

工月
商刊

THE Bulletin

A Hong Kong General Chamber of Commerce Magazine 香港總商會月刊

HONG KONG



香港



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Chairman : Hon. D.K. Newbigging, OBE, JP
Vice-Chairman : J.L. Marden, CBE, MA, JP
Director : J.D. McGregor, OBE, ISO
Editorial Board : J.D. McGregor, OBE, ISO
Harry Garlick Maureen Wong
Graham Jenkins Liza Poon

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The Chamber in Action

This page summarises for members' information recent activities of the Chamber. These are extracts from the Director's monthly reports issued to General and other committee members.

Membership

I am glad to report that our yearly exercise to secure 1982 subscriptions is going quite well although we have a higher than usual rate of resignations. We allowed for a 10% loss in our budget calculations and, at the end of February, we had experienced a loss of 9.55% with a good prospect of late payers reducing this further. To help restore our membership, we have entered into a large scale recruitment campaign which is already showing good results. During the month, a further "Meet the Chamber" session was organised for relatively new members. This was well attended.

Accounts

Our 1981 accounts are in the process of audit but it is pleasing to record that we were able to realize a small surplus of income over expenditure for the year, despite quite substantial expenditure on several extraordinary items such as the purchase of another staff flat, making five in all, for around \$2 million. The Annual Report and Accounts for 1981 are now being published and will be issued soon.

Annual General Meeting

This will be held on Monday, 19th April from 5.30 p.m. at the Mandarin Hotel when the Annual Report and Accounts will be presented for adoption by members, General Committee members elected and prospects for the coming year assessed. I hope we shall have a substantial turnout of members.

Home Affairs Committee

The Committee met during February to consider, at the request of the Law Reform Commission, proposed changes in the laws regarding homosexuality. A paper was submitted as follow up to the Commission, suggesting that homosexuality was not in itself a major problem for commerce and industry, and that companies would

make up their own minds on the matter.

Taxation Committee

The Committee was pleased to note that the recent 1982/83 Budget proposals by the Financial Secretary included several on which the Taxation Committee had earlier addressed the Government. These included proposals on personal allowances, estate duty and interest withholding tax. The Committee will meet shortly to consider the implications for business of the various Budget proposals and may make a further submission to the appropriate authorities.

Business Roundtable Luncheons

Mr. Jon Woronoff, an expert on the subject, spoke on doing business with Japan at a Roundtable Luncheon on 17th February with 27 members attending. The 8th March Roundtable was addressed by the Regional Secretary for the New Territories, Mr. Ian MacPherson. He spoke to interested members on developments in the New Territories.

Good Citizen Award Presentation

A presentation was held in the Chamber's Boardroom on 12th February when the Vice Chairman John Marden distributed awards totaling \$23,500 to 30 good citizens.

Trade Missions

A joint Chamber/TDC trade mission visited four Arab countries during February negotiating firm orders valued at more than \$5 million.

W.S. Chan, Senior Manager, having delivered the Arab area mission safely back to Hong Kong, departed again immediately to lead another Chamber mission to several countries. Matilda Tam, Assistant Manager, is assisting with logistics.

The Chamber is preparing a further mission to Central and South America to visit three, and possibly four,

countries in that region in June/July. This will be the 5th Chamber mission to this volatile trading area during the last few years.

Another Chamber trade mission will visit Australia in March and arrangements for the 12 member group are well in hand.

Members will no doubt have taken note of the intensive external trade promotional programme which the Chamber has mounted during recent years. As long as we have the staff experience and capacity, as long as our members support such missions and the results are worthwhile, we shall continue to organise them. We receive tremendous assistance from local Consulates and foreign Chambers of Commerce in organising missions and trade fair representation with the happy result that we are able, in due course, to assist our overseas counterparts with their missions to Hong Kong. Our members are served both ways.

ICC Seminar on Maritime Fraud

In co-operation with the Marine Insurance Association of Hong Kong, the ICC Hong Kong Liaison Committee which comprises the Chamber, the Indian Chamber and the CMA organised a one day seminar on Maritime Fraud on 16th March at the Sheraton Hotel. The principal speaker was Mr. Eric Ellen, the Director of the ICC International Maritime Bureau, London.

Visit of Yugoslavian Delegation

A Yugoslavian delegation led by Mr. Stanko Tomic, President of the Chamber of Economy of Bosnia and Herzegovina, called on the Chamber on 26th February and was received by the Director and the Assistant Director of Trade. The delegation was here to promote the Winter Olympics 1984 to be held in Sarajevo, Yugoslavia. □

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Consultants : Contributors to Progress

Name your business problem or explain that hunch you have about how to turn in a bigger profit! A small army of several hundred Hong Kong-based consultants awaits your command — ready to help steer you through troubled waters or embark upon a new venture. At a fee, of course.

You won't find them listed together in the Business Telephone Directory. Nevertheless, consultancy services seem in the past five years to have almost become ubiquitous.

There has been some slowing down in their proliferation in the two years since interest rates climbed. Still hardly a month goes by without some new consultant hanging up his shingle somewhere.

The art of consultancy has already penetrated nearly every facet of our economic life. But by no means have consultants deeply influenced every sphere, especially our manufacturers.

Their growth and diversity of services are part of the explosion in business activity in our services sector and its developing sophistication. They are attracted by our rapid economic growth and the big money it produces, ignoring some grassroots reticence to accept them.

Wealth, they say, looks for patterned ways everywhere to employ it. Consultants know the patterns and how to apply those patterns to any given situation.

