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A HONG KONG GENERAL CHAMBER OF COMMERCE MAGAZINE
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一九九三年三月 MARCH 1993



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THE Bulletin

A Hong Kong General Chamber of Commerce magazine

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COVER STORY

Donald Tsang, Hong Kong's Director General for Trade, told a Chamber business lunch on 9 February that Ian Perkin, the Chamber's chief economist, had been quick to pick up how services exports in 1992 more than covered the deficit in merchandise trade and then went to predict Hong Kong's exports of services will in 10 years far exceed in value its trade in goods.

香港貿易署署長曾蔭權於二月九日本會舉辦的午餐會上表示，本會首席經濟學家冼柏堅反應快捷，於短時間內已經整理出九二年出口服務貿易如何抵銷商品貿易赤字之資料。他預測，本港服務出口貿易總值將於十年內超越商品貿易總值。

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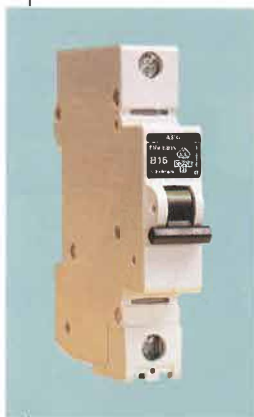
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Free trade — foundation stone of economic growth

Growing protectionist sentiments world-wide must be confronted if international growth and development is not to be stifled

‘ *If a foreign country can supply us with a commodity cheaper than we ourselves can make it, better buy it off them with some part of the produce of our industry, employed in a way in which we have some advantage.* ’

Adam Smith,
THE WEALTH OF NATIONS (1776).

Almost two hundred years since the father of Classical Economics wrote those words, the world is still a dangerous place for free traders. No more so than in the last decade of the 20th Century and, especially, the first weeks of 1993. At a multilateral level, the world has entered the new year without the Uruguay Round of the GATT being completed after six years of discussions and continued bitter debate and procrastination. There is now plenty of pessimism around about just how long the Uruguay Round will remain in limbo. At the same time, there is growing concern about the rise of bilateral protectionism and the emergence of even more powerful regional trade blocs.

The Hong Kong General Chamber of Commerce is particularly concerned about recent decisions in the US which could point to a more protectionist stance under the new administration of President Bill Clinton. These include the imposition of substantial anti-dumping tariffs on steel imports from 19 countries and the call by the US motor industry for an additional 25 % tariff on Japanese-mode Minivans.

The Clinton administration is also facing demands from various industry groupings in the country for further shelter from foreign competition.

But this protectionist sentiment is not confined to the US alone. The European Community, for its part, has shown a willingness to propagate protectionist sentiment and to retaliate against any perceived action against its own exports. The renewed growth in Japan's trade surplus also indicates that attempts to truly open its domestic market in that country is making only slow progress. Japan has also shown a new willingness to take protectionist action of its own, for example against the cheaper Chinese steel industry, raw materials and production. The proliferation of trade blocs, in the EC, NAFTA, in South America and latter-

ly among the ASEAN nations, while not necessarily protectionist in itself, provides a greater opportunity to “lock out” outsiders to even larger markets, if the protectionist trend grows in strength.

On top of all this, there are worsening imbalances in world trade, especially between the US and two of its major trading partners, Japan and China. Japan's trade surplus has, in the last year, expanded not just with the US but also with Japan's neighbours in the Asian region. None of this bodes well for the future conduct of trade policy and the ultimate further freeing up of world trade.

As one of the most open trading economies in the world — admittedly now with a heavy reliance on cross-border trade with China — Hong Kong has a vital interest in seeing that the global economy does not drift further towards protectionism. At every opportunity, Hong Kong representatives, both those in public office and those in private business, must champion the cause of freer trade, whether in multi — lateral forums such as GATT, or in bilateral relations with our major trading partners and individual business contacts. Global economic growth and development depends on a freer and more open international trade regime not the suffocating dead hand of protectionism.

Hong Kong, as the 10th biggest trading economy in the world and a volume of foreign trade three times its own Gross Domestic Product (GDP) must make its voice heard on the world stage. Not to make our arguments heard loudly in international fora, would be a mistake that could cost the territory dearly in the longer term. A drift towards greater protectionism, once under way, would be difficult movement to stop. The Hong Kong General Chamber of Commerce will, for its part, continue to champion the cause of free and open trade, whether it is the bilateral discussions (for example, with the US and China on China's MFN status) or at multilateral gatherings.

Not to speak out in the face of calls for greater protectionism merely serves the cause of those seeking to impose greater restraints on world trade. We must also remain watchful of every attempt to stifle the movement for freer international trade in both goods and services. To paraphrase the words of one of the greatest statesmen of our time: “The price of free trade is eternal vigilance.” ■

經濟增長建基於自由貿易

若要世界經濟增長和發展擺脫羈絆，必須抗衡全球性的保護主義浪潮

「同一產品，假如外國的供應價較本國的生產成本為低，我們應以部分其他產品予以交換，然後把資源用於本身擁有相對優勢的生產範疇。」

（《國富論》，一七七六年，阿當·史密夫）

傳 統經濟學之父辭世至今已近二百年，但世界仍是自由貿易者的危險地帶。二十世紀的最後十年，特別是一九九三年的頭幾個星期，紅色危險警號更是亮個不停。就多邊貿易而言，關貿總協定烏拉圭回合談判經過六年的冗長磋商、艱苦討論、多番耽擱，至今尚未完滿結束；各國普遍瀰漫著一股悲觀情緒，深恐烏拉圭回合談判快要被人遺忘，同時，雙邊保護主義甚至力量更強大的區際貿易集團逐漸抬頭，情況令人憂慮不已。香港總商會對近期美國多項決定非常關注：克林頓準備向十九個國家輸入的鋼鐵徵收巨額的反傾銷關稅，美國汽車製造業建議將日產小型客貨車的進口關稅提高百分之二十五，諸此種種，顯示出美國新政府在總統克林頓的領導下，有可能採取保護主義立場。

很多美國人要求政府進一步提供保障，避免本土工業受外來競爭影響；克林頓政府正面對頗大壓力。

除了美國保護主義情緒高漲外，歐洲共市亦似乎隨時會實行保護主義，以報復任何不利於成員國出口的措施。日本貿易盈餘不斷大幅增加，顯示出日本在開放國內市場的進展極其緩慢，最近該國又再次擺出可能會實施保護主義的姿態，這次針對的貨品是生產成本較低的中國鋼鐵、原料等。此外，貿易集團正在歐洲共市、《北美自由貿易協定》、南美洲以至東協國家等地區擴散，這些國家不一定會採取保護主義，但假如保護主義勢力坐大，他們會傾向於限制外來者在本地市場拓展的機會。

世界貿易失衡情況日益惡化，其中尤以美國對日和對華貿易逆差問題最為嚴重；日本去年與美國及亞洲國家的外貿盈餘繼續急升。

上述情況均不利於日後貿易政策的實施和最終完全開放世界貿易。香港是世界公認的自由貿易實體，現時對中港貿易的倚賴又不斷增加，自然亟希望全球貿易不會掉進保護主義的深淵。

香港公私營環節代表必須把握每個機會，透過多邊貿易論壇，例如關貿總協定，或者與本港主要貿易的雙邊貿易關係及個別工商業聯繫，致力促進自由貿易。全球經濟增長及發展建基於自由開放的國際貿易體制，而保護主義只會桎梏經濟增長和發展，遺害非常深遠。

作為世界十大貿易實體，而且外貿總值高出本地生產總值達兩倍，香港必須向世界各國表明自己的立場。假如香港放棄在國際論壇強烈表達意見的權利，將是一項嚴重的錯誤，長遠來說，肯定須為此付出不菲的代價。保護主義儼如瓶中惡魔，一旦衝越禁制，當一發不可收拾。香港總商會將繼續在雙邊（例如與中美兩國就中國的最惠國待遇問題的談判）或多邊論壇大力鼓吹貿易自由開放。

面對要求進一步實施保護主義政策的呼聲而不聞不問，無異於助長那些尋求對世界貿易施以更大限制的國家的氣焰。我們必須保持警覺，提防貨品及服務的國際貿易自由化進程受阻。套用當代一位偉大政治家的話：「換取自由貿易的代價，是無休止的警惕。」

Hong Kong: At your service!

Trade Director General says services exports in 10 years will far exceed Hong Kong's trade in goods

Donald Tsang, Director General for Trade, told a Chamber subscription lunch on February 9, the value of Hong Kong's exports of services in 10 years will far exceed its trade in goods.

"In the next 10 years I see a synergy of Hong Kong's commercial and marketing capability and China's nearly boundless resources which will generate for Hong Kong opportunities, profits and prosperity in the export of services at levels which far exceed those that exist in the trade in goods.

"What is needed is vision, courage and enterprise which are never in short supply in Hong Kong," he said. "Furthermore, the Uruguay Round negotiations on services and other regional initiatives could create and sustain a free trade environment con-

ducive to the export of our services."

Donald Tsang began by saying the Chamber's chief economist, Ian Perkin, had been quick to pick up Hong Kong's 1992 performance in the service sector (See box). No doubt many would take comfort in the fact that Hong Kong's widening deficit of HKD30 billion in commodity trade had been more than offset by the surplus in service trade. The hero, called "service," was estimated to have brought Hong Kong a net

gain of HKD40 billion last year.

"Hong Kong participates actively in the services negotiations being held in Geneva. As a free trade entity which does not rely on political or military clout, we have much to gain from a strong multilateral regime for trade in services. Our goals in the services negotiations are to ensure that the rules devised are sound and practical and to dismantle market access problems that our businesses are facing overseas.



香港服務業大有可為

貿易署長表示，以總額計算，本港服務出口貿易將於十年內大幅超越貨品出口貿易

貿易署署長曾蔭權於二月九日本會舉辦的商務午餐會上表示，本港服務業出口總值將於十年內遠遠超越貨品出口貿易。

「未來十年，香港憑藉本身在商務和市場方面的卓越才華，配合中國取之不竭的資源，將為本港服務業帶來大量出口機會和利潤，令出口服務業更加蓬勃，成就相信更勝貨品貿易。」

他說：「我們所需的是遠見、勇氣和企業家精神，而本港的企業家無一不具備這些條件。此外，烏拉圭回合的服務業貿易談判和其他地區性活動，將締造並有助維持一個有利於服務業出口的自由貿易環境。」

曾蔭權於演辭開首部分稱，本會首席經

濟學家沈柏堅反應快捷，於短時間內已把本港服務業去年的表現歸納出來。本港的商品貿易逆差較對上一年為高，達到三百億港元，幸而得到服務業貿易盈餘抵銷，令人稍感安慰。據估計，服務業去年為香港帶來了四百億港元的淨收益。

「香港一直積極參與日內瓦舉行的服務業貿易談判。香港是一個無須承受政府和軍事壓力的自由貿易實體，因而在強大的多邊服務業貿易中獲益良多。我們在服務業貿易談判所持的目標，是確保訂立的守則實際可行，為本港服務業清除進軍海外市場時可能遇到的種種障礙。」

香港服務業聯盟殊堪嘉許

「要達到這些目標，商界的意見十分重要，為此，我們要感謝香港服務業聯盟自一九九零年成立以來一直給予的大力支持。服

務業聯盟提出的建議更曾經協助我們就這些艱巨的磋商制訂策略。聯盟屬下各委員會提交了多份有建設性的意見書，使我們能夠更透徹地瞭解商界關注的事情。」

曾蔭權表示，關貿總協定的《國際服務貿易總協定》草擬本中，列出了各成員國應盡的主要義務，其中包括最優惠待遇和透明度，換言之，成員國不能互相歧視，而且應公開有關服務業措施的詳情。其他主要條款，包括規定國內外服務業經營者應獲同等待遇、開放市場等。

「假如《國際服務貿易總協定》得以實施，香港便可獲悉更多有關其他成員國的服務業監管措施，並有更多機會打開海外市場。由於香港本身所訂立的限制不多，要履行協議內的義務簡易易如反掌。」

曾蔭權總結說：「我們對於談判未能圓滿結束感到失望。假如烏拉圭回合談判圓滿結束，不但是本港經濟飛躍的重要一步，更是抵禦世界發達國家經濟衰退的有效武器。香港將悉力以赴。我們對談判達成協議寄予厚望。」

Praise for HKCSI

"To achieve these goals, input from those in the business sector is vital. In this we are grateful to the Hong Kong Coalition of Service Industries for their unrelenting support, since its inception in 1990. Its advice has helped us in these often difficult discussions. The many informative papers produced by its sectoral committees have also enabled us to have a better feel for the operation and concerns of the business world."

Donald Tsang said the main obligations derived from the draft General Agreement on Trade in Services (GATS) are most favoured treatment and transparency, meaning that a member cannot discriminate between members and that information on measures affecting trade in services should be made publicly available. Other principal provisions provide for the equal treatment of foreign and local service providers and market access rules.

"If implemented, the Services Agreement will benefit Hong Kong by instilling greater access of information on the regulatory regimes of other participating countries and better market access opportunities through commitments by other participants. Hong Kong has very few difficulties in complying with the obligations as we have very few restrictions in place."

Donald Tsang concluded: "Naturally we are disappointed at the lack of conclusion of the negotiations. Hong Kong sees the successful completion of the Round as an important step towards economic progress and the most effective weapon to counter recalcitrant economic recession in a good part of the developed world. Hong Kong is firmly committed to it. We remain hopeful." ■



Chamber Vice Chairman, William Fung, who hosted the lunch thanks Donald Tsang.

本會副主席馮國綸向曾蔭權致謝



The luncheon scene

午餐會一景

\$20 billion surplus for 1992

If most recent Government forecasts prove accurate, Hong Kong should record an overall surplus on goods and services trade of up to \$20 billion for the 1992 year.

Figures out recently confirmed a trade deficit last year for merchandise or goods alone of \$30.34 billion—a record in dollar terms, but not as a percentage of total merchandise exports.

Merchandise trade is still the lifeblood of the

Hong Kong economy and the wider economic entity of Hong Kong and South China.

But with the territory's economy having shifted increasingly towards a service base, it is only reasonable to take greater account of the services component of the territory's trade.

At the time of writing figures for services trade were not available, but Chamber estimates suggest total exports of services could be around \$152 bil-

lion for 1992.

Imports of services may be around \$102 billion for the year, giving Hong Kong a services trade surplus of some \$50 billion for last year compared with a \$36 billion surplus in 1991.

This \$50 billion—probably \$40 billion at a minimum—surplus on services trade more than adequately covers the merchandise trade deficit of \$30 billion for the year. ■

Ian Perkin
Chief Economist





Brig Ian Christie 新任德准將

Tsang answers questioners

Donald Tsang, answering questions, told the Chamber luncheon:

- Hong Kong is abiding by the 1990 largely-agreed Uruguay Round text for the future of its textiles and garments industries that employ nearly a quarter of a million people. (He offered later to provide some copies). So far no one in the Uruguay Round has sought to reopen the text. But the prognosis for the Uruguay Round is not very good because of issues that divide Europe and the US.

- Saying he must be candid, Donald Tsang said he did not think there was much hope of concluding the Uruguay Round before March this year when the US "fast track"

negotiating authority runs out. But he thought the US would secure an extension of this mandate.

- "Nobody is brave enough to let the Uruguay Round die," he commented. "Negotiations will continue through 1993. If the Uruguay Round dies today it will be resurrected tomorrow."

- "What's left to be done under the Uruguay Round is not much," Donald Tsang said. "What is needed is political will, particularly in Europe and America."

- "They should be steadfast against domestic vested interests aiming at protectionism and greater advantage. I think that stage is over looking at the problems that are with us in the world today. Unless we are brave enough



Kayser Sung 宋凱沙

and imaginative enough, we will be stuck with the most inalcitrant recession the world has ever seen.

In GATT by year-end

● He said he was still hopeful that China and Taiwan would be members of the GATT by the end of this year.
● Donald Tsang said he was not saying expansion of Hong Kong's service industries would be at the expense of the manufacturing sector. He had mentioned

the importance of the textiles industry and the upgrading of technology. He saw the need in the Hong Kong economy of a very important nucleus which provided, not only the heart of the economic engine for Hong Kong — which is industry and manufacturing — but an important source of employment for Hong Kong people who are not all inclined to go into services.

● Hong Kong was unique in the sense that it could not be

compared with the UK or even Singapore. Hong Kong indeed did have a hinterland and that hinterland was enormous. Hong Kong could not rule out the possibility of it surviving as a servicing centre for that hinterland.

● There is also something Hong Kong can do that China cannot. Hong Kong has full Cocom status able to deal with high technological goods which China for some foreseeable future cannot. Donald Tsang said there was

an edge there for our manufacturers to develop.

● Hong Kong Government was not going to interfere in any way on what Hong Kong should be doing nor with what it had done so well in the past. But the Hong Kong Government is certainly waking up to the need to show certain emphasis and directions in its activities. This is being reflected in the amount of money being put into R&D, through universities, the Productivity Centre and so on. ■

答客問

曾蔭權於席上就聽眾提出的問題逐一作答：

- 香港已遵照九零年烏拉圭回合談判獲得大部分成員同意的紡織及成衣業協議，這兩個工業環節目前僱用大約二十五萬名工人(他表示稍後可提供若干內容文本)。直至今日為止，尚未有代表提出要再次討論這問題，但由於歐美兩國的分歧，烏拉圭回合談判的前景未許樂觀。
- 曾蔭權表示，由於美國的「簡捷談判權力」的有效期經已屆滿，因此，烏拉圭回合談判可於今年三月前達成協議的機會很渺茫，但他相信，美國會尋求延長其簡捷談判權力。
- 他說：「沒有人願意讓烏拉圭回合談判無疾而終，談判將於今年繼續進行，即

使烏拉圭回合談判今天擱置，明天亦會重開。」

- 曾蔭權說：「烏拉圭回合談判所餘工作無多，所欠缺的只是談判國家、特別是歐美各國的政治決心而已。」
- 「他們必須堅決對抗國內意圖實行保護主義和攫取更大利益的既得利益集團。我們必須勇往直前，大膽嘗試，否則將無法脫離全球經濟衰退的困境。」

中台年底入關

- 他對中國和台灣於年底加入關貿總協定依然抱有希望。
- 曾蔭權表示，香港服務業膨脹，並非意味著犧牲製造業的發展，他提到本港紡織業的重要性，以及製造科技正不斷提升。他認為本港經濟必須以工業和製造業為核心，這個核心除了可作為香港經濟發展的動力來源外，更會為本港許多無意加入服務業的人提供大量就業機會。

○ 香港本身的處境頗為獨特，因而不應與英國甚至新加坡相提並論。事實上，香港背後有一片遼闊的腹地，未來或會作為該片腹地的服務中心亦未可料。

○ 此外，香港在某些方面是中國所不能取代的。香港是巴黎統籌委員會成員，能夠發展高科技產品，而在可見的將來，中國也不能這樣做。曾蔭權表示，本港製造商在這方面佔有發展優勢。

○ 香港政府不會以任何形式干預本港的未來發展動向，亦不會插手過去行之有效的政策；但可以肯定地說，港府已經意識到加強工業發展和協助制定工業發展方向的重要性，這點從政府撥予各大專院校、生產力促進局和其他機構作研究及發展用途的巨額款項即可見一斑。■

The luncheon scene.
午餐會舉行情況



 **香港工業邨公司** (非牟利法定機構)
THE HONG KONG INDUSTRIAL ESTATES CORPORATION
 (A non-profit-making statutory organisation.)

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'We decided three years ago to build up our manufacturing capacity in Asia and we chose Hong Kong as the ideal location ... This represents an investment of approximately HK\$250 million. The plant is located at Tai Po Industrial Estate and covers an area of approximately five acres of land.'

