

The Bulletin

Magazine of The Hong Kong General Chamber of Commerce

香港總商會工商月刊



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May, 1978
一九七八年五月號

Inside: Do we need
an exhibition centre?
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The Bulletin

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Director's Viewpoint

Small Sometimes Means Big

WE have become accustomed, in recent years, to hearing Hong Kong's trade and industry described in very large figures indeed. Total trade, imports, exports, re-exports, employment, banking deposits and loans, tourism and other essential economic statistics appear regularly in giant's clothing. Growth and expansion take seven league steps and quality assessments of our progress are euphoric. We are treated to so many progress reports on the multinationals and internationals and regionals and whacking great nationals in our midst that one could be forgiven for assuming that the economy depends solely on the big battalions.

Not so. As an article in this edition of *The Bulletin* will show, Hong Kong's business and industry owes much to the small man and the small enterprise. Numerically, small businesses in every economy outnumber the big ones. What is surprising in Hong Kong, however, is the degree of participation in international trade enjoyed by relatively small firms and the volume of industrial output attributable to factories employing less than 50 workers. And how many of the top 1000 or so factories classified as having more than 100 workers (which employ about half of industry's 800,000 workers) began as every small factory is anybody's guess. Certainly, I can think of many large businesses and factories today that I knew 25 years ago as very small ones. They are being run now by the highly trained sons of the entrepreneur fathers I knew in the early 1950's — the pioneers.

What was then, is still! Of the 12,000 or so factories producing directly for the export market perhaps 11,000 are small scale. Their problems are not greatly different now to those they faced a quarter of a century ago. Fierce competition (it is at the smallest enterprise level that competition is at its fiercest), lack of funds, dependence on sub-contract orders, high rents, problems with officialdom and lack of adequate training and experience are constant themes in small business development.

The overall contribution of small scale business and industry to the economy is incalculable. The small man does not ask for any special privilege nor any subsidy. He does ask that his special needs and circumstances are not forgotten. Premises, loans, management and productivity training, consultancy and information systems all take different forms as between the big company and the small operator. In Hong Kong, various organisations provide services of one kind or another for small scale business and industry.

Most countries support small scale business and industry with institutions which tend to concentrate specialised services but almost all of these are subsidised by Governments to some extent. Although the Hong Kong Government has always resisted any form of subsidy for business and industry, the expenditure of public funds on the Trade Development Council, the Hong Kong Productivity Centre, the Hong Kong Management Association and other service organisations can be classified as direct Government support for the institutional system. It is only a comparatively short step from that position to inclusion of support for a Small Business Institute, were a strong case to be made for such an organisation. But this would need a very detailed study and the problem then arises — who will commission such a study? Small business and industry do not have much of a voice in Hong Kong, despite their significant contribution to the economy.

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The Case for an Exhibition Centre in Hong Kong

"If ever there was an ideal place for a major trade fair facility in this region, it is Hong Kong. We have the trade volume and a free import/export system which makes the movement of goods in and out for exhibition purposes both easy and uncomplicated. We must make every effort to establish Hong Kong as a major trade fair centre in the Far East." — the Hon. Alex S.C.Wu, Legislative Council, 26th October, 1977.

MR. Wu's proposal was by no means new. As early as 1964 the Urban Services Department and the Commerce and Industry Department initiated discussions at government level on the feasibility of constructing an all-purpose indoor stadium-cum-exhibition centre in Hong Kong which would fulfil a need for adequate trade fair and exhibition facilities, as well as providing a welcome service to the community.

As a result, a special 'Indoor Stadium Sub-Committee' was established under the Urban Council in November 1964 and professional consultants were employed to carry out a detailed feasibility study for the proposed project. Their report, published in September 1965, endorsed the view held by many traders and industrialists, as well as by some sections of Government, that such facilities would be a worthwhile investment for Hong Kong.

After more than two years of deliberation the Indoor Stadium Sub-Committee submitted its report, recommending that the Government should construct a sports stadium/exhibition/convention centre complex providing at least 130,000 square feet of space for trade fairs and exhibitions. The proposed complex would be fully air-conditioned and equipped with all necessary ancillary facilities and services. The design of the main exhibition hall should be suitable for displays of heavy machinery and equipment. And the complex should be centrally located, within easy reach of the main business areas and hotels, the most favoured site being at Hung Hom, adjacent to the proposed railway terminus. The estimated cost of the complex was \$60 million.

Deferred

After considering the report the Government decided to proceed with the indoor stadium, construction of which was delayed by the recession and finally got underway in 1977. But for reasons best known to the Government, the proposal for a trade fair/exhibition centre was deferred.

The 'pro-exhibition centre lobby' believed a centre would serve a number of purposes. Firstly, manufacturers in, say, North America or Europe would use the facilities to stimulate their exports to the entire Asia/Pacific area, Hong Kong's central location and excellent communications being a key factor in this regard. Instead of mounting small-

scale exhibitions in a number of separate markets in the region, they could stage major exhibitions in Hong Kong aimed at the region as a whole.

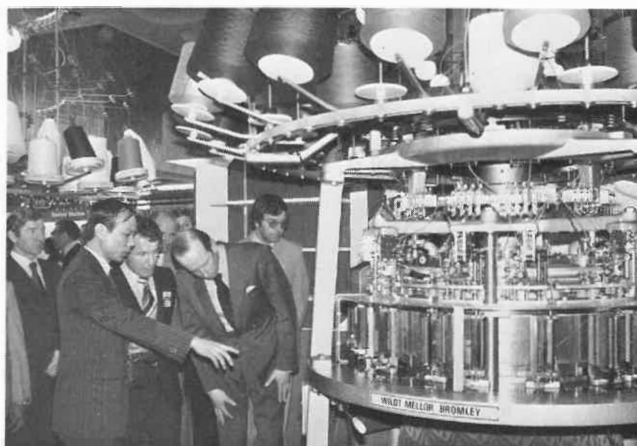
Secondly, overseas manufacturers who recognised the advantages of Hong Kong as a distribution centre for the region — that is, as a centre for re-exports — would be encouraged to make use of these advantages if there were first-rate exhibition facilities available here.

Thirdly, local manufacturers could use the facilities to mount exhibitions for overseas buyers, who could save themselves a lot of time and trouble by visiting one centrally located trade fair rather than traipsing round Hong Kong meeting different suppliers.

Fourthly, overseas manufacturers could mount exhibitions aimed specifically at the Hong Kong market (like the recent British Industrial Exhibition).

And finally, the centre could be used by neighbouring countries, particularly China, for exhibitions of products aimed at markets other than Hong Kong. Here again our central location, coupled with a lack of good facilities in other countries in the region, would give Hong Kong an edge.

Had the Government decided in the 1960s to proceed with the exhibition centre there is little doubt that the



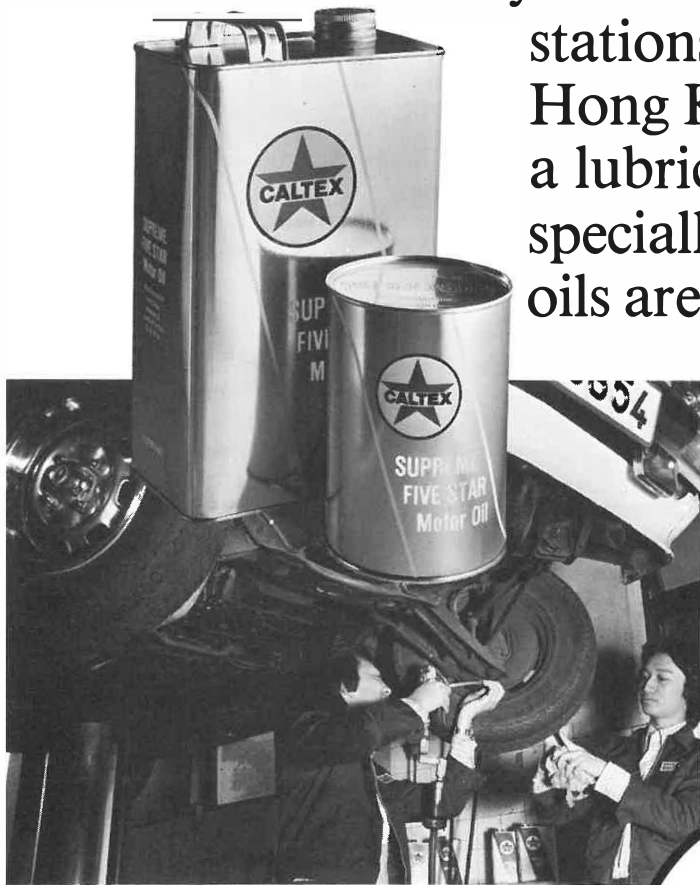
The recent British Industrial Exhibition, attended by the Duke of Kent.

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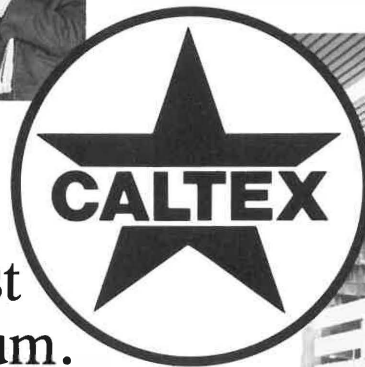
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whole community, and the business community in particular, would have gained a most useful asset, which would have filled a need already apparent some 14 years ago.

And if the arguments for an exhibition centre were strong then, they must be overwhelming today. Hong Kong's scale of production, its imports, exports and re-exports, have quadrupled during the past decade. On the one hand, our manufacturers and exporters cannot afford to miss any opportunity to promote their products to as wide an audience of buyers as possible. On the other, if local manufacturers are to continue to hold their own in the world market over an ever-increasing and diversified range of products, at a higher level of technology and against ever-fiercer competition, they are going to have to study and absorb the best, most up-to-date production methods, technology and equipment.

Therefore, there seems a strong enough case *per se* for ensuring that exhibitions of a wide range of raw materials, semi-finished items, machinery and equipment, even industrial techniques, can be held in Hong Kong.

Challenging

Throughout the 1950s and most of the '60s Hong Kong's industrial development was moving at such a pace, and demand in overseas markets was growing so rapidly, that Hong Kong had little need to worry about overseas competition. Those days, however, are past. Hong Kong today is no longer a 'low cost' producer and certainly cannot afford to ignore the need to raise productivity through mechanisation and automation of production and through improved organisation and methods. Our competitors, both in the region and in other developing areas of the world, are challenging Hong Kong across the entire industrial spectrum. There is an urgent need for Hong Kong's industrialists, even at the small-scale level, to be in touch with changing technology around the world and to be aware of the need for new equipment and processes.