Consultants are indeed slowly finding their niche amid the gaps and question marks in our own entrepreneurial skills. They do come up with rational answers, not just in investment fields, but for a host of other problems that expansion itself produces.

They have even told us how to better govern ourselves. A report from McKinsey and Co., a reputable firm of American consultants, not so many years ago reorganised our Government, with departments grouped under secretariats.

The same firm today has been studying the rapid introduction of robots into Japanese industry, listing their advantages and weaknesses that could affect all our lives tomorrow.

Others are heavily involved locally in the strategic planning of the future

Hongkong.

The consultancy spectrum covers everything from engineering to finance, accounting, management, personnel, marketing, computers and manufacturing.

Still others help with China trade or joint-ventures in special economic zones across the border. One even advises on landscaping our new towns and highways in the New Territories.

Consultants range from highly qualified professionals in narrow technical disciplines to retired, long-experienced businessmen who know how to get things done in Hong Kong.

Ethics vary from the stiff upper-lip Englishman who never advertises to some who, through an associated company, may sell you some package that, as consultants, they recommend.

At one end of the spectrum they are organised.

Engineers

Consulting engineers, like Binnie and Partners International, have been in Hong Kong for many years and Hong Kong has its own Association of Consulting Engineers with about 40 members.

The Association is affiliated with a world body but its articles of association follow the British pattern. Thanks to the initiative of men like Sir Alexander Kennedy and Sir Alexander Binnie, the British defined a consulting engineer back in 1912.

Their definition described him as "a person possessing the necessary qualifications to practice in one or more of the various branches of engineering who devotes himself to advising the public on engineering matters or to designing and supervising the construction of engineering works and for such purposes occupies and employs his own office and staff ..."

It added: "... and is not directly or in-

directly concerned or interested in commercial or manufacturing interests such as would tend to influence his exercise of independent professional judgment in the matters upon which he advises."

The British Association of Consulting Engineers embraces the civil, mechanical, electrical, structural, chemical, mining and metallurgical and heating and ventilation fields. It lays down rules of professional conduct and those British rules apply in Hong Kong.

The current chairman of the Hong Kong Association is Dr. R.K. Edgley, a partner in the firm of Kennedy and Donkin, established in 1889 by Sir Alexander Kennedy. Kennedy and Donkin came to Hong Kong interested in the electrical and mechanical design of the Mass Transit Railway. Two or three others came about the same time interested in other fields of MTR construction.

In the days of Sir Alexander Kennedy, Britain, thanks to its industrial revolution, led the world in technical expertise. And Britain had an Empire and an even wider sphere of influence that provided fertile ground for consultancy services.

Many are therefore now international and have expanded the fields in which they offer their expertise. This expertise has snowballed as a result of the global experience British consultants have acquired and are able to apply to new problems anywhere in the world.

From engineering-related fields consultancy services have, mainly since World War II, spread, as the need arose for expertise, into the professions and into trade and commerce. Doctors have their own consultants for their patients just as firms do for their own ill's and growing pains.

The principles in the British definition of consulting engineers that established their independence and integrity are usually adopted in the other major

consultancy fields. But that practice is hardly universal.

Some consultancies head groups of companies that include contractors and others are firms within conglomerates, sometimes just doing in-house work.

Even the salesman's tool can be called consultancy advice. A salesman can offer the services of an expert within his firm to consult with a client and help sell the salesman's product.

The market for consultancy services in Hong Kong is our Government and our 97,000 firms. The Government is the biggest employer of those who adhere to a strict British code of professional conduct.

But less than 10,000 of our 97,000 firms are currently considered potential clients of consultancy services.

Hong Kong is an intensely competitive society and highly fragmented in nearly every field of commercial activity. Small firms often cannot afford to employ consultants even when they are aware of their existence and the value of their services.

And they are usually so suspicious of their competitors they don't club together jointly to employ consultants. Yet a jointly-invested sum might prove

more effective in improving the viability of their particular industry than small sums invested by individual firms. Some small one-man-one-secretary consultancy firms face something of the same predicament. They operate on a small capital outlay and haven't the money to invest in a long-term commitment to a client.

Yet accepting a small initial payment and investing in a piece of the ultimate results they might achieve through deeper commitment to a client might overcome some of the reticence of fragmented industry to accept them and swell their clientele.

This is how the Productivity Centre is beginning to see Hong Kong's way out of that dilemma.

Not all our smaller consultancy services are even expected by consultants to last through current high interest rates and a dropping economic growth rate.

There is no such dilemma at the other end of the Hong Kong consultancy spectrum. Our Government spends many millions every year with consulting engineers through two consultancy boards, one in the Secretariat and the other in the Public Works Department. Each board has lists of qualified consultants and when the Government

requires their services, selects a short list of the appropriate and invites each to submit proposals. These are considered and only after selection does each board then begin to negotiate fees.

The negotiations are not all that difficult because the Government has agreed on a scale of fees with the Hong Kong Association of Consulting Engineers. The fees range from 4 per cent on jobs costing millions up to 10 per cent on low-cost projects.

Fees finally agreed are further varied for big jobs, plus or minus on the fees scale according to the complications that may be involved or the repetitive nature of the work.

No tenders are involved as they would be with a building contract. The public interest would not be served by necessarily accepting the lowest tender if, for example, it turned out the safety standards recommended on a slope were inadequately applied.

