2004. Sales of IT products, automobiles, consumer electronics and daily commodities continue to fuel this growth and as a result, the take-up for space has remained strong amongst retailers operating in these segments. **B**

### Positive Economic Conditions?

Coface, the French-based credit insurance and credit management services group, announced last month that it has lowered its world country risk-index by 4% in the first quarter of this year 2004, for a decline of 21% over the past twelve months. With the progressive improvement in the global business climate, Coface's view on the economic outlook of Hong Kong and major exporting markets is optimistic.

Though slightly decreasing, China's economic growth is expected to remain strong throughout 2004 despite government's intervention to prevent overheating in parts of the economy. The group is also optimistic about the economic prospects for Hong Kong in 2004. The improvement also translates to a continuing decrease of late and default payments by local buyers – respectively 17.0% and 5.6% – slightly down from 17.6% and 6.5% in the fourth quarter last year.

However, despite the optimistic worldwide climate, exporters should pay attention to potential risks, in particular: geopolitical uncertainties in the Middle East and their consequences for oil prices; high commodity prices; and the possibility of a rise in US interest rates. These factors increase the chances of higher insolvencies among companies exposed to significant production and financing costs and possible pressure on their margins. **B**

### Cargo Growth Continues at HKIA

Cargo throughput at Hong Kong International Airport in April stood at 249,000 tonnes, a 22.5% increase over April last year, mainly driven by strong economic growth on the Mainland and consumption in the USA. A total of 3.09 million passengers travelled through the airport, up 5.8% compared with April 2002. April 2003 was not used as the benchmark since air travel was highly affected by SARS. A total of 19,650 aircraft movements were recorded, up 17.4% compared with April 2002. There were 16,680 passenger and 2,605 cargo flights during the month. Over a rolling 12-month period from May 2003 to April 2004, passenger throughput fell by 7.2% to 29.8 million. Cargo throughput rose by 9.1% over the same period to 2.78 million tonnes. Total aircraft movements dropped by 4.3% to 198,000. **B**





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## 中小企沒有那麼樂觀

香港生產力促進局中小型企業中心今年四月進行的調查結果顯示，中小企總體經營環境指數繼過去三季持續上升後，今年第2季指數輕微下調。

總體經營環境指數自過去三季（2003年7月至2004年3月）持續急升後，今年4月至6月的總體指數與上季比較，輕微下調6個百分點，由20.9%跌至14.2%。在個別指數方面，市場機會、財務及投資、營運成本和風險估計都略有跌幅，其中市場機會指數比上季下跌了11個百分點，由7.1%跌至-4.4%，反映中小企對今季營商環境持審慎態度。 **B**

## 廣州零售市道暢旺 商舖物業吸納強勁

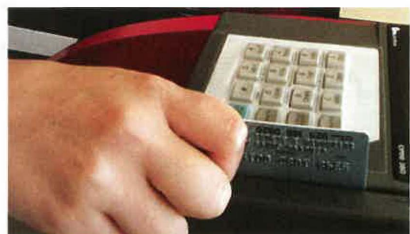
高力國際廣州研究部調查發現，2003年廣州市零售銷貨額年增長率達9%，反映零售市道蓬勃，消費表現強勁，吸引海外零售商積極在廣州開拓市場或擴展業務。預計今年零售銷貨額將再上升9.5%，其中以電腦產品、汽車、電子產品及日常消費品的銷售最為理想，令經營這些產品的商舖維持相當高的吸納率。 **B**



XINHUA

## 港人信用卡消費轉趨審慎

香港金融管理局最近的信用卡貸款調查顯示，現時港人申請愈來愈多信用卡，但撇帳額卻持續減少。拖欠比率亦於3月底降至3年來的低位0.78%。 **B**



### 信用卡貸款調查

	2003年 第1季	2003年 第2季	2003年 第3季	2003年 第4季	2004年 第1季
期末帳戶總數 ('000)	8,804	8,732	8,747	8,784	8,805
季度增減 (%)	-0.7	-0.8	+0.2	+0.4	+0.2
年度增減 (%)	-4.7	-6.4	-4.7	-0.9	+0.0
期末應收帳款總額 (百萬港元)	54,567	53,985	53,974	56,305	53,639
季度增減 (%)	-7.9	-1.1	-0.0	+4.3	-4.7
年度增減 (%)	-9.6	-10.4	-8.8	-5.0	-1.7

## 經濟向好？

法國信用保險及信用管理服務機構科法斯上月宣佈，該公司已於2004年第1季將其環球國家風險指數調低4%，該指數在過去12個月共累積下跌21%。隨著全球經濟環境逐步改善，科法斯對香港及主要出口市場的經濟前景表示樂觀。

雖然中國經濟增長輕微放緩，而中國政府亦推出宏觀調控政策以防止部分經濟環節過熱，但相信中國經濟在2004年將會保持強勢。

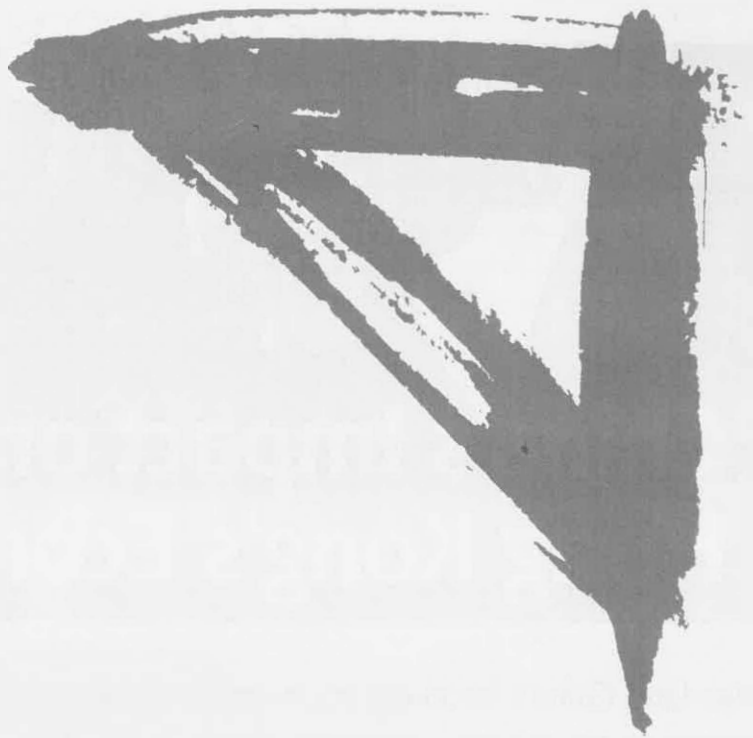
科法斯也看好今年香港經濟前景。經濟轉好亦令本地買家所引致的延期付款及拖欠貨款數字持續下跌，兩者分別為17%及5.6%，較去年第4季的17.6%及6.5%略為減少。

雖然環球經濟氣氛轉好，出口商仍須留意一些潛在的風險，尤其是中東地緣政治和經濟狀況不穩導致油價上升；物價持續高漲；以及美國可能加息。這些因素會對企業的邊際利潤構成壓力，那些生產和融資成本高的企業會有更大可能面臨倒閉危機。 **B**



## 機場貨運量持續上升

香港國際機場4月貨運量錄得249,000公噸，比去年同期上升22.5%，這主要由內地經濟強勁增長和美國消費帶動。與2002年4月相比，4月份旅客量上升5.8%，共錄得309萬人次；飛機起降量則上升17.4%，共有19,650架次。2003年4月的旅客量沒有用作比較基準，因為當時的航空旅遊受非典型肺炎嚴重打擊。上月的客運航班及貨運航班分別為16,680架次及2,605架次。2003年5月至2004年4月的12個月內，機場客運量為2,980萬人次，下降7.2%；同期貨運量上升了9.1%，達278萬公噸；飛機起降量為198,000架次，下降4.3%。 **B**



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# China's Impact on Hong Kong's Economy Grows

Mainland China's booming economy and rising wealth of its citizens is having a positive impact on Hong Kong's economy, writes **RUBY ZHU**

Over the past two decades, Hong Kong's economy has gone from being completely separate from that of Mainland China's, to inseparably intertwined today. Being the Mainland's largest foreign investor, Hong Kong has long exerted influence on China's economy. At the same time, the territory has firmly established itself as a financial and commercial hub serving financial flows in and out of the Mainland. Today, interaction between the two economies is taking on a new form. As China's economy booms, its impact on Hong Kong's economy is growing.

Twenty years ago, China's economy was basically closed off to the world, and had little impact on Hong Kong. Being the world's most open economy, Hong Kong is inevitably affected by the global economy, especially the U.S. and Japan. By contrast, such forces on China's financial system have a limited impact. Even after the Asian Financial Crisis, China's financial system basically remained intact and the Mainland economy continued to grow. The result is China's expanding economic power has started to have a stronger influence on Asia and the world.

The trading, financial and shipping industries have built the Hong Kong of today, the wellbeing of which all rely heavily on overseas markets. According to 2003 statistics, these three sectors account for 22 percent, 12.5 percent and 7 percent respectively of Hong Kong's gross domestic product.

Being one of the major entrepôts of China, the rise and fall of China's external trade has a significant impact on Hong Kong's economy, as the graph on page 32 illustrates. In 2003, the gross product of Hong Kong's two-way trade increased by 13.9 percent over 2002's level, contributing 3 percent to the local GDP. This explains why Hong Kong achieved a 3.3 percent real-terms GDP growth last year despite the outbreak of SARS and the global economic slowdown.

The financial sector is one of Hong Kong's pillar economies. Since Tsingtao Beer became the first Mainland company to list on

Hong Kong's Stock Exchange in 1993, a total of 98 red chip and 76 H share companies have followed suit. Last year, Mainland enterprises raised HK\$52.97 billion in Hong Kong through the issuance of new shares and financing.

Before the Asian Financial Crisis, Hong Kong's GDP growth was mainly driven by internal activity. However, the plunge in property prices and weak global economy has dampened domestic demand. As a result, the property, retail and restaurant sectors contribution to Hong Kong's GDP fell by 42 percent, 20 percent and 35 percent respectively in 2003 compared with 1997.

However, since the second half of last year, the Mainland has also started to impact Hong Kong's property and retail markets, with the widening of the "Individual Visit Scheme" under the Closer Economic Partnership Arrangement helping to revitalize the local retail market. The number of Mainland visitors coming to Hong Kong increased from 0.31 million in May 2003 to 1.1 million in January this year, accounting for two-thirds of all tourist arrivals. Moreover, each Mainland tourist spends on average HK\$5,000-6,000.

Some wealthy Mainlanders have bought houses and insurance in the territory, which has boosted the internal market. As such, Hong Kong's once domestically influenced sectors of the economy are now being penetrated increasingly by external factors.

Today, Mainland China's economy commands an unprecedented influence on that of Hong Kong. By rough estimates, at least 30 percent of the local economy is heavily reliant on China. Macro measures adopted by Beijing to slow down its thriving external trade will definitely affect Hong Kong. Fortunately, these measures are expected to have little impact on the number of Mainland visitors travelling to Hong Kong, and their spending power. With economists forecasting that China will have a soft economic landing when its growth slows, Hong Kong can continue to benefit from China's economic growth. **B**



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## 中國對香港經濟的影響增加

朱丹：內地經濟發展蓬勃和內地居民日益富裕，給香港經濟帶來正面影響。

**香**港與中國內地分別是兩個獨立的經濟體。在過往的20幾年裏，香港與內地經濟的互動主要體現在香港作為內地最大的外來投資者對內地施加影響，及香港通過實現與內地的分工合作以奠定其金融中心及商業服務中心的地位。現在，中港經濟的互動又有了新的模式，隨著中國經濟的快速增長，其對香港經濟的影響日益顯著。

中國經濟在20年前基本是一個封閉的經濟體，香港在那時候對中國的依賴較少。香港作為世界最開放的經濟體，世界經濟尤其是美國和日本對香港的影響最大。直到亞洲金融風暴之後，由於中國相對封閉的金融制度基本未受影響並且處於經濟週期的上升階段，其不斷增長的經濟實力開始對亞洲甚至世界都產生愈來愈大的影響，香港更是不能例外。

香港經濟的幾個主要組成部分是貿易、金融、航運等行業，以2003年的統計數據，分別佔本地生產總值的22%，12.5%和7%，無不高度依賴外部市場。香港作為中國主要的轉口港，中國對外貿易的興衰對香港的影響從附圖可以看到。2003年香港進出口貿易業的生產總值較2002增加了13.9%，為香港本地生產總值的增長貢獻了3%，這基本上是香港在2003年雖然遭受「沙士」的打擊及全球經增長放緩的情況下，本地生產總值仍然錄得3.3%實質增長的主要原因。

金融業是香港的支柱產業之一，香港股市由1993年青島啤酒第一家內地企業在香港上市，到現在已有98間紅籌及76間國企股在港上市。去年內地企業通過發行新股和集資籌得的資金達529.7億港元，佔香港市場集資總額的25%。

香港的內部經濟繁榮是香港金融風暴前本地生產總值增長的主要動力，隨著樓市大幅向下調整，內部需求疲弱，2003年的房地產、零售、餐飲酒店等行業的生產總值較1997年分別有42%、20%及35%的跌幅。

但去年下半年開始，香港即使是房地產、零售等本地化市場亦開始受到外部的影響。「更緊密經貿關係安排」簽署之後，內地居民「個人遊」來港消費，給香港零售市場增添活力。內地來港遊客人數從2003年5月的31萬增加到2004年1月的110多萬，佔香港全部遊客的三分之二。內地遊客人均5,000至6,000港元的消費對香港零售市場的影響不可謂不大。亦有內地居民透過種種方式購買本港物業，甚至購買保險，原本主要由本地消費者主宰的內部市場開始有愈來愈多的外部因素滲透。

因此現時內地對香港經濟的影響力達到了一個前所未有的程度。粗略地估計，香港經濟中至少30%與內地經濟密切相關。這也是之所以如果內地實施宏觀調控，減慢對外貿易的增長速度，香港經濟將不可避免地受到影響。所幸的是內地遊客的人數及消費能力都將較少受宏觀調控的影響。我們期待內地經濟「軟著陸」，香港能繼續得益於內地經濟的增長。 **B**

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## CEPA Q&A

*Question: We operate wholesale and retail businesses in Hong Kong, dealing in pharmaceuticals. Now that CEPA allows Hong Kong companies to operate wholly-owned wholesale and retail services in China, can we engage in drug wholesaling and retailing in the Mainland?*

**Answer:** Since January 1, 2004, Hong Kong distributors can set up wholly-owned enterprises in the Mainland under CEPA. The Ministry of Commerce also abolished in April 2004 the asset and turnover requirements imposed on foreign-invested commercial enterprises. In other words, Hong Kong distributors, regardless of size, can operate wholly-owned businesses provided that they have obtained a "Certificate of Hong Kong Service Supplier." However, companies are still subject to the following restrictions on foreign wholesale and retail businesses.

Foreign-invested wholesale commercial enterprises are prohibited from engaging in drugs, agricultural chemicals and agricultural films before December 11, 2004, and chemical fertilizers, finished oil and crude oil before February 11, 2006.

Foreign-invested retail commercial enterprises are prohibited from engaging in drugs, agricultural chemicals, agricultural films and finished oil before December 11, 2004, and chemical fertilizers before December 11, 2006.

Foreign-invested wholesale commercial enterprises are prohibited from engaging in salt and tobacco wholesaling, while foreign-invested retail commercial enterprises are prohibited from engaging in tobacco retailing (see "Administrative Measures for Commercial Enterprises with Foreign Investment" announced by the Ministry of Commerce in April 2004).

As such, your distribution company in the Mainland cannot engage in drug wholesaling or retailing until the end of this year. **B**

*These and other questions and answer can be found on the Chamber's CEPA page at, [www.chamber.org.hk/cepa](http://www.chamber.org.hk/cepa). If you have a question, please email [ruby@chamber.org.hk](mailto:ruby@chamber.org.hk)*

## 「緊貿安排」問與答

**問：**我們公司在港經營批發與零售業務，包括藥品的批零售業務，現在「更緊密經貿關係安排」允許香港企業在內地設立獨資公司經營批發零售業務，我們在內地的分銷公司現在是否可在內地經營藥品的批發與零售？

**答：**「安排」的確允許香港的分銷商自今年1月1日起到內地設立獨資企業，尤其商務部在4月又將外商投資商業領域的資產及營業額的要求取消，即是香港的分銷商不論大小如果申請到香港服務提供證明書，即可在內地設立獨資的分銷企業。但即是是香港公司，仍要遵從中國對外商在該領域的下列限制：

從事批發的外商投資商業企業，2004年12月11日前不得經營藥品、農藥和農膜。2006年2月11日前不得經營化肥、成品油和原油。

從事零售的外商投資商業企業，2004年12月11日前不得經營藥品、農藥、農膜和成品油。2006年12月11日前不得經營化肥。

從事批發的外商投資商業企業不得經營鹽、煙草，從事零售的外商投資商業企業不得經營煙草（見商務部《外商投資商業領域管理辦法》2004年4月）。

因此，貴公司在內地的分銷公司於今年年底之前還不能在內地經營藥品的批發與零售。 **B**

所有問答載於本會「CEPA透視」網頁 [www.chamber.org.hk/cepa](http://www.chamber.org.hk/cepa)。如有查詢，請聯絡朱丹，電郵：[ruby@chamber.org.hk](mailto:ruby@chamber.org.hk)。

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# Navigating the Processing Trade Minefield

## 開展加工貿易活動的考慮

Many foreign investors, particularly investors from Hong Kong and Taiwan, have taken advantage of the Mainland's low production costs to engage in processing trade activities. However, numerous regulations promulgated by the various government authorities to strengthen their administration on the sector means it can be quite a challenge for investors to comply with PRC processing trade regulations and tax laws.

From a practical standpoint, lots of pitfalls await processing traders. For example, local administrations' regulations on processing trade activities may vary from area to area, such as how to deal with scraps, how to assess unit consumption and wastage rates, as well as how to verify cancellation of production contracts for both customs and foreign exchange requirements.

Due to regulations on contract processing trade activities, which prohibit products from being sold domestically and do not qualify for VAT refunds on local purchases, many foreign

### Disposal of scraps

According to PRC business regulations, companies that sell scraps generated by their processing business domestically, without obtaining prior approval from the relevant government authorities, are liable to prosecution. However, certain transportation costs must be incurred if scraps have to be transferred out of the PRC in accordance with current regulations. Therefore, businesses need to carefully manage the amount of scrap produced and their disposal.

### Assessment of unit consumption rate and wastage rate

If the unit consumption rate and wastage rate assessed by the relevant customs offices is too low, this may give rise to problems when performing verification and cancellation of bonded materials. It may also give rise to penalties imposed by the relevant customs offices. Businesses, therefore, need to pay

Companies engaged in the processing trade in China need to contend with a host of regulations. **CARL POON** and **ANGELA ZHANG** look at the most common pitfalls that businesses can fall into 在中國從事加工貿易的公司需要遵守不少法規，**潘傑華**和**張英**論述它們最要當心的潛伏問題。

investors are considering changing their investments from contract processing to import processing.

There are a number of other areas that foreign investors should pay particular attention to if they are planning to go down this road, which are outlined below.

### Selection of locality and form of processing trade

Regulations relating to customs, foreign exchange verification and cancellation, taxation as well as preferential treatment on processing trade investments for contract processing and import processing investments are all quite different. Such regulations may also vary from area to area. As such, companies should carefully make a comparison of how the differences will affect their businesses before making any changes regarding the location and type of processing trade that they are involved in.

close attention to the assessment unit consumption rate and wastage rate. It may also be necessary to negotiate with the customs office in-charge when and where appropriate to explain the situation.

### Change in investment mode

Whether changing the investment mode from a contract processing arrangement into an import processing arrangement, businesses need to consider the PRC customs and tax implications of such a move as this will affect the transfer of bonded equipment, materials and inventories. **B**

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前許多香港、台灣客商在中國內地開展加工貿易活動，充分利用中國內地低成本的優勢加工生產產品，降低產品成本，增強產品國際競爭力。但是，加工貿易是一項政策性非常強的業務，中國內地各個主管部門如外經貿委、工商行政管理局、海關、外匯管理局等制定出台不少相關法規，要掌握瞭解紛繁複雜的相關法規並不容易。

同時，加工貿易又是一項操作性非常強的業務，不同的地方對加工貿易的管理有不同的要求。而在開展加工貿易業務過程中，實際遇到的問題又非常的多，如邊角料和剩餘產品的處理、單耗率的核定、加工貿易合同的核銷等。

此外，以前很多港商、台商在中國內地開展來料加工業務，而由於來料加工業務政策上的一些局限性，如生產的產品不能內銷，國內採購料件的相關增值稅進項稅額(如果有)不能申請增值稅出口退稅等，很多港商、台商面臨著來料加工轉型投資的考慮。

根據我們的經驗，港商、台商在開展加工貿易過程中應著重考慮以下事項：

### 加工貿易地點和形式的選擇

不同的地區，不同的加工貿易形式，在海關管理、外匯

核銷以及稅務管理方面會有不同的規定，所可能適用的優惠政策也不同。因此，在開展加工貿易時應首先進行分析比較後再作決定。

### 邊角料和剩餘產品的處理

加工貿易項下邊角料和剩餘產品如果隨意內銷，可能受到主管海關處罰；而如果退港，則需承擔運費，加大成本負擔。因此，對加工貿易項下的邊角料和剩餘產品的處理應予以特別關注。

### 單耗率的評估

如果主管海關制定的單耗率偏低，則可能導致部分保稅料件無法核銷，並因此可能受到主管海關處罰。因此應重視單耗率的核定，必要時可與主管海關進行協商。

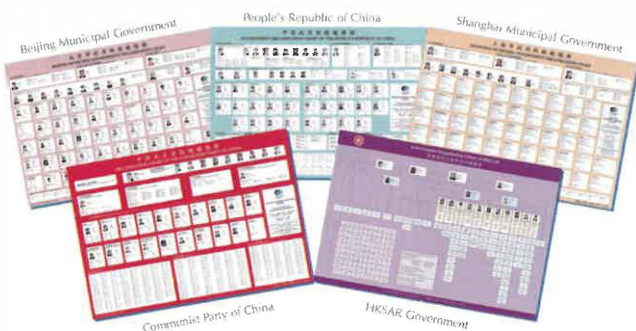
### 投資模式的轉變

在來料加工廠轉型投資時，可能面臨著來料加工廠的不作價設備能否作為新設立外資企業的設備投資，來料加工的剩餘保稅料件能否直接移送到外資企業繼續加工等實際問題，值得深入探討。**B**



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# Minimise Bad Debts

Open account terms of payment may be a necessary evil for traders to keep their customers, but trade credit insurance offers one way for businesses to minimise their risk of bad debts

“The cheque is in the post” or “the person who signs the cheques is on leave” sounds almost comical, but for a small and medium business owner whose company’s future hangs on payment arriving, those excuses mean weeks and even months of sleepless nights.