Existing facilities for trade fairs and exhibitions in Hong Kong are limited, even by regional standards. Hong Kong's only regular trade fairs for overseas buyers are the Ready to Wear and the Toy and Gift Fairs — although the Fashion Accessories Show, held this year for the first time, might also become a regular event. For these fairs, where the products on display are light and easily transportable, the facilities provided by local hotels or the Convention Centre are adequate, though neither were designed for that purpose. But for technical exhibitions the only area halfway suitable is the Hung Hom Railway Terminus — and, needless to say, that wasn't designed as an exhibition centre either! Moreover, very heavy machinery and other equipment requiring built-in electrical and water supply facilities cannot be demonstrated at the railway terminus.

The Hung Hom terminus offers 17,000 square feet of space in its south concourse, plus a further 33,000 square feet on platforms 5 and 6, which are not currently in use for railway traffic. So far the latter area has not been used. The main drawback is the shortage of such facilities as catering, toilets and separate discussion rooms. For the British Industrial Exhibition telex and telephone facilities had to be provided by Cable and Wireless.

Despite the drawbacks, however, the Hung Hom terminus has been in strong demand during the past two years and a further 16 bookings have so far been made for the

next year or so. This in itself lends support to the proposition that Hong Kong should have a custom built facility for exhibition purposes.

The Hung Hom stadium, being built literally above the railway terminus concourse, will offer an area of about 15,000 square feet which can be used for exhibition purposes, but again, that is not the principal function of the stadium, which will not be completed until 1981.

Businessmen who have seen and used exhibition facilities in places like Frankfurt, Berlin, Chicago, Milan or Osaka, or the splendid National Exhibition Centre near Birmingham, will know what a difference there is between a truly purpose-built exhibition centre on the one hand and a railway station or sports stadium posing as an exhibition centre on the other!

The NEC at Birmingham, for example, is designed to provide one million square feet of covered exhibition space. There are seven halls, five of which are grouped around a central piazza. These can be used either as self-contained units or, when required for a major event, can be converted into one vast area by opening the full-height shutters between them. The Centre is easily accessible by air, road and rail and it comes complete with conference and entertainment facilities, plus all necessary services for the visiting businessman.

But there are a number of imponderables involved in any consideration of the need for an exhibition centre. Who would build the centre? Who would operate it? Would the facilities be fully utilised? In short, is the project economically viable? This is something of a chicken and egg question, since it is of course difficult to prove that the substantial expense of building an exhibition centre — which could be anything from \$50–100 million — would be justified without an established track record. However, the supporting evidence is, if not conclusive, then certainly very strongly in favour of such a centre.

Government assistance needed

The major stumbling block is the cost of land. We do not have a million square feet of land available in Hong Kong and the centre would have to be built upwards rather than outwards. But, even so, we are still talking about a minimum area of 200,000 square feet in a fairly central location, close to hotels and other facilities — Hung Hom would still appear to be the best choice, but other possibilities are Wanchai, East Tsimshatsui or Shatin (but only if the MTR was extended out there).

It would appear that only the Government could provide the initial funding, including the land input, and the co-ordinated planning and, later, management for the centre. It is extremely doubtful whether any single organisation in Hong Kong could tackle such a project on its own without Government assistance.

The Chamber's Director, Jimmy McGregor, told *The Bulletin* he would like to see the Government commit itself to the construction of an exhibition and trade fair complex, essentially under Government control, but with such participation as may be necessary from the private sector. But before committing itself to the concept the Government would have to commission a further study by professional consultants.

'No matter how well organised and how much profes-
(Continued on Page 11)

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A railway station next to an exhibition centre — and an exhibition centre inside a railway station.



Britain's National Exhibition Centre, situated near Birmingham in the English Midlands, was built at a cost of £25 million. The centre provides one million square feet of covered exhibition space on a site of 310 acres. There are seven halls, five of which are grouped around a central piazza. One hall can be divided into two and the remainder can be used as self-contained units. When required for a major event, all can be covered into one

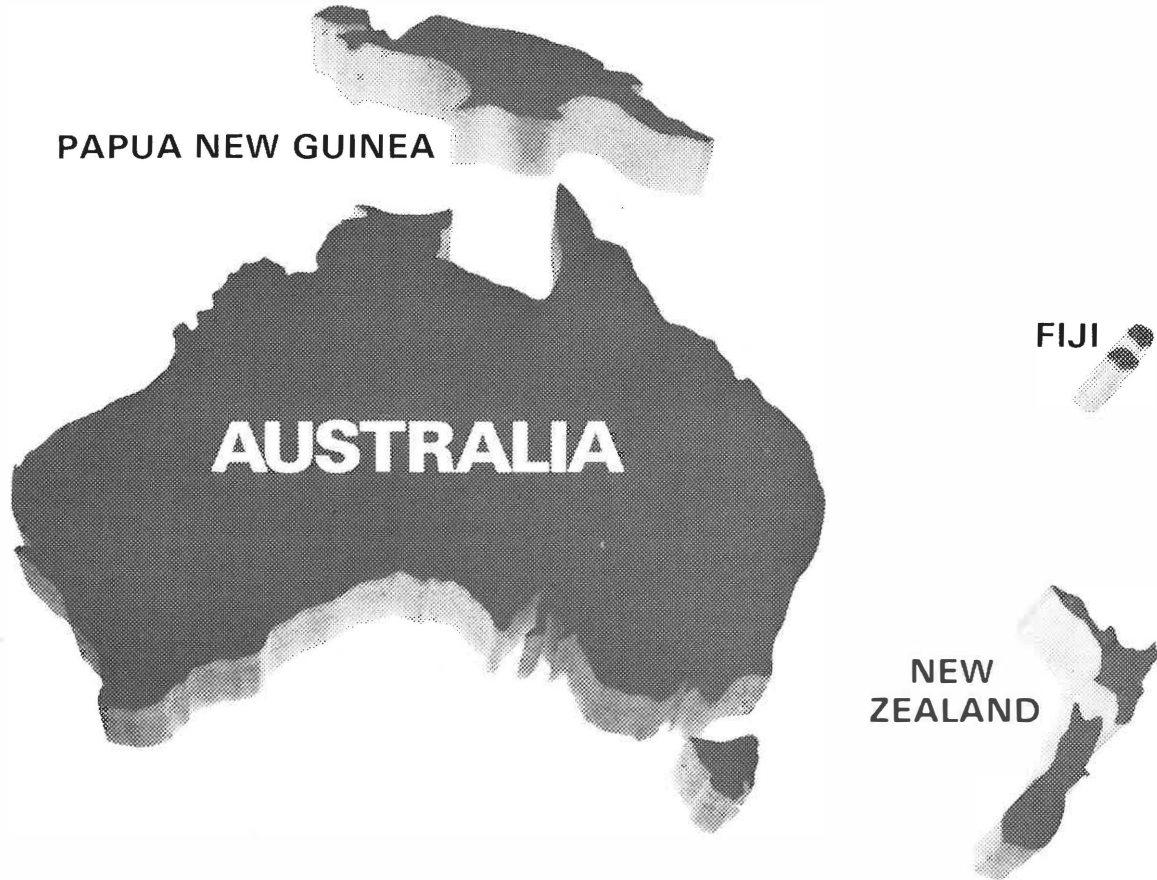
vast area by opening the full-height shutters between them. Motorways converge on the area from all four directions, while a railway station (bottom centre) is linked to the centre by a covered footway. Birmingham Airport is a few minutes drive away. In addition to the exhibition halls, the site also contains two hotels and a conference and entertainment centre grouped round an artificial lake.



Hong Kong's 'Exhibition Centre' is situated inside the Hung Hom Railway Terminus. Its facilities are limited to 17,000 square feet of space in the south concourse (in the centre of the photograph), plus a further 33,000 square feet on platforms five and six. Although conveniently situated, close to the cross harbour tunnel and only a few minutes away from Central District,

Tsimshatsui and Kai Tak Airport, the terminus lacks many of the facilities required for major international exhibitions and trade fairs. "There can be few such advanced commercial communities in the world that have to rely on the ad hoc conversion of parts of a railway station, in which the trains are still running, for this important means of generating business."

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(Continued from Page 7)



Hong Kong's biggest annual trade promotion – the Ready-to-Wear festival.

sional experience they may have, organisations in Hong Kong could not produce the kind of material sufficient to convince the Government that a good case exists for such a complex', Mr. McGregor said.

'What is required at this stage is a professional study by qualified consultants who would produce recommendations within, say, six months based on all the available evidence and submit these to an ad hoc committee or working group set up by the Government. There is no doubt in my mind that the consultants would come to the conclusion that some form of exhibition centre would be useful in Hong Kong.'

Mr. McGregor believed that such a centre would be fully utilised virtually from the day it opened. 'In fact, like the City Hall, people would later wonder how on earth we ever managed with it,' he said.

Strong advocate

Other organisations consulted by *The Bulletin* agreed that an exhibition centre is needed in Hong Kong. The Chinese Manufacturers Association has of course been a strong advocate of the project for many years. The CMA President, Wong Tok-sau, reiterated this recently at the opening of the Association's Hong Kong Products Display Centre, located on the ground floor of the CMA building.

The Divisional Manager of the Hong Kong Productivity Centre, Dr. L.T. Chan, who has organised more than 20 exhibitions of specialised equipment in recent years for industries such as electronics and metal-working, believed that such exhibitions demonstrate the technical and economic advantages of using modern equipment and appropriate materials. They upgrade the technology level and help to broaden the manufacturing base of Hong Kong industries.

It is not only local businessmen and organisations who are aware of the need for exhibition facilities in Hong Kong. Companies and governments overseas are anxious to promote their sales here – this is, after all, a very substantial market for a wide range of goods – and would certainly utilise high quality exhibition facilities were they available.

Lord Elton, who is Director of Overseas Exhibition Services, a company which specialises in organising fairs and exhibitions around the world, recently wrote to our Director. His letter is worth quoting:

'On the case for the building of a permanent exhibition complex, I can only say that to many businessmen visiting Hong Kong it is a matter of great surprise to discover that you have not already got one. There can be few such advanced commercial communities in the world that have to rely on the ad hoc conversion of parts of a railway station, in which the trains are still running, for this important means of generating business.

'Hong Kong is ideally situated to attract both exhibitors and visitors from South East Asia on the one hand and the Far East on the other. Its geographical position makes it the obvious staging post between Japan and the ASEAN group and its connections with China are second to none.

'Facilities for anything more than middle sized exhibitions are strictly limited throughout the whole region and I am sure that there would be no difficulty in securing a high level of lettings to justify the use of a very valuable site for this purpose.'