— *Mr. Samuel Bodman, Chairman and Chief Executive Officer of the Cabot Corporation 1991*

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— *Mr. C. D. Tam, Senior Vice President & General Manager, Motorola Asia Pacific, Semiconductor Products Division 1990*



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 Tai Po, New Territories, Hong Kong.
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大昌街十九號

中心大樓一〇七室

電話：(852) 664 1183

圖文傳真：(852) 664 2481

DIARY DATES

There is certainly "something for everyone" this month as far as members' events are concerned, with a variety of interesting and topical speakers to keep members entertained and informed. Mark the dates on your calendar now but don't leave it too late before you book as we anticipate most of these functions will be well-attended.

- **March 11 will offer a speaker who is somewhat "off the beaten track". Wong How Man is President of the China Exploration and Research Society and he specialises in expeditions to China's remote regions and minority areas. He will tell of some of his discoveries, also his future plans which include working with NASA and their satellite programme for discovering lost cities on the fabled Silk Road, the ancient trade route linking East and West civilisations. The Conrad Hotel: bookings to Phoebe Lee, 823 1203.**

- **Police Commissioner Li Kwan-Ha takes time from his busy schedule to address the question "Is Crime Taking Over Hong Kong?" on March 15 at the Grand Hyatt Hotel. He will outline preventative measures being taken by The Royal Hong Kong Police Force to curb and control further increases in the crime rate. Bookings to Daisy Lo, 823 1249.**

- **Well-known Hong Kong identity Walter Sulke will be speaker at a Chamber luncheon on March 25 at the Grand Hyatt Hotel. Based on his long experience with China, his views of "Human Rights in Relationship to MFN" are sure to be thought provoking. Bookings to Daisy Lo, 823 1249.**

- **Future dates to make note of for next month are: 16 April when the Chamber and the Coalition of Service Industries present a seminar on the Kowloon & Canton Railway Corporation's plans for future development and extensions. Secretary for Transport, Michael Leung will deliver the opening keynote address and there will be an optional subscription lunch afterwards. Venue is the Hong Kong Convention & Exhibition Centre and details are on the weekly events fax to all members.**

- **Lastly, April 27 is the Chamber's Annual General Meeting which will be held this year at the convenient central location of the Hilton Hotel. Registration and cocktails at 5 pm, followed by the Annual General Meeting at 6.00 pm.**

Chamber Forecast

Date	Time	Activities and Events
March 9	8.30 am	HKCSI: Professional Services Committee Meeting
March 9	10.30 am	CHAMBER: Meeting with Donald Anderson, President of US/China Business Council, USA
March 9	12.30 pm	CHAMBER: New Members' Briefing Luncheon (in English)
March 9	4.00 pm	CHAMBER: Environment Committee Meeting
March 10/11/12		CHAMBER: Advanced Sales Training
March 11	11.15 am	CHAMBER: China Committee Meeting
March 11	12.30 pm	CHAMBER: Joint Meeting/Central & South America and North America Committees
March 11	12.45 pm	CHAMBER: SUBSCRIPTION LUNCHEON: Explorer Mr Wong How Man: Hotel Conrad
March 11	4.00 pm	CHAMBER: Human Resources Committee Meeting
March 15	12.30 pm	CHAMBER: SUBSCRIPTION LUNCHEON: Police Commissioner Li Kwan-ha "Is Crime Taking Over Hong Kong?" Grand Hyatt Hotel
March 17-20		CHAMBER: Annual China Committee Delegation to Beijing
March 17	12.30 pm	CHAMBER: South Asia Committee Meeting
March 17	4.30 pm	CHAMBER: Small Business Committee Meeting
March 18	2.30 pm	CHAMBER: Shipping Committee Meeting
March 22	12.30 pm	CHAMBER: ROUNDTABLE LUNCHEON: Francine Brevitti "How to talk with a Reporter."
March 22-26		CHAMBER: Study Mission to Xiamen, Quanzhou and Fuzhou
March 23	6.45 pm	CHAMBER: DIRECTORS' DINNER SEMINAR: "The Duties of a Company Director", Colin Leaver: The Overseas Bankers Club
March 24	p.m.	CHAMBER: Visit to Chemical Wastes Treatment Facility
March 25	8.30 am	CHAMBER: HKI PR Working Group Meeting
March 25	12.30 pm	CHAMBER: SUBSCRIPTION LUNCHEON: Walter Sulke "Human Rights in Relationship to MFN": Grand Hyatt Hotel
March 25	3.30 pm	CHAMBER: Receiving Robert Nunn, Director of World Affairs Council, USA
March 31	9am-12 pm	CHAMBER: Occupational Retirement Scheme Explanatory Seminar: Conrad Hotel
April 1-3		CHAMBER: Professional Sales Training
April 6	11.30 am	CHAMBER: North East Asia Committee Meeting
April 14	2.30 pm	CHAMBER: Receiving trade mission from the Hong Kong Association of California
April 16	10.00 am	CHAMBER/HKCSI: Seminar on KCRC railway extensions and developments: Michael Leung, Sec for Transport to open: Optional Lunch: Hong Kong Convention & Exhibition Centre
April 19	5.30 pm	CHAMBER: Cocktail Reception for Chamber Committee Members
April 22-29		CHAMBER/HKPC: International Franchise Expo in Washington, DC.
April 27		CHAMBER: ANNUAL GENERAL MEETING: Registration/Cocktail Reception 5-6 pm Meeting 6-7 pm: Hong Kong Hilton Hotel

THE CHAMBER IN ACTION



本會動態

架構重組

由一九九三年二月五日起，民政事務委員會及法律委員會將改由前經濟事務部負責，後者將易名為「本地及經濟事務部」，主管的助理總裁是首席經濟學家冼柏堅；除上述兩委員會外，該部仍舊負責原有的經濟政策委員會和稅務委員會事務。

本地事務及行政部將於同一時間易名為「工業及行政事務部」，主管人員是助理總裁張耀成博士。

馮棟澤於當日起晉升為國際事務部助理總裁。

本地事務及行政部

會員數字

截至現時為止，已更新九三年會籍的會員公司總數共三千零二十三（佔全部會員公司的八成半），其中四百二十九家會員公司選擇提早一次過繳交三年會費，享受三年固定會費優待和百分之五的繳費折扣。

月內加入本會的會員公司共五十七家。（註：二十一家透過郵遞招募運動，其餘自動加入。）次階段會員郵遞招募運動展開至今，已成功招募得會員公司三百九十四家。

委員會動態

委員會聯席會議

一月二十八日，民政事務、法律、人力資源委員會舉行聯席會議，討論本港的勞資法律是否足夠；此問題在最近的國泰工潮後備受各界關注。本會將成立工作小組，專責研究本地及海外的勞資法例。

人力資源委員會

委員會於一月十四日召開會議。與會者同意於三月份舉辦研討會，闡釋《職業退休保障計劃條例草案》的內容。會上論及政府計算退休金的方法，委員會決定與香港僱主聯會、香港人事管理協會攜手合作，設法加以改善。本會將試辦一項座談晚會，討論公司董事的職責。

會員關係/活動籌劃委員會

委員會於一月六日舉行會議，檢討會員招募運動的成效及策略。委員會轄下的小組委員會將由專責工作小組取代。

Brigadier Ian Christie Reports

CHAMBER ORGANISATION

Effective 5 February 1993, the Home Affairs and Legal Committees join the Economic Policy and Taxation Committees in the newly titled Local Affairs and Economics Division. The Assistant Director in charge will be the Chief Economist, Mr Ian K Perkin.

At the same time, the Local Affairs/Administration Division will be retitled Industrial and Corporate Affairs Division, under the leadership of Dr Y S Cheung.

Mr Sidney Fung is promoted to be Assistant Director, International Affairs Division, on the same date.

LOCAL AFFAIRS/ADMINISTRATION DIVISION

Membership Profile

To date, 3,023 members (85%) have renewed their Chamber membership for 1993, of which 429 companies choose to be the early payers to take advantage of the special three-year fixed subscription rate plus the 5% discount.

A total of 57 new members joined the Chamber during the month. (21 from the Second Recruitment Mailing, and the remainder by unsolicited application). To date, the second phase of mailing campaign has brought in a total of 394 new members.



Chairman of Home Affairs and Legal Committees, Ian MacCallum (left), makes a farewell presentation to Mr Garlick.

民政事務委員會及法律委員會主席麥嘉霖(左)向葛立科致送紀念品

Farewell to Harry Garlick

Local Affairs Division committee members held a pre-retirement reception for Assistant Director, Harry Garlick, at the Chamber of January 14.

歡送葛立科

一月十四日，本地事務及行政部(現已易名為「工業及行政事務部」)轄下委員會多位成員為行將榮休的葛立科舉行歡送酒會。



W S Chan presents the prizes to the lucky draw winners.

陳煥榮頒發獎品予得獎的幸運兒



Xmas party

W S Chan, Assistant Director of the Chamber's Certification Division, presented the prizes for the lucky draw at the staff Christmas party of the Certification Branch of the Trade Department on December 24.

聖誕聯歡會

本會簽證部助理總裁陳煥榮於十二月二十四日應邀出席貿易署簽證科的聖誕聯歡會，並擔任幸運抽獎的頒獎嘉賓。

小型企業委員會

委員會於一月五日召開會議，通過以小型企業問卷所得資料作為委員會訂定日後工作計劃及擴展路向的指引。鑑於現任主席祈立禮行將卸任，委員會提名正副主席候選人填補空缺。

會員活動

李德衡午餐會

一月六日，英國貿易工業部專責貿易事務次官李德衡應邀出席本會與香港英國商會聯合主辦的午餐會。當日參加的會員共一百四十位。

培訓課程

督導技巧高級課程業已完滿結束。

會員服務

美國非移民簽證

六家會員公司率先採用本會的代辦美國非移民簽證服務，合共取得九份個人簽證。過程中沒有出現任何問題。

本會行政

區域性網路

新的「資訊服務器9000」（內部多向傳真服務器）經已送抵本會，並開始進行驗收測試。預計首批內部傳真可於二月份第一個星期發出。

國際事務部

月內大事回顧

基於下列兩點，北美洲將成為本會來年的焦點：美國新總統接掌白宮；《北美自由貿易協定》。

就第一點而言，本會將於一月份勾劃出來年的游說策略，爭取美國無條件延續中國九三至九四年度的最惠國待遇。

就第二點而言，本會將與香港貿易發展局合組二十人考察團前赴墨西哥，日期定為一月二十五至三十一日。此行旨在考察墨國在紡織及成衣、玩具、手錶等工業的機會，並瞭解《北美自由貿易協定》可帶給香港廠家何種好處。

委員會動態

非洲委員會

本會發出通告，邀請會員參加訂於一九九三年四月十七至二十六日舉行的南非考察團。考察團將途經約翰內斯堡、開普敦、達班等城市。

COMMITTEES

Home Affairs, Legal & Human Resources Committees

The Committees met jointly on 28 January to consider the adequacy of Hong Kong's laws on industrial relations in the light of the Cathay Pacific dispute. A working group was set up to look into practice here and overseas.

Human Resources Committee

The Committee met on 14 January. The meeting agreed that an explanatory seminar for Chamber members on the Occupational Retirement Scheme Bill be held in March. The method of calculating Government Pay Awards was discussed and it was decided that the Chamber

would work with the Employers' Federation and HKIPM to improve methodology. The Chamber is to organise a pilot workshop/dinner on the role of directors.

Membership Committee

The Committee met on 6 January to review membership recruitment results and strategy. Sub-committees will be replaced by ad hoc working groups on individual matters.

Small Business Committee

The Committee met on 5 January to endorse the questionnaires on small business survey as guidance for the Committee's programmes and future expansion. A new Chairman and Vice-Chairman were nominated to the Committee, following the retirement of Mr Clive Raleigh.

美洲委員會

北美洲委員會及中南美洲委員會於一月七日舉行首次聯席會議，會上，美國駐港總領事館高級商務處長龐韜文應邀擔任主講嘉賓，為與會者分析《北美自由貿易協定》所帶來的工商業機會。

中國委員會

委員會於一月十四日召開會議，與會者決定委員會周年訪京團的日期為三月十七至二十日；此外，委員會準備於四月二至三日組團訪問廣州。

歐洲委員會

一月七日，本會與芬蘭商會聯合舉辦一個主題為芬蘭及大歐洲工商機會的研討會，地點是港麗酒店。芬蘭副總理兼外貿部長薩洛拉寧應邀就芬蘭和歐洲於二零零零年的前景進行預測。

一月十三日，委員會舉行例會。會上，英國駐港高級商務專員戴世勳、香港英國商會行政總監麥偉德應邀分析英國對華/對港貿易問題。

一月十一日，本會行政人員接待倫敦工商總會代表，雙方就影響英港兩地問題交換意見。

東北亞洲委員會

一月二十七日，山口銀行香港支店店長茅野克彥、日本山口縣政府代表菅原孝司聯袂到訪。山口縣計劃於一九九六年開設一所亞洲產品貿易中心，並希望港商參與發展。

南亞洲委員會

委員會於一月十三日召開會議。

委員會秘書於一月十五日參加假座凱悅酒店舉行的商會聯會午宴，參加者於席上研究就印支事務攜手合作的可行性。

一月二十日，本會接待了昆士蘭省工商會總監坎貝爾博士。

原訂於二月成行的訪越代表團現押後至六月初或十一月舉行。

香港國際委員會

一月六日，委員會主席鄭明訓及大約十五位「香港大使」與兩位英國國會議員舉行會議，他們分別是斯蒂爾爵士和西姆斯爵士。會上，雙方就香港近期政經發展及未來對華關係交換意見。

一月十二日，本港商會舉行聯會會議，討論九三年最惠國待遇游說計劃。與會者原則上同意參照去年的模式進行。

一月二十七日，本會董事級人員與美國路易士安納州參議員約翰斯頓(民主黨議員)舉行會議，約翰斯頓一向積極爭取無條件延續中國最惠國待遇。會議提供良好機會，讓委員會重申撤銷或有條件延續中國最惠國待遇對美國利益的影響。

MEMBER'S EVENTS

The Hon Richard Needham's Luncheon

The Hon Richard Needham, MP, British Minister of State for Trade, was invited to address a luncheon co-organised by the British Chamber of Commerce and the Chamber on 6 January. About 140 members attended.

Training Courses

The Supervisory Skills Advanced Course was completed successfully.

MEMBER SERVICES

Non-immigrant Visa for US

Six members took advantage of the new service for a total of nine individual visas. No problems were encountered.

ADMINISTRATION

LAN

InformServer 9000, the in-house multi-fax

server, has been delivered for an acceptance test. It is expected that the first in-house faxing will take place in the first weekend of February.

INTERNATIONAL AFFAIRS DIVISION

Highlights of the month

North America will feature prominently in this year's Chamber activities for two reasons: a new US President and the North America Free Trade Agreement (NAFTA).

For the former, the Chamber spent January mapping out a strategy early in the year to lobby for unconditional renewal of China's MFN trade status by the US for 1993-94.

For the latter, the Chamber, jointly with the HKTDC, sent a well supported 20-member study mission to Mexico 25-31 January to inspect business opportunities for manufacturers of textiles and garments, toys and watches. The visit was aimed at positioning Hong Kong manufacturers to benefit from NAFTA.



Janis Law (front left) with Harry Garlick and colleagues at the presentation.

羅鳳霞(前左)與葛立科及出席的同事合照

Goodbye lunch

Staff of the Chamber's Local Affairs Division held a luncheon party on 29 January to celebrate the Year of the Rooster and to say goodbye to Assistant Manager, Janis Law, who is leaving the Chamber to further her education in Canada. Assistant Director Harry Garlick made a presentation on behalf of the Chamber to Janis.

餞別午宴

一月二十九日，本地事務及行政部(現已易名為「工業及行政事務部」)舉行午宴，除了慶祝新年外，並且歡送會員事務副經理羅鳳霞。羅鳳霞將離開本會，前赴加拿大深造。助理總裁葛立科代表本會向她致送紀念品。



Fernand Grulms, Ian Perkin and Brig Ian Christie. 格魯爾斯、洗柏堅、新任德准將

Briefing economist

The chief economist with the Luxembourg Bankers' Association, Fernand Grulms met the Chamber Director, Brig Ian Christie, and Chamber Chief Economist Ian K Perkin on 1 February.



Fernand Grulms. 格魯爾斯

Mr Grulms, on his first visit to Hong Kong, sought a briefing on the activities of the Chamber and the recent performance and outlook for the economy. He expressed particular interest in the developing economic links between Hong Kong and South China and the structure of the local banking system. Mr Grulms was a guest of the Hong Kong Government.

盧森堡經濟學家

二月一日，盧森堡銀行協會首席經濟學家格魯爾斯到訪，並與本會總裁祈仕德准將、首席經濟學家洗柏堅舉行會議。格魯爾斯此行旨在瞭解本會會務、本港經濟表現和前景。他對香港和華南的經濟關係、本港銀行制度均甚感興趣。格魯爾斯此次是應港府邀請來港訪問。

Committees

Africa Committee: A circular was sent out to recruit participants for an investment study mission to South Africa, on 17-26 April 1993. The mission would cover the cities of Johannesburg, Cape Town and Durban.

America Committee: The North and Central & South America Committees held their first joint meeting on 7 January, with guest speaker Mr Thomas Boam, Senior Commercial Officer of the US Consulate General. Mr Boam briefed members on business opportunities arising from NAFTA.

China Committee: The China Committee met on 14 January, when members decided that the Annual Delegation to Beijing will be held on 17-20 March and a Chamber Guangzhou mission will be held on 2-3 April.

Europe Committee: A seminar on business opportunities in Finland and Greater Europe was held in the Conrad Hotel on 7 January. The event was co-sponsored by the Chamber and the Finnish Business Council. Mr Pertti Salolainen, Minister of Foreign Trade and Deputy Prime Minister of Finland, was the keynote speaker on Finland Europe in the year 2000.