Letters of credit used to give businesses peace of mind, but with the ever-increasing trend by buyers to seek or demand open account terms of payment, this traditional – albeit expensive – lifebuoy is gradually disappearing.

“This increases the risks of businesses not getting paid, or having to wait ridiculously long periods to get their money,” says Jeremy Hampshire, Managing Director of Trade Line Limited, a specialist credit and political risk broker. “For a company that is hit with a bad debt, they have the immediate pain of lost cash, and possible the longer-lasting pain of having lost part or even all profit for the year.”

Trying to recover bad debts can take years, and may result on only part of the payment being collected, he added.

Statistically, many companies suffer from bad debts on a regular basis, even when the global economy is in a period of “normality” and sustained “stability.” And it is not just the “high risk” countries that traders need to be wary of.

Hong Kong insolvency numbers have decreased compared to previous years but they are still considered above average. However Hong Kong and Asian companies trade on a worldwide basis and are at risk from overseas insolvency cases through their suppliers. For example, according to Coface Ratings, the United States has ranked considerably higher than the world average on its non-payment index for the past nine years.

Every year, there are an estimated 200,000 cases of insolvency in the USA and Canada. Within Europe, the U.K. has about 25,000 insolvencies, while



France and Germany both have about 30,000 each.

“These numbers are frighteningly high,” says Mr Hampshire. “So businesses really need to be much smarter in using all the financial tools possible to ensure they get paid as quickly and smoothly as possible.”

One of the tools available is trade credit insurance.

## What is trade credit insurance?

Open trade is being used more and more widely in Asia following the trend set by Europe and North America some years ago. Trade credit insurance, which European and American firms use to offset this risk, however, has yet to fully catch on here.

“Companies understand the importance of insuring goods in case they are damaged or lost during shipment, but they don’t give a second thought to insuring against the possible default and insolvency of their customers,” says Mr Hampshire.

## CASE STUDIES

### Cheaper than letter of credit

ABC Company is medium-size manufacturer in China, invoicing through its Hong Kong head office. Their domestic and export sales not covered by ILC total HK\$75 million, with sales mostly going to the U.S., Canada and the EU. Several years ago, all sales were on ILC, but buyers pushed for open accounts. The company had to comply or lose its customers.

To cover the risk, ABC Company started using trade credit insurance. All buyers were given credit limits by the insurance company and ABC Company paid a premium of about 0.3 percent based on turnover insured. The company has been able to add more buyers to the policy as they used the protection of trade credit insurance as a business tool to find new buyers, as they are allowed to offer open account terms of payment. The insurance premium is lower than the ILC charges that they had to arrange previously.

# 慎防壞帳要投保

貿易商為求留住客戶，即使清楚記帳交易牽涉風險，也只得順應客戶要求。幸好，他們可以通過購買貿易信用保險，從而減低壞帳風險。

## 個案研究

### 比信用證便宜

ABC 公司是在內地經營的中型製造商，透過設於香港的總行開出發票。公司產品主要銷往美加和歐盟，沒有以信用證擔保的內外銷貨值累計 7,500 萬港元。數年前，所有銷貨都採用信用證方式進行，但買家要求公司改用記帳方法，使公司進退維谷。

為去除箇中風險，ABC 遂購買貿易信用保險，保險公司為 ABC 各買家訂定信貸限額，ABC 則向保險公司支付相當於受保營業額 0.3% 的保費。由於 ABC 可在保單中加入新的買家，且能以記帳形式交易，換言之，它是以貿易信用保險作為營商工具，借助其給予的保障開拓客源。與公司以往繳付的信用證費用相比，現要支付的保費較低。

「支票已經寄出」、「簽支票的人正在休假」等答覆聽來十分荒謬，而對於依賴客戶付款來維持營業的中小型企業東主，這些借口更可能令他們徹夜難眠數週甚至數月。

貿易界過往普遍採用的信用證，能讓企業安心交易。然而，隨著買家日益要求轉用記帳方式付款，信用證這種昂貴但已使用多時的「救生」工具，正逐漸消失。

信貸及政治風險專業保險經紀——貿群有限公司董事總經理 Jeremy Hampshire 表示：「企業收不到帳款或被迫等候多時才收到欠款的風險因而增加。為壞帳所困的公司，要立時面對現金周轉不靈，長遠更有可能失去該年度的部分以至所有盈利。」

他並表示，追收壞帳是費時的事，而最終亦也許只能收回一部分而已。

按照統計，縱使世界經濟在正常

和持續穩定地發展之時，不少公司依然屢屢碰上壞帳問題。何況，貿易商要當心的，亦不限於一些「高危」國家。

香港目前的欠款數字雖較數年前有所下降，但仍高於平均數。香港與亞洲公司從事國際貿易，有可能通過供應商而牽涉入海外的欠款個案。

例如，根據信貸評級機構科法斯集團的資料，美國的欠款指數在過去九年一直持續高於全球的平均數。

估計美加每年共有 20 萬宗無力償債個案。在歐洲，英國每年約有 2 萬 5 千宗，法國和德國各約 3 萬宗。

Hampshire 指出：「這些數字確實驚人，所以企業必須更加精明，運用各種金融工具以確保能迅速妥善地收到帳款。」貿易信用保險就是工具之一。

### 貿易信用保險

亞洲承接歐洲和北美數年來的發

展趨勢，記帳貿易越來越普及。然而，歐美公司用以抵消箇中風險的貿易信用保險，在亞洲仍待廣泛採用。

Hampshire 說：「公司明瞭為貨物投保以防付運時遺失或損毀的重要性，但卻往往不積極為防範客戶拖欠或無力償付帳款而投保。」

貿易信用保險為企業提供壞帳風險保障，避免企業因買家無力償還或長期拖欠帳款而蒙受損失。這種保險亦是重要的信貸管理工具，若壞帳或逾期償付款項影響到公司的現金周轉，它便可提供營運資金以供應急用途。所有保單均列明追收帳款的建議和程序，有些承保人更會代投保人追索。

絕大多數貿易信用保險都是為投保企業度身制定，因為企業需求各有不同，要有一份獨特的保險計劃以切合所需。專業保險經紀正能在這方面發揮所長，按照企業的獨特個別需求設計保單。

Trade credit insurance covers businesses against the risk of bad debt due to the insolvency or protracted default of their buyers. It can also be an important tool in credit management, because it can provide a replacement of working capital when bad debts and late payment impact cashflow. All policies will give advice on recoveries and what to do, with some underwriters actually taking over the recovery process.

Most trade credit insurance is tailor-made because the needs of businesses vary so widely. This means that a standard policy will not fit all cases. This is where a specialist broker can help companies tailor a policy based on their specific needs.

The cost of the insurance premium varies and is on a case by case basis and dependent upon the type of cover required, but is generally always less than the letter of credit that many companies used to have to pay for. Most policies are known as whole turnover, where all the open account buyers are covered under one policy. Some exceptions can be made. The premium will be based on the total amount of debts or receivables in a year. As a very rough guide, the premiums are the equivalent to between 0.5 and 0.15 percent of the total amount of account receivables, but depend on a number of criteria. These include:

- The annual turnover of the business.
- Previous experience of bad debt losses.
- The effectiveness of the credit control system.
- The length of credit given by the business.

### CASE STUDIES

#### Better payment terms

XYZ Trading Company sources various products from around the world to sell mostly in Hong Kong, with some sales in Taiwan and the Mainland. Total annual turnover is approximately HK\$50 million.

Being a new company, they could not afford to have any bad debts, so bought trade credit insurance from the beginning. The premium rate was relatively high, at approximately 0.45 percent, because they were a start-up company.

They have been able to increase sales and compete on terms of payment, offering up to 45 days open account, whereas they were previously insisting on cash payment or payment against consignment stocks.

### 個案研究

#### 支付條款更優惠

XYZ 貿易公司從世界各地採購不同種類的產品，年營業額約 5 千萬港元。產品主要在香港出售，部分銷往台灣和內地。

由於 XYZ 是新公司，承擔不起任何壞帳，故此打從成立開始，便購買貿易信用保險，即使保費率相對地高，約為營業額的 0.45%。

藉著貿易信用保險，XYZ 能夠增加銷售額，兼且提供更具競爭力的支付條款，例如長達 45 天的還款期。在購買保險之前，公司為了安全起見，只做現金交易或要求買家預付部分款項。

- The status of the buyers.
- The trade sector in which the business operates.
- The size of individual accounts and the proportion they represent of the total turnover.

Trade credit insurance can provide a range of benefits for small and medium sized companies. However, they are not necessarily suitable or available for all businesses. There are a number of considerations to be made by both the insurer and the business seeking cover. A specialist broker will be able to help companies find the right insurance products for their needs, enabling them to trade more safely, expand markets and clients databases, and offer better terms of payment to buyers.

One additional bonus of using a specialist broker to secure trade credit insurance is that there are no additional costs on top of the premium charged. **B**

For more information on trade credit insurance, visit [www.creditinsurance.com.hk](http://www.creditinsurance.com.hk)

保費視乎個別承保範圍而定，但通常低於許多公司慣常繳付的信用證費用。大部分保單以全營業額的統保方式承保，涵蓋投保公司所有使用記帳方式交易的買家，但可有若干例外。保費以一年帳款或應收款項的總額為計算基礎，粗略計算，相當於應收款項總額的 0.15 至 0.5%，惟取決於下列多項準則：

- 投保公司的年營業額
- 以往因壞帳而蒙受的損失
- 信貸管理系統的效力
- 公司提供的信用期長短
- 買家的背景
- 公司從事的貿易業務
- 個別帳戶的大小和其佔公司營業總額的比例

不過，貿易信用保險雖能為中小企業帶來不少好處，卻未必適用於各行各業，亦未必各個行業都可以購買。承保和投保雙方須要考慮的因素很多。專業保險經紀能幫助公司找到最切合需要的保險產品，使後者得以更安全地進行買賣、拓展市場、客源以及給予買家更優惠的付款條件。

通過專業經紀安排貿易信用保險的另一好處，是投保機構無須繳付保費以外的其他費用。 **B**

查詢貿易信用保險的詳細資料，請瀏覽網頁 [www.creditinsurance.com.hk](http://www.creditinsurance.com.hk)。





**The Chamber runs over 100 training courses every year. Here is a sampling of what's going on in June.**

**Professional Assistant to Top Management**

*Trainer: Catherine Fok*

**Consultative Selling Skills**

*Trainer: Cissy Lee*

**How to be a Mentoring Manager**

*Trainer: Marissa Tsang*

**Basic Mandarin Speaking Group for Managers**

*Trainer: Kitty Ching*

**Advanced Writing for Managers**

*Trainer: Andrew Cassim*

See page 80 for more details, or visit the Chamber Web site for a complete schedule, [www.chamber.org.hk/cbook/e\\_list.asp](http://www.chamber.org.hk/cbook/e_list.asp)

**總商會每年舉辦逾百項培訓課程，下列為 6 月課程一覽。**

**最高管理層專業助理技巧**

導師：霍佩瑩

**顧問式銷售技巧**

導師：李佩慈

**如何成為輔導經理**

導師：曾麗芬

**行政人員普通話基礎班**

導師：程子潔

**行政人員寫作深造班**

導師：Andrew Cassim

詳情見第 80 頁，亦可瀏覽總商會網頁 [www.chamber.org.hk/cbook/e\\_list.asp](http://www.chamber.org.hk/cbook/e_list.asp)。



**Save \$400 On Chamber Training Courses**

Use your BOC-HKGCC credit card the next time you go shopping and you could be saving up for a HK\$400 discount on the next training course that you take at the Chamber.

For every dollar you spend, a certain percentage will be credited to the Chamber's training fund. Last year, members' shopping trips added over \$30,000 to the fund.

"We set up a training fund in late 2002," says Dr YS Cheung, Senior Director of Operations at the Chamber. "Now that we have a sizable sum in reserve, starting in April we will offer any staff of any member company paying for their training course with the card a HK\$400 discount."

Every year, over 1,200 people sign up for one of the 125 training programmes offered by the Chamber. Courses range from "Mandarin Speaking for Expats" to "Advanced Media Training for Senior Managers." Other practical training on customer service, selling skills and telephone skills are also very popular. Courses may also be arranged at the request of members, while the content can be tailor-made to suit their particular requirements.

"Some people attending training courses are lucky enough to have their tuition fees paid for by their company," says Emma Ho, Director, Human Resources of the Chamber, "Others have to pay out of their own pocket, which can get expensive. So a HK\$400 discount will really help them a lot. Meanwhile the Chamber has always encouraged the spirit of continuous learning to sustain Hong Kong's competitiveness. Member companies, especially SMEs, can now make use of the fund to upgrade their staff, and the Chamber will continue to offer a variety of quality business oriented training courses that are practical and timely."

Members who do not own a BOC-HKGCC credit card can apply for one. See page 31.

**總商會培訓課程費用節省高達 400 元**

當你下次以中銀總商會信用卡報讀本會培訓課程，將可節省高達 400 港元費用。

會員現凡以中銀總商會信用卡簽賬消費，簽賬額的若干百分比將撥入總商會培訓基金。去年，該基金因而進賬了超過 3 萬港元。

總商會營運副總裁張耀成博士說：「我們於 2002 年底創辦一項培訓基金。如今基金已累積可觀儲備，由四月起，凡會員公司員工以中銀總商會信用卡支付本會培訓課程費用，將可獲享 400 港元折扣優惠。」

總商會每年提供約 125 項培訓課程，參加人數超過 1,200 名。課程包羅萬有，從「外籍人士普通話班」到「高層管理人員傳媒培訓深造班」，式式俱備。其他實用培訓亦深受歡迎，包括客戶服務、推銷和電話應對技巧。課程還可針對會員要求作特別安排，內容並會度身設計以配合他們的特定需求。

總商會人力資源總監何慧敏表示：「若干參加培訓課程的人士獲其公司贊助學費，但也有不少學員要自行承擔費用。因此，400 港元折扣的確對他們幫助甚大。同時，本會一向鼓勵持續進修，以維持香港的競爭力。現在，會員公司尤其是中小企，便可借助這項基金提升員工技能，本會亦將繼續提供各類實用和適時的優質商業培訓課程。」

會員如欲申請中銀總商會信用卡，請參閱第 31 頁所載資料。



**The more you spend the more you save!**

Pay for HKGCC training courses with your BOC-HKGCC credit card and get a HK\$400 rebate.  
Pay for HKGCC training courses with any BOC Credit Card and get a HK\$100 rebate.

**消費愈多，節省愈多！**

以中銀總商會信用卡支付總商會培訓課程費用，可享 400 港元學費回扣。

以任何中銀信用卡支付總商會培訓課程費用，可享 100 港元學費回扣。

Close to 30 percent of workers polled in Hong Kong say they could lose their jobs in the coming year, according to a worldwide survey of nearly 10,000 workers in 18 countries conducted by Right Management Consultants.

A year ago the number of pessimists in Hong Kong stood at a quarter, now it's nearly a third. The survey covered both blue collar and white-collar employees and was conducted in the first half of March.

"We have the dubious distinction of being the world's most worried workers," said Steve Lazar, Right's Managing Principal for the Greater China Region. "Economic growth is seemingly headed upwards and might hit 5 or 6 percent this year, but employment and employment sentiment are still lagging."

He believes the workforce as a rule was demoralised by the high unemployment rates of the past two years and the standstill on salary increases at many companies. A Hong Kong stock market rally and a sudden property price boom that began last year haven't jolted employment sentiment upward. Mr Lazar said that although asset values were increasing, the prospect of some service industry jobs migrating to China or India has continued to dampen enthusiasm.

Overall, workers around the globe were slightly more optimistic about the job market and their career prospects than they were when Right last conducted its global Career Confidence Index survey six months ago.

The findings lifted the overall global Career Confidence Index to 50.0, up from 48.7 six months ago. Individual country results ranged from a low of 42.0 in Hong Kong to a high of 60.2 in Norway.

Workers in Hong Kong and Switzerland were the most concerned about losing their jobs, while workers in Norway and Sweden were the most confident about keeping them. In Norway, 92.9 percent of workers said there was little or no chance they would lose their job in the coming year. Eighty-eight percent of Swedes said the same. The global average for the perceived likelihood of losing a job was 17.1 percent. The average percentage of workers worldwide who said their job was not at risk was 78.6 percent.

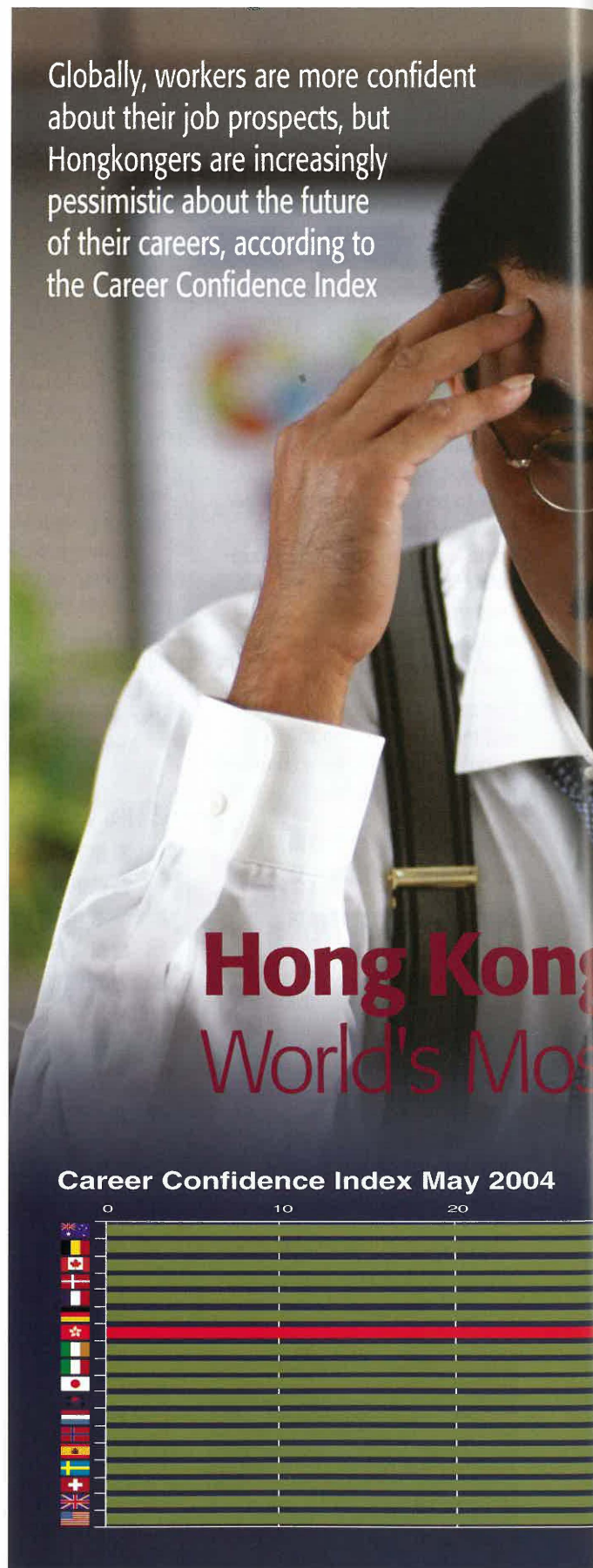
When asked how easy or difficult it would be for the average laid-off worker to find comparable work at the same pay, 75 percent or more of workers in 15 of the 18 countries surveyed said it would be somewhat or very difficult. German (93.3 percent) and Swiss (88 percent) workers were the most pessimistic on this question. Koreans were the most confident about finding a new job: 29 percent said it would be somewhat or very easy for a laid-off worker to find a similar-paying job.

"Overall, worker confidence levels around the globe appear to be stronger than they were six months ago," said Richard J Pinola, Chairman and Chief Executive Officer of Right. "Even though nine countries registered an improved index and nine reported a drop, the increases were more significant than were the slight drops."

Countries that registered the most dramatic increases in worker confidence levels were: Ireland (from 44.9 to 49.9), Canada (47.6 to 52.2), the U.K. (45.7 to 50.2), Norway (56.2 to 60.2) and the United States (44.3 to 48.3).