The bigger the better

A Chicago – based company, Industrial and Scientific Conference Management, which similarly stages exhibitions around the world, has recently opened an office in Hong Kong and hopes to organise many exhibitions here. The company's Hong Kong representative, Larry Tang, told *The Bulletin* they naturally hoped that a permanent exhibition centre would be built here, and the bigger the better. He believed that large numbers of overseas visitors would be attracted to trade shows in Hong Kong and that they would come both as money-spending tourists and as businessmen.

The Chamber's Director believes that if Hong Kong had its own exhibition centre we might hold a large-scale annual or semi-annual general fair, perhaps incorporating the Ready to Wear and other existing promotions. If this was held either just before or just after the Kwangchow fairs many of the thousands of overseas buyers who were travelling to Kwangchow would also be able to see a wide range of products in Hong Kong.

But this is speculation. What is needed as a first step is a detailed study of all the pros and cons. This is something that is best left to professional consultants. A decision needs to be taken before all available land is accounted for by forward planning. And it seems to be up to the Hong Kong Government to set the ball rolling!

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Small Firms, Big Problems

Small business and industry play a vital role in the Hong Kong economy but small firms often have big problems.

IN Hong Kong, small firms account for an estimated 18 per cent of Gross Domestic Product. Not only do small companies form an important sector in their own right, they also lend support to larger companies and provide much of the flexibility and dynamism for which Hong Kong is renowned.

Moreover, there is evidence to suggest that small companies are just as efficient as large ones. Contrary to common belief, many small industries boast an above average output performance, in terms of gross output per manhour. In 1973, one year for which statistics are available, the value of average output per manhour of factories employing between 20 and 49 workers was \$23,895. The overall

average output for manufacturing industry (excluding establishments with fewer than 20 workers) was \$21,940.

Whilst it is accepted that 'economies of scale' allow a greater volume of goods to be produced at a lower cost per unit, it is also true that small-scale units can operate more flexibly and efficiently when resources are limited.

There is no universal definition of 'small company'. Since some industries or trades are by nature labour intensive while others are capital intensive, an employment criterion is not in itself sufficient.

The definition of a small industrial establishment adopted by the Government several years ago for the purposes of its (now defunct) Loans for Small Industries Scheme was a factory employing less than 200 workers and with proprietors' funds totalling less

than \$1 million.

If one adopts these criteria there are in Hong Kong more than 35,000 small manufacturing establishments collectively employing some half a million workers. In other words, they account for 99 per cent of total establishments and 69 per cent of manufacturing employment (Table I).

Even if one adopts more restrictive criteria, say less than 50 workers, small enterprises still account for about 90 per cent of total manufacturing establishments and nearly 40 per cent of manufacturing employment.

In the wholesale, retail and import/export trade the criterion might be lowered even further to, say, less than 10 employees. On this basis, small enterprises would account for about 92 per cent of total establishments and 60 per cent of total employment (Table II).

Small industries have played a



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TABLE 1
MANUFACTURING ESTABLISHMENTS
ANALYSED BY EMPLOYMENT SIZE

(As at December, 1977)

Size of Establishment (No. of persons engaged)	No. of Manufacturing Establishments	No. of Persons Engaged
1 - 9	24,846	97,999
10 - 19	5,660	74,993
20 - 49	4,186	130,038
50 - 99	1,650	114,259
100 - 199	777	104,722
200 - 499	371	106,730
500 - 999	98	67,392
1,000 - 1,999	34	45,304
2,000 and over	6	13,671
GRAND TOTAL:	37,568	755,108

Source: Census and Statistics Department.

TABLE II

WHOLESALE, RETAIL &
IMPORT/EXPORT ESTABLISHMENTS
ANALYSED BY EMPLOYMENT SIZE

(As at March 1977)

Size of Establishment (No of persons engaged)	No. of Establishments	No. of persons engaged
1 - 4	40,616	93,354
5 - 9	10,918	68,438
10 - 19	3,246	41,996
20 - 49	1,083	30,494
50 - 99	203	13,918
100 - 199	61	8,222
200 - 499	28	8,619
500 - 999	3	1,764
GRAND TOTAL:	56,158	1,764

Source: Census and Statistics Department

major role in the development of the Hong Kong economy, for a number of reasons.

Firstly, within Hong Kong's industrial structure small industries have a distinct role in bridging the gap between productive capacity and sales demand. They often act as sub-contractors, taking on work 'put out' by the larger companies, thus providing additional flexibility to Hong Kong's industrial structure.

Secondly, the fact that Hong Kong has so many small businesses has undoubtedly contributed substantially to our excellent labour relations. Labour often responds better in the small business environment, particularly in a paternalistic society like Hong Kong. And of course a dispute within a small unit is less economically disrupting than a dispute involving thousands.

Thirdly, free enterprise has been the driving force behind Hong Kong's economic success. In such a business environment the existence of small industries helps to preserve competition and encourage the survival of the best while eliminating the less efficient. Competition is often most fierce at the lower, rather than upper, end of the scale.

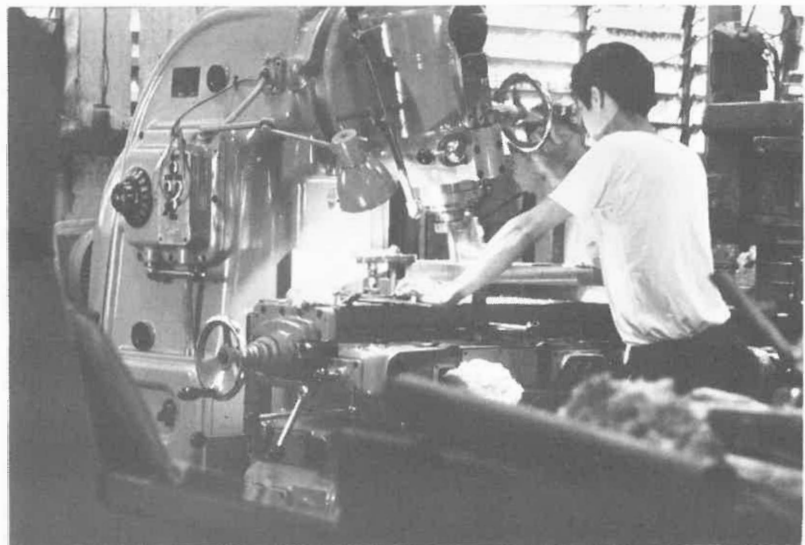
But if small businesses have a special contribution to make to the Hong Kong economy, they also have special problems.

First of all, small industries suffer from an acute accommodation problem. Few small firm proprietors can afford to purchase their own premises and are forced to pay high rentals. In 1971, according to the Census of Manufacturing Establishments carried out in that year, 69 per cent of Hong Kong's factories were situated in non-industrial - mainly residential - buildings (see article in the March 1977 edition of *The Bulletin*). Unless 'dangerous' or 'obnoxious' their presence in domestic buildings is generally tolerated, for the simple reason that

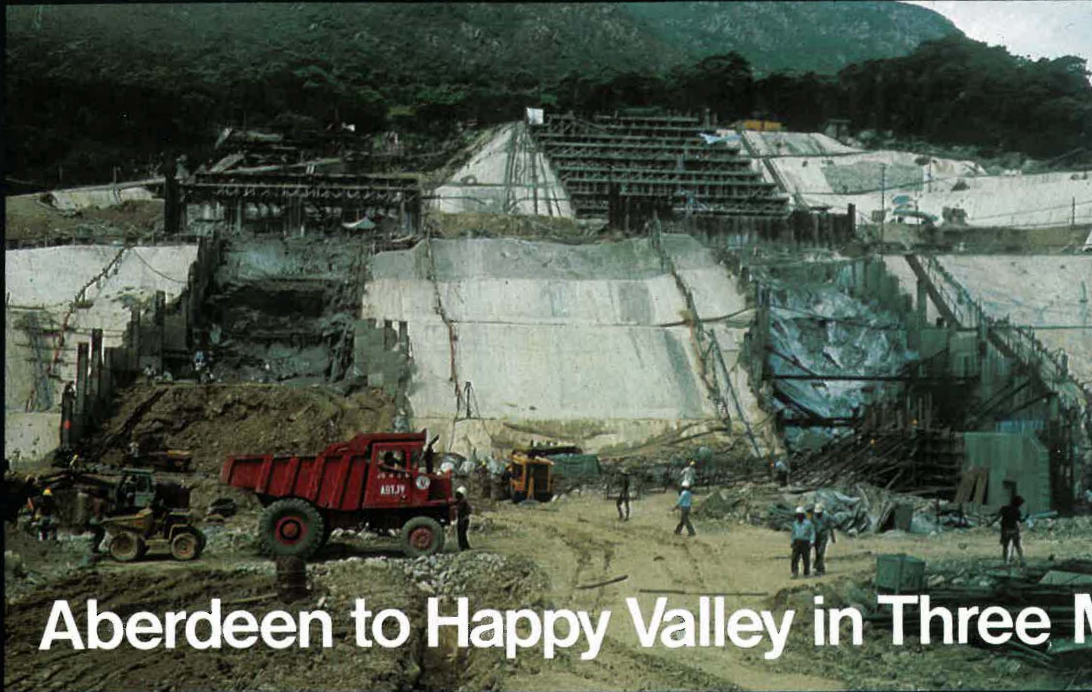
there is nowhere else for them to go. But flats designed to accommodate people are not generally ideal for an industrial process and the proprietors have to live with the thought that one day they might be evicted.

Recently there have been calls for a 'Factory Ownership Scheme' suitable for small to medium sized factories, along similar lines to the Government's Home Ownership Scheme. The proponents of such a scheme believe that it would offer the owner long-term

Continued on Page 18



Machinery workshop



Aberdeen to Happy Valley in Three Minutes!

With the continuing industrial and housing development at Aberdeen the need for a high capacity road link connecting Aberdeen with the north side of the island has long been a matter of high priority. Today the up-and-over journey from the north side of the island to the south can take from 15 to 50 minutes, depending on traffic conditions. By 1981 the same journey will have been reduced to less than five minutes, with the completion of the Aberdeen Tunnel.

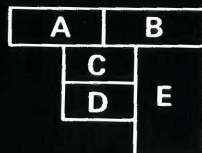
The one and a quarter mile (1.9 km) tunnel will form part of a trunk route which should allow the motorist to drive the 25 miles from Tuen Mun to Aberdeen in little over half an hour. The tunnel should also absorb traffic from Repulse Bay and other rapidly developing areas in the south, thereby considerably relieving traffic congestion on Pokfulam Road in the west and Stubbs Road and Repulse Bay in the east.