港台經貿合作委員會

香港台北經貿合作委員會執行委員會於一月十八日召開會議。與會者建議，香港台北/中華台北香港經貿合作委員會的第二次聯席會議於九三年五月在台北舉行。委員會將成立特別工作小組，這些工作小組的會議將與聯席會議同時舉行。

太平洋地區經濟理事會 香港委員會

一九九三年的國際週年會員大會定於三月四日舉行。

經濟事務部

雖然西曆和農曆新年假期均在一月份，但經濟事務部的工作卻如常忙碌。

月內，稅務委員會舉行了一個極為成功的研討會，討論稅務局最近公布的《稅務準則第二十一號指引》，會上討論的其他課題尚包括盈利來源和有關稅務事宜。當日參加研討會的會員超過七十位，候補的參加者為數亦很多。本會將於短期內再度舉辦同一主題的研討會。

經濟事務部就政府提出的強制性退休保障計劃擬定了一份建議書，並於一月二十九日提交港府研究，新聞界以頗大篇幅加以報導。該部預測，九三年本地生產總值增長可達百分之五點六，而通貨膨脹則處於百分之十點一水平。此外，該部又協助撰寫本會年報中的九二年經濟回顧及九三年展望，並研究美國於九三年會否延續中國最惠國待遇。

該部現已開始研究美國新任總統克林頓提高美國本土外資公司稅率的建議。月內，首席經濟學家除了出席扶輪社舉辦的活動，就香港經濟前景發表演說外，又接受多個本地及國際傳媒機構的訪問。

服務業部

香港服務業聯盟

資訊服務委員會

委員會於一月二十日與香港電訊新任政府事務總監鄧一山舉行會議，研究港府完成電訊政策檢討後所提出的《電訊(修訂)條例草案》及《電話(修訂)條例草案》。會上又討論其他與資訊服務有關的事宜，包括《一九九二年電腦罪行條例草案》、資料保障法例、關貿總協定烏拉圭回合談判等。

一月十五日，香港服務業聯盟與統計處助理處長馮興宏舉行非正式的運輸及船務會議，討論本港的船務資料統計工作。其中特別提到有需要改善貨品分類、貨櫃進出口數量、內河貿易等統計工作。

Members of the Europe Committee met on 13 January for its regular meeting. Mr Stephen Day, Senior British Trade Commissioner, and Mr Barrie McWhirter, Executive Director, British Chamber of Commerce in Hong Kong, were on hand to brief members on matters of trade between the UK and China/Hong Kong.

Chamber executives also received representatives from the London Chamber of Commerce and Industry on 11 January, during which views on current issues affecting Hong Kong and the UK were exchanged.

Northeast Asia Committee: Mr K Kayano, General Manager of the Yamaguchi Bank Ltd, and Mr S Takashi, Representative of the Yamaguchi Prefectural Government, visited the Chamber on 27 January. The Yamaguchi Prefecture is planning to open a trade centre for Asian products in 1996 and hopes to attract Hong Kong exporters/traders to participate in the trade centre.

South Asia Committee: A meeting of the South Asia Committee was held on 13 January.

The Committee Secretary attended an Inter-Chamber luncheon on 15 January at the Grand Hyatt Hotel. The luncheon was called to examine the possibility of a collaborative effort relating to Indochina affairs.

The Chamber also received a visit by Dr Ted Campbell, Chief Executive of the State Chamber of Commerce and Industry, Queensland, on 20 January.

The proposed Mission to Vietnam in February has been postponed until early June or November.

Hong Kong International

The Chairman, Mr Paul Cheng, and some 15 HKI "Ambassadors" hosted a meeting on 6 January for two senior members of the UK Parliament. They were the Rt Hon Sir David Steel and Mr Roger Sims. This meeting proved to be a useful occasion for our "Ambassadors" to exchange views with the visitors on current political and economic developments in Hong Kong and, in particular, its future relationship with China.

A joint associations' meeting was held on 12 January to discuss the MFN Lobbying Programme for 1993. The associations agreed, in principle, to organise joint initiatives along the lines of last year.

A meeting was held on 27 January between the Chamber Directorate staff and Senator J Bennett Johnston (Democrat, Louisiana), a strong supporter of unconditional renewal of MFN trading status for China. The meeting provided an opportunity for reiterating some of the arguments on the impact of MFN withdrawal or conditionality on US interests.

Hong Kong-Taipei Business Cooperation Committee

The HKTBCC Executive Committee met on 18 January. The Second Joint Meeting of the HKTBCC and CTHKBCC was proposed to be held on 3-4 May in Taipei. Special interest working groups will be formed and the working groups meeting will be held concurrently with the Joint meeting in May.

Pacific Basin Economic Council

The date of the Annual General Meeting

for 1993 was set for 4 March 1993.

ECONOMICS DIVISION

Although January was a dual holiday period, with the Calendar New Year and Lunar New Year breaks occurring in the same month, business in the Economic Division continued at a hectic pace.

During the month, the Taxation Committee held an extremely successful seminar on Practice Note 21 issued by the Inland Rev-



From left: Brig Ian Christie, Keith Sharp, Sidney Fung, Josephine Mayfield and Tina Cheng.

左起：祈仕德准將、夏健福、馮棟澤、梅風德、鄭慧瑩

Revised HKI presentation

The public relations working group of the Chamber's HK International Committee met on 10 February to update the script of its audio-visual presentation for "Hong Kong Ambassadors," volunteering to help promote Hong Kong's image abroad. The group saw the need for revisions because of the current political situation vis-a-vis China. It is meeting again.

香港國際委員會

本會香港國際委員會公共關係工作小組於二月十日召開會議，觀聽專供「香港大使」於海外宣傳香港時使用的影視資料；工作小組認為有需要因應香港與中國最新的政治形勢作出修訂。工作小組將於另日舉行會議討論此事。

意見書

一月八日，聯盟向立法局《一九九二年電腦罪行條例草案》專責小組提呈意見書，闡釋服務業聯盟對該條例草案的立場。

統計處非常重視服務業聯盟就統計政策公布的專題研究報告（於一九九二年十月提交港府），並擬定了一份報告書作為回應，該份報告書名為《回應服務業聯盟就服務業數據統計工作提出的意見及疑問》。聯盟數據統計委員會已著手研究該份報告書。

香港特許專營權協會

協會執行委員會於一月十九日召開會

議，會上決定於九三年六月在廣東籌組一個特許專營權會議。協會現時正安排將兩本介紹特許經營的書籍翻譯成中文。協會準備籌組代表團參加四月在華盛頓舉行的「國際特許專營權展覽會」。



The meeting with the two parliamentarians. 本會與英國國會代表團舉行會議



Visit by Sir David Steel

Sir David Steel, the well-known Liberal MP, together with his policy adviser, Dr Atul Vadher, and Roger Sims, Conservative MP who is joint vice chairman of the British Hong Kong Parliamentary Group, visited the Chamber on January 6. They met the Chamber Chairman, Paul Cheng, 19 interested and prominent Chamber members together with the Chamber's Director, Brig Ian Christie and executive staff.

英國國會代表團

一月六日，英國自由黨國會議員斯蒂爾爵士及其政治顧問韋德博士、保守黨國會議員暨英國國會香港事務小組聯合主席西姆斯等一行三人到訪，本會主席鄭明訓、總裁祈仕德准將及多位會員予以接待。

Sir David with Chairman Paul Cheng.
斯蒂爾爵士、鄭明訓

enue Department. It covered the source of profits and taxation issue. More than 70 people attended the seminar and there was a long waiting list for places. Another seminar is scheduled for the near future.

The Economics Division continued its work on the Chamber's response to the Government's proposals for a mandatory retirement scheme, and the paper was delivered to the Government on 29 January. It was well received by the media. The Division completed its year ahead economic forecast for 1993 predicting 5.6% GDP growth and 10.1% inflation. It also contributed a review of 1992 economic performance and a preview of 1993 for the Chamber's Annual Report and prepared some preliminary research on the maintenance by the US of China's Most Favoured Nation (MFN) status this year.

The Division began an examination of new US President Bill Clinton's proposals to increase taxes on foreign companies operating in the US.

Finally, the Chief Economist spoke to the Harbour View Rotary Club during the month on the outlook for the Hong Kong economy. He also conducted various me-

dia interviews with several local and international newspapers and magazines, as well as local TV and radio.

SERVICE INDUSTRIES DIVISION

Hong Kong Coalition of Service Industries

Meetings

The Information Services Committee met on 20 January with Mr Rick Tang, Hong Kong Telecom's new Director of Regulatory Affairs, to examine the Telecommunications Amendment Bill and the Telephone Amendment Bill as a result of the government's recent telecommunications related review. Other information services related subjects, including the Computer Crimes Bill 1992, data protection legislation, and the Uruguay Round of GATT, were also discussed.

On 15 January, the HKCSI convened an informal meeting of transport/shipping members with Mr Fung Hing Wang, Assistant Commissioner for Census & Statistics, to discuss Hong Kong's shipping statistics. Reference was made in particu-

lar to the need for improving commodity classification, container throughput, and river trade statistics.

Representation

On 8 January, a supplementary submission was sent to the Legco ad hoc group on the Computer Crimes Bill 1992, to elaborate on the CSI position on the Bill.

The Census and Statistics Department has taken the HKCSI position paper on statistics policy (submitted to the government in October 1992) seriously and responded with a paper entitled "Comments on the Suggestions/ Queries raised by the Coalition of Service Industries on Service Industries Statistics". The paper is now being studied by the Statistics Committee.

Hong Kong Franchise Association (AFA)

The HKFA Committee met on 19 January and agreed that the HKFA would organise a franchise conference in Guangdong in June 1993. The Association is arranging for two books on franchising to be translated into Chinese. A delegation is being organised to visit the International Franchise Expo in Washington DC in April 1993. ■

US tax implications

Ian Harris warns local companies what to expect from Clinton's tax plans

Any Chamber member who has followed the recent presidential election campaign in the United States will be aware that President elect Clinton has promised to raise an additional US\$45 billion in taxes from foreigners doing business in the United States over the next four years. The fact that the Internal Revenue Service themselves have contended that this figure is an unrealistic target and, in any event, they are short of both staff and resources is perhaps beside the point. The fact remains however that making foreigners pay more by way of taxation was a key element in Clinton's election manifesto and in view of his victory one has to assume that this pledge found favour with the electorate. The purpose of this brief outline is to alert Chamber members as to the options open to the new President and to seek the support of the membership in action to be taken.

What can Clinton do to the Hong Kong businessmen?

As a start, there is already in existence a Bill (HR5270) that seeks to hit the foreigners in a number of ways. Among its provisions, HR5270 contains proposals to amend Section 482 of the US Internal Revenue Code which deals with "arms length" or intercompany pricing. It should be pointed out that although this Bill has lapsed with the end of the last session of Congress, it is the view of most observers that it will be introduced in a similar form or perhaps in an even stronger version within Clinton's first 100 days in office. Such legislation, if formally proposed by President Clinton, has a high likelihood at being enacted into law.

Although it is not an objective of this article to be overly technical it is essential that members understand the concept of "arms length" principles as this is a key to the two measures referred to above. As every Hong Kong businessman knows, the aim is to obtain the best possible price for a product or service that the market will bear. This price however will vary from market to market depending on many factors, mainly the strength of the competition, the demand for the product or service or the cost of bringing the product or service to that market. The price thus obtained is "arms length" price. However if the producer has, in that market, a partner or associated company and the price is adjusted for whatever reason, up or down



Ian Harris,
chairman of the
Chamber's Tax
Committee
夏禮成

to the true market price then a non "arms length" price has been established.

Most tax administrations have 'arms length' pricing rules in some form or another (including Hong Kong) and it is accepted international tax practice that taxable profits are based on the "arms length" principle. However, it is the method by which the United States is proposing to determine "arms length" prices that gives cause of concern.

Much has been written about "arms length" pricing but what is considered by most as the authority on the subject is the Organisation for Economic Cooperation and Development (OECD), who define an "arms length" price as the comparable uncontrolled price — in essence the open market price.

While no doubt the IRS have well documented evidence to show that abus-

es of transfer pricing have taken place, the measures now proposed presume that all foreign taxpayers are guilty unless proved innocent. The proving of innocence under the proposed legislation is both costly and time consuming and in any event produces an artificial result.

Under the proposed US legislation, the OECD view is being ignored and instead formulae are to be used which are likely to produce results totally devoid of commercial reality. For instance, under the Section 482 proposals the basis to be used is the "comparable theoretical profit derived from a comparison with profits of third parties and then working back to calculate the hypothetical prices necessary to achieve such levels of profit. The provisions of HR5270 take a similar approach by comparing the profits of the foreign owned enterprise with those

論美國稅務法案

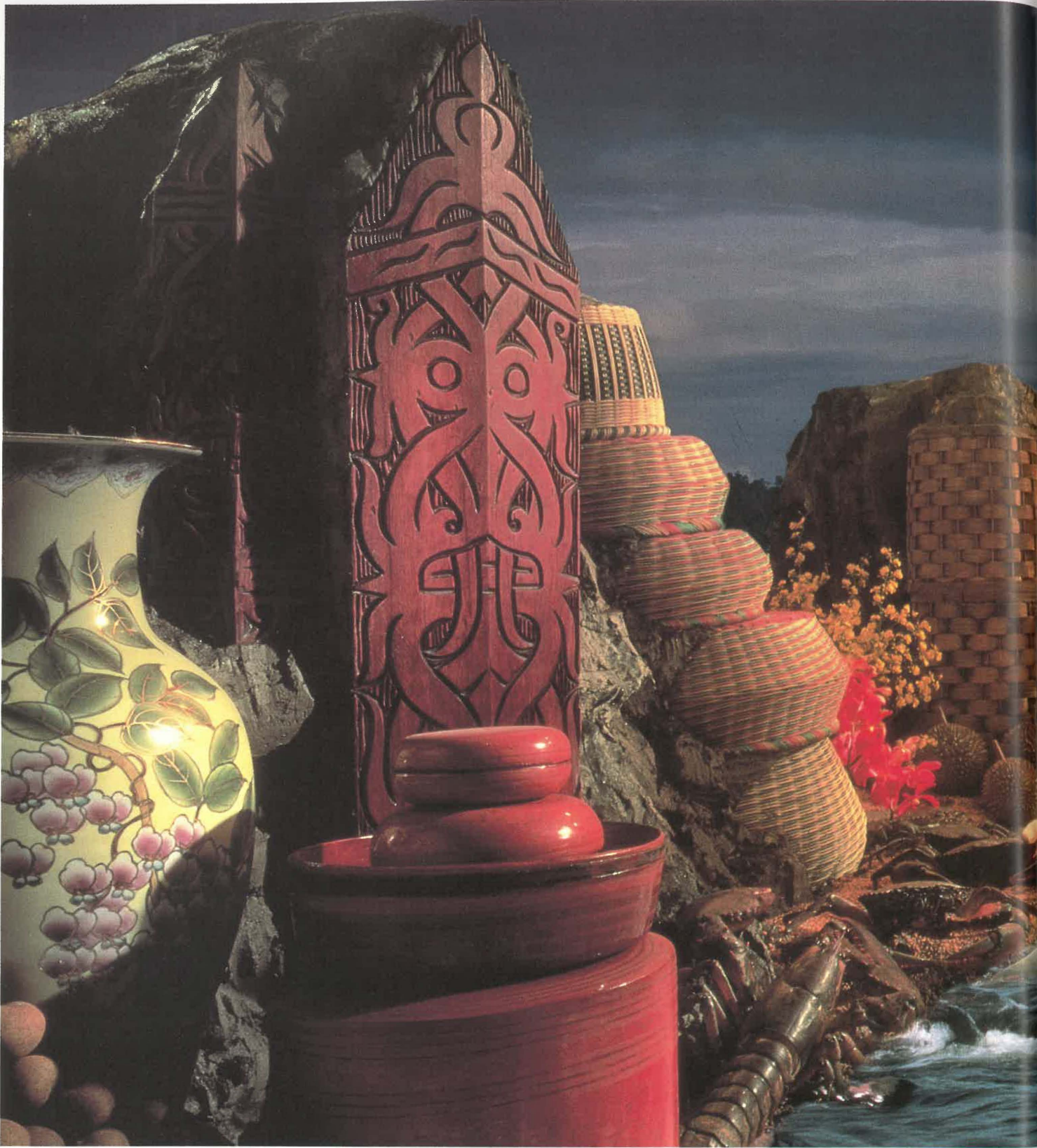
剛入主白宮的美國總統克林頓警告，他計劃提高外資公司的稅率。行將離任的稅務委員會主席夏禮成提醒本港公司作好心理準備。

假如會員一直留意最近美國總統選舉的新聞，定會知道克林頓於競選時曾經許下諾言，未來四年，他會向美國的外資公司額外徵收四百五十億美元稅款。

事實上，美國稅務部不但質疑這目標能否達到，而且更表示沒有足夠人手和資源應付額外工作。不過，提高外資公司的稅率是克林頓競選宣言的重點之一，他的當選，證明大多數選民都支持這項措施。

介紹上述背景資料的目的有二，第一是提醒會員，是否增加稅收的決定權在克林頓政府掌握之中；其次是尋求會員支持，就此項建議措施作出回應。

究竟克林頓會對香港商人採取甚麼新措施呢？現時新政府正審議一條法案草案（編號 HR5270），倘若獲得通過，美國的外資



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achieved by domestically owned businesses in the same field.

Businesses in Hong Kong will be more exposed to attack by the IRS if these proposed measures are adopted because there is no protection offered to businesses in other countries by the existence of a double tax treaty. However even this appears to provide minimal protection as the proposals would if adopted override tax treaties.

It is the view of the Chamber's Taxation Committee therefore that representations must be made to the Hong Kong Government on this issue with a view to the Government taking up this matter with Washington. However an indication of your support is necessary and we would welcome any representations from you which you should send to the Chamber immediately if you consider action should be taken. ■

公司將受多重打擊。這條草案建議修訂《美國稅務法》中規管「公平市價」或公司之間訂價的第 482 條，雖然草案於上一國會立法年度未及通過，但很多觀察家相信，克林頓上場後的一百天內，新政府會再度提出動議，而新草案的條文很可能與舊的類似，甚至更加嚴厲。假如草案由克林頓總統正式提出，獲得通過的機會頗大。

下轉三十一頁

Business cooperation with Taiwan

The second joint meeting of the Hong Kong Taipei Business Cooperation Committee (HKTBC) and its Taiwan counterpart, China Taipei HK Business Cooperation Committee (CTHK-BCC) will be held in Taipei on 3-4 May.

Assistant Chamber Director, Y S Cheung, and the Assistant Chamber Director (designate), for International Affairs, Sidney Fung, met between 1-3 February in working sessions in Taipei and discussed arrangements for the joint meeting.

Chamber Chairman, Paul Cheng, was in Taipei on business at the same time and was invited to a dinner reception hosted by Hsui Sheng-fa, chairman of the Chinese National Federation of Industries who heads the CTHKBCC, the Prince Motor Group and The Cosmos Bank, Taiwan.

Assistant Director Sidney Fung said upon his return from Taipei that the main themes for the second joint meeting in May were agreed. They are:

- Bilateral issues affecting the economic relationship between Hong Kong and Taiwan.
- To explore the possibility of business collaboration between Hong Kong and Taiwan enterprises in Southern China, particularly Guangdong.
- To explore the possibility of cooperation in business ventures in third countries, such as Vietnam, Indonesia and the Philippines.

Sidney Fung said the expected attendance at the second joint meeting in May was 200, of whom about 50 would be from Hong Kong. ■



Hsui Sheng-fa, chairman of the CTHKBCC in Taiwan, hosted a dinner for Chamber chairman, Paul Cheng.

中華台北經貿合作委員會會長許勝發為本會主席鄭明訓舉行晚宴。

Paul Cheng at the dinner reception between senior office bearers in CTHKBCC.