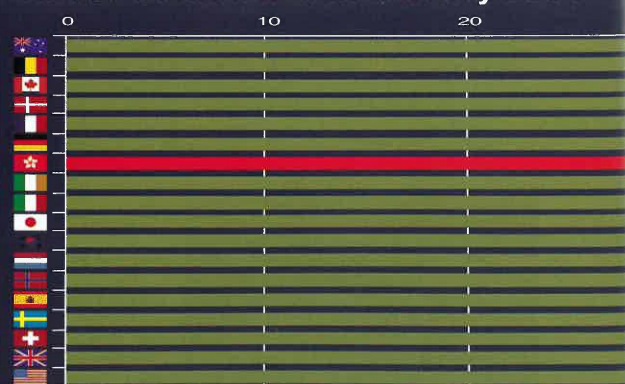
Norway, home to the world's most confident workers, saw an impressive jump in an already high Career Confidence Index. Ninety-three percent of Norwegians said there was no possibility they would lose their jobs. **B**

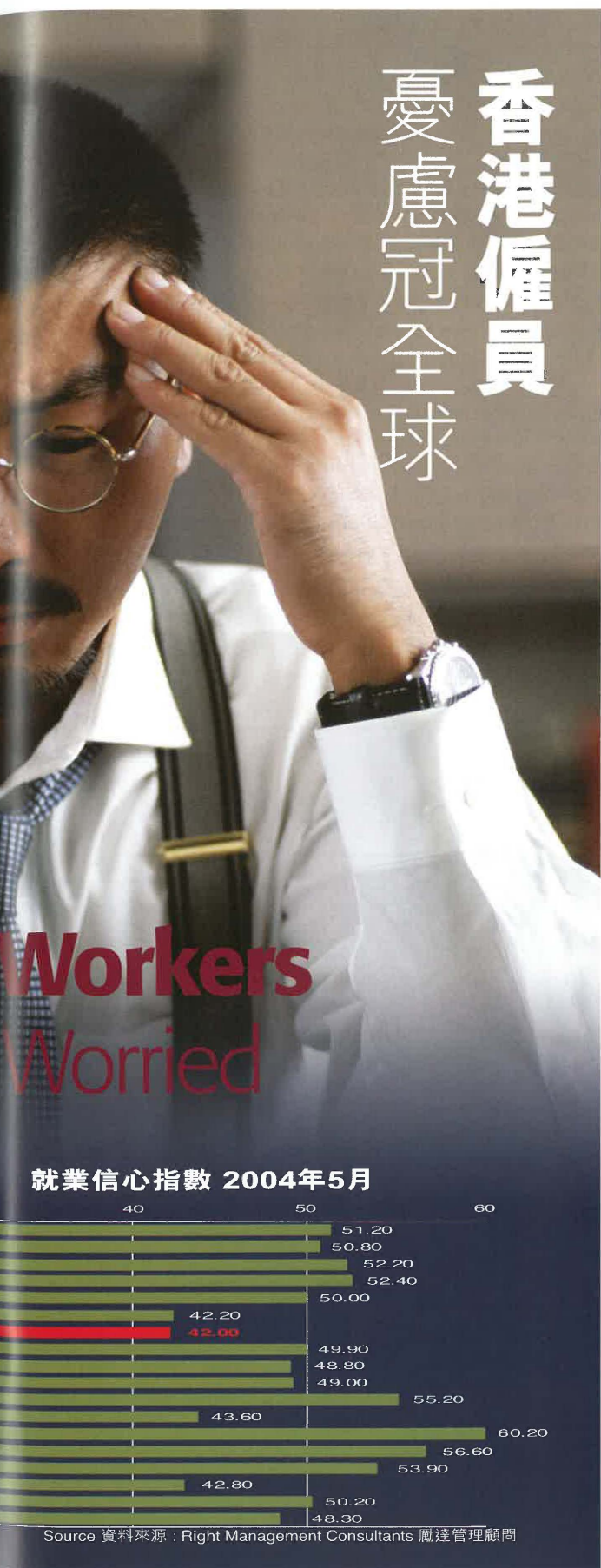
Globally, workers are more confident about their job prospects, but Hongkongers are increasingly pessimistic about the future of their careers, according to the Career Confidence Index



# Hong Kong World's Most

Career Confidence Index May 2004

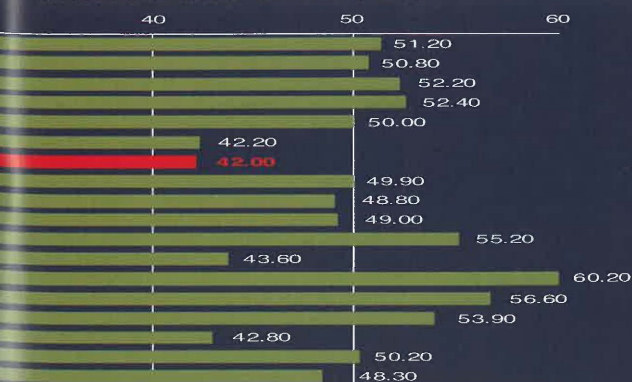




# 香港僱員 憂慮冠全球

Workers  
Worried

就業信心指數 2004年5月



Source 資料來源：Right Management Consultants 勵達管理顧問

就業信心指數顯示，全球僱員對就業前景的信心普遍增加，惟香港僱員對事業前途益感悲觀。

**根** 據勵達管理顧問向全球 18 個國家近一萬名僱員進行的調查顯示，本港抽樣調查的僱員中，近三成表示來年可能會失去工作。

一年前本港憂慮會失業的僱員為數約 25%，如今數字接近三成。勵達的調查涵蓋藍領和白領階層，於三月上旬進行。

勵達管理顧問大中華區業務執行總裁施建勳說：「本港僱員以憂慮失去飯碗成為世界之最。經濟增長似乎正在上升，今年增長可望達到 5 至 6%，但就業情況和就業情緒仍然呆滯不前。」

施氏續說，過去兩年失業率高企加上許多企業不願加薪，導致勞動人口士氣低落。去年開始，香港股市不斷攀升，地產市道亦忽然復甦，可惜仍無助於推高就業情緒。施氏說，儘管資產價值持續上升，部分服務行業向中國或印度遷移的趨勢繼續打擊就業信心。

整體而言，全球僱員對就業市場和本身事業前途的看法，均較勵達於六個月前進行的全球就業信心指數調查結果輕微改善。

今次調查結果指出，整體全球就業信心指數由六個月前的 48.7 提升至 50.0，個別國家的結果為最低的 42.0（香港）至最高的 60.2（挪威）不等。

香港和瑞士兩地僱員最擔心失業，而挪威和瑞典的僱員則最有信心保住職位。在挪威，達 92.9% 的僱員說很少機會甚至無可能會在來年失業，88% 的瑞典人亦有相同表示。全球平均預計可能失業的數字為 17.1%。認為自己沒有失業風險的僱員全球平均百分比為 78.6%。

當問及平均被裁僱員要找到待遇相若工作的難易程度，18 個國家中的 15 個國家有 75% 或以上的僱員表示有一定困難，甚至相當困難。德國（93.3%）和瑞士（88%）僱員對這條問題最為悲觀。韓國人則對覓得新工作最具信心，29% 表示被裁僱員容易或非常容易找到薪酬相若的工作。

勵達主席兼執行總裁 Richard J Pinola 說：「整體而言，全球僱員信心水平較六個月前高。儘管有九個國家錄得改善數字和九個國家錄得下挫，增加的幅度遠較下挫的幅度為大。」

錄得較大信心水平升幅的國家計有：愛爾蘭（由 44.9 升至 49.9）、加拿大（由 47.6 升至 52.2）、英國（由 45.7 升至 50.2）、挪威（由 56.2 升至 60.2）和美國（由 44.3 升至 48.3）。

挪威是全球僱員信心最強的國家，當地的就業信心指數本已處於高位，現再錄得可觀的增幅。93% 的挪威人表示，他們看不到有甚麼可能會丟掉工作。 **B**

**MUST ADMIT THAT EVERY TIME I GRAB A BITE TO EAT OR** buy something to drink at an airport, the exorbitant prices that they charge always spoils my appetite. Do they think that just because people have the money to travel that they don't mind paying \$20 for a bottle of mineral water instead of \$10?

People do mind and thankfully the people at the Airport Authority have finally said enough is enough. As part of the relaunch of the huge SkyMart shopping complex in March this year, tenants at the airport are not allowed to charge prices higher than they ask customers to pay in the city, says Heidi Kwan, Chief of Communications at the airport.

"Some people were sceptical of this at first, but we challenged even the media to find any outlet that charges more here than in their downtown shops," she told members joining the Chamber's tour of the airport on May 7.

SkyMart is part of the airport's goal of constantly improving the services and facilities offered to passengers, she added. Members also learned that the airport is even planning to build a 9-hole golf course next to SkyPlaza, a new international exhibition facility, as part of this philosophy.

Such efforts are paying off. The airport has been voted Airport of the Year for the past four consecutive years by Skytrax Research of London, which polled travellers from around the world.

Last year, due to SARS, passenger throughput at the airport dropped 20.3 percent from 34.31 million passengers in 2002, to 27.35 million in 2003. Ms Kwan said figures for this year are already looking very healthy and that the small army of 45,000 staff, which keep the airport running smoothly 24 hours a day, will be kept busy.

After a briefing on the general overview of operations at the airport, members visited the airport control centre, which ensures the safety and smooth flow of all systems in the building. The next tour was a look at the airport apron and docking bays, before spending a fascinating half hour in the traffic control tower and radar room.

The chamber wishes to sincerely thank the Airport Authority and Civil Aviation Department for giving members such an in-depth tour of its facilities. In the words of one member who joined the trip: "absolutely brilliant!" **B**



# What Makes Hong Kong Airport Tick?

Hong Kong International Airport has been voted the world's best airport for the last consecutive four years. To find out what makes not only one of the world's finest, but also one of the busiest airports tick, the Chamber visited the operations nerve center at Chek Lap Kok for a privileged look into its operations **By MALCOLM AINSWORTH**

# 香港國際機場成功關鍵

香港國際機場是全球最佳和最繁忙機場之一，過去連續四年獲選為全球最傑出機場。本會獲特別安排參觀赤鱗角機場運作控制中心，以瞭解箇中原因。 **麥爾康**

**我** 必須承認，每次我想在機場吃一點東西或買飲料喝時，那裡的驚人收費往往弄壞我的胃口。當局是否這樣想：既然人們有錢旅遊，又怎會介意花20港元買一樽市面只售10港元的礦泉水？

事實上，人們是介意高收費的。慶幸機場管理局已著手嘗試扭轉這個局面。機管局首席傳訊主管鄭麗敏表示，香港機場購物廊進行全面革新後，於今年3月重新啟用，新規定之一是機場店舖租戶向顧客收取的費用不得高於其市區收費。

她告訴於5月7日參觀機場的本會會員：「起初，有些人對這項規定的作用感到懷疑，但我們鼓勵他們甚至傳媒親身驗證，看看有沒有機場店舖的收費高過其市區店舖。」

她續說，機場的目標是不斷完善旅客服務和設施，香港機場購物廊便是其中一環。會員亦得悉，機場還計劃於新的國際展覽設施——香港國際機場航天廣場旁邊興建一個9

個洞高爾夫球場，以配合其宗旨。

這些努力已得到回報。香港國際機場連續四年獲英國航空業調查機構 Skytrax 選為「全球最傑出機場」，這項調查的對象是全球各地旅客。

去年由於「沙士」爆發，機場客運量由2002年的3,431萬人次銳減至2,735萬人次，跌幅達20.3%。鄭女士稱，2004年初至今的客運量非常理想，因此，負責維持機場全日24小時運作暢順的45,000名員工將會十分忙碌。

機管局人員向會員簡介機場的整體運作後，便帶領會員參觀機場運作控制中心，該中心確保所有系統安全和運作順利。會員繼而參觀飛行區停機坪及泊機位，然後在航空交通指揮塔和雷達室逗留了半小時，眼界大開。

承蒙機管局和民航處協助，會員才可深入參觀機場設施，本會謹此衷心致謝。正如一名隨行會員所言：「這次行程非常精彩！」**B**

## 許林律師行



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BULLETIN

HKGCC 

Hong Kong General Chamber of Commerce  
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## Town Hall Forum Series Commissioner of Police Lee Ming Kwai

Lee Ming Kwai, Commissioner of Police, HKSAR, exchanged views with members at the Chamber's Town Hall Forum on May 12. To encourage a free dialogue, the Chamber's Town Hall Forum Series are closed-door meetings exclusively for members only.

### 議事論壇 警務處處長李明達

香港特區警務處處長李明達於5月12日出席本會「議事論壇」系列聚會，與會員交流意見。論壇僅供會員參與，在謝絕傳媒採訪的情況下鼓勵與會者盡抒己見。



## Shanghai World Expo



Zhou Harmin, Deputy Director of the Bureau of Shanghai World Expo Coordination, led a seven-member delegation to visit the Chamber on May 4, where Chamber CEO Dr Eden Woon received the visitors.

At the meeting, Mr Zhou explained that the area of the World Expo site had been determined and will cover 5.28 sq. km. Jiangnan Shipyard and No. 3 Shanghai Sangang Steel Plant will start to be relocated soon to make way for the expo.

With Chinese Vice Premier Wu Yi as Director, and Secretary of Shanghai CPC Municipal Committee Chen Liangyu as Vice-director of the 2010 Shanghai World Expo Organizing Committee, the event enjoys close cooperation between the state and localities. Under the plan, the state plays a central planning role while businesses are in charge of construction, operations and management.

With total investment in preparatory work for the World Expo expected to top US\$3 billion, finding investors and financing for the project has become the focus of attention. To this end, a World Expo 2010 Shanghai China Seminar (HK) on "International Investment & Financial Investment & Financing" took place in Hong Kong on May 18.

The seminar aimed to attract global investors to investment in the World Expo, embrace new investment and financing ideas, and allow Hong Kong businesses to explore business opportunities, especially under CEPA.

## 上海世博會

5月4日，上海世博會事務協調局周漢民副局長一行7人代表團到訪總商會，總裁翁以登博士與代表團親切會面。

周副局長在會上介紹了世博會籌備工作的最新進展：園區的紅線範圍基本劃定，面積為5.28平方公里。江南造船廠和上鋼三廠等搬遷工程也將全面展開。

由國家副總理吳儀擔任主任，上海市委書記陳良宇擔任副主任的世博組委會充分體現了國家與地方在世博會籌備工作上的緊密合作。世博會的籌備由國家統一規劃，企業實際操作，進行建設、經營和管理。

籌備世博會的總投資將突破30億美元，世博會的投融資方式成為各界人士關注的熱點。今年5月18日在香港舉辦的世博會投融資（香港）國際研討會的目的在於引發全球金融界對世博會投融資的重視；希望接納投融資的新思想、新理念；為香港發掘世博會的商機，推動「更緊密經貿關係安排」計劃的實施，並希望把在「安排」框架下的合作方式也能夠融合到這一盛事之中。



## Expanding HK-Poland Trade & Economic Relations

Andrzej Zdebski, President of the Polish Information and Foreign Investment Agency, and HKGCC CEO Dr Eden Woon signed a Declaration of Cooperation on May 18 to develop trade and economic relations between Poland and Hong Kong. Mr Zdebski also spoke at the Chamber's luncheon later in the day on possible business and investment opportunities for Hong Kong companies now that Poland has become part of the European Union.

### 擴展香港與波蘭經貿關係



波蘭信息與外商投資局主席 Andrzej Zdebski 與香港總商會總裁翁以登博士於 5 月 18 日簽署「合作聲明」，旨在拓展波蘭與香港的經貿關係。同日稍後，Zdebski 於本會午餐會演說，談談波蘭加入歐盟後給港商帶來的商業和投資機會。

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## CHAMBER HAPPY HOUR AT PACIFIC BAR

The Chamber has found a new venue for its monthly Happy Hour, Pacific Bar, on the 8/F of the Conrad Hotel. Members seem to approve of the move, with everyone that *The Bulletin* spoke to at our first gathering at Pacific Bar on April 29 giving it two thumbs up. Held on the last Thursday of every month, Chamber Happy Hour is a great way to unwind after work and do a bit of networking. Our next get-together will be on June 24. See you there! **B**



### 會員樂聚 Pacific Bar

「總商會歡樂時光」已從四月起移師港麗酒店八樓的 Pacific Bar 舉行。編者於 4 月 29 日首次假 Pacific Bar 舉行之歡樂時光所見，會員均對新場地表示十分讚賞。「總商會歡樂時光」聚會逢每月最後一個星期四舉行，是會員在工暇聯繫情誼的良機。下次聚會日期為 6 月 24 日 (下午六時至八時)，敬請光臨一聚！ **B**





# Looking for guidance on how to market your business?

The Chamber's Web site provides simple and very effective ways for you to promote your products and services.

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Roughly 98 percent of all businesses in Hong Kong are SMEs (small and medium enterprises), and as they employ about 60 percent of the private workforce, the health of the SME sector plays a critical role in the development of our economy.

"However, we often have difficulties finding funds when we want to develop new products or services," Emil Yu, Chairman of HKGCC's SME Committee, told the 120 members who attended the Chamber's SME Night on 10 May.

To enhance the competitiveness of SMEs in Hong Kong, the Chamber and the government provide a wide range of services specifically for SMEs. Among which are the Trade and Industry and Department and the Innovation and Technology Commission – the two key government bodies running funding schemes to support SMEs.

Ngai Wing-chit, TID's Assistant Director-General for Industrial Support told members that the funding schemes administered by his department involved a total commitment of HK\$7.5 billion, with an expected maximum expenditure of HK\$1.9 billion. These include four major schemes, namely the SME Loan Guarantee Scheme, SME Export Marketing Fund, SME Training Fund and SME Development Fund.

"With these funding schemes, I would rather define SME as 'Smart' with 'Money' and 'Energy'," he said. Mr Ngai encouraged Chamber's members to make use of the funding schemes to drive their businesses forward.

On the technology side, Alan Ho, ITC's Senior Manager, briefed members on the commission's "technopreneur" funding scheme, namely the "Small Entrepreneur Research Assistance Programme (SERAP)". The scheme is open to any SME who has a sound, innovative, technology-related idea for a business.

"The application procedure is very simple. You just click onto ITC's Web page and submit a 200-word proposal. You might then get a grant for as much as HK\$2 million," he said.

About 25 percent of the 700-plus applications have been approved so far, but Mr Ho told members not to worry about whether or not they can qualify, because the commission provides a full range of services to assist applicants.

The SME Night was sponsored by Bank of East Asia, Hongkong and Shanghai Banking Corporation, and Standard Chartered Bank. Members were also given the opportunity to seek expert advice on financial management from the sponsoring banks. **B**

# Finding Funding for SMEs



# 全

港約 98% 公司屬中小企 (中小型企業)，它們僱用了約 6 成的私營機構僱員，在香港經濟發展上擔當關鍵角色。

本會於 5 月 10 日舉行「中小企之夜」，超過 120 名會員參加。總商會中小型企業委員會主席于健安告訴會員：「儘管如此，我們在開發新產品或服務時往往面對資金短缺問題。」

為提高香港中小企的競爭力，本會和政府特別為中小企設立了廣泛服務。兩個重要政府部門——工業貿易署和創新科技署更推行資助計劃，為中小企提供支援。

工業貿易署助理署長 (工業支援部) 魏永捷表示，其部門所管理的資助計劃涉及承擔總額達 75 億港元，預計最高開支為 19 億港元。這四項主要基金分別是「中小企業信貸保證計劃」、「中小企業市場推廣基金」、「中小企業培訓基金」和「中小企業發展支援基金」。



Ngai Wing-chit, TID.  
工業貿易署 魏永捷



Alan Ho, ITC.  
創新科技署 何耀榮

魏氏說：「這些資助計劃可幫助中小企更懂得理財和運用資源。」他還鼓勵本會會員借助有關基金促進業務發展。

科技方面，創新科技署高級經理 (科技創業基金) 何耀榮向會員簡介該署的科技創業計劃——「小型企業研究資助計劃」，對象是在業務上具有創新和傑出科技意念的中小企。

他說：「申請手續非常簡單，你只需進入創新科技署網頁，然後遞交一份 200 字建議書。如申請獲批，企業可獲高達 200 萬港元的資助。」

該署至今共收到逾 700 份申請，其中約 25% 已經獲批。何氏表示，會員毋須擔心自己是否符合申請資格，因為該署會提供全面的服務以協助申請人。

「中小企之夜」由東亞銀行、香港上海滙豐銀行和渣打銀行贊助。當晚，會員還藉此機會向贊助銀行諮詢專業理財建議。 **B**

## 中小企之夜 — 財來自有方



Over 120 members attended the Chamber's SME Night on May 10.

超過 120 名會員出席本會於 5 月 10 日舉行的「中小企之夜」。

# ECCO Expands its Footprint in Asia

Karl Toosbuy wanted to make a lasting impression. The Danish founder and CEO of ECCO Group, was attending the re-opening of one of his shoe stores at Ocean Terminal in Tsimshatsui earlier this year as part of his Asian tour. Things were going great – the top management of the group’s European operations crowded into their bright, trendy boutique, sipped champagne and chatted with each other and the shop’s sales staff.

But the 76-year-old Dane had a plan up his sleeve to make sure nobody forgot about the opening, and more importantly the vision that he has built the company upon since he founded ECCO in 1963. A cake was rolled out and he called all present to gather around to listen to his speech. He spoke in Danish and Michael Sørensen, Managing Director of ECCO Asia Limited, interpreted for those present. After giving the executive a playful reprimand for interpreting his carefully chosen words too quickly, he switched to English to tell his story.

“He likes to make everyone feel as if they are part of one big family, and we all feel as if we are part of the ECCO family,” said Karsten Borch, Vice Chairman, ECCO Sko A/S, who travelled to Hong Kong from London with the management during the week-long visit to Asia. “It kind of surprised everyone that the founder would travel so far and give his undivided attention to the re-opening of an ECCO outlet in Hong Kong,” said Carmen Ng, of ECCO Shoes Hong Kong Limited, who helped co-ordinate the party.

Whether his first or 100th shop, Mr



Toosbuy gives each opening his full attention, and in return expects nothing less from each of his employees, whether they are senior managers plotting the company’s future course, or salesgirls attending to customers in stores.

Today, more than 10 million pairs of ECCO shoes are sold in 46 countries annually. But the world’s seventh largest maker of casual shoes grew from much humbler beginnings. In 1963, in the small town of Bredebro, Denmark, Karl Toosbuy sold his house and car to buy a stake in a new production facility established in the town by furniture and clothing start-ups. His vision: to create a footwear company that produces shoes “so comfortable that you forget you are wearing them,” he says.

His footwear came as a welcome relief from the heavy, hard leather shoes that were then the norm in Denmark, and the release of the “Soft II” in 1973 basically made ECCO a household name in Denmark and catapulted the company into the international market.