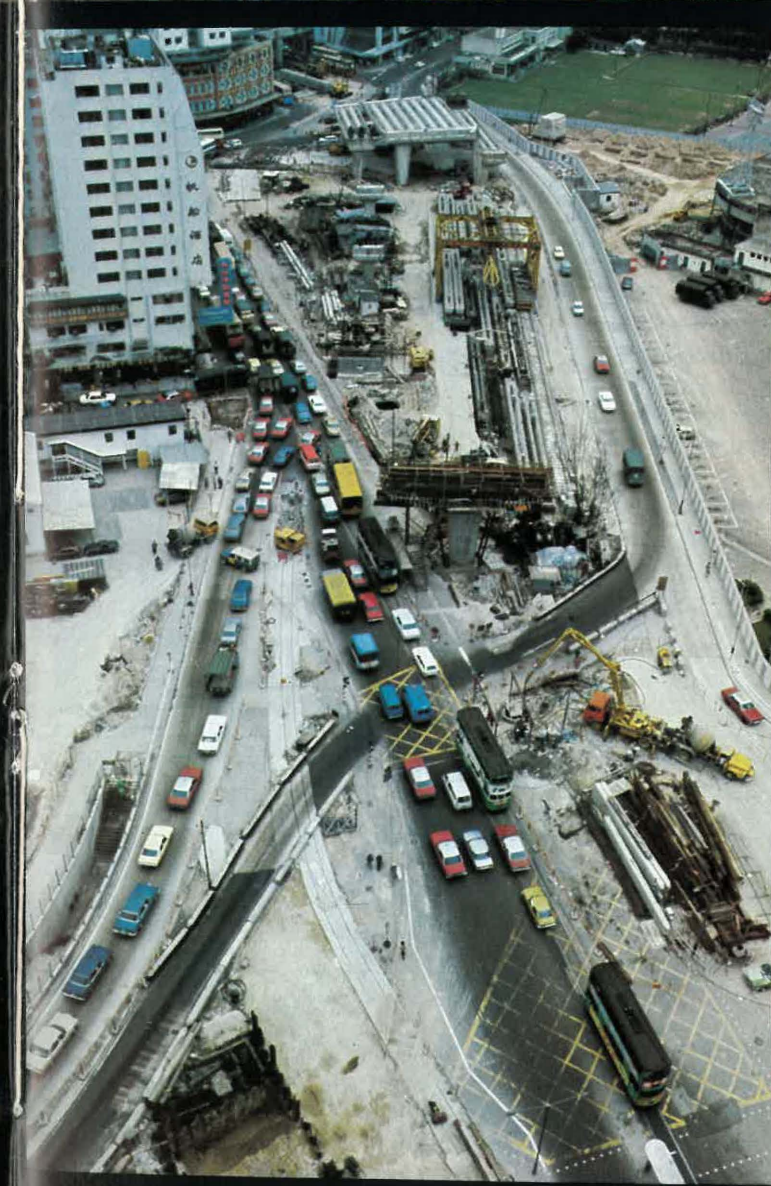
The Aberdeen Tunnel is being built by an international consortium consisting of some of the companies involved in the construction of the Mass Transit Railway — *Dragages* (France), *Sentab* (Sweden), *Hochtief* (West Germany) and Gammon (HK) Ltd. The Consulting Engineers for the project are Maunsell Consultants Asia.

In addition to the tunnel work itself, work is proceeding on an interchange system at the south end of the tunnel, at Wong Chuk Hang, and on the extension of the Canal Road flyover at the Happy Valley end, which is in turn connected to the Cross Harbour Tunnel.



- (A) Tunnel approach excavation and grouting operations at Wong Chuk Hang
- (B) The tunnel's northern portal and approach flyover at Happy Valley
- (C) Southbound tunnel excavation at the Happy Valley
- (D) 'Drilling Jumbo', which will be used for tunnel excavation
- (E) The Canal Road Flyover extension



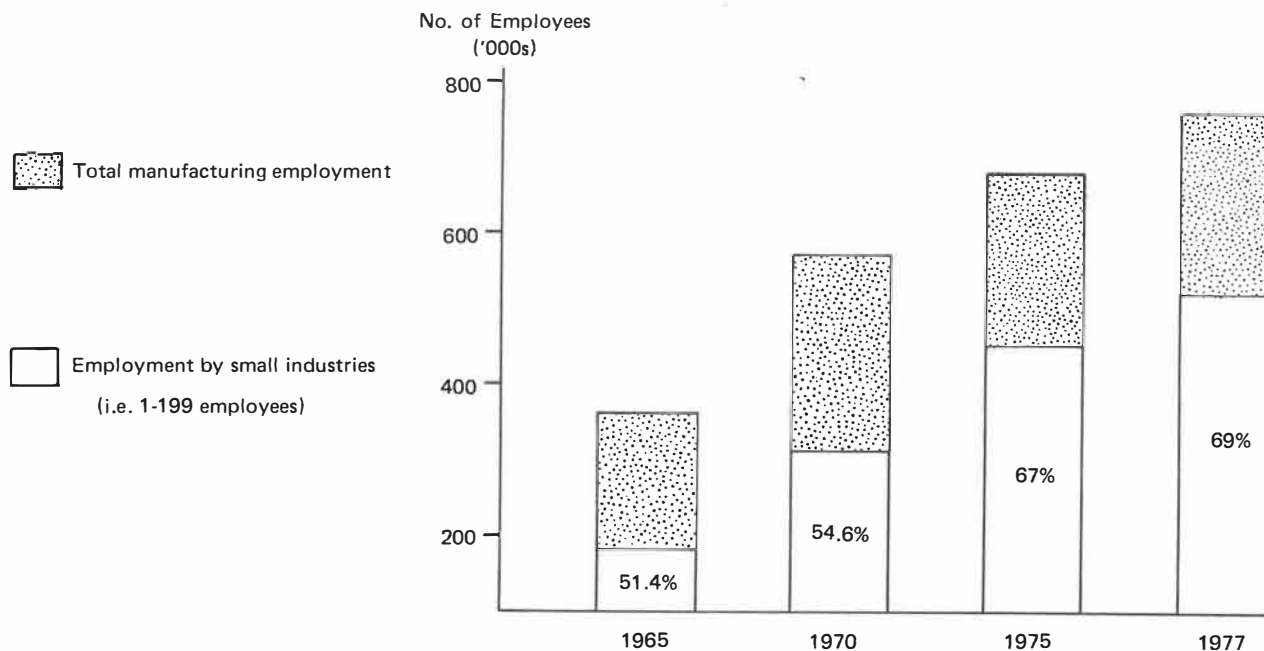


The Chivas Regal
of Scotches.



It's waited
12 years for you.

TABLE III
THE GROWING IMPORTANCE OF SMALL INDUSTRY IN HK



Source: Census and Statistics Department

Continued from Page 15

security and facilitate better production planning.

J.P. Lee, Secretary General of the Chinese Manufacturers Association, which includes among its members many smaller manufacturing units, advocates special Industrial Estates for small industries. These would provide accommodation in the form of flatted factory units, where preference would be given to small factories which were willing to move out of their premises in non-industrial buildings. But some industries, such as garments or semi-precious jewellery, which are socially acceptable, could be allowed to remain in non-industrial buildings.

A second problem is that of finance. Since it has a more substantial asset base, a large company usually finds it easier to obtain loan capital. For several years the Commerce and Industry Department operated a Loans for Small Industry Scheme. Despite its good intentions the scheme was not a success and was eventually wound up. Its terms of reference were limited to loans for the purchase of new machinery; there was no provision for parallel loans of working capital, an equal need which arises as production capacity is increased; nor did the scheme make funds available for the

purchase of new factory premises, although this is often the first priority for the small industrialist. The need for new machinery, working capital and new premises are obviously inter-related.

Dr. Donald Taylor, Principal Consultant for the Hong Kong Productivity Centre, believes that the strength of the family unit in traditional Chinese society is both a boon and a restraint for the small entrepreneur.

‘On the one hand, it is much easier at the initial stages to get help from within the family. A worker in a factory learns a skill and one day sees an opportunity to set up his own business. He borrows some money from his relatives and friends – \$10–\$20,000 might be enough – takes two or three fellow employees with him, rents some factory space and off he goes.



Small industry in Government resettlement factory blocks – they are often the lucky ones



Domestic buildings like these are often full of small factories and workshops

'But the converse is that when the business has been successfully established, the system of family loyalties can act as a restraint. Thus you might find a company which employs tens or even a hundred or more workers, but retains the same structure and the same management methods as it had when it started out. Uncle still looks after the money, while third cousin is in charge of production. One member of the family might be a remarkable entrepreneur, but the family holds him back.'

Another factor which inhibits expansion for the small company is the proprietor's lack of education and managerial training. (It is an interesting observation that in Hong Kong entrepreneurial talent seems to develop in inverse proportion to the amount of education received.) The small entrepreneur needs advice and training on all aspects of business operation, including finance, costing, planning and marketing.

Similarly, there is a need for technical information and consultancy and allied services to help the small firm to improve production, quality control and product development. Product

diversification and technological improvement are not concepts which apply only to large companies.

Small business and industry in Hong Kong has no collective voice. Britain has its Small Firms Information Service and the Confederation of British Industries, the London and Birmingham chambers of commerce and other organisations in the UK have special schemes to assist small companies. Similar services are available in the United States and other countries.

Dr. Taylor of the Productivity Centre believes that the small businessman requires specific advice about specific problems. 'The world is full of books that tell you how to run a business. These are written by highly educated people and are aimed at professional employees in medium or large enterprises. They are not relevant to the small entrepreneur, who does not need to understand the complexities of cash flow or marketing, since he may have only two or three customers. There is very little written for the small businessman, particularly in Chinese. But I should think the opportunity to reach people through the

written word is greater in Hong Kong than almost anywhere in the world.'

Dr. Taylor revealed that the Centre is currently preparing a handbook of simple systems for the small businessman, in Chinese, and this should be ready later in the year.

J.P. Lee advocates a comprehensive and coordinated programme of assistance to small industries: 'The greatest problem for small industries is insecurity of tenure. Secondly, their needs and weaknesses are similar and it is desirable to bring them into close proximity, firstly to facilitate the provision of services and secondly to allow mutual stimulation, cooperation and division of labour.'

'It is logical therefore to suggest that industrial estates should be set up for small industries. These estates will provide for factory ownership, establish a centre for technical service and assistance and allow complementarity and cross fertilisation among small industries.'

'At the same time, I hope small businesses themselves will be receptive to new ideas and organise themselves individually and collectively. It is a case of "help and self-help".'