The Government does have its own geo-technical team. But it also employs outside consultants who have developed expertise that now leads the world, because we do, of necessity, have to build safely in areas and conditions where no one else in the

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Consulting engineers have been concerned in almost all aspects of the design and construction of our Mass Transit Railway, except the stations, designed by architects.

world would dream of building. The Central Consultancy Board goes outside Hong Kong quite often for one-off jobs that require some special expertise.

For example, our Government found only three organisations in the world could tell it how the proposed steel bridge at Lyemun Gap would affect the instrument landing system at Kai Tak airport.

One possible consultant was the Federal Aviation Board in the United States, another the London Airport Authority and the third the University of Sydney, in Australia. The University is expected to get the job because both the others have full workloads of their own.

The work will entail building a model, then putting into that model a number of Lyemun bridge designs to select the design that causes the least interference at Kai Tak.

Using outside consultants on jobs that crop up infrequently saves Hong Kong money. The Government cannot afford to have experts on its payroll sitting around waiting for work that may only be needed once in five years. Or perhaps, only once in a lifetime.

International consultants, on the other hand, employ full time experts who can be summoned from one part of the world to do work in another.

This is the answer to the layman cynic who says whenever the Government doesn't know what to do it forms a

committee. The committee hasn't a clue. So it commissions consultants. The truth is, of course, the Government isn't staffed to know the answer to all the problems. But it does know how to find the expert answer by the least expensive method.

Innovation

Commissioning consultants is hardly likely to diminish as Hong Kong gets more deeply involved in strategic planning for the future. Consultants have already been involved in dozens of projects, from traffic congestion to new cross-harbour arrangements, further opportunities for reclamation and the world's longest bridge to Lantau Island, to name but a few.

About \$10 million is soon expected to be spent to reduce deterioration of mid-level traffic congestion by investigating the feasibility of moving walkways or a monorail.

Consultants are bringing reality to our own initiative. Indeed, stimulating innovation.

The same is true in the private sector. Consultancy services are being increasingly used in bigger businesses because those businesses either cannot or do not want to provide the expertise needed from within their own resources.

Firms like our power companies and big developers already have their own expertise. But new work could overload their capacity. When this happens

they go outside and hire consultants. Professional consultants are increasingly being used to offset that sort of overload and in the provision of building services in modern development. In work like airconditioning a new skyscraper, its lighting, its plumbing and the now compulsory provision of refuge floors in every high rise building that exceeds 16 floors.

These unoccupied safer floors are where the occupants of a high-rise building are sent in the case of fire or any other emergency. Refuge floors can usually be distinguished by slight variations in the facade of new buildings.

Consulting structural engineers are more basic. They are involved in the design of a building with the architect. They build the infrastructure, the sub-structure and the super-structure. Production and management consulting engineers not only design and build new factories but begin the manufacturing process.

In projects like the MTR, consulting engineers are involved from finding passenger traffic patterns and designing the routes to the problems of the land, the railway tracks, the tunnels, the power, the rolling stock and train traffic planning. Architects may only be involved in building the railway stations.

The consulting engineer's functions in building construction begin with a feasibility study, and preliminary design from architects' sketch plans. When

these are agreed with a client, detailed design is undertaken, culminating in the issuing of specifications and advertising for tenders.

Engineers analyse the tenders and recommend to the client where to place his contracts. After these are placed an engineering consultant will begin acting as "Engineer for Contract". His job is to stand between the contractors and client and to see there's fair play all round.

He manages the contracts, approves the detailed designs produced by the contractors and ensures the project is built to programme. He approves the contractors' invoices and tries to ensure the client pays on time. Finally, he ties up all the loose ends, whether engineering or financial.

The "Engineer for Contract" is something like a referee in a football match. He usually gets 5 per cent of the cost of the project.

The Government employs members of the Hong Kong Association of Consulting Engineers for this sort of work. But that is not always the rule in the private sector.

Consulting engineers claim developers only get half the job done if they pay only half the price and point to build-

ings found to have structural problems and slopes that collapse.

In contrast to the work consultants are doing in strategic planning, building our infrastructure and constructing our buildings, few consultancy services are involved in the productive, export-dollar earning, sector of the Hong Kong economy. Instead, they tend to concentrate on the services sector, in which they themselves belong.

Experienced consultants, in fields outside engineering, suggest this is fairly typical of a society that finds itself with big money to spend yet has only relatively rudimentary skills. And they question whether or not much advance can be accomplished in the productive field by adopting the engineers' true-blue British way.

Some think Hong Kong is a over-competitive society that not only fragments its productive resources but also its consultancy services to the point where the quality of those services for the price sometimes could become questionable.

Many consultancy services tend to work on retainers and fees and have little capital. They cannot afford to work on the basis of a long-term commitment to their clients and accept a

piece of the action they might create. In a climate of too much competition, they warn, client relationships can be damaged by cutting corners and trying to grow too fast, particularly if aims are motivated by short-term greed in an immature environment. Hong Kong's in-built market mechanisms will sooner or later eliminate them if they cannot find instant recipes in short-term client relationships.

Risk

The Asian entrepreneur won't pay much upfront money. He prefers to pay on results. Thus, to establish a long-term commitment consultants should be innovative, consider reciprocity, modify their approach and invest in the risk element with their clients.

One experienced consultant says the real test in the long-run for Hong Kong consultancy services lies in how innovative they may prove to be with China.