鄭明訓攝於晚宴席上，兩旁為中華台北經貿合作委員會高層人員。



港台經貿合作

香 港台經貿合作委員會與對口組織中華台北香港經貿合作委員會的第二次聯席會議將於五月三日至四日在台北舉行。

本會國際事務部助理總裁張耀成博士、候任助理總裁馮棟澤於二月一日至三日出席於台北舉行的工作會議，討論聯席會議的各項安排。

本會主席鄭明訓適逢當時也在台北公

幹，並獲得中華民國全國工業總會理事長暨中華台北香港經貿合作委員會會長許勝發邀請參加晚宴。許勝發是台灣太子汽車公司和萬泰銀行董事長。

候任助理總裁馮棟澤返港後表示，五月舉行的第二次聯席會議的討論課題經已獲得各方同意，它們包括：

(一) 影響香港、台灣雙邊經貿關係的問題；

(二) 探求香港、台灣公司在華南(特別是廣東)攜手發展工商業的可行性；

(三) 研究在第三國家(例如越南、印尼、菲律賓)聯手發展工商業的可行性。

馮棟澤補充，預計第二次聯席會議的參加者將達二百位，其中五十位來自港方。■

Improving HK's edge

Leading the way in a competitive world

It is often said that Hong Kong's manufacturing has moved across the border and Hong Kong has become a service economy. Strictly speaking, this is not entirely correct.

Businesses from both manufacturing and services have moved across the border, and while the service sector in Hong Kong has growth in proportion, there is still a sizeable manufacturing sector. What has happened is that Hong Kong has moved a large part of its lower-value activities — both in manufacturing and in services — across the border, to take advantage of the lower capital and labour costs there. For Hong Kong to remain competitive, it must maintain its leading edge in high-value, high-quality production, both in manufacturing and in services.

As Hong Kong's service sector grows, however, its ability to upgrade its productivity is undermined, since productivity growth in the service sector is generally lower than in manufacturing.

While some lower-value producer services (such as administrative jobs) can, like manufacturing, be moved across the border, many domestically produced and consumer services cannot be relocated, e.g. in the retailing, catering and servicing sectors. For these low-value, labour-intensive jobs, there is little room for productivity gains to be achieved through technology or economy of scale. The only way to improve productivity is therefore through better management and greater incentive.

By Dr Chan Wai-kwan

Franchising provides precisely the management and incentive needed to enhance productivity of this important sector. Instead of being an ordinary wage-earner, the franchisee will be running his/her own business under the guidance of an experienced franchisor. The productivity gains from better management and greater incentive will be exploited to the full.

Hong Kong, coupled with the low interest rates, has encouraged aspiring small businessmen to put money into speculation, rather than invest in productive activities.

Franchising, however, offers the opportunity for people with a modicum of savings (as little as HKD 300,000) to start a small business. With the high success rate of franchises — the success rate in the US is 95% for franchise business compared with 50% for non-franchise business — the money capital will be used much more productively.

Enhancing productive use of capital

The increasing cost of doing business in

Restructuring of labour

The restructuring of Hong Kong's econo-



The driving force behind franchising in Hong Kong: The Hong Kong Franchise Association and the Hong Kong Productivity Council.

香港特許專營權協會、香港生產力促進局在推動本港特許經營發展方面一向不遺餘力

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(一) 加強競爭能力

很多人認為，隨著製造業北移中國大陸，香港經濟已變成了以服務業為主導，嚴格來說，這結論並非完全正確。北移中國大陸的趨勢，在本港製造業和服務業同樣出現；此外，雖然服務業在本港經濟所佔比重日益增加，但製造業仍是相當重要的一環。香港目前的趨勢，其實是將大部份低增值生

產活動(製造業、服務業皆如是)遷移到內地進行，藉此充份利用當地的低成本資本和勞動力。

香港若要維持本身的競爭力，必須保持製造業和服務業在高增值、高質素生產方面的領導地位。

不過，雖然本港服務業不斷增長，但在提高生產力方面卻遇到阻力重重；服務業的生產力增長一般較製造業緩慢。雖然部分低增值服務(例如行政工作)像製造業一樣北移到內地進行，但很多本地生產和享用的服

務，例如零售、飲食業服務等，根本沒法遷移，這些行業的低增值、勞工密集工作，即使透過改良技術或規模經濟，也無法令生產力大幅提升；改善生產力的唯一方法，就是完善管理、增加誘因。

特許經營正正可以幫助完善管理和增加誘因，繼而促進這些重要的服務行業的生產力。特許專營權承讓人有機會脫離普通受薪階級行列，在經驗豐富的特許專營權轉讓人的指導下自創一番事業。由於管理得宜，誘因大增，生產力必定可以發揮至淋漓盡至。

陳偉羣博士

Taiwan ties



Ms Charlotte Chow addresses the annual meeting.
周育珍於周年會員大會上致辭



With Ms Chow on the platform in Taipei was Roger Thomas, chairman of the HK Retail Management Association.

周育珍和香港零售管理協會主席湯俊傑攝於周年會員大會

Ms Charlotte Chow, manager of the Hong Kong Franchise Association, was invited by the Taiwan Chain Stores' Association to the Association's first annual meeting at the World Trade Centre in Taipei on 12 February 1993. Other guests included representatives from the Hong Kong Retail Management Association, the Japan Chain Stores' Association and the Japan representative of the International Centre for Companies of the Food Trade and Industry (CIES).

The Taiwan Chain Stores'

Association was established in September, 1991 to, first, modernise and rationalise the distribution and retailing business by the development of the chain store industry and, second, to promote the consumers' welfare by upgrading the quality of the operation and services provided of all the retailing business.

Franchise names such as McDonald's, 7-Eleven, Kentucky Fried Chicken, Pizza Hut, Shakey's Pizza, Burger King, Body Shop, Family Mart, etc., are all operating in Taiwan. ■

特許經營組織

香 港特許專營權協會經理周育珍於二月十二日應中華民國連鎖店發展協會的邀請，出席該會於台北世界貿易中心舉行的第一屆周年會員大會。其他出席的嘉賓包括香港零售管理協會、日本連鎖店協會、日本食品貿易及工業國際中心等代表。

中華民國連鎖店發展協會於一九九一年九月成立，其創會宗旨有二，一是透過發展連鎖經營，將批發及零售業現代化、合理化；其次是改善零售業的經營及服務質素，保障消費者權益。

目前已在台灣開展業務的特許經營商號其中包括麥當奴、7-11、肯德基家鄉雞、必勝客、敬加堡、Body Shop、Family Mart 等等。 ■

my has created a large number of vacancies in the service sector, as well as redundancies in the manufacturing sector. The Chamber has championed importation of labour as a solution to labour shortage. But this is only a temporary solution. For long-term stability, the domestic supply in the labour market must be brought in line with demand.

The labour retraining scheme provides a partial solution through retraining redundant manufacturing workers to take up service sector jobs. However, despite the government's renewed commitment, the prospects of the labour retraining scheme are limited. It lacks a crucial element to make it work: the incentive for workers to switch trade. It is not difficult

to imagine why: To change a factory mechanic into a hotel housekeeper, for instance, involves not only retraining but many socio-economic adjustments which the worker often finds difficult to accept.

Franchising, again, offers a solution by providing the redundant worker with the incentive to be retrained. There is a whole world of difference between having an opportunity to be a franchisee, thus becoming one's own boss, and being compelled to take up another job not of one's choosing but through no fault of one's own. With an opportunity to run a small business, the redundant worker will want to be retrained.

Although many workers lack the capital necessary to take up even a small fran-

chise, the problem is not insurmountable. As mentioned before, the amount of capital required is usually small. Workers may join in partnership, thus sharing the cost of a franchise. Furthermore, the government could modify its retraining scheme into one which enables the redundant worker to take up a franchise, perhaps with a loan from the government. What is more important, to make all these work, is for the community to be more receptive to the idea of franchising.

Export of services

Hong Kong's exports of services have occupied an increasing share of our domestic exports (i.e. excluding re-exports, which

EXAMPLES OF FRANCHISING



Herbal tea
涼茶店



Futurekids 兒童電腦課程



SignExpress
標誌店



Laundry services 洗衣服務

do not contribute as much to domestic economy and employment). They also play an important part in maintaining a healthy trade balance for Hong Kong, their surplus offsetting the deficit in trade in goods. To further enhance Hong Kong's trade in services, we need not only explore new sectors of export potential, but also develop means of exporting them. Franchising provides such a means: Through franchising, Hong Kong's own locally developed service industries may be exported to other countries, especially in this region, more widely and more quickly.

The China market

The argument for franchising applies in any economy where there is a domestic market for services and where productivity is enhanced by incentives rather than technology. Where else on earth, other than China, is there a bigger domestic market for services which is yet untapped? The potential for franchising in China is enormous. In the course of developing franchising in China, Hong Kong should be a leading player, as it has become in so many other aspects of business development in China. ■

Franchising explained

Franchising is not a business sector. It is a form of business arrangement popular in North America, Europe, Australia and Japan.

There is great potential for the development of franchising in the Asia Pacific region. The Chamber has recognised this potential and established the Hong Kong Franchise Association early in 1992 as the first Franchise Association in Asia after Japan. The Chamber's lead was quickly followed by other countries in the region, with similar associations being established in Indonesia and Taiwan. There are many advantages of franchising. To the franchisor, it enables one's business to expand quickly without the need for substantial investment. To the franchisee, it offers an opportunity to run one's own business with the minimum of capital and the maximum of support.

In the case of Hong Kong, franchising is of particular relevance. There are many good reasons why franchising should be promoted in Hong Kong. ■

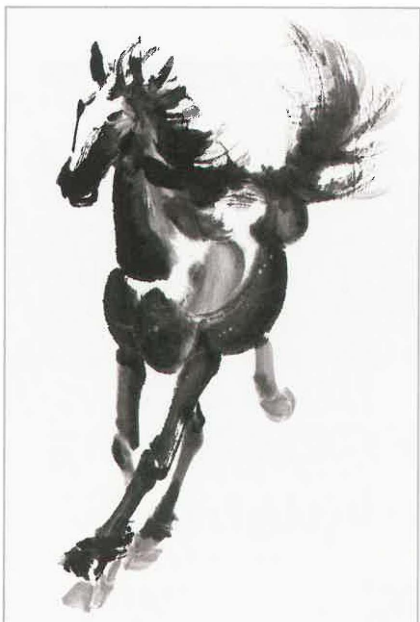
何謂特許經營？

特許經營並非一種行業，它是一種在北美、歐洲、澳洲十分流行的業務經營方式。

本會有見於特許經營在亞太區的巨大發展潛力，於一九九二年率先創立「香港特許專營權協會」，此協會是日本以外亞洲區首個類似組織；其後，區內其他國家如印尼、台灣等，紛紛爭相效尤，相繼成立本身的特許專營權協會。

特許經營的優點甚多。對特許經營權轉讓而言，可透過轉讓特許專營權迅速擴展業務而毋須作出龐大投資；對特許經營權受讓而言，既可以最低數量的資金創業，又可獲得最大程度的支援。

香港的環境特別適合發展特許經營。在本地推廣特許經營的理由不勝枚舉。 ■



搜求千里馬， 更快馬到功成！

嶄新 **RECRUIT** **ASY** 服務，正式啟用！

RECRUIT——全港唯一在地鐵沿線各站供免費取閱的職業專訊，自去年七月出版以來，深受各行各業精英歡迎。現在，再接再厲，推出嶄新 **RECRUIT** **ASY** 服務，使您可以更快覓得理想職員。

於 **RECRUIT** 刊登廣告，若兼採用免費的 **RECRUIT** **ASY** 服務，您便可更快得到大量合適人選。因為，您除能從所刊登的廣告獲得熱烈的反應外，**RECRUIT** **ASY** 更會從其資料檔案內揀選所有已登記的申請者，透過圖文傳真發送給您，為您節省時間及提供更多選擇。

每週派發超過 12 萬份（高踞全港同類刊物之冠）的 **RECRUIT**，加上嶄新的 **RECRUIT** **ASY**，勢必是最有效的招聘途徑。搜求千里馬，要更快馬到功成，請即選用 **RECRUIT** **ASY**。刊登廣告及垂詢詳情，請電 **RECRUIT** 熱線：8809232。



Example of franchising: Maids service.

特許經營的例子：
女傭服務



(二) 促進有效運用資金

現時在港經營的成本不斷上漲，利率又偏低，間接鼓勵中小型企業將資金用作投機，投入生產活動的資金相應減少。

有了特許經營，人們只需持有少量積蓄（甚至可少至三十萬港元），即可開辦小規模業務。透過特許經營進行的業務，成功率極高，以美國為例，成功率達百分之九十五（反觀並非透過特許經營進行的業務，成功率僅為百分之五十）；由此可見，資金可獲更有效地運用。

(三) 勞動力架構重整

香港經濟重整，導致服務業出現大量空缺，製造業大幅裁減員工；本會曾經呼籲輸入外地勞工，紓緩勞動力短缺所帶來的壓力，然而，輸入外地勞工僅能暫解燃眉之急，長遠而言，必須因應需求調整本港內部勞工市場架構。

工人再培訓計劃提供了一個局部解決的辦法，過剩的製造業工人在完成再培訓課程

後，可轉職服務行業。不過，無論政府如何努力，工人再培訓計劃終究存在局限性，因為它缺乏一個重要條件：工人缺乏轉業誘因。不難想像，要將一名工廠機械技工訓練成為酒店房務員是何等困難的事，因為除了再培訓所涉及的問題外，工人還需作出種種社會及經濟調整，而他們往往無法適應。

特許經營可為過剩的製造業工人提供接受再培訓的誘因。獲得機會成為特許專營權承讓人，自行開創一番事業，當然比被逼轉往一種非自己揀選的行業優勝得多，況且被逼轉業的工人本身又沒有犯上任何錯誤。假如有機會創業，被裁減的工人自然願意接受再培訓。

很多工人缺乏創業資金，但這問題並非無法解決。正如剛才提到，特許經營業務所需資金通常較少，工人可合夥經營，分擔經營成本；此外，政府亦可修訂再培訓計劃，鼓勵被裁減的工人購買特許專營權，政府或可考慮給予他們貸款。要令這計劃成功，首要是讓社會人士廣泛接受特許經營的意念。

(四) 輸出服務

香港的服務出口貿易在本地出口貿易（不包括轉口貿易，因為轉口貿易對本地經濟和就業機會的貢獻較少）所佔的比重正日益增加，而且所得貿易盈餘可抵銷貨品貿易逆差，對保持貿易平衡作用巨大。為了進一步促進本港服務業貿易發展，我們不但需要發掘服務出口貿易的潛力，還應拓展輸出的途徑。特許經營即途徑之一，透過特許經營，香港本身發展的服務可更廣泛、更迅速地輸往其他國家，尤其是亞太區國家。

(五) 放眼中國市場

任何經濟實體，只要具備服務業市場，而且生產力由誘因而不是科技帶動，特許經營的概念即可大派用場。環顧全球，除了中國以外，還有哪個國家擁有如此龐大而又尚未開拓的內部服務業市場呢？中國在特許經營方面的潛力相當驚人，假如中國真的加以發展，香港應可擔當一個領導角色，正如過去帶動國內其他工商發展一樣。 ■

Regional competition

Singapore has recently emerged as a significant player in franchising. Though it does not yet have a national Franchise Association, it has been active in organising and participating in franchising activities in the region. It took part in most franchising events in Hong Kong in 1992 and organised its own conference in the same year, with plans already in hand for further conferences in 1993.

Singapore's initiative must be warmly welcomed as it will contribute significantly to the development of franchising in the region. At the same time, businessmen in Hong Kong must be aware that in order to maintain Hong Kong's position as

the major regional business headquarters and growth centre in Asia, our leadership in franchising must be firmly established.

If we are not to follow Singapore's example of an interventionist government promoting industry, then the private sector here has to step up its efforts in creating an environment favourable to the development of franchising. ■

區內競爭日大

新加坡最近大力推動特許經營，雖然該國至今尚未成立國家特許專營權協會，但卻一直

積極籌組及參與區內特許經營活動；一九九二年舉行的特許經營活動中，十居八九都有新加坡的參與，年內，獅城自行舉辦了一個特許經營會議，並計劃於九三年再接再厲。

新加坡的努力，對區內特許經營的發展貢獻良多，無疑應予熱烈歡迎，但與此同時，香港商界亦必須覺察一點，香港如果希望繼續成為區內重要的工商業總部及亞洲經濟增長核心，必須確立本身在特許經營方面的領導地位，假若香港不希望跟隨新加坡的干預主義政策，讓政府負責推動工商業發展，則私營環節應加倍努力，創造有利於特許經營發展的環境。 ■

Drop in 1992

Police Commissioner says exception is motor vehicle theft

Commissioner of Police, Li Kwan-ha, has written to Chamber Chairman, Paul Cheng, enclosing statistical data detailing a drop in the occurrence of crime in Hong Kong in 1992, with the exception of motor vehicle theft.

He says the purpose of his letter to the Chamber chairman is to bring a greater degree of clarity to the situation than is sometimes readily apparent.

On motor vehicle crime, the Police Commissioner says, 6,918 vehicles were reported missing in 1992, an increase of 8.9% over the 1991 figure of 6,352 (see box).

He says the figures remain a cause for concern but thefts in 1992 from motor vehicles, as distinct from the vehicles themselves, were down 12.7% to 3,497 from 4,007 in 1991.

Much accomplished

He says in his letter: "Without in any way wishing to downplay the seriousness of

STOLEN PRIVATE CARS (1992 AND 1991)		
Mercedes Benz	1,025	244
BMW's	640	135
Toyota Crowns	330	288

criminal activity in the Territory, I should be remiss if I failed to place a proper perspective on the year's crime figures which clearly show that much has been accomplished."

"I would for example draw attention to the fact that with the exception of vehicle theft there has been an overall reduction in crime. This includes all violent crime and crimes involving the use of firearms.

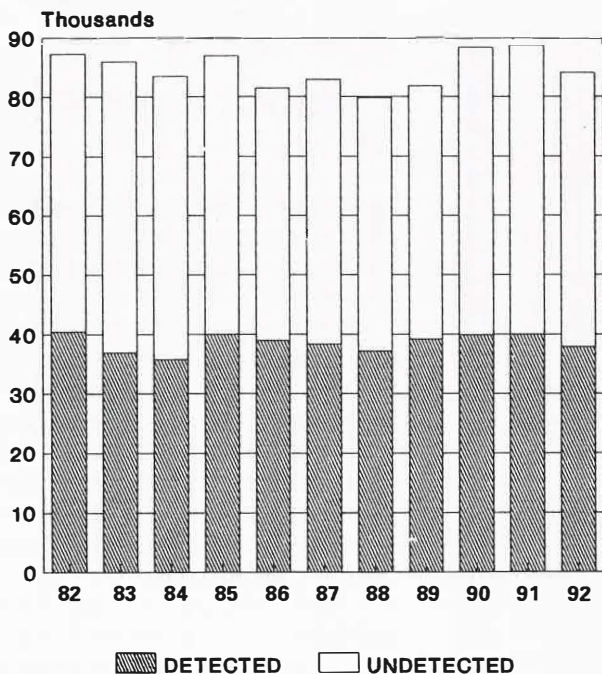
"Over the past 10 years," he says, "the rate of crime in Hong Kong per 100,000 people has actually dropped. When compared with other major cities around the world we come out of it most favourably."

There were 18,567 violent crimes in 1992, a welcome decrease of 5.1% from the 1991 figure of 19,558. These crimes accounted for 22.1% of overall crime. The violent crime rate per 100,000 population, was 319.5, a decrease of 6% from the 1991 figure.

"The nature of some crimes which occasionally occur in the Territory can only be described as horrifyingly sensational, e.g. when grenades and AK47 rifles are used. In this regard however we have had a degree of success and it is my strong determination to continue to use all of the resources available to me to pursue and bring to justice those who would so carelessly risk human life on our streets.