*News, Events, Information
From Within and Around
The Chamber*

Chamber News

Annual General Meeting

The Chamber's AGM, held at the Furama Hotel on Monday 10th April, was attended by more than 160 individuals. Leslie Gordon, having served two years stepped down as Chairman, and Nigel Rigg was elected to serve as Chairman. David Newbigging was elected to the post of Vice Chairman. All 16 General Committee members were re-elected for a further term.

In proposing the adoption of the Report and Accounts for the year ended 31st December 1977, the outgoing Chairman said that 1977 had been a year of much uncertainty and some disappointment. The reasonable

growth prospects predicted at the beginning of the year had failed to materialise and 1977 had seen a disturbing upsurge in protectionism – a predictable outcome of international trade stagnation. In particular, the action taken by the EEC to restrict imports of textiles was harmful to Hong Kong.

However, Mr. Gordon said, growth in other major industries, such as electronics, toys, watches, metal products and electrical items, had held up well despite strong competition and relatively weak demand in our major markets.

Mr. Gordon believed that prospects for the Year of the Horse were fairly good, although it would not be a boom year.

Mr. Gordon proposed a vote of thanks to Committee members, whose

advice and assistance was so vital to the effective functioning of the Chamber, and to the Consular Corps, Trade Commissions, Government Departments and other trade and industrial organisations who had assisted the Chamber during the year.

The Chairman's proposal was seconded by Mr. Allen Lee of Ampex Ferrotec Ltd., who congratulated Mr. Gordon on completing a very successful term of office, during which the Chamber had substantially expanded its work programme in the interests of members and had enhanced its reputation both locally and internationally. Mr. Lee felt sure that the Chamber would continue to expand its influence and activities on behalf of member companies and Hong Kong trade and industry in general.

Members agreed on a show of hands



More than 160 people attended the Chamber's Annual General Meeting on April 10.



Chamber staff give blood

More than 20 members of the Chamber's staff donated blood on April 3rd when the Red Cross mobile unit visited the Chamber. Many of the Chamber's staff are regular donors, including the Director, Jimmy McGregor, who has given blood more than 50 times.

Left-right:
Outgoing Chairman, Leslie Gordon; new Chairman, Nigel Rigg; new Vice-Chairman, David Newbigging, pictured at the AGM.

that the Report of the Committee and the Accounts of the Chamber for the year ended 31st December 1977 be adopted.

Members joined the Committee for drinks at the conclusion of the Meeting.

Welcome to the Chamber

The following 15 companies joined the Chamber during April:

- Anderson & Livingston Corp.
- Associated Publication Ltd.
- The Association of Hong Kong Gloves Manufacturers Ltd.
- Chuen Yuen Agencies Co. Ltd.
- Dai Nippon Ink & Chemicals (HK) Ltd.
- Ebasco Trading Corporation Ltd.
- Fu Han Trading Co.
- Hung Hing Trading Company
- Manzoor Sons (HK) Ltd.
- P & T International
- Samalco (Hong Kong) Ltd.
- Suntra Limited
- Towerex (International) Company Limited
- Flaire Limited
- Wai Lee Mfg. & Knitting Co. Ltd.

Chamber Appointments

As a result of the election of the New Chairman and Vice-Chairman, Nigel Rigg has succeeded Leslie Gordon as Chairman of the Industrial Development Fund Management Committee and David Newbigging has replaced Nigel Rigg as Chairman of the International Trade Committee.

The General Committee has approved the following appointments:

Mr. David da Silva of Dow Chemical Pacific Ltd. to the FHKI'S Code of Safety Practice for Plastic Industry Committee; Mr. J.B.M. Litmaath of Sembodja Hong Kong Ltd to the English School Foundation; Mr. J.E. Meredith of Hong Kong International Terminals Ltd to the Shipping Committee; and Mr. Fritz Pleitzen of James H. Backhouse Ltd to the West Europe Area Committee.

Success, at last!

The Chamber's football team recently won its first match, following a string of defeats. According to team Manager, Henry Devereux, they are improving with every match. 'But the result is not particularly important. We play strictly for the enjoyment and the friendship.'

If any member companies are interested in arranging a friendly game they are invited to contact Mr Devereux at 5-237177 Ext. 23.

How to set up a business

The Chamber receives many enquiries from overseas from companies or individuals interested in setting up a business in Hong Kong. In order to better answer these enquiries the Chamber's Publications Section has produced a small booklet entitled 'Setting up a business in Hong Kong'. This contains information on company incorporation, business registration, factories registration, health and safety regulations and other useful details about Hong Kong.

Bits & Pieces

Wholesale/Retail Census

The Census and Statistics Department is conducting the first economic survey on wholesale, retail and import/export establishments, restaurants and hotels for the year 1977.

The co-operation of respondents is essential for the success of their large-scale census. Members can be assured that information supplied in the questionnaires will be treated in the strictest confidence and be used solely for statistical purposes.

For further enquiries, please contact Mr. Yeung Miu-yuen, Senior Statistician of the Department at 5-444394.

ICC "INCOTERMS"

The International Secretariat of the ICC has decided to publish a guide on the INCOTERMS at the end of 1978. Its purpose is to explain the meaning of the uniform rules by interpretation of trade terms in general and the INCOTERMS in particular for all businessmen engaged in international trade.

Hong Kong Aligned Documents

The Trade Facilitation Committee held a briefing meeting to introduce its major revision of the Hong Kong aligned series of export documents and present its recommendations on 2nd May. The briefing, led by Mr. Ian Tomlin, Chairman of the TFC, was attended by more than 600 businessmen and women.

New from Canon

The world's first hand-held plain roll paper printing & display calculator.

Canon P10-D

A print & display calculator that fits in your hand, uses plain roll paper and has rechargeable built-in batteries for go-anywhere, use-anywhere versatility. 10 digit capacity, memory function, non add operation for printing reference data and much more. In short, with capabilities matching those of full-size desk-top models.

Other great desk-top calculators from Canon.



Canon P1011

An extra heavy duty printing calculator with 10 digit capacity, live memory, percentage, add on and discount functions. Provision for printing notational data. Super clear print out. Cassette ink roller lasts 30 times longer than conventional ribbons and can be replaced in seconds.



Canon P1011-D

Features large fluorescent display with same print and calculation capacity of P1011. When printing is not required, a switch turns the calculator into a display model only.



Canon MD-810

The world's only dual display, mini desk-top calculator. Three mode selector switch gives you ordinary or dual display of either memory content or process functions. You can check step-by-step how calculations are being solved. 8-digit capacity in both upper and lower display windows.



Canon LC-1220

Mini desk-top calculator with liquid crystal display. 12 digit capacity and 2 memory functions. 4 penlight batteries give up to 10,000 hours continuous use.



Canon LC-1014

A mini desk-top calculator with extra large liquid crystal display developed for personal use on every desk. Super long battery life of over 10,000 hours using penlight batteries. 10 digit capacity. Live memory. Super slim.

See the range at your dealer soon

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Canon



Jardine Marketing Services Ltd.

Showroom: The Canon Centre, 110 Prince's Building, Hong Kong.
(Enquiries Telephone: 5-799011 EXT. 3721)



The Chamber Worldwide

Korea

The Chamber's buying group to Korea returned to Hong Kong on April 15th after spending a week meeting Korean suppliers and attending the Seoul Trade Fair. Potential orders amount to HK\$5.3 million. Major items of interest were stainless steel hollowware, cookware, injection moulding machines, polystyrene, piece goods, woolen yarn, worsted yarn and polyester staple fibres.

The 21-member group was led by the Chairman of the Japan, Taiwan and Korea Area Committee, Wong Po-Yan, and accompanied by Ernest Leong, Manager in the Chamber's Trade Division.

PBEC

An 18-member Hong Kong delegation attended the Annual General Meeting of the Pacific Basin Economic Council in Manila, Philippines from 7th to 10th May, 1978.

This was the largest ever attendance from Hong Kong. Mr. Peter Williams of Inchcape (Hong Kong) Ltd. deli-

vered a paper at the meeting entitled "Access to Markets - Importance of the GATT and Increasing Dangers to World Trade".

Africa

A joint Chamber/TDC business group left Hong Kong on 22nd April to visit Accra (Ghana), Lagos (Nigeria) and Nairobi (Kenya) for about three weeks. The group will promote a wide range of Hong Kong products, including

electronic and electrical goods, watches and watch bands, toys, hardware, machinery, building materials, glassware, stationery, lanterns, silk flowers, cassette tapes and umbrellas.

The 27-member delegation is accompanied by W.S. Chan, Manager in the Trade Division, and is due to return on 17th May.

A similar group organised by the Chamber last year netted orders worth over HK\$26 million.



The joint Chamber/TDC business group at Kai Tak Airport before departure to Africa



Mr. and Mrs. Wong are pictured (front row, centre) with other delegates at Kai Tak Airport.

U.S.A.

A joint Chamber /DTIC Industrial Investment Promotion Mission to the U.S. is scheduled to visit the northeast states from 12th to 30th June, 1978. The Hong Kong delegation will be led by Herbert Minich, the Chamber's special representative in the United States. Paulus Chan of the DTIC and Sidney Fung of the Chamber's Industry Division make up the group, which will meet senior executives of over 40 industrial companies in Boston, New York, Baltimore, Pittsburg and Cleveland.



Start-rite

How can such a nice-looking shoe possibly correct flat feet?

BABY CHILD ADULT

Children's feet go on developing right through childhood until late teens. So start them off in the right kind of shoes - and carry on throughout these vital formative years.

Fitting shoes can still be fashionable!

A baby's foot has no rigid bones. Without feeling pain, children can have their feet deformed for life by badly fitting shoes.

Even tight socks can cause trouble

Both feet should be measured for length, width, and girth. Shoes with a choice of width fittings are essential for correct fit. And half sizes too.

There should be about $\frac{1}{2}$ " to $\frac{3}{4}$ " clear space beyond the longest toe. The inside edge of the shoe should be straight enough to avoid pressure on the big toe.