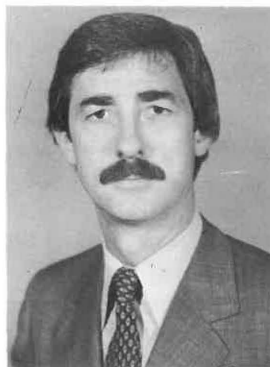
He asks also what recourse a client has in assessing the quality of help he can expect from Hong Kong's many one-man-and-a-boy consultancies? And he points out that Hong Kong is a

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young society where some are quite qualified to understand the problem but haven't the experience upon which to base advice.

He points, too, to a linguistic barrier that limits external assistance. Well-qualified expatriate consultants, he says, have to rely heavily on Cantonese-speaking people with sometimes limited experience.

Consultancy services within the banking services industry and the accountancy-related field fall outside these limitations. They often deal with people who have more money than they know what to do with or who desperately need money. Their advice is professional.

An interesting consultancy on the sidelines is Acceptor Enterprises Ltd., an associate of the Hong Kong and Shanghai Bank Group. Michael Uttley, its managing director, explains that something like 25 per cent of Hong Kong companies cannot be traced to their beneficial owners.

Mr. Uttley says this is rather endemic to the nature of business in Hong Kong. His clients are often people who, for one reason or another, don't want it known they are operating here.

It could be they are expatriates who are packing up and leaving in the current climate of high rents, etc. but want to leave a name plate or an agent and need someone to keep their books and invoice the local agent.

The operation alternatively could be anonymous to preserve harmony within a family business. Or a nominee company could be needed for owning a ship that carried goods for another company in which the anonymous shipowner was involved.

Mr. Uttley is also a broker in bank facilities and he regards that as an important part of his consultancy.

He says an increasing number of reputable Australian firms, with the necessary legal clearances from the Australian Commonwealth Bank, come to Hong Kong to trade finance because he can get them better rates and more credit than Australian commercial banks will give them, though their credit standing with Australian banks is good.

By financing in Hong Kong trade bills up to 180 days, credit can be provided to overseas suppliers or buyers. This helps facilitate Hong Kong exports as well as from places like Japan.

Being an ex-banker, Mr. Uttley is able to present this sort of loan proposition in a banking formula to our banks for consideration.

He explains the facts he needs to know are like the facts a doctor needs to know from his patient. They relate to each's own profession and, in Mr. Uttley's case, include such things as cash flow, market share, the motivation of the staff, ability to sell, advertising techniques. And, above everything else, Mr. Uttley must judge the character of the potential borrower.

He says in advanced countries banking may be refined to a science. But a banker in Hong Kong must have his feet on the ground. In the end it often boils down to whether or not you trust the guy. Mr. Uttley is therefore a consultant able to assess human nature.

A society like Hong Kong tends to be a rich hunting ground for consultants in the banking services industry and in accounting and management. In a world of innovative possibilities like off-shore deals, in tax avoidance, in company formation and even in just how and when to invest trust is important.

Another common domestic requirement throughout Hong Kong business

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is consultancy services in the personnel-related field. Nearly all the big British and American executive search consultancies are in Hong Kong and a lot of others, too, including accountancy firms. Some suggest it could be an over-sold market.

Executive search — sometimes called “headhunting” or “body snatching” — originated after World War II when the technological developments of the war were used to make more sophisticated products, like antibiotics, synthetic fibres, heavy chemicals, television, computers, space craft, communications equipment, automation and dozens of other new products flowing from research laboratories.

The financial resources, the raw materials, the manufacturing techniques and even new markets for the products were found. But where were the trained executives, qualified to direct these new product lines and how could they be located? Executive search in the United States found the solution in locating, appraising and negotiating with these executives to complete the missing link.

The British and Americans have established world-wide networks that link developed and developing economies. They are important to Hong Kong as industry upgrades through technology transfer and the services sector rapidly acquires greater sophistication.

Experience

The hallmark of a good “headhunter” is that he, himself, has been an executive with good experience in business, understands fully his clients’ requirements and recommends responsibly. He is usually commissioned on a retainer, plus fees.

Executive search consultancies tend to divide into two kinds. Those who advertise for the people they seek and those who search for executives with complete anonymity. An example of the latter in Hong Kong is John R. McDonald and Partners Ltd.

John McDonald claims really good executives don’t answer advertisements in 70 per cent of cases. They have to be found from confidential observation and inquiry. He maintains a computer with the qualifications of such people. And he negotiates confidentially with them when the need arises, offering a career not a job.

Mr. McDonald says he doesn’t rely on Hong Kong for all his business. He

operates regionally and 30 to 50 per cent of his work is outside Hong Kong. But a lot of Hong Kong’s executive search consultants do advertise and they include those with the biggest businesses and some leading accountancy firms who know their clients’ businesses and are asked for advice. It thus has become a subsidiary service given by accountants to clients when they need it.

One of the real pioneers in executive search is Hay Associates who were most successful in devising a points system for job evaluation. They assigned a points rating to every job. They have gone from Hong Kong but the Hay points system, or other comparable ratings, are applied by some Hong Kong firms.

Executive search consultancies are helping with the vertical mobility of labour in Hong Kong as well as upgrading technology and sophistication. They are a boon to young Chinese executives as high rents, etc. tend to constrain employment of expatriates. And a boon, too, to the entrepreneur with a lot of investment irons in lots of little fires here and abroad.

There are fewer consultants in product-related market fields. A few market research firms are kept busy finding and testing markets for new products. Merchandising techniques increasingly follow patterns established world-wide and knowledge of them acquired as an in-house skill. But advertising to a Chinese market requires adaptability and that advertising agents have in abundance.

Public relations firms, involved in corporate, financial and marketing communications, are consultants. One has just divided its corporate and financial activities from its marketing work.