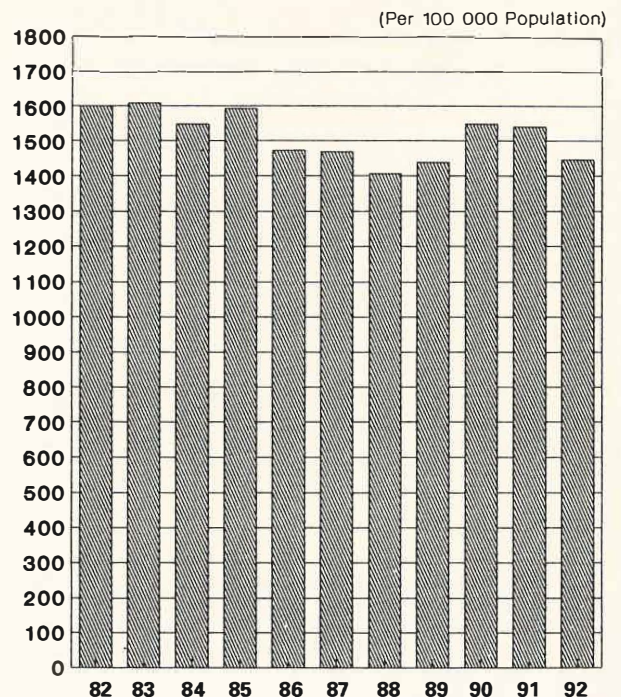
Mr Li Kwan-ha told Paul Cheng: "Be assured that the resolve of the Royal Hong Kong Police to maintain peace and tranquillity in Hong Kong is firm and undiminished. There is no complacency in our ranks and we go forward into the New Year with every confidence in our ability to do the job that is expected of us." ■

OVERALL CRIME 1982-1992



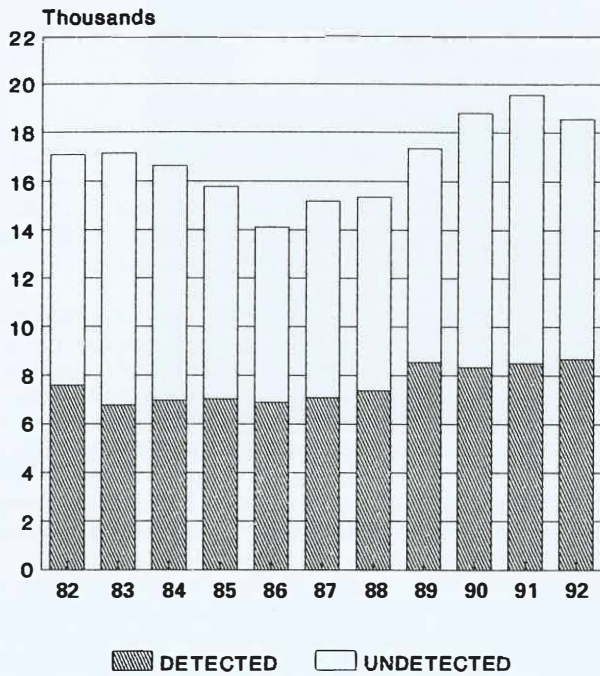
ROYAL HONG KONG POLICE FORCE

CRIME RATE 1982-1992



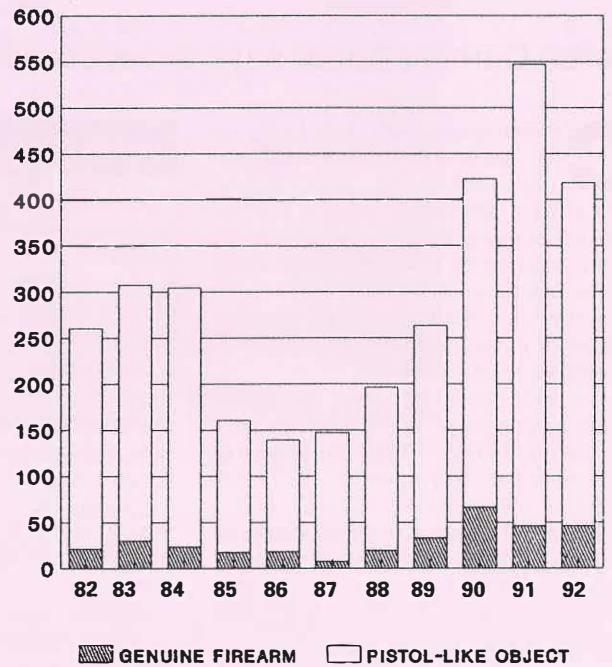
ROYAL HONG KONG POLICE FORCE

VIOLENT CRIME 1982-1992



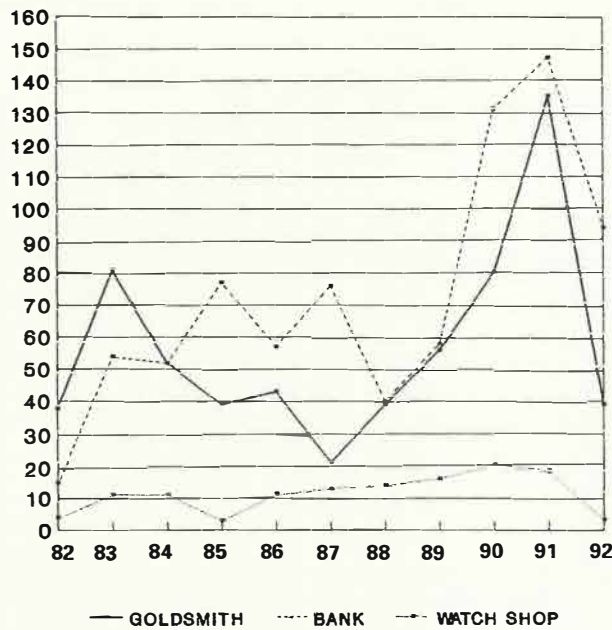
ROYAL HONG KONG POLICE FORCE

ROBBERY INVOLVING FIREARMS 1982-1992



ROYAL HONG KONG POLICE FORCE

GOLDSMITH, BANK AND WATCH SHOP ROBBERY 1982-1992



ROYAL HONG KONG POLICE FORCE

猴年罪案 數字下降

警務處長表示，只有失車案數字上升

警務處長李君夏致函本會主席鄭明訓，並附上一九九二年罪案統計資料。資料顯示，除了失車案外，本港整體罪案數字正在下降。

他表示，他這次來信的主要目的，是希望更清晰地描繪情況的真像。

李君夏稱，一九九二年共有六千九百一十八輛汽車報失，較九一年的六千三百五十二輛增加百分之八點九（見附表）。

他說，雖然失車情況仍然令人關注，但九二年車內盜竊（有別於偷車）案已由九一年的四千零七宗下降至三千四百九十七宗，跌幅為百分之十二點七。

目標已達

他在信中指出：「我無意低估本港犯罪活動的嚴重程度，但我有責任將全年的罪案

數字說明一下；數字清楚顯示，打擊罪案的許多目標已經達到。

「舉例說，除了失車案外，整體罪案率正在下降，包括暴力罪行及使用槍械的罪案。」

他說：「過去十年，香港以每十萬人計的罪案率實際上正不斷下降，與世界其他主要城市比較，香港的治安毫不遜色。」

一九九二年共發生暴力罪行一萬八千五百六十七宗，較九一年的一萬九千五百五十

上接二十二頁

本文無意深入研究法案的技術細則，但會員必須明白何謂「公平市價」，方能瞭解事件的嚴重性。

精明的商人都懂得如何在市場可以承受的情況下為產品或服務訂出最理想的價格。價格高低，端視很多因素，例如競爭能力、市場需求、經營成本等等，商人會考慮這些因素，然後定出「公平市價」；然而，假如生產者在市場裡擁有合作夥伴或聯營公司，而價格又會基於其他偏離真正市場價格的原因作出調整，那麼，這便不是「公平市價」。很多國家或地區（包括香港）的稅務部門都以「公平市價」為準則，根據「公平市價」原則徵收利得稅是國際慣例。不過，美國目前提出的「公平市價」計算方法，卻令人感到極度憂慮。

經濟合作及發展組織（下稱“經合組織”）將「公平市價」界定為「可比較的非控制價格」，亦即自由市場價格。毫無疑問，美國稅務部已搜集得大量資料，證明制定結轉價格的情況非常普遍，而現時建議的新措施，變相規定所有外資納稅人自行舉證本身無罪，而按照法案規定進行舉證，不但花費大量時間和金錢，而且最終結果，很可能只是底定的。

法案條文完全忽視了經合組織的意見。美國建議採用的方案，最終只會產生背離商業現實的結果，舉例說，第 482 條建議採用「可比較的非控制訂價法」，根據此法，稅務部首先將目標公司的盈利與其他公司的作一比較，計算出理論中目標公司的利潤，然後以此計算出訂價若干方可獲得理論中的盈利。HR5270所採用的方法亦大同小異，不同的是它著重比較外資公司與美國本土業內公司的盈利，然後推算價格。

假如草案獲得通過，港商很容易受到美國稅務部打擊，因為現存的雙重徵稅條約不會保障港商在其他國家的業務。不過，即使稅務條約可提供最低限度保障，亦會被有關法案所凌駕。

因此，本會稅務委員會認為必須就這問題向港府表達意見，促請港府與美國政府磋商。會員的支持於此極為重要，本會歡迎會員發表意見，如會員認為應採用行動，請盡快將意見送交本會。 ■

八宗減少百分之五點一，情況令人鼓舞。暴力罪行佔整體罪案數字百分之二十二點一，平均每十萬人有一百一十九點五宗，較九一年數字下降百分之六。

「本港偶然發生的一些罪案，例如匪徒做案時使用手榴彈和AK47步槍，只能用駭人聽聞來形容。然而，我們在這方面已有一定的成績，我決意繼續運用所有可用資源，將罔顧路人生命安全的歹徒繩之於法。」

李君夏向鄭明訓強調：「我可以肯定，

皇家香港警察維持本港良好治安的決心是堅定不移的。警隊上下絕不會感到自滿，步入新的一年，我們有信心維持社會安定，不負市民所望。」 ■

一九九二年及一九九一年失車(私家車)數字

	1992	1991
平治	1,025	244
寶馬	640	135
皇冠	330	288

NOTICE: REMINDER TO MEMBERS

Chamber's Annual General Meeting,
1993 will take place on
Tuesday 27 April at 6:00 pm
at the Hilton Hotel.
During the meeting,
candidates will be elected to six seats
on the General Committee.
A cocktail reception will be held
at 5:00 pm - 6:00 pm at the
same venue during registration.

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Textiles study mission

Twenty Hong Kong textile and apparel makers visit Mexico

Dr Harry Lee, managing director of the Hong Kong multi-national manufacturer, TAL Apparel Ltd, led a 20-member, seven-day study and fact-finding mission to Mexico in January jointly organised by the Chamber and the Trade Development Council and sponsored by the Mexican Investment Board.

He told *The Bulletin* after the visit most of the people on the mission were textile and apparel manufacturers. Their interest was basically in manufacturing in Mexico for the United States market when the North American Free Trade Agreement (NAFTA) was ratified by the US and Canada.

"Being in Mexico, after NAFTA is ratified and using everything from yarns to fabric that are made in North America, you would have no quota restrictions," Dr Lee said. "In some cases you will also be allowed to import the grey fabric where the fabric required is not produced in the US nor the NAFTA region. You can do the dyeing and finishing in Mexico and export to the US with no restrictions."

Dr Lee thought the ratification of NAFTA would not be a major hurdle to a Hong Kong industrialist investing now in Mexico. The Clinton Administration was expected before ratification to seek only supplementary agreements on such things as regulating environmental pollution and a fair deal for Mexican workers.

He went on: "Mexico's case is so much like China. They have 88 million people. With lots of foreign investment the employment rate must go up. Income per family will go up and purchasing power will increase. Mexico's local market of 88 million people will become an lucrative market in itself.

"We have seen on our visit that the textiles and apparel industries in Mexico are not very sophisticated yet. We saw good and bad examples. If you are very sophisticated you can be much more competitive and reap the benefit. We saw one mill that was very professionally managed. But most of the other mills we saw were not.

"The textiles and apparel industries are young in Mexico. They don't have very good infrastructure. If you go in at this ground level you can make more money."

Additional thing

Dr Lee explains his own company TAL



Dr Harry Lee. 李乃熿博士

Apparel was in a somewhat different position to most of the manufacturers on the mission.

"We have a very large operation in the US itself. We have a textile plant in the US. We have another plant making shirts in the US. We have our own brands and our own distribution in the US.

"To us Mexico is an additional thing. We cannot satisfy all our requirements in the US. So we are

looking for additional manufacturing capability. Right now we are sub-contracting manufacturing to other people.

"Somewhere down the road we are looking at the possibility of setting up a factory outside the US to manufacture our own needs.

Dr Lee says TAL Apparel's largest operation is in Thailand. It also has operations in Malaysia, Hong Kong, Taiwan and is beginning to look at China very seriously. "We started our first plant in China in November last year."

墨西哥考察團

二十位香港紡織及成衣業廠商訪問墨西哥

聯業製衣有限公司董事總經理李乃熿博士率領考察團一行二十人於一月份遠赴墨西哥，進行為期七天的考察活動。考察團此行由本會及香港貿易發展局聯合籌辦，並獲得墨西哥投資管理局提供協助。

李乃熿博士返港後接受《工商月刊》訪問時表示，考察團大部分成員均從事紡織及成衣業，他們有意在美國和加拿大確認《北美自由貿易協定》後在墨西哥設廠生產，然後把製成品輸往美國市場。

他說：「《北美自由貿易協定》獲得確認後，我們可在墨西哥設廠，並且全部利用北美洲出產的紡紗、布料生產成衣，這樣便不

受任何配額限制。某些情況下，並非在美國或《北美自由貿易協定》地區出產的布料亦會獲准進口，我們可在墨西哥完成染色及整理工序，然後把製成品出口往美國，這樣也不受任何限制。」

李博士認為，《北美自由貿易協定》不會對有意在墨西哥投資的港商構成障礙，克林頓政府簽署該協定前，預計只會尋求加上例如控制環境污染、公平對待墨西哥工人等附帶協議條文。

他續稱：「墨西哥的情況跟中國十分相似。墨西哥人口八千八百萬，吸納大量外國投資後，就業機會必然大增，而平均家庭收入、購買能力等亦會提升。墨西哥市場本身已有八千八百萬名潛在的消費者，實在不容忽視。」

「我們此行所見，墨西哥的紡織及成衣業發展並未成熟，業內不乏成功和失敗的例子。那些生產技術十分先進的，競爭力很強，獲利也很豐厚；我們參觀的其中一家工廠，管理專業化，但大部分其工廠都不是這樣。」

「墨西哥的紡織及成衣業目前仍然處於發展初階，他們的基建並不完善，假如港商在這時候大舉進軍，利潤應該較為豐厚。」

李博士說，他的聯業製衣有限公司與考察團大部分成員的情況不同，「我們已在美國設有大型工廠，包括一家紡織品工廠和一家恤衫廠，我們已建立了自己的牌子和分銷網絡。」

「於我們而言，墨國還具有其他意義。我們無法滿足美國市場的需求，因此有需要



Above and opposite: The Hong Kong study mission on the factory floor in Mexico City, Puebla, Guadalajara and Mexicali.

香港考察團參觀分別位於墨西哥城、普埃布拉、瓜達拉哈拉、墨西哥卡利等四個城市的工廠

TAL Apparel's standard items are made in Asia. Total annual turnover of the multinational operation is close to half a billion US dollars.

Dr Lee thinks not just Mexico but the whole of the Caribbean is having some affect on textiles and apparel manufacturing in the Far East. But it is taking time to build sophistication and flexibility in the Caribbean so that the manufacturing infrastructure can compete with production in the Far East as the Far East goes upstream more and more. The Far East is allowing the lower-end to go to the Caribbean.

He says in the Far East: "TAL is looking at the quick response system very, very seriously. One of the major reasons we are keeping our Taiwan plant open despite its high cost manufacturing structure — even higher than Hong Kong — is that Taiwan can deliver to the US in 12 days with a fast boat.

"In the US we have set up electronic data interchange (EDI) for our trading with stores directly. We download one chain of stores computers every day and get their sales data. We know in every detail each day what that chain of stores has sold in colour, size, model, etc. We ship replen-

ishment stock of each item to each of the chain's stores automatically when the inventory falls below the target stock level.

We also have in the US a very sophisticated forecasting sales programme based on the history of previous years' sales. From that we work backwards and generate purchase orders for piece goods and everything else needed for production. The programme can also give us orders of what to make here.

Our US units try to respond quicker. But there is a certain part of our sales that we can predict ahead and have made overseas.

提高生產能力。目前我們把部分生產工序以合約形式批給其他人處理。

「我們正研究能否在美國以外地方設廠，以滿足本身的生產需求。」

李博士說，聯業製衣有限公司最具規模的海外工廠設於泰國，此外，他們在馬來西亞、香港、台灣等地亦有分廠，現時他正審慎考慮在中國大陸增設新廠。「我們在中國的首家製衣廠於已去年十一月開始投產。」

聯業製衣有限公司的主要產品都在亞洲生產，整個跨國集團每年的營業額接近五億美元。

李博士相信，除墨西哥外，整個加勒比

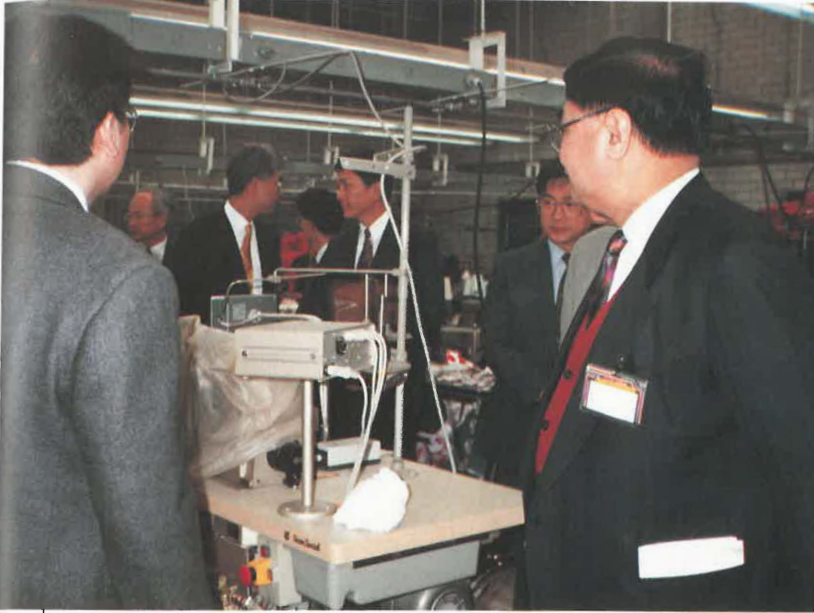
地區都對遠東的紡織及成衣業有一定影響，不過，加勒比地區需要時間改良產品和增加生產的靈活性，並且逐步完善生產基建，方有能力與不斷提升產品質素的遠東國家一較高下，遠東國家現時已開始把低檔產品的生產讓予加勒比地區的國家。

他說：「聯業製衣有限公司正非常認真地研究『快速反應系統』。我們設於台灣的工廠成本十分高昂，甚至較香港還要高，但我仍讓它繼續生產，原因是利用高速船隻把貨物從台灣運往美國，只需十二天便可送達。

「我們在美國建立了一套『電子資料聯通』系統，把營業部和連鎖店直接連繫起來，我們只需把連鎖店的電腦資料載入，即可知道每天的營業情況，舉凡連鎖店售出貨品的顏色、尺碼、型號等資料，一目了然，當某種貨品的存貨低於預定數量時，我們便會自動加以補充。

「我們在美國亦建立了一套非常先進的銷售預測系統，我們根據往年銷售情況作出預測，並根據這些資料採購生產所需的各種原料，這系統亦會預測到我們在港應生產那些貨品。

「我們在美國的營業單位力求盡快作出反應，但通常我們可以在某程度上預測部分海外銷售情況。」



Discovering Hong Kong

The Community Advice Bureau is holding another Discovering Hong Kong programme on March 15-16.