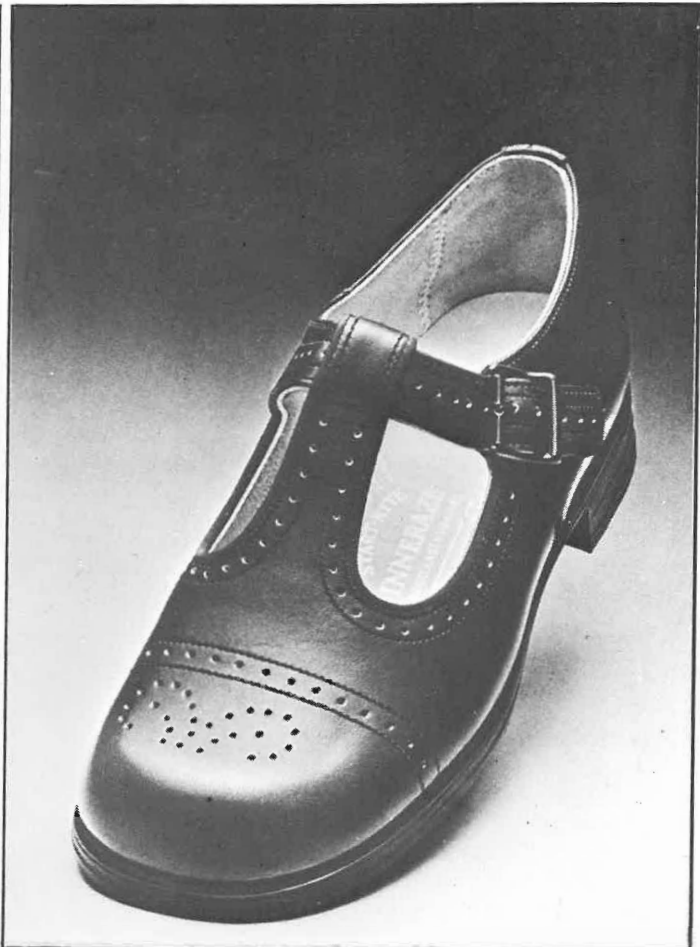
Shoes should fit snugly around the heel and fasten across the instep to prevent the foot sliding forward. Leather uppers and linings are excellent for children's shoes. They take the shape of the foot and allow it to 'breathe'. Soles need to be flexible as well as hardwearing. Special anti-roll heel shapes encourage children to walk properly.

Check a child's foot size every two or three months. Feet grow in fits and starts, not at a steady pace. Never try to guess the size - always have children's feet measured by a trained fitter, using a proper footgauge.

BAD GOOD

Three simple rules for foot health:

1. Keep feet clean and toenails cut.
2. Encourage children to exercise their feet and go barefoot wherever it is safe.
3. Always have children's shoes and sandals properly fitted.



"The finest children's shoes in the world."



Available at

瑞興
shui hing

The Liveliest Store In Town 23-25, Nathan Road, Kowloon, Hong Kong.

小中有大



執行董事 麥理覺專欄

我們近年來已聽慣了香港工業所達到的極其巨大的數字。全港的貿易、入口、出口、轉口、就業、銀行存款及貸款、旅遊業及其他基本的經濟統計，似乎經常達到極為龐大的數字。增長及擴展突飛猛進，品質的進展日新月異。許多關於國際及地區的經濟進展報告，都將香港列名於不少大國之前，難怪人們會以為香港經濟全部都依賴大工業了。

事實並非如此。本期「工商月刊」撰有專文指出，香港的工商業大量歸功於小型企業及小型企業家。就人數而言，任何經濟中的小商人一定超過大商人。香港的驚人之處，是小型廠商積極參與國際貿易的程度，及僱用五十名工人以下的小廠工業生產的總量。而且，僱用一百名工人以上的一千家最大的工廠（約佔全港八十萬工業僱員的一半）之中，又有多少家是從小廠開始發展而成，值得一猜。本人就確知今日的許多大企業及大工廠，在二十五年前還是很小的小公司。本人在五十年代初期就認識這些創業先驅，而時至今日這些大公司已由訓練有素的下一代來經管了。

香港商場所追求的目標，歷來就是利潤。在發見機會及利用機會方面，小商人一向與大公司一樣迅速；甚至更為迅速，因為許多貿易機會最初規模都很小，需要大量的努力工作才能擴展規模。「小人物」的積極進取、努力工作及頑強毅力，為香港爭取到了世界各地的新市場，並在此一進程中協助開創發展了新產品及新工業。

過去是如此，現在仍是如此！為出口市場直接生產的一萬二千間工廠中，可能有一萬一千間是小型工廠。小型工廠目前所面臨的問題，與四分之一世紀之前，並無多大差別。競爭劇烈（小廠商之間的競爭最為劇烈）、資金不足、依賴承包大廠定單、租金昂貴、政府的官僚作風、缺乏訓練及經驗等等，常常是小型企業發展中的主要問題。

但真正的企業家自有奮鬥取勝的巨大毅力。想在追求利潤的商場中一試身手的人源源不斷而來。小型企業的淘汰率可能很高，但創業成功的人就要比受保護經濟中的商人更有力量，也更有彈性。此種力量，集合在一起，對香港經濟的發展有極其巨大的貢獻。

小型工商業對香港經濟的整體貢獻，是無可估量的。小商人並沒有要求任何特權或任何補助，但確實要求有關方面不應忽略小型工商業的特殊需求及環境。在廠房、辦事處、貸款、管理效率、訓練、顧問及資料系統等各方面，大公司與小公司均有不同的形式。香港的各種工商組織為小型工商業提供各式各樣的服務。

世界上大多數國家均有專門支持小型工商業的機構，而且幾乎全都受到政府或多或少的資助。香港政府雖然一貫反對用任何方式資助工商業，但對貿易發展局、生產力促進中心，香港管理專業協會等等機構所撥付的公帑，也可算作港府對工商組織機構的直接支持。如果各有關方面強烈要求組織一個「小型工商業發展局」，港府從上述立場到進而支持這一新機構，相對而言也毋需多大轉變。當然，這個計劃必須進行詳細的研究；於是，下一個問題就是——誰授權進行這項研究呢？小型工商業在香港並沒有很大的發言權。



香港急需興建展覽中心

「遠東地區如要興建大型貿易展覽大廈，理想的地點就是香港。」

香港有巨大的貿易業績，有自由的出入口制度，使展品及展覽設備進出海關極為簡易迅捷。

我們必須努力使香港成為遠東的貿易展覽中心——

引自立法局議員吳樹熾先生於一九七七年十月二十六日的提議。

吳樹熾議員的建議並非首次倡議。早在一九六四年，市政事務處與工商處就向港府提出可否在香港興建一所室內體育館暨展覽館的綜合中心，不僅可為本港社區提供康樂服務，而且更可滿足組織貿易展覽會的需求。

結果於一九六四年十一月在市政局下成立了一個特別的「室內體育館委員會」，聘請專家顧問展開了詳細的可行性調查。調查報告於一九六五年九月發表，所持的觀點正與許多工商界人士及部份港府官員相同：此種中心是對香港極有價值的投資。

該委員會經過二年多時間的考慮後提出了報告書，建議港府興建一所體育——展覽——會議的三用中心大廈，至少有十三萬平方英尺的場地供貿易展覽會使用。該中心大廈將全部採用空氣調節，有一切必需的輔助設施及服務。主要展覽大堂的設計應適合展覽重型的機械設備。該中心應位置適中，接近主要的商業區及各大酒店。最理想的地點是紅磡，隣接當時建議興建的火車總站。該中心的建築成本估計為六千萬港元。

港府研審該報告書後，決定興建室內體育館，建築工程因經濟衰退曾遭阻滯，最後於一九七七年動工興建。但港府却擱置了興建貿易展覽中心的提議。

用途廣泛 需求殷切

建議興建展覽中心的人士，相信該中心會提供多種用途。首先，歐美等國的製造商會利用該中心促進對整個亞太區的出口貿易。香港地理位置適中，交通聯絡迅捷，是關鍵的因素。歐美製造商不必在各個國家舉行一系列的小型展覽會，而可在香港組織大型的亞太區展覽會。

第二，海外製造商瞭解香港是亞太區的轉口經銷中心，只要香港有第一流

的展覽中心，必定會利用此種有利的因素。

第三，本港製造商能利用該中心舉行展覽會，海外買家不必再到港九各處一一會晤各供應商，只要參觀展覽中心就能選購落單了。

第四，海外製造商可舉行專門拓展香港市場的展覽會（例如最近的英國工業展覽會）。

最後，該中心可供隣近國家使用，特別是中國，來舉行產品展覽會，拓展香港以外的市場。香港地理位置優越適中，而隣近地區其他國家又缺乏良好的展覽中心，當是使香港近水樓台，先佔優勢了。

假若港府在六十年代就決定興建展覽中心，毫無疑問全港社會，尤其是工商界，就能獲得極為有用的收益，並可滿足十四年前就已顯著存在的需求了。

興建展覽中心，當初已有強烈的要求，如今更是迫切的需要。香港的生產規模及出入轉口貿易在過去十年來已倍增。一方面，本港製造商及出口商不願失去向廣大買家推銷產品的任何機會。另一方面，本港製造商要繼續增加多元品種，提高工藝技術，克服劇烈競爭，保持市場地位，就必須研究並吸收最先進的生產方式、技術及設備。此種情況本身就須要在香港興建展覽中心，展出各種原料、半成品、機械及設備，甚至工業技術。

香港工業在五十及六十年代飛速發展，海外市場的需求也迅速增長，所以香港很少擔心海外的競爭。時過境遷。如今，香港已不再是「低成本」地區，必須實行機械化及電氣化，必須改進組織及方法，提高生產效率競爭隣國及其他發展中國家正在所有工業部門方面向香港挑戰。因此，香港的工業家，不論大小，急須追上日新月異的世界先進技術，瞭解所需的最新設備及工序。

較之歐美 相形見絀

香港目前所有的貿易展覽會設施，即使按東南亞標準來說，也屬有限。香港為海外買家舉行的定期貿易展覽會，只有香港時裝節與香港玩具及禮品展覽會，還有今年首次組織的時裝附屬產品展覽會也可能定期舉行，這些展覽會因為展品均較輕巧並便於裝運，所以本港酒店或香港會議中心雖無專門設計的展

覽設施，也足夠應付。而對於技術性展覽會而言，唯一勉強可用的地方是紅磡火車總站——那當然也不是設計來舉行展覽會的！而且需要室內水電供應的重型機械及其他設備，就無法在火車總站內示範操作。

紅磡火車總站南部有一萬七千方呎場地，另外目前空置的五及六號月台有三萬三千方呎。主要問題是缺少餐廳、廁所及隔開的洽談室。美國工業展覽會所用的電話及專用電報設施，則須由大東電報局提供。