“The Soft range is still our best selling model, even after all these years,” says Mr Borch. “We even have women who come into our stores, go straight for and buy a pair without even trying them on, because they have been wearing them for years.”

To ensure the highest quality and comfort, the company controls every stage of the production process and owns its own tanneries and factories. In an address to the annual meeting of the International Council of Tanners in Bergen, Norway, in 1988, Mr Toosbuy said his suppliers were not providing the leathers or service which ECCO required, and that the tanners did not understand the technical requirements used in shoe making. Therefore, he had no choice but to start his own tanning operations.

To compete with the low-cost shoe production centers such as Taiwan, Korea



ECCO founder and CEO Karl Toosbuy (left) and Vice Chairman Karsten Borch, show off one of the company’s golf shoes at the re-opening of their store in Ocean Terminal.

and Brazil in the 1980s, ECCO had to farm out some stitching operations to some low-cost countries, while investing in labour-saving technology. With production plants dotted around the globe controlling everything from the tanning of the leather and sewing the shoes, Mr Toosbuy says quality is now assured.

After being in the business for 40 years, Mr Toosbuy says he has no plans to slow down, and is excited about the success that new product lines are producing. The company’s line of golf shoes, for example, have been voted as the most comfortable and stylish of their kind in the U.S. for two years in a row. He has similarly high expectations for the new children’s line of footwear that the company now produces.

With the establishment of its direct subsidiary ECCO Asia Limited, headquartered in Hong Kong, ECCO launched an historic offensive in the Far East last year, which saw its exports to Asia increased by 80 percent. The company has set a target to sell 2 million pairs of shoes a year in Asia by the year 2005, and with plans to leave the ECCO footprint in China, Mr Toosbuy expects he will be back in the region opening more outlets soon. **B**



毅高創辦人兼行政總裁 Karl Toosbuy (左) 和副主席 Karsten Borch 於海運大廈新專門店開幕禮上，展示該公司的高爾夫球鞋。

# 毅高擴充亞洲版圖

說 Sørensen 把某些精彩字眼傳譯得不够貼切，於是改用英語訴說其故事。

在為期一週的亞洲訪問期間，ECCO Sko A/S 副主席 Karsten Borch 聯同管理層從倫敦來港出席專門店開幕禮。他說：「Toosbuy 想令每個人都覺得自己是大家庭的一分子，我們所有人正正感到自己屬於毅高這個大家族。」協助統籌是次酒會的毅高皮鞋香港有限公司代表伍嘉敏表示：「教人感到有點意外的是，創辦人竟遠道而來，為香港專門店重新揭幕。」

無論是首間或第 100 間專門店，Toosbuy 對每次開幕都非常重視，反過來說，他亦要求每名僱員全情投入，不管是策劃公司未來發展的高級經理，還是服務顧客的售貨員。

目前，毅高每年向 46 個國家和地區售出超過 1,000 萬對鞋。然而，這家全球第七大輕便鞋製造商起初只是小本經營。1963 年，住在丹麥小鎮 Bredebro 的 Toosbuy 賣掉房子和汽車，然後用所得款項購入鎮內一間新生產廠房的股權，該廠房由新辦的傢俱和成衣公司建立。他的目標是創辦一家造鞋企業，製造「穿了猶如沒穿」的舒適鞋子。

跟當時丹麥的規範鞋——笨重的硬皮鞋相比，毅高的輕便鞋能帶來舒暢感受，因此受到歡迎。Soft II 系列於 1973 年推出後，毅高成為丹麥家傳戶曉的品牌，並迅速打入國際市場。

Borch 說：「至今，Soft 舒適鞋系列依然是我們最暢銷的型號。不少女士進入店舖後，不用試穿就馬上購買一對，原因是她們已穿了這個牌子多年。」

為確保優質和舒適度，該公司親自監督生產過程中的每個階段，並自設皮革廠和工廠。1988 年，Toosbuy 於挪威卑爾根舉行的鞣皮工國際委員會年會上表示，由於供應商未能提供毅高需要的皮革或服務，加上鞣皮工不瞭解造鞋採用的技術規定，他唯有自行開辦制革業務。

面對八十年代廉價生產中心的競爭，如台灣、韓國和巴西，毅高須把若干縫紉工序外判予一些低成本國家，同時投資節省勞力的科技。Toosbuy 指出，集團現時透過全球各地的生產廠房監控整個製造過程，所以品質獲得保證。

從事鞋業已 40 年的 Toosbuy 並無意放慢步伐，更經常為新產品系列取得的成績感到興奮。例如，毅高的高爾夫球鞋連續兩年獲選為全美同類鞋中最舒適和時尚的。同樣，他又對該公司目前生產的童鞋系列寄予厚望。

毅高在香港設有直系附屬公司——毅高亞洲有限公司，去年在遠東展開大型攻勢，輸往亞洲出口總額增長八成。該公司已訂下目標，於 2005 年或以前每年在亞洲售出 200 萬對鞋。Toosbuy 還計劃進軍中國市場，並預料很快就會再三踏足亞洲，為新增專門店主持開幕禮。B

**K**arl Toosbuy 希望給人留下深刻印象。丹麥籍的 Karl Toosbuy 是毅高集團創辦人兼行政總裁，他於今年初來港出席集團旗下設於尖沙咀海運大廈皮鞋專門店的重新揭幕禮，此行亦是他亞洲巡迴訪問行程其中一站。當日場面盛大，集團歐洲業務的最高管理層齊集繽紛時尚的專門店，共嚐香檳，彼此暢談，還與店內售貨員打成一片。

76 歲的 Toosbuy 更別出心裁，他不但要人人都記住這個開幕禮，更重要的是他自 1963 年創立毅高以來一直堅持的理念。蛋糕推出來後，他召集所有出席者聽其講話。他以丹麥話發言，由毅高亞洲區董事總經理 Michael Sørensen 以英語翻譯。後來，他打趣

## Member Profile

**Company:** ECCO  
**Business:** Footwear  
**Established:** 1963  
**Year joined HKGCC:** 2002  
**Web site:** www.ecco.com

## 會員巡禮

**公司:** 毅高  
**業務:** 鞋類  
**成立年份:** 1963  
**入會年份:** 2002  
**網址:** www.ecco.com





# Chamber Did Not Miss a Beat in 2003

By Anthony Nightingale

In my role as Chairman of your Chamber, Hong Kong's premier business association, I am pleased to summarise for you, our members, the main events of the past year, to express my personal thanks to those who have helped so much, and to remind all of us of the challenges ahead.

Last year was a difficult one for Hong Kong. Although it is a while ago now, we all remember the very difficult SARS episode, which put our economy and society under severe stress but we can all take pride in how our community rallied to defeat this threat and set our economy on a solid course of recovery. The year ended on a more upbeat note, helped by the signing of the long-awaited Closer Economic Partnership Arrangement, or CEPA.

As you know, your Chamber played an important role in initially proposing the concept of a Free trade Agreement between Hong Kong and the Mainland, encouraging our government on a regular basis to raise the issue with Beijing, and then working to ensure that the final result would be as practical as possible.

Indeed, we are gratified with the resulting agreement, and particularly with the broad and inclusive definition of Hong Kong service companies. However, CEPA is not a dormant document. Rather, it is the next logical step in the deeper integration of our two economies. This process has been on going for decades, and in the coming year we will work both to maximise the benefits under the present CEPA agreement and to extend CEPA to include more goods and services, to the benefit of both Hong Kong and the Mainland of China.

Last year was also politically charged, a characteristic which 2004 shows every sign of emulating. Last year, the subject was the attempt to pass legislation implementing Article 23. Following up our recommendation that a White Bill be issued to allow more thorough consultation and to put the community's mind more at ease on such a sensitive issue, the

Chamber's Legal Committee put together a detailed analysis of the draft legislation. This was a very close analysis of the law itself, and how it compared to other, similar legislation in the U.K. and elsewhere. The HKSAR Government took on board many – nearly all – of the Chamber's concerns.

As we all know, continuing unease over this legislation and the process which had been pursued in pushing it forward, combined with various other factors resulted in this legislation being shelved for the time being after a large scale but peaceful demonstration on July 1st, a demonstration which I might add showed the respect that Hong Kong people have for rule of law and order.

## Other activities

As you know, each year your Chamber reviews and recommends positions on a host of new policy initiatives, regulatory changes and plans for the future. Because we are able to draw on the talent and expertise you as members so willingly provide, the Chamber's views are listened to (not always agreed with but at least listened to), both within government and among the community at large. We take this responsibility seriously.

Last year – exactly one year ago in fact, with considerable input from members, the Chamber submitted a number of suggested measures to then Financial Secretary Antony Leung on how to help our business through the dark days of SARS. We subsequently issued a paper entitled "Re-Invigorate, Re-Launch and Re-Build Hong Kong", which was a three-phase plan for short-, medium- and longer-term recovery. Many of our ideas were accepted.

In addition, submissions were presented on copyright legislation, waste management policy, a review of the role and functions of public advisory bodies, positioning on the





## 去年會務繁重如昔

黎定基

**我**謹以香港總商會這香港主要商會的主席身分，向各位會員匯報總商會去年的動態。我亦想趁此機會向各位鼎力襄助的人士道謝，兼且談談我們面臨的挑戰。

2003年是香港艱難的一年。「沙士」疫潮雖現已過去多時，但仍教人印象深刻。香港經濟和社會因疫潮飽受折騰，猶幸全港各界團結一心，成功抗炎，讓經濟穩步復甦，我們深感驕傲。期待已久的「更緊密經貿關係安排」達成，更使年底前營商氣氛明顯好轉。

眾所周知，總商會在「安排」事宜上扮演重要角色，由率先倡議中港自由貿易協議的構想，到不時促請特區政府向北京提出建議，以至努力確保最終結果切實合用，皆可見一斑。

誠然，我們對已簽訂的協議內容感到滿意，特別是香港服務公司的定義足夠廣闊。然而，「安排」並不單是協議文件，它的簽訂，更是兩地經濟加強融合的必然進程。過去數十年來，兩地經濟早已不斷融合。在未來的日子裏，總商會將繼續以香港和內地的利益為依歸，致力擴展「安排」的優惠措施，以惠及更多貨物和服務。

去年亦是非常政治性的一年，2004年看來也會一樣。去年，特區政府力圖完成第23條的立法工作。由於這是敏感事項，總商會提議政府發表白紙草案，以更徹底諮詢民意，令社會更感安心。其後，總商會法律委員會對條例草案進行詳盡分析。委員會不但仔細分析條例內容，還將條例與英國和其他地方的類似法例作比較。特區政府對近乎所有總商會提出的關注要點表示理解和接納。

然而，隨著社會對這條例和有關立法程序益感不安，加上多個其他因素，整項立法工作終於七一大遊行後被擱

置。我想強調，七一遊行秩序井然，顯見港人尊重法治。

總商會年內相繼就政府提出的政策倡議、規管改革措施和未來發展計劃，檢討和建議立場。全憑會員義務為本會出力，政府和社會聽取了我們不少意見（不一定贊同，但樂於聆聽）。這是總商會肩負的重任。

剛好一年前，得賴會員踴躍建言，總商會向前財政司司長梁錦松建議一系列紓緩「沙士」危機的措施。及後，我們發表一份名為「重振、重推、重建香港」的意見書，提議分短期、中期和長期三個階段復興經濟，當中大部分構想獲得政府採納。

總商會亦就另外多個課題，向當局提交意見，包括版權法例、廢物處理政策、公共諮詢組織的角色和職能檢討、香港創意產業發展的定位，以及年度《施政報告》和財政預算案。這些事項有助規劃我們社會的未來、我們的繁榮和我們的營商環境，屬總商會關注重點之列。

### 會務回顧

縱使我們因「沙士」押後或取消多項活動，2003年的會務，繁重依然。為了幫助會員掌握工商脈搏，並且擴大政策事項的研討範圍，總商會就廣泛議題舉行小型午餐會，涵蓋雙重課稅、知識產權、減少廢物、空氣污染、恐怖主義、伊拉克戰爭、紡織業、稅務、商標、工作簽證、人力資源管理、醫療保健等等。

總商會繼續大力支持香港與珠三角其他地方加強融合，為此推行多項工作，計有圍繞外判、青年在珠三角的就業機會和港珠大橋的研討，以及一連串以「安排」為主題的討論。

總商會年內還邀得不少特別嘉賓蒞臨演說，包括中國首

Your Chamber is working hard to ensure that Hong Kong is prepared for what faces us in the future, and that we are well equipped to weather the typhoons lurking just over the horizon.

總商會悉力確保香港為未來做好準備，能夠抵禦突然而來的風浪。



development of Hong Kong's creative industries and, as usual, recommendations for the CE's Policy Address and FS' budget speech. As these are issues that help shape the future of our society, our prosperity and the business conditions in which we all operate, they are among your Chamber's main concerns.

## Chamber activities

Although we had to postpone or cancel several events because of SARS, 2003 was nonetheless a busy year at the Chamber. In our efforts to keep members informed and broaden discussion of policy issues we held roundtables on such diverse subjects as double taxation, intellectual property rights, waste reduction, air pollution, terrorism, the war in Iraq, textiles, taxation, trade marks, work visas, human resource management and healthcare.

Our continuing strong support for deeper integration with the rest of the Pearl River Delta was explored in a number of different forums inside the Chamber and included discussions on outsourcing, employment opportunities for youth in the PRD, the Hong Kong-Zhuhai Bridge, and a series of sessions focusing on the details of CEPA.

The year also saw a host of distinguished guests speak at Chamber events. Among them were China's first astronaut Yang Liwei, Nobel Laureates Rolf Zinkernagel and Sir James Mirrlees, Belgium Prime Minister Guy Verhofstadt, Chairman of UPS Mike Eskew, US Ambassador to China Sandy Randt, and Liaoning Governor Bo Xilai, who has just been named China's Minister of Commerce.

Ministers from Home Affairs, Housing, Planning and Lands, the Civil Service, Education and Manpower and Constitutional Affairs offices also visited the Chamber to speak with members off-the-record in our "Town Hall" series, which proved popular and successful.

We also sent trade missions to Guangzhou, Beijing, Shanghai, and to Spain, Portugal, and France.

More information on the hundreds of events put on last year such as the Women Executives Club and study missions abroad are posted on our Web site, and, if you have not checked it out recently, I urge you to have a look to see what else your Chamber has been doing on behalf of the members and the whole Hong Kong business community.

In addition to public events, we also researched and publicised the results of a detailed survey comparing public and private sector pay. This project clearly showed that there was scope to reduce civil service costs and thus help rebalance Hong Kong's public finances. It was certainly a factor in the government's decision to deal with civil service pay, which occupies some 70 percent of our public expenditures.

## The annual report

In the interest of brevity, I won't spend too much time reviewing finances and other information that is better read than said. But, please do read it at your leisure. One thing it does show is that your Chamber remains financially strong, which is crucial to our independence and future growth.

Our trade documentation, or CO Division, continued its efficient work in catering to the needs of the trading sector of the business community and has geared up to provide the information and documents needed to take advantage of CEPA.

At the end of the year, the Chamber again had a very good surplus, and considering the economic conditions of last year that is no mean feat. All in all, it was another successful financial year for the Chamber.

## The economy and business

Globally, the world economy continued its strong recovery in 2003 and organisations such as the International Monetary Fund are now revising up-ward their forecasts for this year. The steady decline in the value of the US dollar, overly large fiscal deficits, rising concerns about protectionism and the collapse of the Cancun round of trade talks are also on our minds.

Mainland China remains the driving force in Hong Kong's

## A New Era in Economic Growth

2003 was an extraordinary year for all of us. We all witnessed activities come to a standstill last spring due to the SARS epidemic. However, the signing of CEPA and the CEPA annexes injected life back into our economy in the second half of the year.

### CEPA

Following the signing of CEPA on June 29, 2003, between Hong Kong and the Mainland, Hong Kong's role as a bridge between China and the rest of the world has been reinforced. CEPA gives Hong Kong companies a comparative advantages in three areas: trade in goods, services and investment facilitation. To help members understand and get the most out of CEPA, during 2003 we conducted a series of CEPA roundtable workshops. This series covered everything from a detailed assessment of CEPA to sectoral workshops in various sectors, including legal, accounting, management consultants, surveying, advertising, exhibition and convention, tourism, logistics, etc.

We also published a CEPA report in November 2003 based on input from members. The report is designed to help businesses decide how they can take advantage of CEPA. It is a valuable tool for anyone interested in CEPA and over 1,300 copies have already been

名宇航員楊利偉、諾貝爾獎得主辛克納吉教授和 James Mirrlee 爵士、比利時首相 Guy Verhofstadt、聯合包裹主席 Mike Eskew、美國駐華大使雷德和遼寧省省長薄熙來(新任中國商務部部長)。

民政事務局、房屋及規劃地政局、公務員事務局、教育統籌局和政制事務局的局長，亦先後探訪總商會，在謝絕傳媒採訪的「議事論壇」系列聚會上與會員交流意見。這系列活動大受歡迎，十分成功。

至於考察活動，本會年內帶領會員訪問廣州、北京、上海、西班牙、葡萄牙和法國。

綜觀全年，總商會推行活動數以百計，既有卓妍社籌辦的項目，亦有海外考察團，包羅萬有。活動詳情載於本會網站，如你尚未閱覽，希望你能抽空一看，從而得悉總商會為會員和香港工商界所做的工作。

除公開活動外，總商會亦曾為比較公、私營機構的薪酬水平，進行研究並發表報告。研究清楚顯示，香港公共開支有下調的空間，此舉可助香港財政復歸平衡。公務員薪酬佔公共開支約七成，政府明顯需要對此加以處理。



HKGCC Chairman Anthony Nightingale (right) and Deputy Chairman David Eldon, at the AGM. 總商會主席黎定基(右)與常務副主席艾爾敦攝於會員週年大會。

## 週年報告

為扼要起見，我不想花太多時間覆述年報中關於本會財政和其他方面的資料，但想請大家在有空時細讀。年報重點之一，乃總商會去年財政狀況持續穩健，這對我們保持獨立和我們未來的發展，至關重要。

簽證部的貿易文件簽發服務，快捷簡便，切合貿易界的需求。年內，該

部更將服務範圍擴及「緊買安排」的資訊服務和文件簽發。

去年，本會營運保持盈餘。在去年的經濟環境下，這無疑是一項成就。總括來說，總商會去年續創佳績。

## 經濟與商業

環顧世界經濟，2003年的迅猛復甦勢頭持續。國際貨幣基金會等組織正在上調其經濟預測數字。不過，美元匯價拾級而下、若干主要國家的財赤過於龐大、貿易保護主義倍受關注和坎昆回合貿易談判以失敗告終，在在惹人憂慮。

中國內地始終是香港經濟的動力來源，亦逐漸對東亞其他經濟體起着推動作用。去年，「沙士」導致需求暴跌，

## By DAVID LIE

sold. I am sure you already have a copy of your own, if not, you should contact the Secretariat for one!

### PRD

The PRD was another area of focus for the Chamber's China Committee in 2003. The relationship between Hong Kong and the Pearl River Delta has grown stronger in recent years, and CEPA provides a new environment for enhancing economic integration in the Greater PRD. Further opening-up of the Mainland market has enabled Hong Kong to not only provide manufacturers in the delta with quality business services, but it also has expanded our footprint in the Mainland with the PRD as the bridgehead.

We organised six roundtable workshops last year on various topics. These included: "The obstacles in the Hong Kong and Pearl River Delta integration;" "The cross-boundary bridge linking Hong Kong, Macau and Zhuhai;" "The Air that we breathe;" "The opportunities and potential challenges of health care co-operation across the border;" "The overall trend of population movement across the border;" and "Tourism co-operation across the border."

### China Missions

Despite SARS, the China Committee still organised outgoing

missions last year. In February 2003, we had a 40-member China Committee Delegation to Beijing. Then, on May 20, we were the first Hong Kong business delegation to visit Guangdong after the SARS epidemic. The 24-member delegation was warmly received by Guangdong Governor Huang Huahua, Guangzhou Mayor Zhang Guangning, and other senior government officials in Guangdong. We really felt a strong bonding had been established between Guangdong and Hong Kong after SARS. In June, thanks to our former China Committee Chairman Stanley Hui of DragonAir, we organised a 160-delegate weekend getaway to Shanghai in June to tell the world that both China and Hong Kong were now back to "business as usual" after SARS. The mission leaders were received by Shanghai Mayor Han Zheng. A 42-member Chamber delegation visited Xiamen in September to attend The 7th China International Fair for Investment and Trade; a 40-member delegation went to Beijing in October to attend the 7th Beijing - Hong Kong Economic Co-operation Symposium; and a 40-member delegation to attend The 2nd Shanghai-Hong Kong Metropolitan Conference in Shanghai in November.

Now that we have CEPA, I consider 2004 will mark a new era for economic development in Hong Kong and in Mainland China, and I am proud to say that the China Committee played a key role in making this happen. I welcome you to join us in our future work!

David Lie is Chairman of the Chamber's China Committee.