On the first day Dr Patrick Hase will speak on Hong Kong festivals; Prof A J Hedley will discuss your health in Asia; and Martha Dahlen will speak on Chinese food in markets and restaurants. On the second day the speakers will be Nic Bentley FCA on personal financial management; Clive Viney on Hong Kong's countryside; and Anthony Lawrence on the political scene.

Venue: YWCA, 1 Macdonnell Road. Time: 7.30 pm (until about 10.00 pm). Cost HKD50 per session including refreshments and information pack.

工月商刊 THE Bulletin

1993 SPECIAL REPORT

April	Germany Shipping/ Air Freight/Port Facilities
May	United Kingdom Banking and Finance
June	U.S.A. Courier Services/Business Centres
July	France Property Market



Fund reaches \$33b
Chinese official says this is
still not enough 'cushion'
對高開放內銷市場
擬訂買樓抵押法
擬繼續游說增
七商會組團明
央行進一步寬鬆
人大常委會
周五聽取常
產億七
海基
中國「表
是否「做戲」
與相難竟悉
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真相
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Backward step

Chamber opposes resurrection of CPF debate

The majority decision in the Legislative Council in favour of a Central Provident Fund (CPF) for Hong Kong is a backward step, the Hong Kong General Chamber of Commerce says.

"Whilst most of the rest of the world is throwing off the shackles of state intervention, we are concerned that there is a danger of Hong Kong going the other way," Mr Ian Perkin, the Chamber's Chief Economist said after the Legco vote.

"After years of debate on retirement protection — and finally some progress being made with the publication of the Government's recent Consultation Paper on the issue — the resurrection of the CPF is a negative department.

"The 38-year-old 'Singapore solution' to retirement funding, which has proved so costly to that community is no example for a forward looking Hong Kong to follow," he said.

Mr Perkin said the CPF issue had been extensively discussed previously in Hong Kong (the last debate being held in 1986) and had been found wanting.

Nothing has changed in the intervening period. The Hong Kong Government has rightly resisted calls for a CPF in the past for many good reasons that remain valid today.

It has been the traditional role of the Hong Kong Government to act as a regulator rather than a provider of services. To do otherwise runs counter to the free enterprise nature of the territory.

Additional tax

A fully funded CPF is nothing more than an additional tax on employers and employees, dressed up under another name.

The Singapore scheme, introduced in 1955, had aims other than merely providing retirement funding, including the

'A CPF for Hong Kong is a long way from being the most effective way to provide a retirement fund for the majority of the working population in Hong Kong'

provision of funds for economic development, and for housing and health.

Run totally by Government, the Singapore CPF has produced only modest returns on the capital invested and contribution levels are amongst the highest

in the world. At one stage, contributions were as high as 40% of salaries, when employees contributed a 22.5% share and employers a 17.5% share.

This would be completely unacceptable in Hong Kong. Hong Kong has progressed and developed far beyond the stage where such a scheme is necessary, even if it were limited to the provision of funds for retirement.

A CPF for Hong Kong is a long way from being the most effective way to provide a retirement fund for the majority of the working population in Hong Kong. It would put the Government in the position of having huge sums of money to invest with much less accountability and control than would be involved in a private sector scheme.

Massive implications

It would have massive implications for Government administration, for financial markets and for the future direction of the whole economy.

It would centralise huge funds for investment in Government hands and have the potential to disrupt domestic financial markets.

"Put simply, the introduction of a CPF would require government administration on a massive scale and lead to the creation of a huge and costly bureaucracy to manage it," Mr Perkin said.

"It would put tremendous pressure on Government to manage and invest the

切勿反其道而行

本會反對重提設立中央公積金的建議

本會認為，立法局以大多數票數通過成立「全港中央公積金制度」，此舉其實是一種倒退的做法。

本會首席經濟學家洗柏堅於立法局表決是否設立退休保障制度後表示：「全世界差不多每一個政府都在設法卸下這個包袱，因此，我們對香港可能會反其道而行感到十分關注。」

「政府最近發表退休保障制度諮詢文件，經過多年辯論的退休保障問題總算有點進展，然而，重提中央公積金卻是一種倒退。」

他說：「已實行了三十八年的『新加坡式』退休基金制度，已證實會為社會帶來沉重負擔，絕對不適宜時刻求進的香港加以效法。」

洗柏堅表示，中央公積金制度過去一直備受香港各階層廣泛討論（上次辯論發生於一九八六年），而且已知道確有不足之處。而八六年至現在的一段期間，一切並無改變。

過去，港府曾基於許多強而有力的理由，明智地拒絕了實行中央公積金的要求。時至今日，這些理由依然成立。

港府素來只是擔任監察者的角色，而非提供服務的機構。假如一反傳統，便會與香港的自由企業精神背道而馳。

一個完全由政府資助的中央公積金，其實不外是對僱主和僱員的一種額外稅項，只是名目不同而已。

新加坡的退休保障計劃於一九五五年開始推行，其目的不僅是提供退休金，還為經濟發展、房屋及醫療發展提供資金。

新加坡的中央公積金全部由政府負責管理，其投資所得的回報有限，但供款額之高，卻是全球之冠。

供款曾一度高達薪金的四成，其中僱員供款百分之二十二點五，僱主供款百分之十七點五。

在香港，這個供款比率絕對不能接受。香港是個十分進步的城市，發展已相當成熟，毋需實行類似計劃，即使只是提供退

RETIREMENT

休金的計劃也沒有必要。

要為香港大部分勞動人口提供退休金保障，中央公積金絕對不是最有效的方法，因為這樣只會讓政府持有大量資金，但需負的責任和所受的管制卻較私營機構的退休金制度為少。

中央公積金制度對政府的行政工作、金融市場以至整體經濟的未來方向也會構成重大影響。這樣只會將龐大的資金集中在政府手裡，結果可能會擾亂本地金融市場的正常運作。

洗柏堅說：「簡單來說，假如實施中央公積金，政府便需肩負沉重的行政工作，產生複雜的官僚架構，管理成本更是十分巨大。

「政府亦需承受巨大壓力，務須將基金妥善管理和適當投資，以求在取得合理回報之餘，能抵銷行政支出。

「此外，假如基金表現未如理想，政府更可能需要填補不足之數，這樣只會額外增添納稅人的負擔。

「這會導致大量資金從個人和私營環節流入政府手中。」

他說：「這正好與香港過去五十年一直貫徹執行、並且十分成功的原則相違背。

「本會最近在一份有關退休保障制度的專題研究報告中表示，本會原則上同意香港需要一套更廣泛的退休保障制度。

「但本會完全反對實行中央公積金制度。別忘記，政府過去亦曾研究類似的退休保障計劃，但最終亦否決了有關建議。」

本會已就政府發表的「全港推行的退休保障制度」諮詢文件作出回應。 ■

funds available to produce not only an adequate return but also cover the costs of administration.

“The Government would also be faced with the prospect of ‘topping up’ the CPF if it did not perform to expectations and this would be an additional burden on taxpayers.

“It would result in a tremendous shift of financial resources out of the hands of individuals and the private sector and into the hands of Government. “This is the exact reverse of the principles on which Hong Kong has operated in the last 50 years, and operated extremely successfully,” he said.

In its recently released paper on retirement protection the General Chamber supported, in principle, the need for a greater level of retirement protection in Hong Kong.

But the Chamber totally rejected any move to introduce CPF in Hong Kong, noting that the Government had in the past looked at such a scheme and had also rejected it. The Chamber was replying to the Government’s Consultation Paper “A Community-wide Retirement Protection Scheme”. ■

Where to begin in Beijing



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Just another Brit merchant

Assistant director writes of his impressions after 25 years with the Chamber

On 19 March 1969, I stood on the tarmac at Kai Tak airport, waiting to board the BOAC 707 that would take me back to London, looking at the panorama of high rise buildings set against the mountains.

As I would later find, the day was typical Hong Kong March — overcast with a hint of drizzle and none-too-good visibility. The high-rises were by today's standards low rises. And the mountains were little more than deforested hills.

But there was something dramatic — the only apt word — in the landscape, a sense of tension and conflict being resolved in the pull between a natural and a man made landscape.

I could not quite bring myself to believe in Hong Kong. By all the rules it should not exist. And if it did not exist, there would — some might say — be little need to create it.

But this, surely, was where the drama was. And despite my promise simply to 'think it over', I knew I would accept the job that I had just been offered during that four day get-to-know-you visit in 1969.

Almost a quarter of a century later, I am still unsure whether Hong Kong really exists. Might I not wake up, I wonder, and find myself still in the Carnaby Street-flower power-Sergeant Pepper's Lonely Hearts Club Band swinging London, which unreality says I left in 1969?

Unlike an earlier generation of expat Brits., I did not flee the UK as an economic, or any other sort, of refugee. My life with a City of London financial institution was moderately well rewarded and cer-

Harry Garlick, the Chamber's longest-serving expatriate, officially retires on April 5.

The Bulletin asked the man, who for years has



been competently writing many of the Chamber's more

weighty reports and submissions to Government, to write a final piece for us. This is what he produced, mixing his impressions, memoirs and predictions about the future of Hong Kong.

tainly interesting. I still look on London as one of the half dozen or so truly great metropolitan cities, whereas Hong Kong, despite its facade of sophistication, is in many senses a provincial city.

Soap-drama-ish though it may sound, I like to think I came to Hong Kong as an adventure, just as the 19th century pio-

neers were the merchant venturers, or, spelt out in full, merchant adventurers.

And Hong Kong today is still where the drama is. But just as the buildings are higher, the drama is now more intense than ever.

Drama apart, is Hong Kong a better place now than it was a quarter century ago?

Everyone seems richer. A few may be poorer, but very sensibly they have left a town in which poverty is a mortal sin.

Clearly, the life of the Mr Average, the Government Housing Estate dweller, is much better. A highlight of the Hong Kong for New Arrivals Course, which I first ran for the Chamber in 1971, was a visit to a Government estate. The estates at that time were light years from the squeaky clean, glossy new Tin Yiu Estate in the New Territories, where I lunched this Chinese New Year — in, of all things, an Italian Restaurant.

The young people — those in their twenties and thirties — are more independent, have stronger personalities, and think more for themselves than did their predecessors, but have a habit of not always taking 'yes' for an answer.

The very young people are fatter than they should be, and will grow up to speak — or at least write — little English.

When I first arrived one literal involvement in the drama for me was just that — acting on the Hong Kong stage. The only live shows in Chinese then, it seemed, were lion dances, those in nightclubs, and traditional Peking or Cantonese opera.

Today it is shows in English that are the rarity.

回首香江廿五載

葛立科憶述過去二十五年與本會一起渡過的日子

助理總裁葛立科是目前本會服務年期最長的外籍職員，他將於今年四月五日正式榮休。多年來，葛立科曾為本會撰寫無數份「重量級」報告書和意見書，際此臨別依依，他特別執筆為《工商月刊》撰寫他在本會的最後一篇文章。他在文中縷述對香港的觀感和在港的難忘經驗，並就香港前途作出預測。

一九六九年三月的某一天，我站在啟德機場柏油路面的停機坪上，準備乘搭英國海外航空公司七零七客機返回倫敦；極目所見，香港島羣山環抱，面前屹立著不少宏偉壯觀的高樓大廈。

當時正下著毛毛細雨，視野有點模糊不清；後來才知道，這是香港早春三月常見的天氣。今天，港島區建滿了無數摩天大樓，舊日的「高樓大廈」，現在看來只是毫不起眼的矮小建築物；昔日的蒼翠山巒，在高插雲霄的大廈羣的襯托下，巍峨氣勢大不如前，而且給人有點樹木稀疏的感覺。

可是，最明顯的改變，還是在於地形方面；自然環境和人為環境互相角力，將緊張、矛盾一一消弭於無形。

我無法令自己相信香港確實存在，按照常理，香港根本不應存在；假如香港自始至終都沒有存在，或許亦沒有需要製造一個。

不過，這正是引人入勝之處。雖然我只是輕描淡寫地表示會「考慮一下」，但我知道自己已決定接受聘請；當時是一九六九年，我原先計劃來港遊覽四天，體驗體驗這裡的風土人情。

四分一個世紀後的今天，我仍對香港是



否存在感到疑幻疑真。我想，假如當時我沒有醒來，可能現時仍身處倫敦卡納比街街頭，繼續沉醉於權力歸花兒(譯者按：六十年代美國嬉皮士的口號，意即通過愛情和非暴力手段實現社會改革)、薩金特·佩珀寂寞的心會所樂隊的年代，有誰想過我會在一九六九年離開故鄉？

和早期來港的英籍人士不同，我絕非經濟或其他種類的難民；我曾在倫敦市一家金融機構工作，薪酬理想，工作愜意，日子過得挺不錯。至今我仍然認為倫敦是全球數一數二、名副其實的大都會，而香港，雖然不失為先進，但從很多角度看，只不過是省市一個罷了。

聽來或許有點像陳舊的電影橋段，但我當年來港，確實只屬觀光性質，正如十九世紀首次踏足香港的冒險家一樣，當然，他們其實是不折不扣的商業冒險家。

今天的香港仍是一般引人入勝，而且隨著建築物愈建愈高，引人入勝之處更愈見精采。

除此以外，香港是否比二十五年前更加稱得上是一片樂土呢？

所有人看來都更加富有，小部分人可能比以前更加窮困，但這些人已離開了這個城市，這個認為貧窮是一種滔天大罪的城市。

毫無疑問，住在政府公共屋邨的中等階層人士，生活比以往改善多了；一九七一年，我為香港總商會舉辦首項「新來港人士課程」，其中一項最矚目的活動，就是參觀

The first week of February was a week of farewells within the Chamber: On 2 February, the Small Business Committee hosted a party (above) for outgoing Chairman, Clive Raleigh (seat left), and soon-to-retire Assistant Director, Harry Garlick (seated left). Past Chairman, Helmut Sohmen (back row centre), was among the guests.

Below: Newly-elected Small Business Committee Chairman, Denis Lee, presented a thank you gift on behalf of the committee to Clive Raleigh.



And that is symptomatic of the tremendous explosion of Hong Kong Cantonese culture that has occurred. Its sharp end is the CantoRap of the pop scene, but it finds expression in advertising, large screen and video movies, fashion styles, the right choice of automobile (no longer a Benz), posters with no English and a hundred other facets.

It is almost as if I have lived through a cycle and that Hong Kong now is the 1990s equivalent of the Mick Jagger/Twiggy London I left.

When the media interview me on English language standards in Hong Kong - and it is a cover-up to pretend these have not fallen - I always try to point to the positive side of this trend, the growth of an intrinsic local culture.

It is this change which I think is perhaps most impressive of all that I have experienced here, the emergence of a post Colonial society with a personality of its own.

But there is no such thing as a free lunch. We have paid the price of progress in the growth of the appalling pollution which affects us.

I have watched pollution worsen, year

政府公共屋邨。當然，七十年代的公共房屋，跟現時地方清潔、樓宇嶄新的元朗天耀邨比較，簡直有天壤之別。今年農曆新年，我就到過天耀邨一家意大利餐廳享用午膳。

時至今日，二、三十歲的年青人較以往的更加獨立、更加有個性、更懂得為自己打算，美中不足的是，是反叛性過強。

更年青的，身材過胖。相信他們長大後的英文講寫能力十分有限。

初到香港的時候，我所接觸的戲劇，全都在戲院放映，唯一以中文現場表演的，大概只有舞獅、夜總會娛樂節目和傳統的京劇、粵劇。

今天，採用英語即場演出的話劇並不多見。

這是香港廣東文化急速膨脹的結果。廣東文化的特色，鮮明地在流行的叩擊旋律(例如「數白鸞式」歌曲)中表露無遺，此外，亦可見於廣告、闊銀幕及錄映電影、時裝格調、私家車的選擇(不再是平治房車)、沒有英文的海報等。

我在港期間，目睹了幾乎一整個周期的變化；九十年代的香港，直像是**米積加**(按：六十年代英國「滾石樂隊」主音歌手)和**徐姿**(按：六十年代蜚聲國際的時裝模特兒，以身材纖瘦、獨具個人風格見稱)時代倫敦的縮影。

當傳媒訪問我對香港英文水平的意見時——各方均有意掩飾真相，力圖證明水平並沒有下降——我例必指出這趨勢樂觀的一面，我說，這是本地內在文化成長的必然現象。

我在港最難忘的經歷，也許就是目睹了

by year, almost as a sort of hobby. What perhaps is more frightening than the pollution itself is the terrible indifference of so many local people to this murder of their surroundings.

For many years I was responsible for selecting photographs for the Chamber's an-



Harry Garlick (right) exchanges reminiscences with longstanding committee member, Derek Dickens.

這個後殖民地社會逐漸發展本身的個性。

不過，這並非毫無代價的，我們已為進步付出了相當沉重的代價，駭人的環境污染正影響著每個香港人。

香港的污染程度按年遞增，幾乎成了一種慣性現象。但最令人覺得詫異的，還是本地人對環境污染的態度，很多人目睹環境受到嚴重破壞，竟然全然漠不關心。

相信很少人知道，數年前，我想大概是一九八八年吧，在十一月至聖誕節的四十多天裡，若要從港島清楚眺望獅子山的全貌，每天只有四小時可以如願。這是事實，我曾於當時立案存照。

有人認為，政治意識抬頭，才是我們最嚴重的污染問題，儘管亦有人認為這是香港日漸成熟的明證。

我認為政治不是香港「近期」的發展，記得我剛來港的時候，香港即使與英國相比，也稱得上是個高度政治化的社會。

當時中國的文化大革命在香港掀起了暴亂潮，政府官員出外執行職務時，往往要隨身攜帶武器，軍隊不時在邊境巡邏，防止有人潛返中國，而本會聘用來自內地的人士前，定會先向政治部查核。

還記得首次返回英國渡假時，我告訴朋友說，在香港搞政治，是一項生死攸關的活動，絕非發表政治言論和爭取選票般簡單。

部分工商界人士感稱，工商業可完全脫離政治，事實上，要是真的這樣，只會給其他人締造為本身利益作出政治決定的大好機會。

某程度上，本會可以幫助那些有意選擇自己前途的人作出決定。

nual report. Each year the evidence of increasing pollution was clear, as it became more and more difficult to find views that were clear of smog.