儘管有上述問題，紅磡火車總站在過去二年來，一直需求甚殷，而且今後一年也已排定了十六個展覽會。此一事實本身就證明，香港確實需要一個專門的展覽中心。

紅磡體育館就在火車總站之上興建，約有一萬五千方呎場地，可供展覽會使用，但並非是體育館的主要用途。該館定於一九八一年竣工。

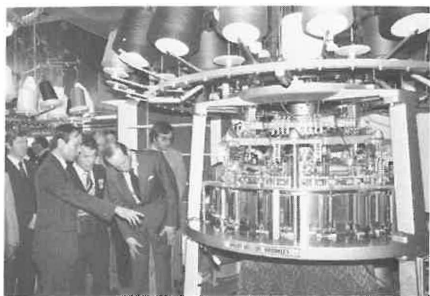
見識過法蘭克福、柏林、芝加哥、米蘭、大阪或伯明翰近郊英國展覽中心的商人，想必知道一個專門的展覽中心與兼作展覽會的火車站或體育館，實在有天淵之別！

例如，伯明翰的英國展覽中心，有一百萬方呎的室內展覽場地，分成七個大堂。其中有五個展覽大堂圍繞着一個中央廣場，既可分開使用，又可打開活動隔牆合成一片以舉行大型展覽會。該中心交通便利，接近機場，鐵路及公路；設備完善，有會議、娛樂及一切旅遊服務設施。

港府承擔 專家研究

然而在考慮興建展覽中心時，確有不少無法估量的問題。誰來興建？誰來經管？設施能否充分利用？一言以蔽之，整個計劃在經濟上是否可行？這可說是一個雞與蛋的問題，興建展覽中心的龐大費用——可能達五千萬到一億元——當然難以事先證明值得投資。雖無最後定論，但許多證據都有力地支持展覽中心的計劃。

最大的問題是地價。香港並沒有一百萬方呎可供使用，只能向高空發展。但至少也需要二十萬方呎的地盤，而且地點要比較適中，接近酒店及其他設施。紅磡似乎仍屬首選，其他則為灣仔、尖沙咀東部或者沙田（但須待地下鐵路



在紅磡火車站內的英國展覽會

延伸至沙田)。

只有港府才能提供最初的基金，包括撥出土地、統籌策劃及經營管理。沒有港府的資助，顯然香港沒有一個組織能獨立承擔此項計劃。

本會執行董事麥理覺先生向本刊表示，希望港府承擔展覽中心的興建工程，基本上由政府控制，但如有必要也可有工商界參與。但港府在事先應聘請專家顧問展開進一步的研究工作。

麥理覺指出：「香港的工商組織，無論組織如何完善，經驗如何豐富，並不能說服港府確有必要興建一個展覽中心！」

「目前必須由專家顧問進行研究，根據一切現有資料，用半年時間向港府的特別委員會提出建議書。本人毫無疑問，這些顧問必定會得出結論：香港確實需要一個展覽中心。」

「本人確信此種展覽中心一旦開幕以後就必定會被充份利用。事實上與大會堂一樣，人們事後一定無法想像，以前沒有這種設施究竟怎麼對付過來的。」

本刊訪問的其他工商組織均同意，香港需要一個展覽中心，中華廠商會多年來就一直積極提倡此一主張。該會最近在該會大廈地下開設了香港產品陳列中心，黃篤修會長在開幕典禮上重申了此一倡議。

香港生產力促進中心技術顧問部經理



一九七八年初「香港時裝節」

陳少感博士近年來為電子及金屬等工業組織了二十多個專門的展覽會，認為這些展覽會顯示出利用先進設備及適當材料會有技術及經濟的利益，為香港工業提高了技術水準並擴大了工業基礎。

不僅香港工商界組織及人士認為香港急需展覽設施。外國政府及公司也急於拓展頗為巨大的香港市場，推銷各種產品，當然希望利用高級的展覽設施。

海外展覽服務公司董事艾爾頓勳爵最近寫信給本會執行董事。該公司專門在世界各地籌備組織交易會及展覽會。他的來信值得摘錄如下：

「關於興建永久性的展覽中心，本人只能表示，許多訪港商人發覺香港仍然沒有展覽中心，實在大感驚訝。世界各地的先進商業社會，決不會用火車站

的一角來舉行重要的貿易展覽會。

「香港的地理位置極為理想，足以吸引東南亞及遠東的參展商行與探購買家。香港是日本與東南亞同盟之間的天然展覽中心，而香港與中國的關係更是舉世無雙。」

「東南亞地區可舉辦大中型展覽會的設施極為有限，本人確信香港如興建展覽中心，一定會被充分租用。」

位於芝加哥的工商與科學管理有限公司，也在世界各地組織展覽會，最近在香港開設了分公司，希望在本港組織許多展覽會。該公司駐港代表鄧祥霖先生對本刊表示：他們當然希望香港會興建一個永久性的展覽中心，而且越大越好。他相信香港的貿易展覽會能吸引大海外旅客來港，他們既是商人，又是遊客。

本會執行董事相信，香港如能有展覽中心，就可以舉行一年一度或二度的大型綜合貿易展覽會，也許可以合併香港時裝節及其他現有的展覽會，可以安排在廣州交易會之前或之後舉行，使數萬海外買家赴廣州，也能參觀選購各種各樣的香港產品。

這當然是推想。當務之急首先是詳細研究所有的正反意見，最好交由專家顧問處理。在查勘土地以供策劃之前，似乎首先應由香港政府採取決定，批准施行。

火車站旁的展覽中心 — 火車站內的展覽中心



兩張照片形成鮮明的對照

左圖是伯明翰的英國國有展覽中心，建築費用為二千五百萬英鎊。該中心佔地三百十英畝，可提供一百萬平方英尺的室內展覽場所。共有七個展覽大堂，其中五個圍繞着一個中央廣場。每個大堂可一分為二，自成一體。需要舉行大型展覽會時，五個大堂可打開隔牆，連成一片。公路四通八達。火車站（圖下部中央）就在旁邊。伯明翰機場只需坐數分鐘車就到。除展覽大堂外，該中心還有二幢酒店、一個會議

及娛樂中心，圍繞在一個人工湖邊。

右圖是香港的「展覽中心」——紅磡火車站——只在南部（圖中央）有一萬七千方呎，另在五及六號月台有三萬三千方呎。該處雖然交通方便，連接海底隧道，坐車數分鐘就可達中環，尖沙咀及啓德機場；但却缺乏許多大型國際展覽會所需的設備。「世界各地的先進商業社會，決不會用火車站的一角來舉行重要的貿易展覽會。」

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北條隧道連接快活谷之天橋



堅拿道的天橋系統

由香港仔到 快活谷 祇須三分鐘

因香港仔之工業化及政府房屋計劃，必須使香港北部至香港仔的交通互相連接。現時由香港北部到南部須時約十五至五十分鐘（視當時的交通情形而定）。但到1981年當香港仔隧道工程完成後在同一路程祇須小於五分鐘。

此隧道工程全長1.25哩。當此工程完成後，由新界屯門高速公路到荃灣再由海底隧道經快活谷到香港仔全程25哩，祇須半小時左右。此隧道又能疏通淺水灣，薄扶林，黃泥涌及司徒拔道的交通。

而香港仔隧道是由法國，瑞典，西德，及香港四間國際工程公司合建。



正在施工發掘中之黃竹坑隧道口



工程發掘中的
南面快活谷



“鑽山珍寶”，將用在此項工程

小型工商業的貢獻與困難

小型工商業在香港的經濟中佔有極為重要的地位，
但小型的廠商也往往有重大的問題。

香港——小企業家的樂園

一般而言，在任何經濟中，不論已發展國家或發展中國家，小型公司總是多於中型及大型公司。香港就更是如此，小型公司對就業人口、工業生產及出口貿易都有巨大的貢獻，估計佔全港總值的百分之十八。

香港可以稱之為小型企業家的樂園。小型公司不僅本身就有重要的地位，還為大公司提供了支持，而且使香港具備享譽全球的隨機應變的彈性及動力。

而且，小公司的効力，證明並不亞於大公司。事實上，與一般人士的想法相反，許多小型工業宣稱其每人每小時的產量超過平均水準。一九七三年，僱用二十至四十九名工人的小工廠，每人每小時的平均產值達二萬三千八百九十五港元，超過了全港工業（不包括二十人以下的工場）的總平均產值二萬一千九百四十港元。非工業商行就較難計算効率，但也可能有上述的情況。大規模生產能減低成本而提高產量；但小型企業更有隨機應變的彈性及効率。

小型公司並沒有一個固定不變的定義。有些工業或商業部門却是勞力密集。有些則是資本密集。例如，青衣島上的陶氏化學公司，只僱用約五十名工人，但當然不能稱為「小型」公司。

因此，僱員人數的標準必須結合資本金額的標準。港府數年前為「小型工業貸款計劃」（現已取消）所採用的定義，是僱用二百名以下工人及擁有一百萬港元以下資本的工廠。根據此一標準，香港共有三萬五千多家小型工廠，僱用工人約達五十萬人。換言之，小型工

業佔全港工業公司總數的百分之九十九及全港工業僱員總數的百分之六十九。（參見表 I）

工廠規模 (僱員人數)	工廠數目	僱員總數
9-9	24,846	97,999
10-19	5,660	74,993
20-49	4,186	130,038
50-99	1,650	114,259
100-199	777	104,77222
200-499	371	106,730
500-999	98	67,392
1,000-1,999	34	45,304
2,000以上	6	13,671
總計	37,568	755,108

資料來源：統計處

因為近二百人的工廠可說已屬中型工業，不妨採用更低的僱工人數標準，例如少於五十人，小型工業仍佔全港工業公司總數的百分之九十及工業僱員總數的百分之四十。

在批發業、零售業及出入口貿易方向，採用的標準可以更低，例如少於十名僱員。按照此一標準，小型商業佔全港商業公司總數的約百分之九十二及商業僱員總數的百分之六十。（參見表 II）商場的競爭常被稱為「大魚吃小魚」，但香港小公司不但沒有被淘汰或兼併，數目反而繼續增加。一九六五年，全港已共有八千四百九十二家工廠，其僱用三十五萬七千四百九十七名工人，而小型工業則佔全港工業僱員總數的百

分之五十一點四。到一九七七年，全港工廠的總數已增至三萬七千五百六十八家，共僱用七十五萬五千一百零八名工人，而僱用二百人以下的小型工業僱員已佔全港工業僱員總數的百分之六十九。

特殊的貢獻與問題

中華廠商會擁有許多小型工業會員。該會秘書長李澤培先生指出，小型工業在香港經濟的發展中具有重大的作用及功能。

首先，在香港的工業結構中，小型工業具有平衡生產供應與銷售需求的作用。小工廠往往承包大工廠分出來的定單，因而使香港的工業結構更有隨機應變的彈性。

商行規模 (僱員人數)	商行數目	僱員總數
1-4	40,616	93,354
5-9	10,918	68,438
10-19	3,246	41,996
20-49	1,083	30,494
50-99	203	13,918
100-199	61	8,222
200-499	28	8,619
500-999	3	1,764
總計	56,158	266,805