# 經濟發展新紀元

李大壯



2003年是非比尋常的一年，春季「沙士」爆發，令大量活動需要延期或取消。幸而，下半年「更緊密經貿關係安排」主文和附件陸續簽訂，使香港經濟得以復現生機。

## 緊貿安排

內地與香港在2003年6月29日簽訂「安排」協議，鞏固了香港作為中國與世界橋樑的角色。「安排」在三方面給香港帶來優勢，即貨物貿易、服務貿易和投資便利化。為幫助會員瞭解和充分利用這份協議，我們於年內舉辦一系列「安排」專題研討坊，包羅對整份協議的詳盡評估，以及就法律、會計、管理諮詢、測量、廣告、會展、旅遊、物流等各有關行業的分析。

我們以會員的意見為基礎，於去年十一月出版「安排」報告書，旨在協助工商業部署利用「安排」之策。報告書迄今已售逾1,300本，凡對「安排」感興趣的人士，都認為報告書深具參考價值。相信各位已擁有一本，若然尚未購買，該立即聯絡秘書處。

## 珠江三角洲

年內，總商會中國事務的另一焦點是珠三角。近幾年來，香港與珠三角關係日趨緊密，「安排」為大珠三角加強融合締造了新局面。內地市場的進一步開放，不但讓香港為區內製造商提供優質商業服務，還能以珠三角為橋頭堡，拓展內地市場。

委員會去年圍繞這焦點舉辦了六個小型研討坊，主題分別是「香港與珠三角融合的障礙」、「港澳珠跨境大橋」、「呼吸清新空氣」、「跨境醫護合作的機遇及潛在挑戰」、「跨境人大趨勢」和「跨境旅遊合作」。

## 中國考察團

儘管「沙士」爆發，中國委員會年內仍積極籌辦外訪活動。2003年2月，中國委員會一行40人代表團訪京。疫潮過後，我們於5月20日一馬當先，帶領香港工商界代表團訪粵。此行24名團員獲得廣東省省長黃華華、廣州市市長張廣寧和廣東省其他主要官員的熱情款待，讓大家真正感受到廣東省與香港一脈相連，彼此關係在疫後更形穩固。六月，有賴委員會前主席、港龍航空的許漢忠先生之助，我們帶領160名團員往上海度週末，向世界宣示中港在疫後一切如常。團長等人獲上海市市長韓正接待。九月，一行42人的總商會代表團往廈門出席第七屆中國國際投資貿易洽談會。十月，一行40人代表團到北京參加第七屆京港經濟合作研討洽談會。十一月，我們率領40人代表團出席在上海舉行的第二屆滬港大都市發展研討會。

隨著「安排」實施，中港經濟發展於2004年進入了新紀元。過去多年來，中國委員會在此事上發揮重要作用，我深以為傲。盼望大家一起參與我們未來的工作。

李大壯為香港總商會中國委員會主席。



但中港貿易依然強勁增長，給港商帶來不少生意。來港旅遊的內地居民增加，大大有助香港克服「沙士」的經濟影響，帶動本地經濟向好。

香港是全球最國際化的經濟體，深受外圍影響，難以獨善其身。「沙士」不僅造成人命損失，還帶給我們沉重的經濟打擊，通縮持續，失業情況同時惡化。幸好自去年第三季起，失業率逐漸回落。年底前數月，房地產價格彈升。目前亦有跡象顯示，維持了一段頗長時間的通縮快將結束。

總商會在去年十二月的商業高峰會上，估計今年通縮將會迅速緩和，經濟溫和回升，取得3.8%增長。依據當前狀況，這些預算似乎過於謹慎，我們因此已修訂今年實質增長預測至5%，通縮1%。前瞻未來，假設明年價格輕微上升，經濟順景持續，可說合理。

總商會仍然關心香港的公共財政問題，亦不相信這難題單靠良好經濟表現，便可化解。我們始終認為，政府須要削減經常性開支和擴闊稅基。一味拖延必須實施的對策，無補於事。要知道，作出重大決策的黃金機會，就是當營



商和消費信心回升之時。

## 結語

總商會悉力確保香港為未來做好準備，能夠抵禦突然而來的風浪。本會將繼續代表我們的會員、我們的社會以及基於我們對香港這獨特城市的信念，表達意見。

要達到上述目標，我們不啻需要維持財政穩健，還得提升服務水平和擴充會員規模。「緊實安排」正實行得如火如荼，加上香港與內地愈趨融合，本會堅決履行一貫宗旨，盡力促進、代表和捍衛香港工商界在特區以至海外的權益。

若全國人民代表大會通過董先生的分析，贊同香港的選舉辦法需要修改，我們就須馬上開展政制發展的道路。你們放心，總商會必會在一路上全力照顧會員的利益，並且著眼於維持經濟繁榮和發展。

在結束本人致辭前，我誠意邀請各位隨時向總商會秘書處提出意見和建議，並且祝願大家業務蒸蒸日上。B

黎定基為香港總商會主席。

economy, and increasingly, that of the rest of East Asia. The strong rise in trade last year provided critical business for Hong Kong companies amid the SARS-induced slump in domestic demand. Moreover, the rise of tourism flowing into Hong Kong from the rest of China proved to be one of the most important factors in over coming the economic consequences of SARS and spearheading the upward movement in the Hong Kong economy.

Our open economy cannot avoid external shocks and still remain the most international in the world. In addition to the sad human cost, SARS also hit our economy, prolonging our struggle with deflation and increasing unemployment. As we move forward, the reduction in the unemployment rate since the third quarter is promising. Property prices picked up strongly in the last months of the year and it appears that our long struggle with deflation is finally coming to an end.

At our December Business Summit, we predicted a swift easing of deflation this year and a mild rise in economic activity, resulting in 3.8 percent real growth in GDP. Now, both of those key factors appear to have been overly cautious, and we have thus revised our forecast to 5 percent real growth and 1 percent deflation. Looking further ahead, it is reasonable to assume that next year will see a mild rise in prices, and continued good economic growth.

We remain concerned about Hong Kong's fiscal balance and do not believe that this will be resolved solely by better economic growth. We continue to believe work is needed to both reduce recurrent spending and broaden the tax base. Prolonging the inevitable is not going to work. We believe the best time to take tough decisions is now, when business and consumer confidence is rising.

## Conclusion

Your Chamber is working hard to ensure that Hong Kong is prepared for what faces us in the future, and that we are well equipped to weather the typhoons lurking just over the horizon. We will continue to speak out on behalf of our members, our society and our belief that Hong Kong is special.

To do so, we need to remain financially sound, enhance our service to members and expand our numbers. As we stride fully into CEPA and more deeply integrate with the rest of China, we will be guided by our overall mission of safeguarding, representing and promoting the interests of the Hong Kong business community, at home and abroad.

If and when the NPC approves Mr Tung's analysis that there is a need for electoral reform in Hong Kong, we will be on the road of constitutional development. You can be sure we will have the interests of our members at heart as we move forward on that road, keeping a firm eye on economic prosperity and development.

In closing, I would like to extend an open invitation to you all to raise at any time your own ideas and suggestions with the Chamber Secretariat, and I would like to wish you and your businesses every success in the year ahead. B

*Anthony Nightingale is Chairman of the Hong Kong General Chamber of Commerce.*

## Time to Tackle Tougher Issues

By ANDREW BRANDLER



The Economic Policy Committee has a very broad remit, and last year decided to establish task forces to focus on a few priority issues. These include:

- the goods and services tax;
- healthcare financing and delivery;
- civil service reform and privatization; and
- population and immigration.

In addition, the committee also contributed to the Chamber-wide effort to respond to the economic consequences of SARS, and provides in-pu-t to the Budget and Policy address submissions.

On the issue of the goods and services tax (GST), the committee task force drafted a position paper for the General Committee that laid out the conditions under which such a tax would be best implemented. Among these are that the tax have a single, low rate; that exemptions be minimized; and that – when the fiscal position permits – that other taxes such as salaries and profits taxes be lowered.

Civil service reform is closely linked to the fiscal deficit, and addressing the issue is largely subject to political willpower. The committee found particularly strong support in the government Efficiency Unit, but in the past year, other priorities relegated this one to the back burner.

Healthcare was certainly a hot topic last year, but for all the wrong reasons. During and immediately after the SARS crisis all attention was focused on containment and prevention, as it rightly should be, rather than on financing. However, in areas such as care for the elderly, there are beginning to be signs of interest in developing public-private partnerships as a means of improving services and lowering costs.

The population and immigration task force was established shortly before the Manpower Committee was initiated, and to avoid duplication of effort has adopted a monitoring role.

Business and consumer confidence are clearly on the rise this year as the economy recovers and deflation comes to an end. The committee believes that this is the time to address some of the tougher issues we face. In particular, we believe – and are working toward – educating the public on the nature of a GST is long over-due.

Still, such a tax is not a cure-all for the fiscal short-falls that have persisted for so many years, and so we need to continue to encourage the government to reduce operating expenditure through internal structural reforms and through greater use of public-private partnerships and privatization.

As we move toward the September Legislative Council elections and wrestle with the highly emotive issue of constitutional development, we should not lose sight of the



forest for the trees. In determining who, and how we wish to be governed, it is also imperative that we also keep a close eye on the interface between government and business, and work to maximize efficiencies in the services that government should provide while minimizing public sector activities in areas that are better left to the private sector.

## 排難解困好時機

包立賢

**基**於經濟政策委員會的工作範圍十分廣泛，我們去年決定成立專責小組，專注於幾項重要事宜，包括：

- 商品及服務稅；
- 醫護融資和服務；
- 公務員體制改革和公共服務私有化；及
- 人口和入境事務。

此外，委員會還針對「沙士」的經濟影響為總商會出謀獻策，並且一如以往，就總商會對香港財政預算案和《施政報告》建議書的編纂，提供意見。

商品及服務稅方面，委員會專責小組為理事會草擬立場書，提出實施該稅的最佳條件，包括採納單一低稅率、盡量減少豁免，以及當財政狀況許可時減低其他稅項，如薪俸稅和利得稅。

公務員改革與財赤息息相關，而財赤能否解決主要取決於政治決心。委員會得到政府轄下效率促進組的強大支持，但由於去年有其他問題須優先處理，這事項容後考慮。

醫護無疑是去年的熱門話題，可是，箇中原因並非大家樂見的。無論是「沙士」爆發期間或疫情減退後，所有注意力皆集中在控制和預防方面，而非融資。這屬理所當然，但政府看來有意在其他領域開展公私營合作計劃，如長者護理，藉此改善服務和降低成本。

人口及入境專責小組於總商會人力委員會成立前不久組成，為免工作重疊，該小組擔當監察角色。

隨著經濟復甦和通縮結束，今年的營商和消費信心顯然正在上升。本委員會認為，現在是我們對付若干棘手問題的時候。我們尤其相信，該及早教育市民認識商品及服務稅的特點，且已沿著這方向努力。

然而，財赤已持續多年，開徵商品及服務稅不是解決這問題的萬靈丹。我們需繼續鼓勵政府推行內部結構改革，加強公私營機構合作及推行項目和機構私有化，從而減省經營開支。

我們在迎接九月立法會選舉和應付政制發展這個容易牽動情緒的問題之時，不應顧此失彼。除了思考理想管治人選和管治方式外，我們還須密切注視政府與商界的聯繫，並研究如何提升應由政府提供的服務效率，及看看哪些公共服務適宜交由私人界別經營。

最後，我謹向各委員年內的辛勤工作表示謝意，亦衷心感謝兩位副主席顧誠德和麥高誠及總商會秘書處的支持。 **B**

包立賢為香港總商會經濟政策委員會主席。



In conclusion, I would like to extend my thanks to committee members for their hard work during the year, to my two vice chairmen, Terry Grose and Mark Michelson, and to the Chamber secretariat. **B**

Andrew Brandler is Chairman of the Economic Policy Committee.

## 'Tourist-free' City

By ALAN WONG



Looking back, 2003 was a very unusual year. We suffered severe pain but our recovery was quick and strong. The SARS outbreak posed one of the greatest threats ever faced by Hong Kong and our industry, and turned Hong Kong into a virtually "tourist-free" city.

I am not going to repeat the statistics, with which I am sure you are all too familiar. What I do want to repeat is, despite the darkness, the tourism industry kept its faith in Hong Kong and responded in a time of crisis to form a united front in support of the community. That is something we can all be proud of.

The whole experience from that period reminds me of a line from an old post-war movie, "The Tea House of the August Moon," which says: "Pain makes man think, thought makes man wise and wisdom makes life endurable."

During the dark months of April to July, the Travel / Tourism Committee convened meeting after meeting, marshaling the collective brainpower from airlines, hotels, tourist service operators, retailers, industry associations and economists. Our aim was to add value to the travel industry by serving as a bridge between the travel / tourism sector and the Chamber. Through the Chamber, the travel / tourism sector was able to share and present its views to the government and international business bodies.

With the help of the collective wisdom of everyone involved, we identified issues and formulated recommendations on a number of initiatives, not limited to the travel / tourism industry itself but across all sectors. We were heartened to see that many of these ideas, such as the temperature check at the airport and border, the suspension of government fee collection, SARS Loan Guarantee Scheme, the



## 「遊客絕跡」的城市 黃家倫

2003年是十分異常的一年。我們遭受劇痛，但能迅速復元，重建實力。「沙士」爆發是香港以及旅遊業歷來遇到的最大威脅之一，令香港變成一個名副其實的「遊客絕跡」城市。

相信大家熟知有關數據，故此我不再在此贅述，只是想再一次告訴大家，儘管疫症令當時的前途充滿陰暗，旅遊業界依然對香港抱有信心，不但彰顯了回應危機的能力，更在社會的支持下，集結成一股凝聚力。這是我們感到驕傲之處。

這次經歷，令我聯想起第二次世界大戰後上映的電影

—「秋月茶室」中一句台詞：「痛苦令人懂得思考，思考令人變得有智慧，智慧令生命持久。」

在去年四至七月的黑暗日子，旅遊委員會召開了多輪會議，匯聚航空公司、酒店、旅行社、零售商、業界組織和經濟師，共襄對策，作為旅遊業與總商會的橋樑，為業界增值。透過總商會，我們能夠向政府和世界商業團體分享和表達本港旅遊業界的意見。

我們薈萃各方智慧，針對「沙士」所帶來的問題，就多項涵蓋旅遊業以至各行各業的應變措施提出建議。令我們感到欣慰的是，有關建議被總商會採納並提交給政府，包括在機場和邊境實施體溫檢查、暫緩政府收費、「沙士」貸款擔保計劃、寬減飛機登陸和停泊費等；而我們為總商





reduction of the airport's landing and parking fees, etc., were included in the Chamber's recommendations to the government. We were also encouraged to see that our ideas and suggestions were considered in the Chamber's "555" plan to re-invigorate, re-launch and rebuild a more "endurable," or in more modern terms, a more "sustainable" Hong Kong. SARS rang an alarm and highlighted the importance for Hong Kong to maintain its vigilance to contain outbreaks of disease, but it also alerted us to the need to make our city a cleaner and healthier place for residents and tourists.

## Beyond SARS

Hong Kong's economy recovered strongly after SARS. A good portion of the credit goes to the support given by the Central Government, with the signing of the Closer Economic Partnership Arrangement, or CEPA, which was championed by the Chamber, and the liberalisation of the Individual Travel Scheme for Mainland tourists.

The Travel/Tourism Committee will continue to strive to maintain a favourable environment to facilitate the long-term growth of the tourism sector. Under CEPA, we are seeking cooperation in tourism promotion in the Pearl River Delta, and we have conveyed through the Chamber to the government the importance of including outbound travel services to Hong Kong operators under the next phase of CEPA. Aviation as an industry should also be included. The committee has taken a keen interest in the issue of privatizing the airport, and we are closely monitoring the development of West Kowloon and Harbour districts. Moreover, we are very interested in exploring and promoting new business opportunities in heritage tourism, eco-tourism as well as medical tourism.

With the support of the Chamber, the Travel/Tourism Committee will maintain our role as a think tank, to pass on ideas and initiatives to the government and the business community. We very much count on your continued support in our work to promote the travel and tourism industry in Hong Kong. **B**

*Alan Wong is Chairman of the Chamber's Travel/Tourism Committee.*

會「三五計劃」獻策，藉此重振、重推和重建一個「持久」的香港，或者用一個更摩登的說法——「可持續發展」的香港，這更加令我們感到非常鼓舞。事實上，「沙士」給我們敲響警號，警惕我們必須把香港變成一個更清潔、更健康的居住和旅遊地方。

## 疫後新機

自世衛撤銷旅遊警告後，香港經濟迅速復甦，主要受惠於中央政府的支持，包括由總商會倡議、內地與香港達成的「更緊密經貿關係安排」，以及內地放寬居民個人來港旅遊的限制。

委員會將繼續努力維繫一個良好的經營環境，以促進本

港旅遊業的長遠發展。根據「安排」，我們正尋求與珠江三角洲合作推廣旅遊業，並已透過總商會向政府表達意見，要求在下階段把香港經營者的業務範圍擴展至中國居民境外遊，及在「安排」中包括航空服務等。委員會亦積極研究香港國際機場私有化事宜，同時密切注視西九龍和維港區發展。此外，我們會著力探索和推廣文物旅遊、環保旅遊和醫療旅遊的新商機。

憑藉總商會的支持，旅遊委員會將可維持其智囊團角色，為政府和商界出謀獻策。我們盼望大家繼續給予支持，以推廣本港旅遊業。 **B**

黃家倫為香港總商會旅遊委員會主席。

## **Anthony J L NIGHTINGALE** **Chairman**

Anthony Nightingale was born in Yorkshire, United Kingdom, in 1947. He was educated at Uppingham School and graduated from Peterhouse, Cambridge, with a degree in Classics.

He joined the Jardine Matheson Group in Hong Kong in 1969 and worked in a variety of positions in the financial, trading and property sectors of the group in Hong Kong and Tokyo. In 1982, he was seconded to the Olayan Saudi Holding Company, an affiliate of Jardine Matheson Group in Saudi Arabia, and in 1984 was appointed its President.

In June 1987, he returned to Hong Kong from Saudi Arabia to take up the post of Managing Director of Jardine, Matheson & Co., Ltd. In 1989, Jardine Pacific Limited was established and he was appointed Managing Director of the company. In April 1994, he joined the Board of Jardine Matheson Holdings Limited.

He became Chairman of Jardine Pacific Limited in April 1995 and Chairman of Jardine Motors Group Limited in February 1997. He became Chairman of Jardine Cycle & Carriage and MCL Land in November 2002. He sits on the board of the Malaysian listed companies Cycle & Carriage Bintang and Edaran Otomobil Nasional Berhad and is also a Commissioner of the Indonesian company Astra International.

He is Chairman of the Hong Kong Ethics Advisory Committee and the Hong Kong Tennis Foundation, is a Council member of the Hong Kong Trade Development Council, a member of the Greater Pearl River Delta Business Council and the Economic and Employment Council.

## **David G ELDON, JP** **Deputy Chairman**

David Eldon was born in Scotland in 1945. Having started his banking career with an Australian banking group in London in 1964, he joined HSBC Bank Middle East (formerly The British Bank of the Middle East), a principal member of the HSBC Group, in 1968. In the same year he was posted to Dubai, the first of four consecutive postings to the Middle East. He was appointed Manager of Sharjah Branch in 1973 and Manager of Ras Al Khaimah Branch in 1977.

Mr Eldon took up his first position in Hong Kong in 1979 as Manager Special Projects in the head office of The Hongkong and Shanghai Banking Corporation Limited. He later became a District Manager, with responsibility for the Bank's branches in one of the busiest districts, Mongkok.

In 1984 Mr Eldon was appointed Deputy Managing Director of The Saudi British Bank, in Saudi Arabia. He returned to Hong Kong in 1987 to take up the position of Senior Manager International Corporate Accounts. At the end of 1988 he was appointed Chief Executive Officer Malaysia, and was promoted to General Manager in 1990. He returned to Hong Kong in April 1992 and after a temporary assignment as General Manager Hong Kong and China, he took up the position of General Manager in The Hongkong and Shanghai Banking Corporation's International department. Mr Eldon was made an Executive Director of the Bank in January 1994, Chief Executive Officer in January 1996 and Chairman in January 1999. Mr Eldon was also appointed a director of HSBC Holdings plc on January 1, 1999.

Mr Eldon became an Associate of the Chartered Institute of Bankers (ACIB) in 1972 and a Fellow of the Institute (FCIB) in 1986. He is also a Fellow

## **黎定基** **主席**

黎定基先生於1947年在英國約克郡出生，在Uppingham學院完成中學，畢業於劍橋大學Peterhouse書院，獲古典文學學士學位。

黎氏於1969年加入香港怡和集團，先後在香港及東京負責財務、貿易及物業等方面職務；82年被調派往沙地阿拉伯，在怡和集團聯號機構奧利安沙地控股有限公司工作；84年獲委任為該公司總裁。

1987年6月，黎氏自沙地返港，出任怡和常務董事。

1995年4月，黎氏獲委任為怡和太平洋有限公司主席，97年2月續獲委任為怡和汽車集團控股有限公司主席。2002年11月獲委任為怡和合發集團及MCL Land主席。他還出任兩間馬來西亞上市公司的董事，分別為合發吉星有限公司及Edaran Otomobil Nasional Berhad，亦為印尼公司Astra International的監理專員。

黎氏現任香港道德發展諮詢委員會及香港網球基金會主席，亦為香港貿易發展局理事會理事、大珠三角商務委員會和經濟及就業委員會委員。



## **艾爾敦** **常務副主席**

艾爾敦先生1945年生於蘇格蘭，64年在倫敦加入一澳洲銀行集團，開展其銀行事業。他於68年加入滙豐集團的主要成員中東滙豐銀行(前稱中東英格蘭銀行)工作，同年派駐杜拜，前後共四次調往中東地區服務。73年及77年，他曾先後出任阿拉伯聯合酋長國的沙迦分行及哈伊馬角分行經理。

艾氏於1979年首次調派到香港，在香港上海滙豐銀行有限公司的總部擔任特別項目經理，其後成為地區經理，主管該行在香港最繁盛的旺角區分行業務。

1984年，艾氏獲委任為沙地英國銀行副常務董事，駐於沙地阿拉伯。他在87年回港，出任國際工商客戶高級經理。88年底，艾氏獲委任為滙豐銀行馬來西亞行政總裁，並於90年獲晉升為總經理。92年4月，艾氏再度回港，曾短暫出任香港及中國區總經理，然後升任香港上海滙豐銀行有限公司國際業務總經理。94年1月，他獲委任為該行執行董事，96年1月任行政總裁，並於99年1月1日成為主席，同時獲委任為滙豐控股有限公司董事。

艾氏於1972年成為英國銀行學會會士，後於86年成為該會資深會士。他亦是香港銀行學會資深會士。艾氏為恒生銀行非執行董事長、澳洲滙豐銀行有限公司、太古洋行有限公司及香港地鐵公司董事、香



of the Hong Kong Institute of Bankers. Mr Eldon is non-executive Chairman of Hang Seng Bank, a Director of HSBC Bank Australia Limited (formerly Hongkong Bank of Australia Limited), Swire Pacific Limited and the Mass Transit Railway Corporation, Deputy Chairman of the Hong Kong General Chamber of Commerce, a member of the Exchange Fund Advisory Committee, a Steward of the Hong Kong Jockey Club, First Vice President and Executive Committee Chairman of The Community Chest, a member of the Hong Kong Trade Development Council, and President of the Society for the Relief of Disabled Children. Mr Eldon is also a Justice of the Peace.