In the middle of November 1988, I happened to note that the blanket of smog was so dense that it was impossible to see

Lion Rock from the northern side of Hong Kong Island. I started to keep a record - on how many days could Lion Rock be seen through the smog? Of the forty of so days between mid-November and Xmas, when I gave up keeping tally, Lion Rock was visible on one afternoon only!

Others see the growth of political consciousness as the biggest form of pollution facing us. Yet others see it as the clearest indication of Hong Kong's maturity.

I find it perverse that politics should be seen as

有些會員似乎忽略了一點，本會一直是個政治組織；當然，政治組織的定義，並非局限於以爭取選票為最終目標的政黨。

在功能組別出現之前，香港有兩大非政府組織有特權向港督提名候選人進入立法局，本會即其中之一。這做法始於十九世紀，到了七十年代中葉時方由當時的港督**麥理浩爵士**所廢。

然而，雖然本會喪失了提名的特權，但理事會成員依然獲委入局，其中兩個廣為人知的例子，就是**彭勵治**(當時他任職太古集團)和**紐璧堅**(當時是本會主席)，**蘇海文博士**是較近期的例子。

按照定義，本會的代表性功能也稱得上是帶有政治成分的，因為我們不斷提出建議，試圖幫助完善法例、規則、條約等，尤其是那些和工商業息息相關的。

最近我曾經向一位到訪的內地人士解釋，本會其實屬於複雜的代表性功能組織，我們透過很多對內對外機制發揮代表性功能，加入勞工顧問委員會就是其中一例。

看他一臉茫然的反應，使我益發相信，除了選舉以外，還有其他達致民主的途徑；或者更重要的，是只有已經掌握代表活動基本技巧的社會，才可開始嘗試採用相對上較為粗糙的選舉方式。

民主藏於社會制度和思想方式的深處，就這點而言，無論會員是否參與選舉，本會都已是個體現民主的組織，而這個體現民主的組織，相信遠比經直接選舉產生的立法局更容易為中國現政府所接受……

香港過去和現在都是個不折不扣的「政治化」城市。來港人士，無論是商人、記



On 3 February, the Environment Committee was host for a 'thank you and happy birthday' event for Harry Garlick. Highlight of the February 3 party was the cutting of the birthday cake.

二月三日，環境委員會為葛立科舉行生日會，圖為葛立科切蛋糕的情況。

a 'recent' development in Hong Kong. When I arrived, I thought that in comparison with the UK, Hong Kong was already a highly political society.

We had just emerged from the riots of the Cultural Revolution, when Government servants had gone armed as they went about their duties. Soldiers patrolled the border trying to keep out those to the north. The Chamber checked with Special Branch before hiring anyone from the mainland.

I remember on my first leave telling friends in England what it was like to live in a society where politics was a matter of life and death, and not just a matter of making speeches and the ballot box.

Some businessmen claim business can be divorced from politics. In effect, such a divorce simply creates an opportunity for others to take political decisions on their behalf.

In a sense, the Chamber is an institution which can help to take decisions for those who choose this way out.

Some members seem to overlook the fact that the Chamber has always been a political organisation — provided one does not restrict one's definition of political organisation to the ballot box oriented party.

In the pre-Functional Constituency days, the Chamber was one of two non-Government organisations that had the privilege of suggesting to the Governor a nominee for appointment to Legco. This

practice had been established in the 19th century, and continued until the mid-1970s, when Sir Murray Maclehoze decided to discontinue it.

Even after losing our privilege of nomination, members of the General Committee were still appointed to Legco. Two obvious examples were John Bremridge, while still with the Swire Group, and David Newbiggin who at the time was also Chairman of the Chamber. Helmut Sohmen is a more recent example.

The Chamber's representational work is by definition political, in that it is attempting to shape the laws, rules and conventions under which we live, and in particular under which we do business.

I recently tried to explain to a PRC visitor how deeply the Chamber is immersed in a complex network of representational bodies, internally as well as externally via organisations such as the Labour Advisory Board, just to mention but one.

The look of increasing bafflement which met my explanation boosted my conviction that there are routes to democracy apart from that which uses the ballot

box; and perhaps more importantly, that only the society that has mastered such fundamental skills of representational activity can be ready for the relatively crude tool of elections.

Democracy goes deep into a society's institutions and way of thinking, and in this sense, it seems to me that the Chamber is an organ of democracy whether or not its members take part in elections. Furthermore, it is an organ of democracy that might well be more acceptable to the present Chinese government than an elected Legco. . .

The fact that Hong Kong is and always has been a 'political' city is illustrated by the \$65 question asked by every visitor, whether businessman, journalist, tourist or indeed politician. This of course is — how will things develop when China takes over? The question was being asked before 1997 was anything other than a date in the calendar, except that pre-1983, the word 'if' was used instead of 'when'.

Over the last few years, I have had a very specific answer for the questioners, rather along the lines of 'I have seen the future — and it works.'

Amid the mountain of speculation, there is one very tangible entity that already exists and points the way forward. It is some 20 or so miles to the north of the Chamber and is called Shenzhen.

If one did not have to pass through Immigration and Customs, it would be hard

for anyone other than the most acute observer to be aware that they were not in one of the NT new towns.

Certainly there is a difference between Central District and Shenzhen, just as there is a difference between Central and Tuen Mun, which among all the new towns seems somehow to resemble Shenzhen.

But in all the world, I am unaware of any new town on the scale of Shenzhen, which some 15 years ago was a village. There may be such places, but I am unaware of them.

If one of my more perverse hobbies has been to chart the growth of pollution, a more positive hobby has been to watch over the growth of Shenzhen.

I can recall the early empty shells of factories sitting in a sea of mud. I remember visiting an 'office' in which one felt something was distinctly wrong, only to realise it was an office without even one telephone or typewriter.

And on one visit, the group of youths reading what were clearly comic books, who, we were told, were apprentices. When asked what they were doing, our guide told us they were studying.

Then at a later stage, the TV assembly production lines working flat out, and — to our surprise at that stage — using parts clearly marked 'Made in Taiwan'.

Today Shenzhen is there in all its sheer enormity. And it is big.

It is not perfect. Characteristic Third World events such as brown-outs occur. But it works.

And — the key point — Shenzhen was created by a combination of Hong Kong and Chinese enterprise.

Finally, as I clear my office, can I claim myself to have altered the face of Hong Kong in any way? I believe I may have done so in one small but now widespread way.

In order to persuade myself, I have to stand in line at a supermarket check-out point. As I wait, I have an urge, so far kept under control, to turn to those around me and say 'You see what the assistant is doing? Scanning bar codes on the packaging. I brought that to Hong Kong.'

I am not sure what reaction I would get from the tai-tais waiting to pay for their purchases. And it is not exactly the whole truth to say that I alone brought bar coding to Hong Kong.

But for several exciting months in the winter and spring of 1990, much of my life revolved around a series of meetings and negotiations, both in Hong Kong and in Europe, racing against time to start-up the HK Article Numbering Association.

I wonder if in 2007 anyone will ever think of the JLG? Even if they do not, I bet the supermarkets will still be scanning. ■

者、遊客或政客，都愛提出一個問題：中國接收香港以後，香港會變成怎樣？

過去數年，我一直不厭其煩地就這些問題具體作答，我總是強調，「我相信香港日後定會繼續取得成功」。

儘管人們有各種各樣的揣測，但一個可觸可見的實體經已存在，而且指出了香港的前路，它就在本會會址以北二十餘里的地方，名字叫深圳。

假如毋須經過人民入境事務處和海關關卡，旅客絕難發覺自己原來已離開了新界的新市鎮。

港島中區和深圳當然分別頗大，正如中環和屯門也有一定分別，但香港的新市鎮在某程度上確實和深圳有點相似。

環顧全球，似乎沒有其他地方的發展跟深圳同樣迅速；十五年前，深圳仍是一處窮鄉僻壤。當然，或許真的有其他類似的城市，只是我不知道罷了。

觀察深圳的成長歷程，看來總比量度污染程度令人暢快一點。

深圳發展初期，工廠總是空洞洞的，而且四周一片泥濘。記得我首次踏足一家位於深圳的辦事處，便禁不住暗叫大事不好，那個「辦事處」竟然連電話、打字機等基本設施也一概欠奉！

又有一次，我看到工廠裡有一羣年青人正在埋首閱讀漫畫之類的刊物，有人向我們解釋，這羣小伙子全是工廠學徒。我問他們正在幹甚麼，得到的答案是「正在進行研習」。

過了一段時間，深圳出現了一些電視零件裝嵌工廠，說來可能令人難以置信，它們所用的配件，竟然清楚標明是「台灣製造」的。

今日的深圳，各方面的發展都異常迅速。

當然，深圳還有很多方面有待改善，其中最典型也是第三世界國家最常見的問題，就是電力經常間歇性中斷；儘管這樣，深圳仍算是個成功的例子。 ■

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Data protection

A new challenge for Hong Kong business

We have all been concerned from time to time about the information 'they' have on 'their' computers about us. Whether 'they' is the government, a credit card company or the publisher of our favourite magazine, we know that they have and use data about us, but we often fear that we don't know what.

The issues of privacy and access to information held about individuals on computer systems is one which is becoming increasingly complex and which will move much nearer to the top of the business agenda in the next few years. Since the advent of the widespread use of mainframe computers in large corporations in the early-1960's, there have been scare-mongers concerned about the 'Big Brother' implications of the electronic databank. But with the extraordinarily low prices of computers today making them almost universal in the business world and the widespread use of telecommunications services to transfer data, concerns have reached a new level in the past decade. Many feel that these concerns are somewhat exaggerated, but they have been clearly communicated as political issues and have been espoused by many governments.

Data protection legislation has been commonplace in many parts of Europe for a decade or more. The United States has its Freedom of Information act and other Federal and State legislation which addresses some of the concerns, particularly those surrounding government although in general it is well behind Europe on this issue. But in Hong Kong, and indeed most of the rest of Asia, data protection is something which has received little attention until now.

Last autumn, many people received something of a scare when the local media reported that a German company was being deprived of data by its head office because of concerns that Hong Kong has no data protection legislation in place. New EC regulations are being drawn up and debated which, in their most extreme form would ban the export of all data to countries which did not have what were deemed to be comparable protective legislation. At the moment, that would include both Hong Kong and the United States.

Some leaders of the IT community in Hong Kong have been pressing for the issues to be addressed since the early

By Paul Woodward

Paul Woodward is managing director of Asian Strategies Ltd., a consultancy advising companies on IT and telecommunications in China. He is a member of the HK Coalition of Service Industries Information Services Committee's Working Group on Data Protection.

1970s; it has been obvious to many that this is not something which could be ignored for ever. With Electronic Data Interchange (EDI - the transfer of statutory, shipping, financial and other documents related to trade by computer rather than paper) finally about to become a reality in Hong Kong, the need to clarify issues is more pressing than ever. The Government is moving towards the publication of a Consultative Paper on its draft legislation on data protection this Spring and it seems probable that something will be on the statute books in this area by 1995.

Now, is therefore, a crucial time for the business community to shape the new legislation and ensure that it keeps Hong Kong in step with the rest of the world whilst not hindering the development of legitimate commercial activities.

Legislation

It would be unfair to suggest that the Hong Kong Government has been unaware of the issue of data protection. In March 1988, the Departments and General Division of the Administrative Services and Information Branch issued its "Data Protection Principles and Guidelines". These guidelines were, in turn, based on internal administrative procedures which had taken their basic format from the Council of Europe Convention for the Protection of Individuals with regard to Automatic Processing of Personal Data. From this centrally important directive of the Council, much of the effective legislation has now sprung, including the UK's Data Protection Act which was fully im-

plemented in 1987. It established Europe's position as the world's leader in data protection issues.

Until now, the Hong Kong Government has worked on the principle that its advice to local companies to adopt 'good data protection practice' would serve to protect the Territory from international problems until such time as legislation became necessary. It is clearly felt, and the German incident would bear this out, that the time is now right to move towards legislation.

In the 1988 Hong Kong guidelines, Data Protection is defined as "...the protection of the rights, freedoms and essential interests of persons vis-a-vis the processing of personal information relating to them, particularly when computers aid in the processing procedure...". The end of the sentence is important; whilst data protection issues have been given particular emphasis by the capabilities of today's business computers, the privacy and access issues the subject encapsulates apply just as much to paper records as they do to those in magnetic format.

The first generation data protection legislation in many countries concentrated only on computerised records. A number of them are now moving towards spreading that legislation to all forms of records. This is certainly the intention of those drafting the latest version of proposed EC legislation (the first draft was widely deemed to be unrealistically restrictive and it is now being substantially revised). It seems likely that Hong Kong will follow suit in making its legislation applicable to all data. This could be seen as significant with regards, for example, police records (contrary to popular belief, data protection legislation applies to most police and public security activities) and those government departments which are not yet fully computerised (e.g. The Registrar of Births, Deaths and Marriages).

The International Chamber of Commerce set down its position on the form that data protection legislation should take in a paper published in October 1991 in response to the EC's first, highly restrictive proposal for a directive on data protection. In this paper, the ICC laid down five basic principles which it felt were important for the business community. These principles were as follows:-

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Practical training

Vic French expects more business application in training

The Hong Kong Information Technology Federation (HKITF) is concerned about the quality of training and the continued supply of qualified resources, says Vic French, Vice President of the HKITF and Divisional Manager, Business Solutions of Swire Systems Limited.

Vic French says there are basically two worlds in information technology (IT), the suppliers' world and the customers' world.

He says: "There are people who provide products that fall under the umbrella of IT and there are customers who buy and use these products.

"But the problems in today's environment is that they are two different worlds.

"On one side, you have suppliers of IT who have probably hundreds of kinds of products and services.

"They have computer equipments, computer peripherals, network products, printers, computer terminals and application software. All these things used to be provided by one single company some years ago.

"But today many companies are niche-marketing those products where they just focus on a narrow product range into a specific market.

"Because of that, they tend to be very



Vic French 弗倫奇

product-oriented, technology-oriented and price-oriented. They sell their products through distributors and dealers who often don't really understand what the products are used for and often don't

have the skill to support the products."

Vic French says the customers, on the other hand, want a solution to meet their business needs.

He says: "When people have to make business decisions, they want to use IT to provide the relevant information at the location where those decisions should be made.

"So what they are looking for is basically a total service that combines all the things that the IT market is selling. They need a mix of all the things in one solution."

Vic French says information technology is not used as deeply and broadly in Hong Kong as in other countries because of the nature of its businesses.

"Hong Kong has a lot of very small businesses and a relatively small number of very large businesses. They tend not to seek nor have experience in the use of information technology.

"On the other hand, the equipment that makes up an information technology solution, i.e. the hardware itself, is coming in at a lower and lower cost. At the same time, the functionality of the hardware is improving.

"What is increasing in cost and what is getting a lot shorter in supply is the peo-

培訓課程首重實際

弗倫奇希望培訓課程中能加入更多商業應用知識

香港訊息科技協會副會長兼太古系統有限公司商業程式應用部經理弗倫奇表示，該會十分關注科技訓練的質素和具備適當資格的人力資源的供應問題。

他表示，資訊科技的範疇基本上由供應商和顧客兩個世界所組成。

他說：「市場裡有負責供應資訊科技產品的供應商，亦有購買和使用這些產品的顧客。」

「但今天的情況卻出現了這樣一個問題：這兩個世界未能互相配合。」

「一方面，資訊科技的供應商提供的產品和服務種類多不勝數。

「他們提供電腦設備、電腦輔件、網絡產品、打印機、電腦終端機和應用軟件，這許多產品在多年前還是由單一家公司供應。」

「但現在許多公司將這些產品以軟件形式推銷，他們只集中在很狹窄的產品種類，只向特定的一個市場推銷。」

「因此，他們變得事事以產品和科技為先，對價格尤為關注。他們透過分銷商和代理商出售產品，但這些分銷商和代理商往往對產品的用途不大了解，亦沒有足夠技術予以支援。」

弗倫奇表示，另一方面，顧客卻需要一個可以滿足他們所有需要的全面商業系統。

他說：「人們作出商業決定時，喜歡利用資訊科技來取得有助他們作出決定的資料。」

他說：「他們需要的基本上是一項包含資訊科技市場上所有產品的全面服務，一項結合所有產品的系統。」

弗倫奇說，由於業務性質所限，香港利用資訊科技的程度均不及其他國家般深入和廣泛。

「香港有許多小型公司，而大型企業則相對上較少，前者沒有意思利用資訊科技，在這方面更毫無經驗。」

「另一方面，資訊科技使用的設備(即硬件)來價愈來愈低，但功能卻日漸增多。」

「成本不斷上漲、供應不斷減少的反而

是提供支援服務的人才。」

弗倫奇認為，各大專院校提供的培訓有點浪費。

「人們學習許多有關資訊科技的知識，但不一定在畢業後學以致用。他們找的工作，可能根本用不上他們的學識。」

「我相信各院校有足夠資源提供更多職業訓練和應用訓練。」

「公開進修學院在這方面做得比較好，他們的課程針對工業的需要而設計。當然，他們的修讀對象也不同。」

「此外，現今科技發展一日千里，人們已廣泛利用網絡和一些複雜的系統，我很懷疑各院校有否教授這方面的知識。」

弗倫奇表示，他的公司提供的在職訓練有別於大學所提供的。

他說：「我們的培訓特為某一個需要培訓員工的客戶而設。對受訓的員工而言，我們抱持三個目標。」

「首要目標是確保學員了解和學習軟件本身的技巧，只要他們明白，自然懂得應用。」

ple who support it."

Vic French thinks there is little wastage in the training offered by the polytechnics and universities.

"People learn a lot about IT but they don't necessarily come out and apply it. They may get jobs that don't make use of what they have learned.

"I think there is probably room in those organisations to offer more vocational training or application training.

"One organisation that does a very good job is the Open Learning Institute. They focus very much on the needs of the industry and of course, they address a different audience.

"The other thing is that technology is developing very fast. People are getting into networks and some complex systems and I'm not sure whether the ability to manage those things are being taught in the universities."

Vic French says the on-job training offered by Swire Systems is different from the training in the universities.

He says: "We do it for a particular customer who has people to be trained. So

when people come through training organisations like ours, we have three major goals:

"One is to ensure the students understand and learn the techniques of the software that they have come to know about. Once they understand it, they can use it.

"The second goal is when they go back to their job, they are able to put the information into practice on the job they do and increase their productivity.

"The third one, which is often very much neglected, is that we stress much importance on motivating the people to believe that they are benefitting in knowing this. So when they go out, they feel really good about it and want to use it."

Vic French says the courses offered in the universities and polytechnics are very good and are taught by very skilled people. "But I would like to see more business application, rather than just have a person competent in, say, Lotus 1-2-3.

"I want to see them understanding what's behind spreadsheets, what's behind what-if? analysis, what the simulation is all about and how you can use spreadsheets to try different alterna-

tives in a job situation.

"I would like to see a balancing for students so that when they go out, they really do understand the job to be done using the tools they've learned.

"So one of the things I am trying to do here in Swire Systems is that when a person comes to join us, I want to see him having the dual skill in understanding business and understanding IT.

"That goes back to the two worlds: the world of the customers and the world of suppliers."

The Vice President says Hong Kong people are interested in communication technology and there is a great demand for local area networks.

"What we are basically seeing is the standard line PC market is becoming a local area network market. The thing that extends from that is we are seeing different networks themselves wanting to connect to each other.