資料來源：統計處

其次，香港的眾多小型工商業無疑對香港的良好勞資關係作出了巨大的貢獻。小型企業中，工人一般比較合作。而且，小公司的勞資糾紛，在經濟上的



影响也小於大公司。

第三，企業自由歷來是香港經濟成就的動力。小型企業的存在，有助於保障公平競爭，優勝劣敗。小公司的競爭往往比大公司更為劇烈。

小型工商業對香港經濟有特殊的貢獻，但也有特殊的問題。

首先，小型工業最大的問題是廠房問題。小廠東主大都無力自置廠房，於是只得繳付昂貴的租金。根據統計處一九七一年製造業調查，香港的工廠中有百分之六十九位於非工業樓宇中，而且主要還是住宅樓宇（請考閱本刊一九七七年三月號）。除了「危險性」及「厭惡性」行業外，一般工廠均仍被容許在住宅樓宇中經營，因為沒有其他地方可以安置。但專門設計來住人的住宅樓宇，一般並不適合來開設工廠，廠主必須瞭解。而有關當局將來總有一天會命令他們遷出住宅樓宇。

最近，工商各界人士呼籲港府推行「自置工廠計劃」，為中小型工廠提供廠房原則及方式與「居者有其屋計劃」相似。建議此項計劃的人士相信，該計劃能為廠主提供長期的保障，並可改進生產計劃。

李澤培先生也主張興建小型工業邨，為小工廠提供小單位廠房，並且優先供給願意遷出非工業樓宇的工廠。但有些工業，例如製衣及半寶石等小廠，對環境無大影響，仍可容許留在非工業樓宇中。

第二個問題是資金問題。工商署曾

推行過小型工業貸款計劃，雖然出於誠意，但却很不成功，推行了數年，終告取銷。該計劃只限於購置新機器，却不能借作增加生產所需的經營資本，也不能用於購置新廠房。而後者往往正是小廠商的第一需要。上述三方面顯然是相互關連的。

集思廣益 統籌兼顧

香港生產力促進中心主任顧問戴禮華博士相信，中國社會的家庭傳統，對小企業家而言，是有利有弊。

一方面，創業之初比較容易從家屬中獲得幫助。某工人在工廠中學會了技術，一旦有機會自己做生意，就可以向親戚借錢籌集資本，約請三兩工友，租來一間廠房，就可以開廠了。

「但另一方面，當業務已有根基後，家屬關係就成了束縛。結果，有些僱用數十甚至數百工人的公司，却仍沿用開創初期的管理制度。經管要員全部是皇親國戚，因循守舊，往往使家屬中真正有才幹的成員，反而不能大展新猷。」

另一項阻碍小公司擴展的因素是老板可能缺乏文化教育及工商管理訓練。（在香港，企業家的才幹似乎與所受教育的程度成反比。）小企業家在業務經營的各方面都需要指導及訓練，包括財務經營、成本核算、計劃制定及市場拓展等等。

同樣，小型企業也需要技術資料、顧問及其他服務，以改進生產，加強品質控制及促進產品發展。產品多元化及技

術先進化，並不僅僅是大公司的任務。

香港的小型工商業還沒有集體的代代表機構英國有小型企業資料服務處，英國工業聯合會、倫敦商會、伯明翰商會及其他英國組織都有協助小公司的特別計劃美國及其他國家都有類似的機構。

戴禮華博士相信小商人需要對具體問題提供具體指導。「世界上到處有如何經營企業的書籍，由專家學者執筆寫成，供中型或大型企業的專門僱員閱讀。這些書本往往對小企業家並無用處，因為後者可能有兩三個客戶，不必研究複雜的現金流動或市場拓展。為小商人而寫的書籍極少，而中文書則更少。但本人相信在香港用書籍傳達經驗知識的機會，應該多過世界任何地方。」

戴禮華博士透露生產力促進中心目前正在用中文編寫一本小商人指南，將在今年下半年完成。

李澤培先生還主張要有一整套統籌兼顧協助小型工業的計劃。「小型工業的最大問題是缺乏保障。」「因為小工廠的需要及問題是相同的，所以應該集思廣益，統籌兼顧。首先要改進各種服務，其次要相互分工合作。」

「因此，應當建議興建專為小型工業而設的工業邨，可供小廠主自置廠房；並設有技術服務中心，供小型工業相互學習，取長補短，共同提高。

「與此同時，本人希望小商人本身應該勇於接受新觀念，勇於改革。港府應當協助，小商人應該自助。」

本會與世界市場

韓國

本會訪韓採購團已於四月十五日返回香港。該團在韓國逗留一週，參加了漢城貿易展覽會，會晤了韓國供應商，落單總值可望達到五百三十萬港元。主要購貨品種包括不銹鋼器皿、廚具、塑膠注射模壓機、聚笨乙烯、衣料、羊毛紗、聚脂纖維等。

該團一行二十一人，由本會日台韓貿易委員會主席黃保欣先生率領，由本會貿易部經理梁紹輝隨同前往。

太平洋地區

香港代表團一行十八人於一九七八年五月七日至十日在菲律賓馬尼拉參加了太平洋地區經濟理事會的週年大會。

香港代表團以此次最為人多勢衆，由英之傑香港有限公司主席韋彼得議員率領，由本會執行董事麥理覺隨同前往。韋彼得在大會上發表演講，題為「拓展市場——關稅及貿易總協定的重要性與世界貿易日益增長的危機」。

非洲

本會與貿易發展局聯合組織的貿易團，於四月二十二日離港飛赴非洲，作為期三週的訪問。行程包括加納的阿克拉、尼日利亞的拉哥斯及肯雅的奈羅比。該團推銷各種香港產品，包括電子及電工產品、手錶及錶帶、玩具、五金製品、機械、建築材料、玻璃器皿、文具、燈具、綢花、卡式錄音帶及傘。

該團一行二十七人，由本會貿易部經理陳煥燊隨同訪問，定於五月十七日返回香港。

本會去年組織的訪非貿易團，共接獲價值二千六百萬港元的定單，滿載而歸。

美國

本會與工商署聯合組織的訪美工業投資促進團，定於一九七八年六月十二至三十日訪問美國東北部。香港代表團由本會駐美特別代表米尼克率領，還包括工商署陳榮光以及本會工業部馮棟澤。該團將會晤紐約、波士頓、巴爾迪摩、匹茨堡及克利夫蘭四十多家工業公司的高層決策人士。

簡報滙編

本會簡訊

本會週年大會

本會週年大會於四月十日假富麗華酒店舉行，出席會員超過一百六十八人。高登先生兩年主席任期屆滿卸任，由任，由雷勵祖先生獲選榮任下屆主席，為期兩年。紐璧堅先生榮任副主席。理事會十六位理事均獲選連任。

卸任主席在提議大會批准本會截至一九七七年十二月三十一日止年度的年報及賬務報告時指出，一九七七年可謂變化無常，令人略感失望。年初曾預料的合理經濟增長結果並未實現，而國際貿易停滯不前已引起保護主義日益抬頭，令人憂慮。尤其是歐洲共市限制紡織品入口的措施對香港更為有害。

高登指出，幸而香港其他主要工業

，諸如電子、玩具、鐘錶、五金、電器等工業，儘管主要市場競爭劇烈及需求較弱，仍能獲得良好業績。

高登相信馬年經濟即使不很繁榮，也會相當好景。

高登並向本會各委員會、各國駐港領事館及商務專署、港府各部門及其他工商組織對本會的支持及協助，表示衷心的感謝。

安培泛達有限公司李鵬飛先生對主席提議表示附議。李先生祝賀高登先生主席任期屆滿，並在任期內使本會大大擴展了對會員的服務，而且大大提高了本會作為香港首要工商組織在本港及國際上的聲譽。李先生確信本會定能代表會員公司及香港工商業繼續擴展其活動及影響力。

與會會員舉手表決，接納批准了本會截至一九七七年十二月三十一日止年度的理事會報告書及賬務報告。

歡迎新會員

本刊歡迎十五間公司於四月份加入本會，成為香港總商會會員公司。（名單詳列本期英文版）

本會任命

繼本會選出新主席及副主席後，雷勵祖先生已接替高登先生為工業發展基金管理委員會主席，紐璧堅先生已接替雷勵祖先生為國際貿易委員會主席。

本會理事會還批准下列委任：

陶氏化學公司董事長施露華先生加入工業總會塑膠業安全條例委員會；

三寶家洋行李馬先生加入英童中學基金委員會；

香港國際貨櫃碼頭有限公司米德狄先生加入本會船務委員會；

永勝洋行柏力根先生加入本會西歐貿易委員會。

本會足球隊首次獲勝

本會足球隊成立以來屢敗屢戰，最近首次獲勝。領隊戴衡理表示，該隊每戰均有改善，戰績節節上升。但輸贏並不重要，我們的比賽是為了康樂及友誼。

會員公司如有興趣踢場友誼波，請與本會戴衡理聯絡（電話：五-二三七一七七內線二三）

工商消息

「在香港開設公司」指南

本會時常接到海外公司及人士來函詢問如何在香港開設公司。為了提供更完滿的答覆，本會編印了「在香港開設公司」指南，內容包括公司註冊、商業登記、工廠登記、衛生安全條例及其他有用的詳細參考資料，可供索閱。

香港出口貿易統一文件

香港貿易簡化委員會於五月二日舉行了簡報會，由唐義安主席介紹該委員會對香對出口貿易統一文件所作的第三次重大修改，出席甚眾。

批發零售調查

統計處正在進行全港批發業、零售業、出入口業、酒樓及酒店業的首次調查。此項大規模調查能否成功，端賴各有關行業人士的合作。本會會員可以放心調查表中的資料均會絕對保密，而且只用作全港統計。

詳情請諮詢處高級統計師楊苗源（五-四四四四三九四）。

「國際商業用語」

國際商會的國際秘書處已決定在一九七八年底出版一本「國際商業用語」指南，旨在為經營國際貿易的工商各界人士解釋貿易用語，特別是用國際商業用語，以闡明統一規則。國際商會將於今年六月在香港舉行有關的研討會，詳情屆時會另行通告。



上圖為本會新舊主席及副主席

下圖為本會週年大會會場



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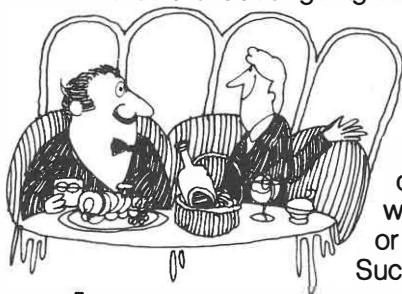
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