Fewer consultants are found in creating the trading institutional visual image and in packaging design. But packaging is a field that is attracting more interest among those industrialists who don’t sell the products they make according to somebody else’s specifications and brand names.

In the computer-related fields there is believed to be a shortage of independent consultants. The specialist tends to be inside the agent’s office for each brand of equipment.

The trend nowadays is toward a well-integrated software capability on whatever is installed.

Independent consultants are the men who can determine what to buy to get the nearest thing to universal applica-

bility. And how to prepare the software.

But the biggest deficiency in consultancy in Hong Kong lies in the industrial sector, not because there aren’t enough consultants with the right expertise but because of their cost and poor acceptance.

Donald Jacobson, resident partner of the big British consultants, W.A. Atkins and Partners, explains the driving force in Hong Kong is its micro-economic activity and it never really has received consultancy like macro-elements have, with publicity, in say Japan.

Partnership

Consultants, he says, will become as indigenous to Hong Kong as they are in most developed countries. They will be increasingly associated with Hong Kong’s micro-economic activity as smaller firms discover their real value to efficiency and expansion. Consultants, he thinks, also have to make a partnership between local grassroots knowledge and foreign expertise.

They must take what Hong Kong has already and offer its producers a filter with which to look at the rest of the world. They must look for whatever best matches local capability and understand where the local entrepreneur wants to go from where he is now.

Mr. Jacobson says that requires unbiased advice and from consultancies with a knowledge of international technologies and markets. He admits they are expensive and agrees fees inhibit the little man.

He sees the Hong Kong Productivity Centre, as a quasi-government organisation, helping the little man in filling the current vacuum and as a bridge to the big professional consultants.

Finally, it is interesting to note that the Chamber itself takes consultants seriously. During the last few years specialist consultants have been employed to help improve the organisational structure of the Chamber, its financial recording and reporting systems, its short term financial planning and the introduction of a new provident fund scheme.

Consultants were also employed to advise on the computerisation of Chamber records and service systems this work being scheduled for completion in April or May 1982. After which, no doubt, we shall need consultants to advise us on how to handle all our new members seeking to use the computer services. Happy thought! □



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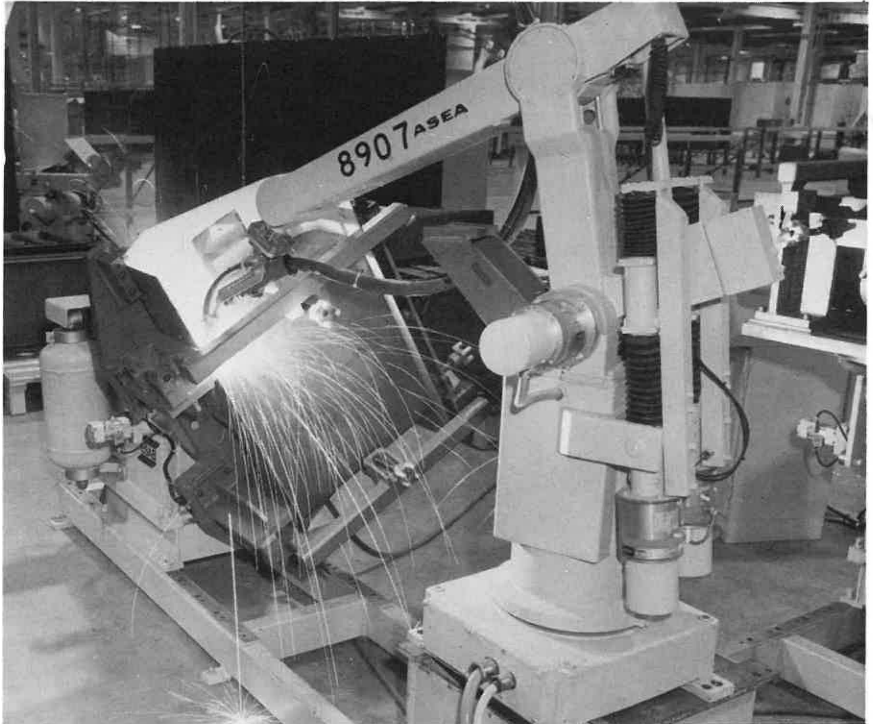
Northern Ireland— Behind the Headlines

Although on opposite sides of the world the business and commercial links between Northern Ireland and the Far East have been developing over many years.