"So we are providing some of those linkages that connect networks to each

continued on page 50

「第二個目標是當他們回到工作崗位後，能夠將所學的付諸實踐，繼而提高本身的生產力。

「第三個目標也是經常被忽略的目標，就是我們強調引導學員相信，他們學得這些知識後，對他們有百利而無一害，這是十分重要的。他們學成後，覺得那些知識真正有用，便會把它們應用出來。」

弗倫奇續稱，各大專院校開辦的課程已相當不俗，並由經驗豐富的人員教授。「但我希望課程中有較多商業應用元素，而不希望看到學員只熟悉某一種軟件，如單是 Lotus 1-2-3。

「我希望他們了解空白表格程序、What-if 分析程序等背後的原理，以及甚麼是模擬法，如何在一種工作處境中利用空白表格程序試行不同方法等，以找出答案。

「因此，我希望我們能做到的，是每個加入我們公司的人都能夠明白商業上的應用之餘，亦對資訊科技有所認識。

「這不過是回到供應商和顧客的兩個世界而已。」

他又表示，香港人對於通訊科技十分感興趣，因而對局部地區網絡的需求很大。

「現在我們可以見到一般的個人電腦市場正演變為局部地區網絡市場，再進一步的發展就是不同網絡互相聯繫。

「因此，我們提供其中一些連接不同網絡的聯繫裝置，並設有智能間，供網絡用戶的管理階層互相聯繫。

「這可再進一步發展至將部分網絡與其他地區以至其他國家的網絡聯繫，由此可見，這將是香港一大重要市場。」

弗倫奇說，香港的工業結構妨礙了電子

資料聯通的發展。

「我想，大約有八成貿易公司聘請職員不超過五名，許多人甚至沒有電腦來做一些基本會計的工作，遑論接通網絡。

「但當人們明白到電子資料聯通的運作和好處後，電子資料聯通必會大受歡迎。」

他表示，香港訊息科技協會去年最關注的事項是電子資料聯通，到了今年，他們轉為注視數據保護的問題。

「我們預期有關法例將於本月（二月）底通過，我們會仔細研究，然後向會員解釋法例的重點。」

弗倫奇表示，資訊科技週是該會所舉辦的其中一項廣受同業歡迎的活動，而且貢獻頗大。

他說：「資訊科技週的籌劃小組一直非常熱心和努力，他們都以同業的利益為大前提，我希望這項活動能繼續下去；據我所知，他們將繼續辦下去。

「然而，香港人都是營營役役、金錢至上的，我們沒有時間參加所有展覽會和會議。

「每年在香港舉行的海外展覽會多不勝數，資訊科技週只是其一，自然受到影響。

「我們對於這情況亦非常關注，我希望主辦機構能作出合理改革，每年只舉行一項大型資訊科技會議。

「我認為，我們可以舉行一個備受資訊科技供應商尊崇和歡迎的會議，而出席的亦是業內人士。然而，目前的資訊科技週已淪為眾多類似展覽會和會議之一。」

弗倫奇表示，除了電子資料聯通和數據保護外，該會還會就若干主要問題進行研究。

「我們曾於去年底向會員進行調查，希望確定他們關注甚麼問題，結果顯示，商業慣例最受重視。

「另一個我們非常關注的問題，正是最初提出的培訓質素和具備適當資格的人力資源供應的問題。

「本會設有人力資源委員會，專責探討這個問題，我們十分關注那些培訓課程的質素和實用程度。

「此外，我們亦會研究國際標準化組織 9000 的問題，許多業內公司均設法達到該水平，我們感到十分鼓舞。

「去年與我們有切身關係的另一個事項，就是政府已確認資訊科技環節有可能成為未來的功能組別之一。

「我相信，當電子資料聯通全面推行後，資訊科技與整個商業社會將不可分割，而資訊科技業內人士將是社會上極具影響力和重要的一羣。」

Targetting the home

Office machines becoming more portable and convenient

The trend in office automation is targetting your office at home, says Lawrence Chui, General Manager of Chevalier (OA) Limited.

He says: "Manufacturers are making office machines more portable and convenient for home users. People nowadays can share in their homes their big office data banks."

He gives another example: "Today we have more advanced office automation equipment like teleconferencing."

"Through the screen and some telephone lines, people in different locations can be brought together, but they are not sitting at the same table."

Lawrence Chui says in the past, fax and copying machines were office automation equipment. Now, they have become basic necessities.

"Fax machines and copiers have become a basic requirement. When you open an office, you must have them, just like tables and chairs."

"But for other electronic mailing or data processing equipment, it all depends on the company size and the needs of the business."

Lawrence Chui suggests that when choosing office equipment, a business should first consider its own basic requirements.



Lawrence Chui 崔榮基

He says: "For example, you use a fax machine for transmission. As long as it can send out and receive documents, it has already fulfilled your need."

"But there are many new products coming into the market with new features. Customers should think about whether or not they need the kind of added benefits of those features, like auto-

dialing, speed dialing, memory and so on.

"Even if today you buy a machine manufactured in 1984, it still can be used."

"Of course, there should be some big changes to a product after a certain period of time. For instance, originally the fax machine could only use thermal paper. But now the market has plain paper fax."

"Then you can say it's not just a matter of sending and receiving documents. It also depends on the customers, whether or not they want their documents clearer or their fax messages filed immediately."

"After a certain period of time, the printing on the thermal paper will fade. But the plain paper fax machine is theoretically like a copying machine that uses the toner and developer to make the copy, thus making the printing long lasting and clearer."

"But the thermal fax still has its market because nowadays people need their fax machines not only in the office, but also at home."

"Most of home users use thermal fax paper. So the room for the development of the home market is very big."

"The manufacturers are now concentrating on two sectors. For the commercial field, they will put more effort in developing the plain paper fax."

"On the other hand, they will develop

進軍家居市場

辦公室機器變得易於攜帶、使用方便

其士(商業系統)有限公司總經理崔榮基表示,辦公室自動化的目標趨向於以家居辦公室為主。

他說:「製造商正盡量使辦公室機器易於攜帶,方便家庭用戶使用。現在,人們可在安坐家中,共用辦公室的大型數據庫。」

他又舉另一例子加以說明:「現在我們的辦公室自動化設備更為先進,例如電信會議。」

「不同地方的人可透過螢幕和電話線舉行會議而毋須坐在同一會議桌子旁。」

崔榮基表示,過去傳真機和影印機均屬辦公室自動化設備,現在,它們都成為了必需品。

「傳真機和影印機都成了基本設備,假如你開設辦公室,總不能缺少它們,就好像不能沒有辦公桌和椅子一樣。」

「但電子郵件和數據處理設備則並非必需品,購置與否,視乎公司的規模和業務上的需要而定。」

崔榮基認為,在選擇辦公室設備時,首先要考慮公司本身的基本需要。

他說:「以傳真機為例,它的功能是傳訊,只要能夠外傳和接收文件,已能滿足你的需求。」

「但市場上不斷湧現許多新產品,各具新的性能,但顧客應考慮他們是否需要那些性能帶來的額外優點,例如自動撥號、快速撥號、記憶功能等等。」

「即使你今天購買一部於一九八四年製造的傳真機,仍可妥善將文件傳送。」

「當然,每件產品經過一段時間後均需作出改良。好像傳真機一直只能使用感熱紙,但現在市場已出現使用普通紙的傳真機。」

「你可以說,這已不止是傳遞和接收文件那般簡單。這也視乎顧客的需要,看看他

們是否想將接收的文件更加清晰和直接地存入檔案。」

「一段時間後,感熱紙上的油墨會逐漸褪色,但使用普通紙的傳真機的運作原理就好像一部影印機,使用色粉和顯影劑來複印文件,令印刷更清晰和持久。」

「然而,使用感熱紙的傳真機仍有其市場,因為現在人們需要使用傳真機的地方已不止於辦公室,還在家裡。」

「而大部分傳真機的家庭用戶都是採用感熱紙的,所以感熱紙傳真機的家庭市場發展潛力很大。」

「目前,製造商集中發展兩方面的市場。在商業應用方面,他們積極推廣普通紙傳真機。」

「另一方面,他們亦會發展許多使用感熱紙的低檔傳真機,以拓展家居市場。」

「即使零售分銷的方法亦不斷改變。我想,大約六至八年前,你很少會在影音店看到有傳真機出售。」

a lot of low-end fax machines using the thermal paper to target the home market.

"Even the retailing distribution method is changing. I think six or eight years ago, you seldom saw any fax machine on sale in video-audio shops.

"But now at any video-audio shop, you can buy a fax machine for around HKD3,000-4,000. It's a very big share of the fax machine market."

Lawrence Chui says about eight years ago, the competition of the office automation market was very keen because there was a great number of middle-sized companies.

"As time has gone by, Chevalier has grown up. Today in the market, the number of major suppliers are limited to four or five. We share about 20% of the market.

"Our major marketing strategy is to provide our customers with the best after-sales service.

"Nowadays there is not much difference among different brands. If you buy a fax machine, no matter if it's a Toshiba, a Ricoh or a Canon, within a pricing range, that kind of model is more or less the same.

"The difference is the company image. The customer will compare your service record, your company background and so on.

"Therefore you can see Chevalier has a Engineering Service Centre in Kowloon Bay. We have more than 300 people to serve all our Chevalier office automation customers.

"We commit ourselves to our customers that within two hours, we can come to your office to fix your equipment.

"We also have two other depots located in Hong Kong and Kwai Chung, so that the engineers can get to the customers more quickly."

In addition to the after-sales service, Lawrence Chui says Chevalier also holds exhibitions to introduce its new products.

He says: "From time to time, we join public exhibitions to show our products.

"Also we hold exhibitions in MTR stations or in big shopping arcades. The frequency of these is quite high. We have this kind of exhibition almost every two weeks.

"The result is quite good. At least the potential customers have a chance to have hands-on experience rather than buying a machine just by looking at the catalogue." ■



NEC facsimile machine NEC 傳真機

"現在，你可在任何一家影音店以港幣三、四千元的價錢購買一部傳真機，這種銷售方式佔整體傳真機市場的很大部分。"

崔榮基表示，約八年前，經營辦公室自動化設備的中型公司多不勝數，市場競爭非常激烈。

"這些年來，其士亦已穩步成長，今天，市場中的主要供應商已減至四、五個，而我們則擁有百分之二十的市場佔有率。

"我們的主要市務策略是為顧客提供最佳的售後服務。

"時下各牌子的產品大同小異，假如你購買一部傳真機，不論買的是東芝、麗確或錦囊，在同一價格水平的同類型號差別不大。

"分別只在於出售產品公司的形象。顧客會就公司的服務記錄、公司背景等作出比較。"

Finding a job for CU graduates

The Appointments Service, Office of Student Affairs at the Chinese University of Hong Kong (Tel: 609 7206, 609 7207 or 609 7213. Fax: 603 5894), which functions as a medium of communication between graduating students and their future employers, is asking potential employers to help graduating students in the summer of 1993 where to look for a career.

In order to facilitate prompt and effective transmission of career news from employers to students the Appointment Service operates on campus an efficient system for the announcement of job vacancies.

Employers who wish to advertise their forthcoming or current vacant positions through the CU's Appointments Service should complete Job Specifications Forms (available upon request).

"所以，其士特別在九龍灣設立工程服務中心，而且共有超過三百位工程師為其士辦公室自動化設備的顧客提供服務。

"我們向顧客保證，我們的工程師會於接到通知後兩小時內抵達他們的辦公室修理設備。

"此外，我們在港島和葵涌設有兩個分站，以便工程師更快抵達顧客的辦公室。"

崔榮基說，除了售後服務外，其士還會舉行展覽會來推介新產品。

他說："我們經常參加一些公開展覽，向顧客展示最新產品。

"此外，我們還會在地鐵站或大型商場內舉行展覽，而且舉行次數十分頻密，差不多每兩個星期便有一次。

"這些展覽的成績不錯，至少有意購買的顧客有機會親自試用，而非單靠參考產品目錄來決定是否購買一部機器。" ■

Other services include collection of application letters/forms on potential employers' behalf, arrangement of recruitment talks and interviews and written tests on campus.

The Chinese University's Appointments Service is also glad to offer assistance with the recruitment of temporary employees for short-term jobs during summer vacation.

The Chinese University has full-time undergraduate studies leading to degrees in Arts, Business Administration, Education, Engineering, Medicine, Science, and Social Science. It also has nine part-time degree programmes in Biology and Chemistry, Business Administration, Chinese and English, Mathematics and Statistics, Music, Nursing, Physical Education, Primary Education and Social Work. ■

Data protection

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- The importance of the protection of individual citizens' privacy, including protection against misuse of information related to them.
- The importance of the efficient exchange of information in the development of modern international trade and commerce.
- The right of a business to communicate freely within and outside its corporate structure.
- The need to recognize the worldwide dependence of modern business communications on trans-border data flows.
- Where it is appropriate, to harmonize privacy safeguards internationally, the need to effect harmonization in a manner that avoids creating barriers to international information flows.

Open policies

The key practical principles of data protection are set down in Chapter 2 of the Hong Kong Governments Guidelines and they provide a good summary of how the issue can impact on the day to day affairs of a business: the guidelines suggest that data collection and maintenance policies should be open; that there should be clearly defined limits on the collection of

personal data; that the purpose of that collection should be clear; that the data collected should be relevant and not excessive; that the data collected and maintained should be accurate; that the data should be kept no longer than is necessary; that data should not be disclosed or used other than for the purpose for which it was collected; that the data subject should have access to the information; and, that the data should be protected with reasonable security measures.

The implementation of data protection legislation will make these guidelines to varying degrees enforceable by law. A new government body of some sort will have to be established which can monitor the implementation of data protection in the public and private sectors and which will act as a conduit for complaints. It seems clear that all companies and organisations maintaining relevant databases (which will basically mean all commercial organisations) will be required to nominate a responsible senior executive whose role is the implementation of data protection policies.

It is not yet clear exactly how the government official's role will differ from that of the UK's Data Protection Registrar. The registration process implied by the name of the office is something which Hong Kong will probably attempt to avoid. With

10 years of experience from which to learn, however, some of the clumsiness of the UK system can, perhaps, be eliminated from whatever is implemented in Hong Kong.

At a glance, some executives may feel that all of this is only relevant to the major direct mail companies and credit rating agencies. For those who like to grumble about the number of promotions they receive for the latest golden horse statues, this may seem no tragedy. For those who have been refused a loan on the basis of an erroneous credit black-listing, the idea may seem very attractive. But all of these companies play an important role in the running of many businesses and the implications of legislation in this area are of significance to all companies which keep a list of names and addresses of its customers and/or potential customers. There can be few who do not.

The business community has been represented on the Law Reform Commission's sub-committee on privacy issues which has been involved in drawing up the coming consultative document. This is due to be published in May. It is important that the business community make its voice heard at this time if it is felt that the proposed legislation in any way threatens Hong Kong's role as a free-trade entrepot and services centre for the region. ■

Practical training

continued from page 47

other and an intelligent house within networks that allow the management of the users of the network to be conducted.

"An extension of that is being able to connect some of those networks into networks in other locations or other countries. That's a big market in Hong Kong."

Vic French says the structure of the industry in Hong Kong is a factor holding back the development of Electronic Data Interchange (EDI) in Hong Kong.

"I think 80% of the companies in the trading business employ fewer than five people. Many of them don't even have a PC to do the basic accounting, let alone connecting into a network.

"But once people understand the interchange of data which can be done electronically and the benefits of it, there will be a great boom in the application of it."

The Vice President says EDI was the number one issue for HKITF during 1992 but data protection will top the list in 1993.

"We are expecting to see the legislation published this month (February). We will go through it and provide our members with the highlights of what the Legislation is all about.

Vic French says the IT Week, a function

of the HKITF, has always been welcomed by the industry and has done some very wonderful things for the industry.

He says: "It has been managed by people who have had the interests of the industry at heart and it has been a very enthusiastic and hardworking organisation. I would like to see it continue and I understand that it will continue.

"However, on the other side, one thing about Hong Kong is that we are a very busy, hardworking, aggressive and money-chasing society. We don't have the time to attend all the exhibitions and conferences that have been brought into Hong Kong.

"I think what the IT Week has suffered from is being one of the many of the exhibitions that has been brought here or established here.

"One of the things that concerns us is that there are too many of exhibitions and I would like to see a rationalisation by holding an IT convention.

"I think we can do one very good conference that is respected and well attended by the IT suppliers and also attended by the appropriate audience. But what's happening these days is that the IT Week has become just another invitation."

Vic French says apart from EDI and data protection, HKITF will also look into several other major issues.

"At the end of last year, we circulated a survey to our members to see what were some of the issues they are involved in. Business practice was certainly on top of the list.

"The other area where we are very much concerned is the subject we mentioned at the beginning which is the quality of training and the continued supply of qualified resources.

"We have a human resource committee to look into this issue. We are very much concerned about the quality and the applicability of the training course.

"Another area that we are looking at is ISO9000. It seems to be a big issue for a lot of companies in the industry to try and achieve that level of quality and standard and we are very much encouraging that.

"Another area we have been involved in last year was the recognition by the government of the IT industry as one of the potential functional constituencies.

"We are very interested in that and we certainly feel there needs to be a separate secretariat for IT.

"I believe when EDI is underway, IT is going to be something that concerns every business entity and the people who make up the information technology industry are going to be a very influential and important part of the community." ■

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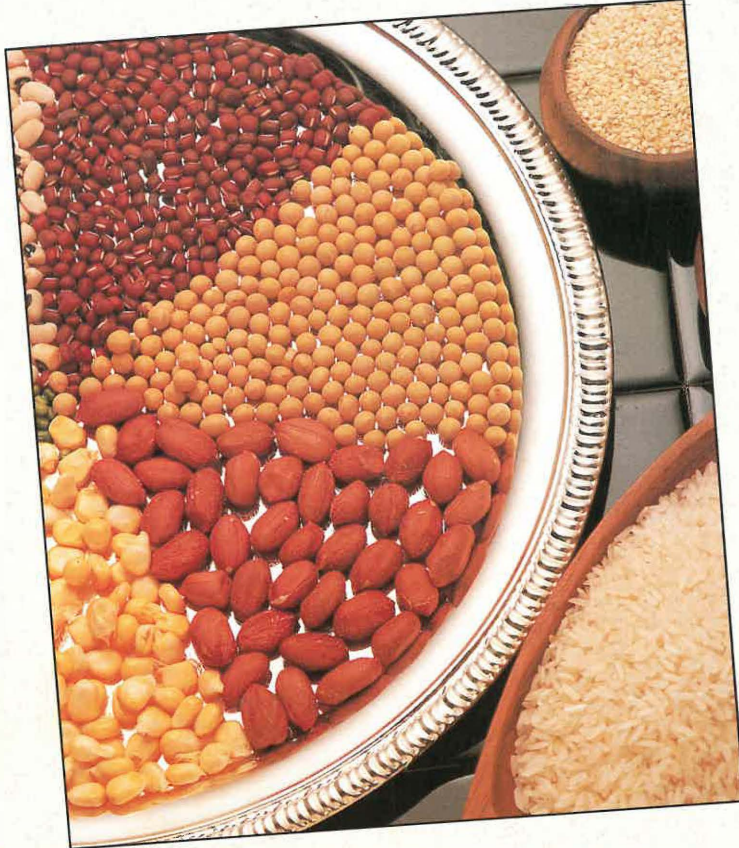


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