Mr Eldon has been conferred Honorary Doctor of Business Administration by the City University of Hong Kong in November 2003. He was also named the DHL/SCMP Hong Kong Business Person of the Year for 2003.

Mr Eldon is married and has three children.

### **Dr Lily CHIANG** **Vice Chairman**

Dr Lily Chiang is the Chairman of Eco-Tek Holdings Limited.

In 1999 she enjoyed the distinction of being selected as one of the Ten Outstanding Young Persons in Hong Kong, and received the Outstanding Polytechnic University Alumni Award. She was also named one of the Distinguished Women of Hong Kong – 2001 in the High Technology Sector and was selected as China's Economic Leaders for Tomorrow 2003. In addition, she received the Alumni Merit Award presented by the General Alumni Association from the University of Southern California.

Reflecting her dedicated contributions to the community, Dr Chiang is Vice Chairman of the Hong Kong General Chamber of Commerce and the Vice Board Chairman of the CCPIT Council of China's Foreign Trade. Moreover, she is a member of Council for Sustainable Development, CPU Panel on the Pearl River Delta, Town Planning Board, Hospital Authority and Shandong Provincial People's Political Consultative Conference. She is also Chairman of the Hospital Governing Committee of Tai Po Hospital. Within the academic sector, Dr Chiang is a Founding Voting Member of Foundation for Education Development and Research of the University of Hong Kong, Visiting Professor for Department of Manufacturing Engineering of The Hong Kong Polytechnic University, member of the Honorary Committee for UC Berkeley's Asian Leadership Conference. Dr Chiang is member of certain other academic committees of various universities in Hong Kong and also the Honorary and Visiting Professor of various famous universities.

### **Anthony WU** **Vice Chairman**

Anthony Wu is the Chairman of Ernst & Young Far East. He is also Chairman of Ernst & Young Hong Kong and China, and a member of the Global Executive Board, the governing body of Ernst & Young Global.

Mr Wu is a National Committee member of China's People's Political Consultative Conference, and he actively supports community work organisations. He is a board member of the Hospital Authority and Chairman of its Finance Committee. He is also a council member and treasurer of the Hong Kong Institute of Education. And he is a board member of the United Nations Association of China. He is also a trustee and council member of the Oxford University Scholarship Fund.

港總商會常務副主席、外匯基金諮詢委員會成員、香港賽馬會董事、公益金執行委員會主席、香港貿易發展局理事，以及香港弱能兒童援助會主席。艾爾敦亦獲委任為太平紳士。

艾氏於2003年11月獲香港城市大學頒授榮譽工商管理學博士學位，並於同年獲頒DHL及南華早報「香港商業大獎」之商業成就獎。

艾氏已婚，有三名子女。

### **蔣麗莉博士** **副主席**

蔣麗莉博士是環康集團有限公司主席。

蔣博士在1999年獲選香港十大傑出青年，2001年獲選為科技界傑出女士，03年獲評選為中國未來經濟領袖。她亦是美國南加州大學及香港理工大學傑出校友。

蔣博士致力於社會服務，現任香港總商會副主席、中國國際貿易促進委員會中國對外貿易理事會副理事長、可持續發展委員會委員、珠三角研究小組成員、城市規劃委員會成員、醫院管理局董事局成員、大埔醫院醫院管治委員會主席及山東省政協委員。

學術方面，蔣博士除擔任香港大學教研發展基金創會遴選會員外，亦是香港理工大學製造工程系客座教授及美國柏克萊大學亞洲領袖會議名譽委員會委員。蔣博士是本港其他多間大學學術委員會的成員，並於多間有名之大學擔任榮譽及客座教授。



### **胡定旭** **副主席**

胡定旭先生現任安永會計師事務所遠東區、香港及中國主席，也是安永國際董事局成員。

胡氏為中國人民政治協商會議全國委員會委員，亦積極支持社會工作。他是香港醫院管理局董事局成員及該局旗下財務委員會主席、香港教育學院校董會成員及司庫、中國聯合國協會全國委員會之董事局成員及英國牛津大學基金會名譽司庫及委員。



## The General Committee 總商會理事會

Mr Wu is also a member of the following Hong Kong organisations: Insurance Advisory Committee; Disciplinary Panel, Hong Kong Society of Accountants; and the Municipal Services Appeals Board.

### **Anthony YEUNG Kwok-ki** **Vice Chairman**

Anthony K K Yeung is Chairman of K K Yeung Management Consultants Ltd., Wall Street Resources Ltd., and Environmental International Limited. He is also a Managing Partner of K K Yeung Partnership, CPA.

Mr Yeung is also a Director of Yangtze Optical Fibre and Cable Co. Ltd., in Wuhan, China, and Director of Royal Ten Cate China Holding Limited.

K K Yeung is a Practising Certified Public Accountant in Hong Kong and senior member of the accountancy professions, i.e. Fellow, Chartered Institute of Management Accountants; Fellow, Chartered Association of Certified Accountants; Fellow, Chartered Institute of Secretaries and Administrators; Fellow, Hong Kong Society of Accountants and Taxation Institute of Hong Kong.

Mr Yeung is the Vice Chairman of the Hong Kong General Chamber of Commerce. He is also the Chairman of the Management Consultancies Association of Hong Kong, the Chairman of the Trade and Industry Department Customer Liaison Group for Small and Medium Enterprises and also a Committee Member of Professional Services Advisory Committee of Trade Development Council.

Mr Yeung is a member of the Small & Medium Enterprises Committee, the Labour Advisory Board, the Equal Opportunities Commission, the Rehabilitation Advisory Committee and the Professional Services Development Assistance Scheme Vetting Committee, appointed by the Chief Executive of the Government of the HKSAR. He is also a member of the Election Committee of the Government of the HKSAR.

### **The Hon James TIEN Pei-chun, GBS, JP** **Chamber Representative on the Legislative Council of the SAR**

James Tien was born in Shanghai, raised in Hong Kong and graduated from San Jose State University in Chemical Engineering, M.Sc. Mr Tien is Chairman of Manhattan Holdings Limited, Manhattan Garments (International) Limited, Manhattan Realty Limited and Director of a number of private companies.

A Legislative Councillor since 1988, Mr Tien was also once appointed as a Non-official Member of the Executive Council and elected as a Central & Western District Councillor. He is very active in the community and serves on many associations and committees. He serves on the Legislative Council's Constitutional Affairs Panel, Planning, Lands and Works Panel, Financial Affairs Panel and Economic Services Panel of which he is the Chairperson. He is Chairman of the Liberal Party, Member of Chinese People's Political Consultative Conference, a member of the Economic and Employment Council, a General Committee Member of the Federation of Hong Kong Industries, Court Member of the Hong Kong Polytechnic University and a Council Member of the Chinese University of Hong Kong.

胡氏的其他公職包括保險業諮詢委員會成員、香港會計師公會紀律小組會員及市政服務上訴委員會委員。

### **楊國琦** **副主席**

楊國琦先生是楊國琦管理顧問有限公司主席、華爾街資源有限公司主席、國際環保有限公司主席及楊國琦合夥人會計師行合夥人。

此外，楊氏亦為中國武漢長飛光纖光纜有限公司及荷蘭天佳中國集團有限公司董事局成員。

楊氏為香港執業會計師，亦是英國特許管理會計師公會、英國特許公認會計師公會、英國特許秘書公會、香港會計師公會及香港稅務學會等多個團體的資深會員。

楊氏是香港總商會副主席、香港管理顧問協會會長、工業貿易署中小企客戶聯絡小組主席及香港貿易發展局服務行業顧問委員會委員。

楊氏亦由香港特別行政區首長委派出任香港特別行政區政府中小型企業委員會委員、香港勞工顧問委員會委員、平等機會委員會委員、康復諮詢委員會委員及專業服務發展資助計劃評審委員會委員。楊氏亦是香港特別行政區政府選舉委員會委員。



### **田北俊議員** **立法會香港總商會代表**

田北俊議員在上海出生，在香港成長，畢業於美國聖荷西大學，獲化學工程碩士學位。現時，田氏為萬泰控股有限公司、萬泰製衣（國際）有限公司及 Manhattan Realty Ltd 主席，並於多家私人公司擔任董事。

田氏自 1988 年起出任立法局議員，並曾獲委任為行政會議非官守成員及當選中西區區議員。田氏一向積極服務社會，並擔任多個組織和委員會的成員。他現任立法會屬下經濟事務委員會主席，並在政制事務委員會、規劃地政及工程事務委員會和財經事務委員會出任委員。同時，他為自由黨主席、中華人民共和國全國政協委員、經濟及就業委員會委員、香港工業總會理事、香港理工大學創會委員及香港中文大學校董。



## Michael J BERCHTOLD

Michael Berchtold is President of Morgan Stanley Asia Pacific and in addition runs its investment banking division. He joined Morgan Stanley in 1987, was elected Managing Director in 1996 and has worked in a variety of banking-related roles that have taken him to New York, Los Angeles, Tokyo, Singapore and Hong Kong, where he has lived for eight out of the past ten years.

Mr Berchtold has been intimately involved in the development of Asia's capital markets and the maturation and globalisation of many of its leading corporations, becoming a trusted advisor to a number of CEOs. Early to spot the trends of restructuring and consolidation, he has overseen some of region's most significant mergers and acquisitions. Mr Berchtold has also supervised the raising of more than US\$20 billion in new investor capital for Asia's governments and corporations.

Mr Berchtold graduated magna cum laude with a B.A. in history from the University of California, Los Angeles (UCLA) and earned an MBA from the Anderson Graduate School of Management at UCLA.

## Andrew BRANDLER

Andrew Brandler is the Group Managing Director and Chief Executive Officer of CLP Holdings, the parent company of the CLP Group (formerly China Light and Power Company, Ltd), a position he assumed in May, 2000.

Mr Brandler has had an extensive career as a banker in the energy and utility sector in North America, Europe and, since 1995, in Asia. His experience covered power sector deregulation in the United States during the 1980s, and, moving back to London in 1989, the U.K. electricity industry privatisation and deregulation in the early 1990s. Immediately prior to joining CLP, Mr Brandler was Head of Asia-Pacific Corporate Finance at Schroders, the U.K. investment bank, based in Hong Kong.

Mr Brandler has an undergraduate degree from Cambridge University, an MBA from Harvard Business School, and is a member of the Institute of Chartered Accountants in England and Wales.

## CHAN Wing-kee, GBS, JP

Chan Wing-kee is Managing Director of Yangtzekiang Garment Manufacturing Company Limited; Director of YGM Trading Limited; Director of Hong Kong Knitters Limited; Chairman of Yangtzekiang Aluminium Corporation Limited; and Chief Executive Officer of Asia Television Limited.

Mr Chan is a Standing Committee Member of The People's Political Consultative Committee of The People's Republic of China, a Member of the Selection Committee of the HKSAR; a member of the Judicial Officers Recommendation Commission of Hong Kong; and Chairman of the Small and Medium Enterprises Committee of the HKSAR. He was also a Deputy to the 8th and 9th National People's Congress of China, a member of Hong Kong Affairs Adviser; a committee member of The Preparatory Committee of HKSAR; and a member of the Basic Law Consultative Committee both in Hong Kong and Macau.

## 白德邁

白德邁先生現任摩根士丹利亞太區總裁兼區內投資銀行部主管。他在1987年加入摩根士丹利工作，96年獲選董事總經理。白氏先後在紐約、洛杉磯、東京、新加坡和香港工作，擔任多個與銀行業務相關的職位。過去十年，他有八年時間在香港生活。

白氏一直積極推動亞洲資本市場的發展，幫助亞洲領先企業走向成熟和全球化，成為眾多首席執行官信賴的顧問。在最初期的購併業務中，他負責領導區內一些最重要的購併項目，此外更為亞洲區內的政府和企業向新投資者籌集了200多億美元資金。

白氏以優等生資格畢業於洛杉磯加州大學歷史系本科，並獲該校Anderson商管學院碩士學位。



## 包立賢

包立賢先生現任中電集團(前稱中華電力有限公司)母公司—中電控股有限公司集團常務董事及行政總裁。

包氏於2000年5月加入中電，在此之前，他是資深銀行家，曾在北美、歐洲和自1995年起在亞洲等地的能源和公共事業界工作，經驗豐富。他曾經歷八十年代美國開放電力市場，89年返回倫敦後，再體驗九十年代初期美國電力業的改革和私有化。他於加入中電前，曾任英國投資銀行施羅德集團亞太區公司財務顧問駐港主管。

包氏畢業於劍橋大學，並持有哈佛商學院工商管理碩士學位；此外，亦為英國及威爾斯特許會計師公會會員。



## 陳永棋

陳永棋先生為長江製衣廠有限公司董事總經理、長江貿易有限公司董事、香港織造有限公司董事、長江鋁業有限公司董事長及亞洲電視有限公司行政總裁。

陳氏現任中國人民政治協商會議第十屆全國委員會常務委員、香港特別行政區推選委員會委員、香港司法人員推薦委員會委員、香港特別行政區中小型企業委員會主席。此外，陳氏亦曾任第八屆及第九屆全國人民代表大會香港特別行政區代表、港事顧問、全國人民代表大會香港特別行政區籌備委員會委員、香港及澳門基本法諮詢委員會委員。



Mr Chan is the Permanent Honorary President of the Chinese Manufacturers' Association of Hong Kong; Vice Chairman of Friends of Hong Kong Association; Vice Chairman of Hong Kong Federation of Overseas Chinese Associations; Vice-Chairman of Business and Professional Federation of Hong Kong; Honorary Chairman of the Textile Council of Hong Kong; Honorary President of the Federation of Hong Kong Garment Manufacturers; Honorary Chairman of Hong Kong Shippers' Council; a member of the Textile Advisory Board; Life Honorary President of the Hong Kong Chamber of Commerce in China/Guangdong; Honorary Chairman of The Hong Kong Exporters' Association; Honorary President of the Federation of Hong Kong Guangdong Community Organisations; Honorary President of the Unified Association of Kowloon West; Council Chairman of Cheng Si-yuan (China-International) Hepatitis Research Foundation; Ex-Council Member of the Hong Kong Trade Development Council; and a member of the Economic Council of Macau.

### Christopher CHENG, OBE, JP

Christopher Cheng is the Chairman of USI Holdings Limited, a diversified company listed on the Stock Exchange of Hong Kong (SEHK), which is involved in apparel manufacturing, distribution and retail in Europe, Asia and the United States and property development and telecommunications in Hong Kong. He is also Chairman of Winsor Properties Holdings Limited (SEHK) and Wing Tai Corporation Limited.

Mr Cheng is a director of a number of international and Hong Kong companies, including NWS Holdings Limited (SEHK), New World China Land Limited (SEHK), DBS Bank (Hong Kong) Limited, PICC Property and Casualty Company Limited (SEHK), and Gieves & Hawkes plc.

Mr Cheng plays an active role in public service. He is Chairman of the Standing Committee on Judicial Salaries and Conditions of Service, member of the Exchange Fund Advisory Committee of the HKSAR Government, and the Hong Kong Trade Development Council. Mr Cheng is also steward of the Hong Kong Jockey Club and Non-executive Director of the Securities and Futures Commission.

He presently serves on the following public organisations: Council of the University of Hong Kong and Court of The Hong Kong University of Science and Technology. Mr Cheng is also a charter member on the President's Council on International Activities of the Yale University and a member of the International Council of the University of Notre Dame. He is a member of the Advisory Council of the One Country Two Systems Research Institute Ltd. and Chairman of Versitech Ltd., a company established by the University of Hong Kong specialising in technology transfer and incubation.

Mr Cheng holds a BBA from the University of Notre Dame, Indiana, USA, and an MBA from Columbia University, New York. He was appointed a Justice of the Peace in 1985 and awarded an O.B.E. in 1992. Mr Cheng is 56 years old and married to Ivy, who is a partner at the legal firm Woo Kwan Lee & Lo. They have two children.

陳氏的其他主要公職包括: 香港中華廠商聯合會永遠名譽會長、香港友好協進會副主席、香港僑界社團聯合會副會長、香港工商專業聯會副主席、香港紡織業聯會名譽會長、香港製衣業總商會名譽會長、香港付貨人委員會名譽會長、紡織業諮詢委員會委員、中國香港(地區)商會-廣東永遠名譽會長、香港出口商會名譽會長、香港廣東社團總會榮譽會長、九龍西區各界協會名譽會長、程思遠(中國-國際)肝炎研究基金會理事會主席、香港貿易發展局前任理事、澳門經濟委員會委員。

### 鄭維志

鄭維志先生是富聯國際集團有限公司主席。富聯國際在香港交易所上市，經營多元化業務，包括在歐洲、亞洲及美國從事成衣製造、分銷及零售，以及在香港從事物業發展及電訊業務。鄭氏亦是南聯地產控股有限公司和永泰出口商有限公司的主席。

鄭氏是多間國際及香港公司董事，包括新創建集團有限公司(於香港交易所上市)、新世界中國地產有限公司(於香港交易所上市)、星展銀行(香港)有限公司、中國人民財產保險股份有限公司(於香港交易所上市)及 Gieves & Hawkes plc.。

鄭氏積極參與公職事務，包括身兼香港特區政府司法人員薪俸及服務條件常務委員會主席及外匯基金諮詢委員會委員、香港貿易發展局理事會理事、香港賽馬會董事、證券及期貨事務監察委員會的非執行董事等。

鄭氏亦擔任多個公營機構的職位，包括香港科技大學顧問委員會及香港大學校務委員會。鄭氏現時是耶魯大學校長委員會國際事務創會成員及美國聖母院大學國際事務委員會成員。同時，他亦為一國兩制顧問委員會委員及香港大學成立專責科技培育與技術轉移之公司 Versitech Ltd. 董事會主席。

鄭氏持有美國印第安納州聖母院大學工商管理學士學位及紐約哥倫比亞大學工商管理碩士學位，於 1985 年獲委任為太平紳士，並於 92 年獲頒 OBE 勳銜。鄭氏現年 56 歲，已婚，育有兩名子女，太太鄭陳秀清是胡關李羅律師行合夥人之一。



## Manohar CHUGH

A qualified electronics and radio engineer, Manohar Chugh is founder and Chairman of Nisha Electronic Industries Limited. He was elected to the General Committee in April 2001, and served on the General Committee and Chamber Council from 1992 to 1995. He was Chairman of the Chamber's Europe Committee from 1997 to 2000, and is present Chairman of the Asia Committee. He is also a member of the Industrial and Technology Committee, and Overseas Speaker Group, and has served on the Chamber's various committees including the SME Committee and Americas Committee. He was appointed by the Financial Secretary's Office to the government's Supply Voltage Advisory Committee. Last year he was appointed to the Government's Import/Export Advisory Committee.

Regarding community service, Mr Chugh was President of the Lions Club of Hong Kong (Host) between 1987-88; district Chairman for Lions Club International District 303 (Reception Committee) 1988-89, and is presently Director of the "Non-Resident Indian Association in Hong Kong," and is active in several other Indian organisations in Hong Kong. He has also served on the General Committee of the Indian Chamber of Commerce in Hong Kong.

Mr Chugh is married and has two daughters.

## Tony FUNG Wing-cheung

Tony Fung, Chairman of Yu Ming Investments Limited, has had a career spanning over 20 years in the investment and securities industry and China trade.

He is also a member of Finance Committee of the Chinese University of Hong Kong and Vice Chairman of the Chinese University of Hong Kong MBA Programmes Advisory Board.

## Dr Hari N HARILELA, GBS, OBE, JP

Chairman of the Harilela Group of Companies in Hong Kong and abroad, and a leader of the Indian community in Hong Kong, Dr Hari Harilela is very active in the community.

As a tribute to his long and distinguished public service, particularly to trade and to the Indian community in Hong Kong, he was honoured with the territory's second highest honour, the Gold Bauhinia Star (GBS) by the Government of the Hong Kong Special Administrative Region (HKSAR). He is a member of the Election Committee that elected six members of the Legislative Council

Dr Harilela serves on numerous boards and committees, such as the Hong Kong University of Science and Technology, and the University of Hong Kong Foundation for Educational Development and Research.

He is also President of the Council of Hong Kong Indian Associations, Friends of the Society for the Rehabilitation and Crime Prevention, Hong Kong, and Permanent President of the Indian Chamber of Commerce. He was also appointed Hong Kong Affairs Adviser to the People's Republic of China and was a member of the Selection Committee that elected the first Chief Executive of the HKSAR. He is also Honorary Consul for the Republic of Niger in Hong Kong.

## 文路祝

文路祝先生是電子和無線電工程師，為莉莎電業製品有限公司創辦人 and 主席。他於 2001 年 4 月本會會員週年大會中獲選加入理事會。文氏曾於 1992 至 95 年間出任理事會和諮議會成員；97 至 2000 年間，擔任總商會歐洲委員會主席，現為亞洲委員會主席。文氏亦是本會工業及科技委員會和海外講者團成員；亦為本會多個委員會，包括中小型企業委員會和美洲委員會的委員。此外，他獲財政司司長委任加入供電電壓諮詢委員會。去年，他獲政府委任加入進出口諮詢委員會。

社會服務方面，文氏於 1987 至 88 年出任香港獅子會 (主會) 會長；88 至 89 年間，出任國際獅子總會港澳 303 區 (款接委員會) 主席；現為非寓居香港印籍社團的總監，熱心參與多個印度協會的活動。文氏亦為香港印度商會理事。

文氏已婚，育有兩女。



## 馮永祥

馮永祥先生現任禹銘投資有限公司主席，從事投資、證券業務及中國貿易達 20 多年。

馮氏是香港中文大學財務委員會會員、香港中文大學工商管理碩士課程顧問委員會副主席。



## 夏利萊博士

夏利萊博士是夏利萊集團主席，亦為香港印度社團領袖，熱心服務社會。

香港特區政府為嘉獎夏博士對公共服務，尤其是對貿易及香港印度社團的長期傑出貢獻，特給他頒發本地二級榮譽—金紫荊星章。夏博士現時亦為選舉委員會委員，該會負責選出六名立法會議員。

夏博士在多個機構及委員會擔任公職，包括香港科技大學及香港大學教育發展及研究基金。

他現為香港印度社團總會、香港善導知友會會長，並擔任印度商會永遠會長。此外，他是中國政府委任的港事顧問，以及負責選出首屆香港特區行政長官的推選委員會委員。最近，他獲委任為尼日爾駐港名譽領事。



## HE Guangbei

He Guangbei is Vice Chairman and Chief Executive of BOC Hong Kong (Holdings) Limited, and Vice Chairman and Chief Executive of Bank of China (Hong Kong) Limited.