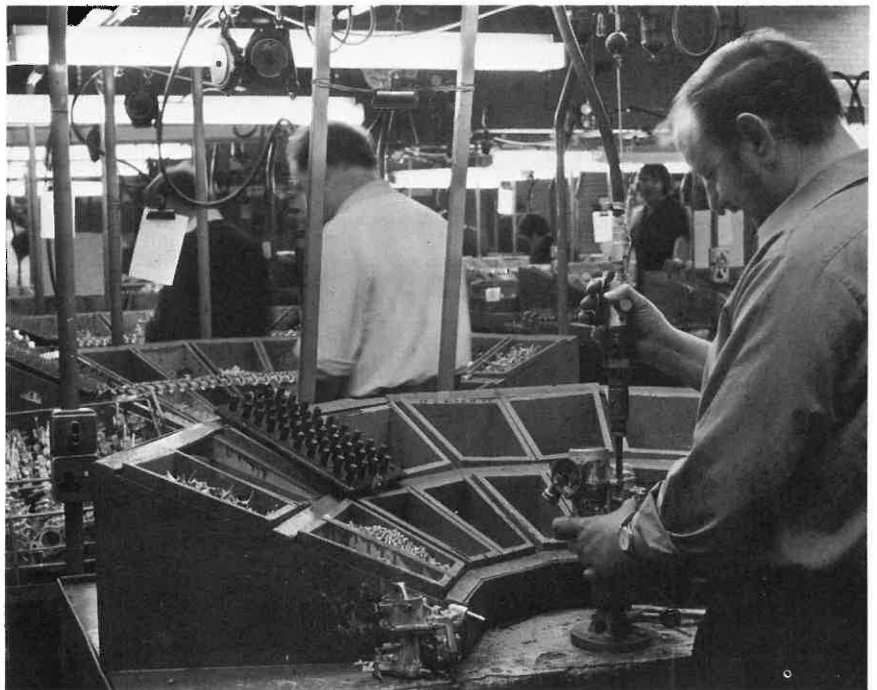
A small country, this British Province of 1½ million people, is well known for its long tradition of industrial skills and its ability to produce a wide range of products which are exported all over the world. Northern Ireland has old established trading links with Hong Kong principally in the field of household textiles. Exports include yarns, table and bed linen and apparel cloth. Several of Hong Kong's leading hotels use sheets and pillow cases made from Irish Linen supplied by Northern Ireland firms. In recent years the Northern Ireland Chamber of Commerce and Industry has sponsored several trade missions to Hong Kong when groups of NI businessmen visited the market and established business which still continues. Most of the NI exporting companies visit this market regularly.

Some of these goods are already well known in the Far East — Old Bushmills whiskey, distilled in the famous Glens of Antrim beside the salmon River Bush and reckoned to be the oldest whiskey in the world; Irish linen, woollen goods and clothing. Bilge pumps for yachts, produced in Northern Ireland, have been an accepted part of the leisure scene in Hong Kong for many years.

But the Province is well in tune with 20th Century technology and other, much more sophisticated products are finding their way into the market places of the Far East. Short Brothers, the Belfast-based aerospace company, is already well established in this part of the world through sales of its 30 seater commuter aircraft, specially designed for short distance work. And James Mackie, the Belfast engineering company, supplies textile machinery to many countries in the southern hemisphere.



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The toll collection system is also computerised. Vehicle types and fares are automatically categorised by the computer, eliminating human error and improving financial control.

The Large Projects Division plans, controls and monitors procurement, installation and commissioning. It has proved and

continues to prove itself capable of handling complex projects involving a wide variety of electrical and mechanical technologies.

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More recently, Northern Ireland has been developing its high technology industries and several companies are now into the Far East market for software goods.

Industrial Development

During the past 12 years the recurrent visual images of the violence in Northern Ireland have concealed the true facts about running a business there. Outside observers often believe that manufacturing industry has been seriously disrupted by the "troubles" — as they are known in Northern Ireland. In fact nothing could be further from the truth as can be demonstrated by one or two statistics:

— in the last three years 15 new American manufacturing projects have located in Northern Ireland holding out the prospect of 7000 new jobs and including General Motors, De Lorean and Hyster. These have increased the already considerable number of US industrial "families" who are long and successfully established in the Province — Goodyear, Du Pont, Ford Motor Company, Hughes Tool Company and many more. Almost all of these companies continued to expand during the 1970s. These additions to Northern Ireland's manufacturing base bring the total number of foreign owned plants in the Province to about

60; 38 of these are US-owned. Altogether some 20,000 new jobs have been promoted by Government industrial development offices in the last three years.

Those visiting Northern Ireland can readily see on the ground the results of the Government's post-war industrial development effort. Through its industrial development assistance programme, the Government has since 1945 assisted over 300 manufacturing projects, including over 150 new operations, which altogether account for 44% of manufacturing employment in the Province. As a result of this programme the structure of manufacturing industry in the Province has been transformed from one which was narrowly based on the traditional industries of textiles and shipbuilding to a highly diversified industrial base offering high quality and high skilled employment to the local workforce.

The Province has a flourishing automotive components sector; a substantial rubber industry; a shipyard building the largest merchant ships in the United Kingdom; an aircraft factory designing and producing its own commuter aircraft, manufacturing key parts for international aerospace companies such as Boeing and Lockheed, and conducting a successful missiles business; and a number of other companies

in the engineering sector taking advantage of the commercial opportunities afforded by North Sea Oil.

So if the potential investor takes the time to look behind the headlines what will he find? A great deal; indeed, as judged by Plant Location International Magazine, the best deal in Europe. PLI has examined Northern Ireland's financial package for investors and declared it extremely generous — up to 50 per cent grant on capital expenditure on buildings, plant and machinery, backed according to circumstance by grants towards the costs of training, the costs of borrowing, and the costs of research and development. In short, the advantages of location in Northern Ireland are now so overwhelming that any company considering investment in the EEC owes it to its shareholders to examine them in detail. What are the major factors to be taken into account when planning a new investment location? Experience indicates that the potential investor lists them in something like the following order:—

- 1) What sort of country will I be going to? Has it got an industrial tradition and an administration which is at one and the same time politically stable and orientated towards the needs of modern industry?
- 2) Is it strategically located in the con-



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text of the markets I seek to develop? Has it an equable climate? Is it well serviced from a communication point of view?

- 3) Has it got a well developed industrial infrastructure?
- 4) What is its track record in terms of economic activity?
- 5) What are its manpower resources? Are there facilities available to develop these resources? What is the track record in terms of labour/management relations?
- 6) What sort of assistance does it offer towards financing my project — to see me past break-even point and into profitability? Does this assistance contain an element to reduce taxation?
- 7) Does it provide the sort of amenities I want for my labour force, particularly for my managers and key-workers?