Mr He joined Bank of China in 1980. From 1983 to 1985, he studied at the University of Texas in Dallas. During the period from 1980 to 1993, he had assumed various positions at the Bank of China including Officer of the Head Office Protocol Division, Foreign Exchange Dealer of New York Branch, Manager of Treasury Department at the BOC Paris Branch, Manager, and then Deputy General Manager of the Head Office's Treasury Department in February 1993.

In January 1996, Mr He took up the position of General Manager of Treasury Department at the Bank's Head Office. Later, in November 1998, he became Executive Assistant President of the Bank. Starting from November 1999, Mr He has been appointed Managing Director of the Board and subsequently Executive Vice President in November 2000. Since May 28, 2003, Mr He has also been appointed Vice Chairman and Chief Executive of both BOC Hong Kong (Holdings) Limited, and Bank of China (Hong Kong) Limited.

In addition to the above appointments, Mr He is the Chairman of the Board of Chiyu Banking Corporation Limited, Chairman of the Board of Nanyang Commercial Bank Limited, Designated Representative of BOCHK for the Hong Kong Association of Banks, Member of the Hong Kong Monetary Authority Exchange Fund Advisory Committee and Banking Advisory Committee and Member of the Board of Airport Authority Hong Kong. Besides being a General Committee Member of the Hong Kong General Chamber of Commerce, Mr He is also a member of the advisory board of Hong Kong Red Cross, Director of Hong Kong Interbank Clearing Limited, Director of Hong Kong Note Printing Limited, President of the Hong Kong Chinese Enterprises Association and member of Greater Pearl River Delta Business Council. In the Mainland, Mr He is a Director of the China Association of Government Bonds and a Member of the China Committee of Pacific Basin Economic Council.

Mr He was born in Beijing, China in 1954. He graduated from the Beijing Second Foreign Languages Institute in 1979. In 1985, he received his master degree in international management studies from the University of Texas in Dallas.

## James HUGHES-HALLET

James Hughes-Hallett is Chairman of Swire Pacific Ltd., Cathay Pacific Airways Ltd. and of John Swire & Sons (H.K.) Ltd.

Mr Hughes-Hallett joined the Swire Group in 1976. He has held various management positions in the group's operations in Asia and Australia, and was Managing Director of John Swire & Sons Pty. Ltd. in Australia until January 1993, when he was transferred back to Hong Kong as director responsible for the Swire Group's ship-owning and consumer trading interests. He assumed his current responsibilities in 1999.

He is a council member of the University of Hong Kong, the Trade Development Council, and the HK Academy for Performing Arts. He is a member of the Hong Kong/Japan Business Co-operation Committee and Hong Kong/U.S. Business Council of the Trade Development Council, the General Chamber of Commerce General Committee, the Aviation Advisory Board, the HK Logistics Development Council and of the HK Port Development Council. He is an Honorary Fellow of the University of

## 和廣北

和廣北先生現任中銀香港(控股)有限公司及中國銀行(香港)有限公司副董事長、總裁。

和氏在1954年生於北京。79年畢業於北京第二外國語學院。80年加入中國銀行。83至85年在美國德克薩斯州立大學國際金融專業學習並獲得碩士學位。80至93年，曾先後在總行交際處、紐約分行、巴黎分行、總行資金部工作，歷任副經理、經理、處長。93年2月任總行資金部副總經理，96年1月任總行資金部總經理。98年11月任中國銀行行長助理。99年11月任中國銀行常務董事。2000年11月任中國銀行副行長。03年5月28日起任中銀香港(控股)有限公司及中國銀行(香港)有限公司副董事長、總裁。

此外，和氏還擔任集友銀行董事長、南洋商業銀行董事長、香港銀行公會之中銀香港指定代表、香港金融管理局外匯基金諮詢委員會及銀行業諮詢委員會委員、香港機場管理局董事會成員、香港紅十字會顧問團成員、香港結算有限公司董事、香港印鈔有限公司董事、香港中國企業協會會長、香港總商會理事、大珠三角商務委員會委員，中國國債協會常務理事及太平洋盆地經濟理事會中國委員會委員等職。



## 何禮泰

何禮泰先生為太古股份有限公司、國泰航空有限公司及香港太古集團有限公司主席。

何氏於1976年加入太古集團，曾於集團在亞洲及澳洲的業務出任不同的管理職位，並在93年1月調回香港前，擔任澳洲太古集團有限公司董事總經理一職。回港後，他擔任董事職務，負責太古集團的船務及消費貿易業務。他於99年出任現時的職務。

何氏現為香港大學校董、貿易發展局理事、香港演藝院校董、貿易發展局香港/日本經濟合作委員會及港美商務委員會委員、香港總商會理事會成員、航空諮詢委員會委員、香港物流發展局成員、香港港口發展局





Hong Kong. He is Patron of the Community Advice Bureau and a member of the Advisory Board of the Hong Kong Red Cross. He is an advisor to the Employers' Federation of Hong Kong. He is also a director of the Hongkong and Shanghai Banking Corporation.

Born in 1949, James Hughes-Hallett graduated from Oxford University in 1970 with a degree in English Literature. He is a Fellow of the Society of Chartered Accountants in England & Wales and an Honorary Fellow of The University of Hong Kong.

He is married with two daughters.

## Dr Raymond KWOK Ping-luen

Dr Raymond Kwok holds a Master of Arts degree in Law from Cambridge University, a Master's degree in Business Administration from Harvard University, an Honorary Dotorate degree in Business Administration from the Open University of Hong Kong and an Honorary Doctorate degree in Laws from the Chinese University of Hong Kong.

He is Vice Chairman and Managing Director of Sun Hung Kai Properties Limited, Chairman and Chief Executive Officer of SUNeVision Holdings Ltd., Chairman of SmarTone Telecommunications Holdings Limited, and a Director of the Kowloon Motor Bus Holdings Limited, Route 3 (CPS) Company Limited, and Airport Freight Forwarding Centre Company Limited.

With respect to his civic activities, Mr Kwok is a Non-executive Director of the Securities and Futures Commission, a Director of the Real Estate Developers Association of Hong Kong, a member of the Hong Kong Port Development Council, and Vice Chairman of the Council of the Chinese University of Hong Kong. He is also Chairman of the Management Committees of the Police Children's Education Trust and the Police Education and Welfare Trust.

## Jeffrey LAM, MBE, JP

Jeffrey Lam is Managing Director of Forward Winsome Industries Limited, a locally based toy manufacturer with operations in Hong Kong, China and Thailand.

Mr Lam plays an active role in public and community service. He is Vice Chairman of the Chamber's China Committee, Deputy Chairman of the Federation of Hong Kong Industries, President of the Hong Kong Plastics Manufacturers' Association, Vice Chairman of The Hong Kong Shippers' Council, Chairman of the Hong Kong Export Credit Insurance Corporation Advisory Board, Council Member of the Hong Kong Trade Development Council, Chairman of the Transport Advisory Committee, a member of the Hong Kong Committee for Pacific Economic Cooperation, and a Court Member of the Hong Kong Polytechnic University. He also serves as Honorary President of the Toys Manufacturers' Association of Hong Kong and Honorary Chairman of the Hong Kong Exporters' Association.

Mr Lam holds a Bachelor of Science degree in Mechanical Engineering from Tufts University, United States. In 1989, he was awarded the Hong Kong Young Industrialists Award, and in 1999 received the Hong Kong Toy Industry Outstanding Award. He was appointed a Justice of the Peace and awarded an MBE in 1996. He is the Honorary Consul of the Republic of Estonia.

成員、香港大學名譽大學院士、社區輔導處贊助人、香港紅十字會顧問團成員及香港僱主聯會顧問。他亦為香港上海匯豐銀行有限公司董事。

何氏生於1949年，70年畢業於英國牛津大學，取得英國文學學位，現為英格蘭及威爾斯特許會計師公會資深會員及香港大學名譽大學院士。

他已婚，育有兩名女兒。

## 郭炳聯博士

郭炳聯博士持有劍橋大學法律系碩士學位、哈佛大學工商管理碩士學位、香港公開大學榮譽工商管理博士學位及香港中文大學榮譽法學博士學位。

他是新鴻基地產發展有限公司副主席兼董事總經理、新意網集團有限公司主席兼行政總裁，並為數碼通電訊集團有限公司主席，亦是九龍巴士控股有限公司、三號幹線(郊野公園段)有限公司及機場空運中心有限公司之董事。

社會公職方面，郭氏為證券及期貨事務監察委員會非執行董事。他同時出任香港地產建設商會董事、香港總商會理事、香港港口發展局成員及香港中文大學校董會副主席。他亦是警察子弟教育信託基金及警察教育及福利信託基金主席。



## 林健鋒

林健鋒先生是永和實業有限公司董事長。永和實業為本地玩具製造商，業務遍及香港、中國和泰國。

林氏積極參與公共和社會服務，兼任多個公職，包括香港總商會中國委員會副主席、香港工業總會副主席、香港塑膠業廠商會會長、香港付貨人委員會副會長、香港出口信用保險局諮詢委員會主席、香港貿易發展局理事、交通諮詢委員會委員、太平洋經濟合作理事會香港委員會委員及香港理工大學顧問委員會委員。此外，林氏分別出任香港玩具廠商會名譽會長及香港出口商會名譽會長。

林氏於美國 Tufts 大學修讀機械工程，獲理學士學位，並分別於1989和99年獲頒香港青年工業家獎和香港玩具業傑出成就獎。96年，林氏獲委任為太平紳士，並獲頒 MBE 勳銜；現為愛沙尼亞駐港名譽領事。



## Victor Li

Victor Li is the Managing Director & Deputy Chairman of Cheung Kong (Holdings) Limited. He is also the Deputy Chairman of Hutchison Whampoa Limited, Chairman of Cheung Kong Infrastructure Holdings Limited, an Executive Director of Hongkong Electric Holdings Limited, Chairman of CK Life Sciences International (Holdings) Inc, and a Director of The Hongkong and Shanghai Banking Corporation Limited.

Mr Li serves as a member of the Standing Committee of the 10th People's Political Consultative Conference. He is also a member of the Commission on Strategic Development, the Greater Pearl River Delta Business Council, the Economic and Employment Council, and the Land and Building Advisory Committee for the Hong Kong Special Administrative Region. Moreover, he is the Honorary Consul of Barbados in Hong Kong.

Mr Li holds a Bachelor of Science degree in Civil Engineering and a Master of Science degree in Structural Engineering from Stanford University in the United States.

## LIU Guoyuan

Mr Liu Guoyuan, aged 53, joined COSCO (Hong Kong) Group Limited as the Executive Vice Chairman and President in November 2000. He is also the Vice Chairman of COSCO Pacific Limited (1199) and COSCO International Limited (517).

After graduating from Beijing Foreign Languages University in February 1975, he joined COSCO at the same year. In August 1982, he earned the Master of Laws degree (LL.M) from the Law School of the University of Washington, USA. Since 1984, Mr Liu had been the General Manager of the Law & Policy Research Department, the Executive Division and the Planning & Project Division in COSCO Head Office. In 1990, he was awarded the qualification of Senior Economist by the Ministry of Communications of China. In 1991, Mr Liu was promoted as the Senior Commercial Director of COSCO Head Office. Afterwards, he had been the Senior Deputy Managing Director of COSCO Tianjin, Senior Vice President and Vice Chairman and President of COSCO Europe GMBH.

Mr Liu has accumulated rich knowledge on corporate management, shipping business management, investment management and staff management from his 30 years' working experiences in COSCO.

He is the member of the Hong Kong Port and Maritime Board, the Hong Kong Logistics Development Council, the Council member of Hong Kong Management Association, the Council member of the Hong Kong General Chamber of Commerce, as well as Secretary General of the Hong Kong Chinese Enterprises Association.

## Stephen NG

Stephen Ng has been Deputy Chairman and Managing Director of The Wharf (Holdings) Limited since 1994, with principal responsibility for the group's CME (communications, media and entertainment) business core since the early 1990s, when Wharf Communications was established.

He joined Wharf Holdings in 1981 and held various positions in the group. In 1987 he became Director and Chief Financial Officer of Wharf Holdings. He was appointed Managing Director in May 1989 and Deputy Chairman in June 1994.

## 李澤鉅

李澤鉅先生現為長江實業(集團)有限公司董事總經理兼副主席、和記黃埔有限公司副主席、長江基建集團有限公司主席、香港電燈集團有限公司執行董事及長江生命科技集團有限公司主席，並出任香港上海匯豐銀行有限公司董事。

此外，李氏為中國人民政治協商會議第十屆政協常務委員。他同任香港策略發展委員會委員、大珠三角商務委員會委員、經濟及就業委員會委員和香港土地及建設諮詢委員會委員。李氏並為巴巴多斯駐港名譽領事。

李氏畢業於美國史丹福大學，獲土木工程學士學位及結構工程碩士學位。



## 劉國元

劉國元先生 53 歲，於 2000 年 11 月加入中遠香港集團任職常務副董事長、總裁，並擔任中遠香港旗下中遠太平洋 (1199) 和中遠國際 (517) 兩家上市公司副主席。

劉氏在 1975 年 2 月畢業於北京外國語大學，同年進入中遠總公司工作。82 年 8 月獲美國華盛頓州華盛頓大學法學碩士學位。自 84 年起，劉氏先後於中遠總公司擔任政策法律處處長、總經理辦公室主任及企劃部經理；90 年獲中國交通部授予高級經濟師資格；91 年提升為中遠總公司總經濟師，之後擔任過天津遠洋運輸公司副總經理及中遠歐洲有限公司董事副總裁、副董事長、總裁。

劉氏在過去近 30 年的中遠工作經歷中，積累了豐富的企業管理、航運業務管理、投資管理及基層管理等方面的經驗。現為香港港口及航運局委員、香港物流發展局委員、香港總商會理事、香港管理專業協會理事及香港中國企業協會秘書長。



## 吳天海

吳天海先生自 1994 年起出任九龍倉集團有限公司副主席兼常務董事。自九龍倉通訊於九十年代成立後，吳氏專注管理集團積極發展的通訊、媒體及娛樂核心業務。

吳氏於 1981 年加入九龍倉集團以來，先後擔任多個要職，



Mr Ng is a member of the Hong Kong/United States Business Council and a council member of the Hong Kong Institute of Directors.

He attended Ripon College in Ripon, Wisconsin, USA, and the University of Bonn, Germany, from 1971 to 1975, majoring in mathematics and economics. He is married and has two sons.

## Jack SO Chak-kwong

Jack So Chak-kwong, is Deputy Chairman and Group Managing Director of PCCW. Mr So started his career with the Hong Kong Government. He joined the private sector in 1978 and held various posts in the securities, banking and real estate sectors.

Before taking up his post at PCCW, Mr So was Chairman and Chief Executive of the Mass Transit Railway Corporation Limited from 1995 to 2003. He served as Executive Director of the Hong Kong Trade Development Council from 1985 to 1992.

Mr So is a non-executive Director of The Hongkong and Shanghai Banking Corporation Limited and Cathay Pacific Airways Limited. He also sits on a number of other committees and organisations, including the Hong Kong/European Union Business Cooperation Committee, The Hong Kong Management Association and the University of Hong Kong Council.

## Patrick WANG Shui-chung, JP

Patrick Wang is the Chairman and Chief Executive Officer of Johnson Electric Holdings Limited. He is a member of the Exchange Fund Advisory Committee of the Hong Kong Monetary Authority and a member of Hong Kong/United States Business Council.

Mr Wang is also a Non-executive Director of The Hongkong and Shanghai Banking Corporation Limited, Vtech Holdings Limited, and Tristate Holdings Limited.

He obtained his B.Sc. and M.Sc. degrees in Electrical Engineering from Purdue University in Indiana, USA.

## Marjorie YANG Mun-tak

Marjorie Yang is Chairman and CEO of Esquel Group, a leading textile and apparel manufacturer with operations throughout the world.

After growing up in Hong Kong, Ms Yang went to MIT, where she earned a Bachelor of Science degree in pure mathematics. In 1976 she received an MBA from Harvard Business School. She returned to Hong Kong in 1978 and became a founding member of Esquel. She was named Chairman of the group in 1995.

Ms Yang currently sits on the boards of The Gillette Company, Swire Pacific Limited and The Hongkong and Shanghai Banking Corporation Limited, and is a member of the New York Stock Exchange International Advisory Committees. She is also a member of the MIT Corporation and the Court of the Hong Kong University of Science and Technology. Since 2000, she has been highlighted on Fortune magazine's annual international

87年獲委任董事及財務總監，89年5月獲委任為常務董事，繼於94年6月成為集團副主席。

他是港美商務委員會會員、香港董事學會理事會成員。

吳氏曾就讀於美國威斯康辛州 Ripon 書院，並在1971至75年間，就讀於德國 Bonn 大學，主修數學及經濟。吳氏已婚，育有兩子。

## 蘇澤光

蘇澤光現任電訊盈科副主席兼集團董事總經理。蘇氏最初加入香港政府開拓個人事業，其後於1978年投身私人機構，曾於證券、金融及物業發展等行業擔任不同職位。

在加盟電訊盈科之前，他於1985至92年擔任香港貿易發展局總裁，並於95至2003年出任地鐵有限公司主席兼行政總裁。

此外，蘇氏為香港上海滙豐銀行有限公司、國泰航空有限公司的非執行董事。他亦參與多個委員會與組織，包括香港/歐盟經濟合作委員會、香港管理專業協會和香港大學校務委員會。



## 汪穗中

汪穗中先生現任德昌電機控股有限公司主席及行政總裁，並擔任外匯基金諮詢委員會委員及港美商務委員會委員。

汪氏亦是香港上海滙豐銀行有限公司、偉易達集團有限公司及聯亞集團有限公司非執行董事。

汪氏在美國印第安納州 Purdue 大學攻讀電機工程，獲理學士及碩士學位。



## 楊敏德

楊敏德女士是國際首屈一指的紡織及成衣製造商——溢達集團的主席兼首席執行官。

楊女士在香港長大，期後赴美國麻省理工學院攻讀純數學，並取得數學系學士學位。1976年，她在哈佛大學商學院獲得工商管理碩士；78年回港，成為溢達集團創辦人之一；95年成為集團主席。

楊女士現為美國吉列公司、太古股份有限公司、香港上海滙豐銀行有限公司董事局成員及美國紐約股票交易所國際顧問委員會委員，亦為麻省理工學院及



list of the 50 most powerful women in business for her significant achievements in running a global operation employing 47,000 people.

Ms Yang is a Member of the National Committee of the Chinese People's Political Consultative Conference. She has an immense interest in conserving the country's environment and culture, especially in Xinjiang, western China.

Ms Yang is also concerned with the promotion of education, with a particular interest in the development of young managers. She has been very involved with the MBA programs at Harvard, MIT, Tsinghua, Fudan and Lingnan universities, and sits on the various advisory boards of these institutions. Since 2003, she has been Chairman of the Textile & Clothing Sector Committee of the China Association of Enterprises with Foreign Investment. She is dedicated to enhancing communication between the Chinese Government and overseas-invested textile firms and strengthening co-operation among such enterprises, thus boosting the development of the Chinese textile sector.

### Alex YE Long-fei

Born in 1942, Ye Longfei joined the Kerry Group in 1995. Currently he is Chairman of Kerry Holdings (China) Limited, Deputy Chairman of Shangri-la Asia Limited, and Director of Kerry Beverages. Prior to joining the Kuok Group, Mr Ye was the Chief Executive of the "Shanghai Desk" in Hong Kong, a promotion office of Shanghai City, from 1991 to 1995. Before taking up his assignment in Hong Kong, Mr Ye had served in various positions in the Shanghai Municipal Government. Mr Ye graduated from Shanghai Fudan University.

### Andrew YUEN Yiu-chuen

Andrew Yuen graduated with a Bachelor of Arts degree in Economics from the University of Hong Kong. He then went on to study for an MBA at the University of Warwick, U.K.

He founded On Kun Hong Limited in 1977, which is an importer and distributor of frozen food, and is its Chairman.

He is also the founder and co-owner of Edcom Limited, established since 1990, a manufacturer, exporter and distributor quality visual presentation equipment.

Mr Yuen has been a member of the Hong Kong General Chamber of Commerce since 1983; Chairman of the Asia Committee from 1995 to 1998; Chairman of the Americas Committee from 1998 to 2001; and a General Committee member since May 1999.

He was a Zone 1 Chairman of the Lions Club International from 1996-7 and has been an Adjudicator of the Immigration Tribunal since 1992.

Mr Yuen is married and has one daughter.

香港科技大學校董會成員。自2000年起，楊女士更被《財富雜誌》評選為全球50位最具影響力的商界女強人之一。

楊女士乃中華人民共和國政協常務委員，對於環境及文化遺產的保護，尤其是在新疆地區，均不遺餘力。她亦熱衷於推動教育普及化，特別是在培育年輕一輩的管理人才方面。她多年來均是麻省理工、哈佛、清華、復旦及嶺南等多所大學的委員，積極參與發展它們的工商管理碩士課程，促進各學府的學術交流。自2003年起，楊女士出任中國外商投資企業協會之紡織服裝專業委員會主席。她致力加強外商企業之間的合作，增進企業與政府之間的溝通，從而為中國紡織業的發展締造良好的投資環境。

### 葉龍蜚

葉龍蜚先生於1942年出生，95年加入嘉里集團，現為嘉里控股(中國)有限公司董事長、香格里拉(亞洲)有限公司副董事長，也是嘉里飲料有限公司董事。加入郭氏集團之前，葉氏為上海市府駐港推廣機構 Shanghai Desk 行政總裁。葉氏於香港任職前，曾出任上海市府多個職位。他畢業於上海復旦大學。



### 袁耀全

袁耀全先生於香港大學修業，獲榮譽經濟學士學位，其後前往英國深造，獲英國沃里克大學工商管理碩士學位。

袁氏於1977年創辦安勤行有限公司，主要業務為進出口及批發冷藏海產食品，現為該公司主席。

他於1990年成立惠仁有限公司，製造、出口及批發高質視聽器材。

袁氏於1983年加入總商會，95至98年間任亞洲委員會主席，並由98年至2001年出任美洲委員會主席。他於99年5月當選理事會成員。

1996至97年間，他擔任獅子會第一分域主席，並由92年起出任入境事務審裁處審裁員。

袁氏已婚，育有一女。



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招募新會員，輕鬆獲享年費優惠。「會員推薦計劃2004」現正展開 — 由現在起至今年十二月底，會員凡成功引薦朋友或商界友好加入香港總商會成為公司會員(會籍有效期至 2005年12月31日或以後)，即可在下次續會時獲減10%年費。

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#### Terms and Conditions 條款及細則

- All staff of Chamber Corporate Members and Individual Associates are eligible to join, however, any recruited member has to be a Corporate Member.  
所有會員公司屬下員工和商會會友均可參加，惟新會員則必須為公司會員。
- The referrers' contact details must be supplied. The name of the referrer member will be mentioned on the membership invitation. No discount will be offered to anonymous referrers. 推薦人必須提供其名片及聯絡資料，其資料將被列於邀請函內，否則不能獲享年費優惠。
- All referrals will be handled on a first-come-first-served basis. 如同一公司獲多於一位推薦人推薦，年費優惠將以先到先得方式處理。
- The decision of HKGCC will be final and we reserve the right to amend the terms and conditions. 香港總商會擁有最終決定權，本會並保留隨時修改計劃細則的權利。

**HKGCC**

Hong Kong General Chamber of Commerce  
香港總商會 1861

The Hong Kong General Chamber of Commerce

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**Americas**

*Ms Janie FONG*

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*Mr Manohar CHUGH*

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**Chamber Overseas**

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*Mr Andrew BRANDLER*

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**Pacific Basin Economic**  
**Council China Hong Kong**

*Mr David ELDON*

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*Mr Robert WONG*

**Retail and Distribution**

*Mr Y K PANG*

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*Mr Erik CHRISTENSEN*

**Small & Medium Enterprises**

*Mr Emil YU*

**Taxation**

*Mr Dino FARRONTANO*

**HK Coalition of Service**  
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*Mr KWOK Kwok-chuen*

**Financial Services**

*Mr Adrien LI*

**Information Services**

*Mrs Cindy CHENG*

**Professional Services**

*Mr Ian ROBINSON*

**Real Estate Services**

*Mr Kyran SZE*

**Travel/Tourism**

*Mr Alan WONG*

**Americas**

**Dr Stephen E Flynn,**

Jeane J Kirkpatrick Senior Fellow for National Security Studies Council on Foreign Relations, spoke at a Chamber roundtable luncheon on April 29, on "Transportation, Security and Terrorism: Managing Trade with the USA."



**Asia/Africa**

**Hassan Attou**, Director of the French Chamber of Commerce and Industries in Morocco, led a delegation to the Chamber on April 16. The visitors were met by Eva Chow, Director, International Business, who briefed them on the latest economic developments in Hong Kong.

**Dr Shahzad Qaiser**, Member Directing Staff, Pakistan, and his delegation of senior Pakistani civil servants, called on the Chamber on April 21. Dr Eden Woon, Chamber CEO, briefed the visitors on the political and economic developments in Hong Kong.

**China**

**Ma Yinfang**, Vice Chairman of Shanghai Municipal People's Government Foreign Economic Relations & Trade Commission, Shanghai Foreign Investment Commission, led a delegation to the Chamber on April 21 to discuss cooperation work for the "Shanghai Modern Services Expo," which took place in Hong Kong on May 20-21.

**Hong Kong Mission to Zhanjiang and Yangjiang**

HKSAR Chief Secretary Donald Tsang led a Hong Kong Mission to Zhanjiang and Yangjiang on April 28 to May 1. The mission, organized by the Expert Group on expanding the Hong Kong Guangdong Economic Co-operation Hinterland (coordinated by HKTDC), sought to promote cooperation between Hong Kong and the hinterland of Guangdong. David Lie, Chairman of the China Committee, led the HKGCC group.



**The Hong Kong-Mainland Joint Business Liaison Committee Annual General Meeting**

took place on April 22. Chamber Vice Chairman Anthony Wu and CEO Dr Eden Woon, representing the Chamber, suggested that the committee continue to focus on CEPA implementation. CCPIT Chairman Wan Jifei and chairmen of the Chinese General Chamber of Commerce, the Chinese Manufacturers' Association of Hong Kong and the Federation of Hong Kong Industries also joined the meeting.

**Zhou Hanmin,**

Deputy Director General of the Bureau of Shanghai World Expo, led a delegation to the Chamber on May 4 to discuss the latest developments relating to the "World Expo 2010 Shanghai China Forum (HK)-International Investment & Financing," which took place in Hong Kong on May 18.



**Song Xiaodong,**

Deputy Division Chief of Chongqing Government Press Office, led a media delegation to the Chamber on May 11. Chamber CEO Dr Eden Woon received the journalists and gave an interview on the latest developments relating to CEPA. HKGCC member Wang Xing, CEO of Tomgroup Ltd, was also at the meeting and shared his view on CEPA's benefit to Hong Kong.



**Feng Yanbang,**

Member of Guangdong Provincial Political Consultative Commission, led a delegation to the Chamber on May 11, where Chamber CEO Dr Eden Woon welcomed the visitors and discussed CEPA implementation issues in Guangdong.

**Yang Baosheng**, Vice Chairman of the Department of Commerce of Hubei



## 香港訪問湛江和陽江

香港特區政務司司長曾蔭權於4月28日至5月1日率領香港訪問團往訪湛江和陽江。訪問團由「擴大粵港經濟合作腹地專責小組」主辦(香港貿易發展局統籌),旨在促進香港與廣東省腹地的合作。總商會中國委員會主席李大壯擔任本會代表團團長。

Province, led a delegation to the Chamber on May 12 to discuss the "2004 Hubei Hong Kong Economic Cooperation Symposium," which will be held in Hong Kong on June 20-25. Mr Yang said the Governor of Hubei Province, Luo Qingquan, will attend the fair.

**Ye Zhanghe**, Deputy Director-General of the Department of Commerce of Hainan Province, called on the Chamber on May 13. Chamber CEO Dr Eden Woon received the delegation and accepted their invitation for HKGCC to co-organize the Hainan (Hong Kong) Trade and Economic Cooperation Symposium in mid-November.

**Liu Yanhua**, Vice Minister of the Ministry of Science and Technology, called on the Chamber on May 13 and discussed ways to encourage technology



## 美洲

外交關係協會國家安全研究高級研究員 **Stephen E Flynn** 博士於4月29日小型午餐會演說,講題是「運輸、保安和恐怖活動:與美國維持貿易往來」。

## 亞洲及非洲

法國駐摩洛哥工商會會長 **Hassan Attou** 於4月16日帶領代表團到訪,由國際商務總監周紫樺接待。會上,周女士向團員簡介香港的最新經貿發展。

巴基斯坦高級公務員代表團團長 **Shahzad Qaiser** 博士和團員於4月21日到訪,本會總裁翁以登博士向訪客講述香港的政治和經濟形勢。

## 中國

上海市對外經濟貿易委員

會、上海市外國投資工作委員會副主任**馬銀芳**於4月21日率領代表團到訪,與本會商討5月20至21日假香港舉行的「滬港現代服務業互動展示洽談會」合作事宜。

## 香港-內地商會聯席會週年會議

於4月22日召開,本會副主席胡定旭和總裁翁以登博士代表本會出席,他們建議委員會繼續專注「更緊密經貿關係安排」的實施。中國貿促會主席萬季飛、中華總商會會長、香港中華廠商聯合會會長及香港工業總會主席亦有與會。

上海世博會事務協調局副局長**周漢民**於5月4日帶領代表團到訪,與本會商討5月18日假香港舉行的「中國2010年上海世博會投融資國際研討會」籌備工作。

重慶市政府新聞辦公室副處長**宋曉東**於5月11日率領傳媒代表團到訪,由本會總裁翁以登博士接待,並向記者講述「安排」的最新發展。總商會會員TOM集團有限公司首席執行官王斌亦有與會,分析「安排」對香港的益處。

廣東省政協委員**馮邦彥**

於5月11日帶領代表團到訪,由本會總裁翁以登博士接待,雙方還討論「安排」在廣東的實施問題。



## 香港總商會

委員會  
主席

理事會  
諮議會  
黎定基

美洲委員會  
方文靜

亞洲及非洲委員會  
文路祝

中國委員會  
李大壯

總商會海外講者團  
萬大衛

e-委員會  
麥頌軒

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環境委員會  
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歐洲委員會  
祈浩能

香港-台北經貿合作委員會  
蔣麗莉博士

工業及科技委員會  
周維正

法律委員會  
戴學禮

人力委員會  
楊敏德

會員關係委員會  
艾爾敦

太平洋地區經濟理事會  
中國香港委員會

艾爾敦

地產及基建委員會  
黃友忠

零售及分發委員會  
彭耀佳

船務及運輸委員會  
祈天順

中小型企業委員會  
于健安

稅務委員會  
范樂德

香港服務業聯盟  
執行委員會

郭國全

金融服務委員會  
李民橋

資訊服務委員會  
鄭韓菊芳

專業服務委員會  
羅寶信

地產服務委員會  
施家殷

旅遊委員會  
黃家倫

cooperation between the Mainland and Hong Kong.

## CEPA

**Speakers at the Experience Sharing Workshops on "Infrastructure and Logistics" and "Professional services"** shared their experiences in applying for the Hong Kong Service Supplier Certificate and in doing business in Mainland China. The workshops took place on April 29 and May 6.

## Europe

**Juris Kanels**, Director, Latvian Investment and Development Agency, led a delegation to visit the Chamber on April 17. David O'Rear, the Chamber's Chief Economist, briefed the visitors on the latest developments in Hong Kong. Members also attended the

meeting to explore further business opportunities with their Latvian counterparts.

**Robert Mathavious**, CEO, Financial Services Commission and **Lorna Smith**, Executive Director of the International Finance Center, British Virgin Islands, called on the Chamber on May 12 to discuss the possibility of setting up a BVI trade office in Hong Kong.

**Christian Jacob**, French Minister for SMEs, led a delegation to the Chamber to meet with members on May 14. Paul Clerc-Renaud, Chairman of the Chamber's Europe Committee, hosted the meeting with the 30-company delegation.

## PBEC HK

**Betty Yuen**, Managing Director, CLP Power Hong

Kong Limited, spoke at a PBEC HK breakfast meeting on April 21. Mrs Yuen talked on "Power Supply: Key to Hong Kong, Asia's World City," in light of members' interest on the issue of power shortages in Guangdong and associated reliability problems.

## Business Policy

**The Chamber Business Policy Division** contributes to the formulation of the Chamber's input into constitutional development. The Chamber was a supporting organisation of the Conference on "Lessons to Learn: Governing Hong Kong" organised by three local think tanks (HKPRI, Civic Exchange and Synergynet). Chamber Vice Chairman Dr Lily Chiang was a speaker at the conference.

**Anthony Nightingale**, Chairman, HKGCC, chaired the first meeting of the subgroup on business facilitation of the Economic and Employment Council on April 30. The subgroup takes on the Helping Business Programme previously overseen by the government's Business Advisory Group.

## Environment

**Dr Lily Chiang**, Vice Chairman, HKGCC, represented the Chamber at the launch of the Business Guide to Sustainable Development produced by the Business Council for the Environment on 23 April.

**The Business Coalition for the Environment** met on May 13 to review current environmental issues. This



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was the last meeting of Barrie Cook as the BCE's Convenor, and his position was taken over by James Graham.

## Taxation

**Dino Farrontano**, Head of Group Taxation, Hutchison Whampoa Ltd, was elected Chairman of the Chamber's Taxation Committee. Agnes Chan, Partner, Ernst & Young; and Sytske Kimman, Managing Director, Amicorp Hong Kong Ltd, were elected Vice Chairmen.

## Small and Medium Enterprises

**Ngai Wing Chit**, Assistant Director of Trade and Industry in charge of SME matters, met with members of the Chamber's SME Committee on 19 April.

## Industry and Technology

**The Hong Kong Awards for Services** organising committee met on April 20 with members of the Trade and Industry Department. At the meeting members agreed that the awards should be suspended for a year in preparation for a merger with the Hong Kong Awards for Industry the following year.

**Anthony Wong**, Innovation and Technology Commissioner, met with members of the Chamber's Industry and Technology Committee and SME Committee on April 27 to discuss the Designsmart scheme. After the meeting, the Chamber submitted its comments on the scheme to the commission on April 30. **B**

湖北省商務廳副廳長**楊寶生**於5月12日帶領代表團到訪，藉以商討6月20至25日假香港舉行的「2004年鄂港經濟合作洽談會」。楊氏表示，湖北省省長羅清泉將出席研討會。

海南省商務廳副廳長**葉章和**於5月13日探訪本會，由總裁翁以登博士接待。翁博士已接納其邀請，協辦11月中舉行的「2004年(香港)海南貿易與投資合作洽談會」。

科學技術部副部長**劉燕華**於5月13日到訪，與本會商談如何促進中港兩地的技術合作。

## 緊貿安排

本會於4月29日和5月6日舉行內地營商經驗分享工作坊，邀請講者分享申請「香港服務提供者證明書」及在內地營商的經驗，主題分別是「**基建與物流**」和「**專業服務業**」。

## 歐洲

拉脫維亞投資及發展局局長**Juris Kanels**於4月17日率領代表團到訪，本會首席經濟師歐大衛向團員簡述香港的新近發展。多名會員亦有出席會議，希望進一步探索與拉脫維亞同業的合作商機。

英屬處女群島金融服務委員會總裁**Robert Mathavious**和國際金融

中心行政總監**Lorna Smith**於5月12日到訪，與本會商討在香港設立英屬處女群島貿易辦事處的可行性。

法國中小企事務部部長**Christian Jacob**於5月14日率領30家企業代表團到訪，與本會會員會面，會議由本會歐洲委員會主席祁浩能主持。

## 太平洋地區經濟理事會香港委員會

香港中華電力有限公司常務董事**阮蘇少涓**於4月21日太平洋地區經濟理事會香港委員會早餐會演說，講題是「電力供應對亞洲世界都會——香港至關重要」，以回應會員對廣東省電力短缺和相關問題的關注。

## 工商政策

**本會工商政策部**協助本會草擬政制發展建議書。此外，本會亦為「前車可鑑——香港的管治」研討會的支持機構。該研討會由三個本地智囊團(香港政策研究所、思匯及新力量網絡)合辦，本會副主席蔣麗莉博士擔任演講嘉賓。

經濟及就業發展委員會轄下方便營商小組於4月30日召開首次會議，由總商會主席**黎定基**主持。該小組專責推行原由政府營商諮詢小組監督的「方便營商計劃」。

## 環境

商界環保協會製作的「可持續發展香港企業指南」於4月23日正式啟用，本會副主席**蔣麗莉**博士代表本會主持啟用典禮。

**商界環保大聯盟**於5月13日開會，檢討目前環保問題。這是高保利最後一次以聯盟召集人身份主持會議，其職位已由關正仕接替。

## 稅務

和記黃埔有限公司集團稅務總監**范樂德**獲選為本會稅務委員會主席。安永會計師事務所合夥人**陳瑞娟**及Amicorp Hong Kong Ltd董事總經理**希嘉敏**一同獲選為副主席。

## 中小型企業

負責中小企事務的工業貿易署助理署長**魏永捷**於4月19日出席本會中小型企業委員會會議，與會員會面交流。

## 工業及科技

**香港服務業獎籌委會**於4月20日與工業貿易署代表開會。會上，雙方同意該獎項應暫停舉行一年，以便下年與「香港工業獎」合併。

創新科技署署長**王錫基**於4月27日與本會工業及科技委員會和中小型企業委員會會面，討論「設計智優計劃」。其後，本會於4月30日向該署提交對計劃的意見書。 **B**

# What's On 活動預告

## UPCOMING EVENTS 活動一覽

### 15 June

Roundtable Luncheon: "Digital Rights Management"

### 15 June

PRD Series: Guangzhou Service Sector Policy & Business Matching Meeting  
珠三角系列：廣州服務業政策及企業交流大會

### 17 June

Training: High-Powered Sales Negotiation (Cantonese)  
勁量「銷售談判法則」講座 (廣東話)

### 17 June ~ 9 September

Training: Basic Mandarin Speaking Group for Managers (Mandarin)  
行政人員普通話基礎班 (普通話)

### 18 June

China Training Series: Mainland Customs – All You Want to Know (Putonghua)  
中國培訓系列：內地海關實務須知 (普通話)

### 23 June

Roundtable Luncheon: Hong Kong Disneyland: IT Behind the Magic Kingdom

### 24 June

Training: How to be a Mentoring Manager

### 24 June

Chamber Happy Hour at Pacific Bar, 8/F Conrad Hong Kong

### 25 June

Visit to Immigration Department

### 25 June

China Training Series: Patent Law – All You Want to Know (Putonghua)  
中國培訓系列：內地專利法實務 (普通話)

### 25 ~ 29 June

PBEC IGM Beijing

### 28 ~ 30 June

Hong Kong Youth Study Mission to the Pearl River Delta

### 29 June

Training: Advanced Writing for Managers

### 4 ~ 9 July

Study Mission to Chongqing/Yangtze River/The Three Gorges Project  
重慶長江三峽工程考察團

### 7 July

Visit to Shenzhen Hi-Tech Industrial Park

### 8 July

Dinner Club (Cantonese)  
仲夏會員聯歡晚宴 (廣東話)

### 22 July

Conversation with a General Committee Member Series: Mr Jack So, Deputy Chairman and Group Manager Director, PCCW Ltd

### 23 July

e-Workshop: RFID

## COMMITTEE MEETINGS

委員會會議

### 15 June

Taxation Committee Meeting

### 24 June

General Committee Meeting

### 24 June

Industry & Technology Committee Meeting

### 8 July

e-Committee Meeting

### 19 July

Chairman's Committee Meeting

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

## MARK YOUR DIARY

重點項目

### 25 ~ 29 June

PBEC IGM Beijing

### 28 ~ 30 June

Hong Kong Youth Study Mission to the Pearl River Delta

### 4 ~ 9 July

Study Mission to Chongqing/Yangtze River/The Three Gorges Project  
重慶長江三峽工程考察團

### 8 July

Dinner Club  
仲夏會員聯歡晚宴

### 22 July

Conversation with a General Committee Member Series: Mr Jack So, Deputy Chairman and Group Manager Director, PCCW Ltd





# 縱橫會計系統

## Dynamic Accounting System

“一套全面組織公司業務數據之軟件”



**搬遷啟事：**  
 香港總公司已於2004年6月7日  
 遷往香港銅鑼灣告士打道280號  
 世界貿易中心15樓04室

- 總帳 General Ledger
- 應收、應付帳 Receivable & Payable
- 購貨、銷售及存貨帳 Purchasing, Invoicing & Inventory Control
- 生產管理帳 Production
- 貨品分配帳 Inventory Distribution
- 貨架管理帳 Shelf Management
- 零售管理帳 Point of Sales
- 現金代用券管理帳 Coupon Management
- 固定資產帳 Fixed Assets
- 工程帳 Project
- 報價管理帳 Quotation
- 問價管理帳 Procurement
- 購貨請求管理 Purchase Requisition
- 薪金管理帳 Payroll
- 假期管理帳 Leave Management
- 工作記錄帳 Work Records Ledger
- 出勤管理帳 Time Attendance
- 物業管理帳 Property Management
- 寄售管理功能 Consignment Sales
- 來貨寄售管理功能 Consignment IN
- 存貨項目批號管理 Inventory Lot Number

總公司：香港銅鑼灣告士打道280號世界貿易中心15樓04室  
 電話：(852) 2891 2022 傳真：(852) 2893 6618  
<http://www.dynamic.com.hk>

深圳分公司：深圳市福田區上步中路1001號科技大廈606室  
 電話：(86-755) 8367 1298 傳真：(86-755) 8369 9243  
 上海分公司：上海市徐匯區肇嘉浜路680號金鐘大廈1號樓8樓818室  
 電話：(86-21) 6415 2145 傳真：(86-21) 6415 2146



謎面：陳老闆剛向東亞銀行成功申請

高達800萬元的中小企業信貸保證計劃貸款

# 猜四字詞語



謎底：大展拳腳

東亞銀行配合政府的中小企業信貸保證計劃，為你預備更充裕資金，提升競爭力，助你大展拳腳。

中小企業信貸保證計劃包括：

- 400萬元之營運設備及器材貸款；
- 200萬元之聯繫式營運資金貸款；及
- 200萬元之應收賬融資貸款。

於2004年3月1日至8月31日期間，首50名東亞銀行客戶成功推介新客戶取得中小企業信貸保證計劃貸款，即有機會獲得價值港幣1,000元之美心飲食禮券、百佳超級市場現金券或豐澤電器現金券！詳情請參閱宣傳單張。

**客戶推介計劃** **\$1000**

贏取價值  
港幣**1,000元**現金券

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