Let us look briefly at how Northern Ireland measures up against these factors.

Industrial tradition. The people of Northern Ireland have an industrial tradition dated back to the Industrial Revolution. The work ethic is strong and the workforce dedicated and hard-working.

Industrial orientation. Government in Northern Ireland has been well educa-

ted in the requirements of industry; indeed, the working links between Government and industry are probably closer in Northern Ireland than anywhere else in the world. Of course Government does not force its attentions on industry. But it is attentive to industry's needs. The lines of communication to senior Government personnel are short and there is an absence of red tape.

Political Stability. Like many other countries in the world Northern Ireland has had to deal with the problem of terrorist activity. But this has not impinged to any extent on the performance of local industry. Throughout the last 12 years, Northern Ireland has lost a total of only 800 jobs through companies closing (none foreign owned) as a direct result of terrorist action; most of these closures took place in 1972 and there have been no closures since 1973. To put the figure of 800 jobs lost more into perspective, it is worth noting that during the same period 60,000 new jobs were promoted in the Province.

Strategic Location. Northern Ireland is physically close to Great Britain and to the European mainland. Exporting goods directly from Northern Ireland to European markets is therefore relatively easy. And, as an integral part

of the United Kingdom, an EEC Member State, Northern Ireland faces no tariff barriers with the rest of the European Economic Community. Companies located in Northern Ireland therefore have direct access to an EEC market of 260 million people. To some extent the European market can now be regarded just as much Northern Ireland's "home market" as the "British market".

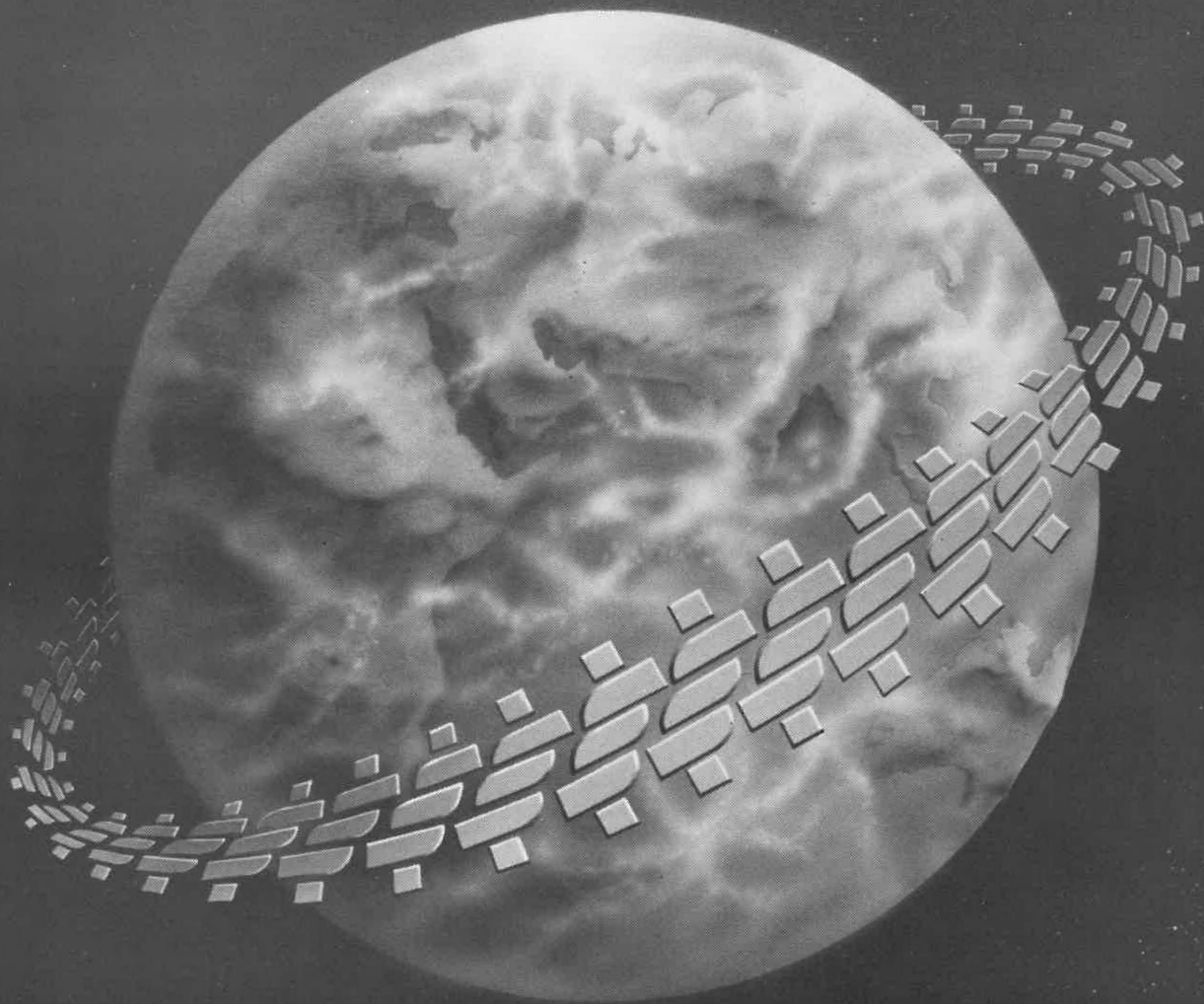
The Climate in Northern Ireland is equable. This is an important consideration affecting transportation, heating and air-conditioning cost, calibration and humidity control.

Transport, Communications and Industrial Infrastructure. Northern Ireland's road network and freight services are excellent; port facilities and external transport services of all kinds ensure that customers needs are met on time. Six airlines connect Belfast, the capital of Northern Ireland, with Great Britain and Europe. The Province also has a modern telecommunications network; local companies can avail themselves of direct dialling either by telephone or telex to most countries abroad.

Economic Activity. Despite the economic recession of recent years, Northern Ireland's productivity (output per employee hour) performance increased by 13% in the period 1974-80, compared to 8% in the rest of the United Kingdom. As a result labour costs per unit of output have remained relatively stable compared to those elsewhere in the UK. Northern Ireland's trade with Great Britain and with the rest of the EEC, has also increased in recent years.

Manpower Resources. Northern Ireland can boast of a large pool of skilled manpower, which testifies to the trainability and adaptability of the workforce. Moreover the Government places a major emphasis on investment in human resources.

This policy is reflected in the widely dispersed training facilities in the Province. Nowhere in Northern Ireland is more than 25 miles from a Government Training Centre (GTC), and these centres in total provide proportionately 10 times the number of trainee places than are available in Great Britain. All training in GTCs is free, and apprentices receive skilled training with associated education. If a company wishes to train in its own factory premises it can do so. ➤



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Technical help and financial assistance (in some cases up to £3,200 per adult employee) can be made available. Nor is the availability of skills confined to the shop floor.

Qualified scientific and technological personnel are also readily available. The Province's two universities and its polytechnic have concentrated in recent years on the training of expert people in microelectronics and computing.

In round terms the Province is producing 150 electronics engineers and technicians and almost 100 computer scientists each year. In addition some 400 others, who qualify in engineering and mathematical disciplines will also have received training in computer programming.

Northern Ireland can therefore provide incoming companies with their most vital requirement — highly trained and qualified scientific and technological personnel. The high educational standards of the Province's schools will also ensure a continuing flow of good quality entrants to its universities and higher educational establishments.

Labour/Management Relations. Northern Ireland also has an industrial relations climate which is conducive to business success. An analysis of days lost per 1,000 employees in the period 1970-79 reveals that this was less in Northern Ireland (491 days) than in the USA (507 days), Great Britain (570 days), the Irish Republic (789 days) and Italy (1312 days).

Taxation. While Northern Ireland companies are theoretically liable to pay the UK standard rate of corporation tax at 52%, few manufacturing companies in practice pay anywhere near that rate.

In fact the current average for manufacturing companies in the UK as a whole is around 16% of historic cost profits. This is because companies can write off their entire capital expenditure against taxable profits in the year in which it is incurred and because of the inventory tax relief scheme.

The capital expenditure write-off is before crediting Government cash capital grants, so a company can get a grant and a tax relief against the purchase price of its equipment which

can almost equal the full cost of the equipment.

The inventory relief scheme allows a company to write-off the increase in its inventory cost during the year against taxable profits after making some allowance for its profit during the year. Both tax reliefs reward rapidly expanding companies, and there are many such companies in Northern Ireland which pay no corporation tax at all. Companies can also carry forward initial losses, tax reliefs etc. into future years, until they have been used up by taxable profits.

In summary, therefore, Northern Ireland can offer companies locating in the Province a de facto "tax holiday", in addition to the substantial front-loaded assistance described above.

Amenities Northern Ireland is a beautiful country, with tremendous natural amenities for sport and leisure. Immigrant managers and keyworkers may at first be somewhat anxious about travelling to the Province. Later on, they are generally very unwilling to leave when they have fulfilled their contracts. Maybe it has something to do with the superb leisure centres, dozens of golf courses and miles of scenic coastline and uncrowded roads, not to mention the excellent educational system.

So Northern Ireland should not be written off out of hand. Potential investors should make up their own minds instead of letting the media do the job for them. The companies already established in the Province have made up their own minds quite firmly. Last year manufacturing investment from public and private sources totalled \$297.5 million.

Northern Ireland has proved that it can accommodate a wide range of new investment. Companies which have gone there have found an environment conducive to commercial success and have quickly felt themselves at home amongst warm-hearted people — glad to see them come and anxious to help them to make good. □

Cameras and Hawaiian shirts distinguish Hong Kong's tourists.



Hong Kong Lives up to most Tourist Expectations

The expectations of our incoming tourists are vital to the industry. They motivate tourists' decisions to visit Hong Kong that last year passed the 2.5 million mark and earned us an estimated \$8 billion. It puts tourism third among our industries in export earning capability.

To what extent are our tourists' expectations satisfied when they visit Hong Kong?

The answer, according to John Pain, director of the Hong Kong Tourist Association, all depends upon how each tourist — or national or geographical grouping — personally perceives Hong Kong through his or her own "telescope" before he or she buys a ticket and boards a Hong Kong-bound plane.

In other words, what each tourist expects to find.

That differs widely. But 50 per cent of all Hong Kong tourists do come again. It means the image, built up in those personal "telescopes" on the information available in home countries, that induced the average Hong Kong tourist to come in the first place, apparently isn't too bad.

Only in the 1975 recession did returning tourists fall to 40 per cent of the year's total.

Mr. Pain thinks, for instance, probably 90 per cent of the expectations of Southeast Asian visitors are fulfilled. Coming, as they often do, from less well-developed places they have a thrilling, gold-plated vision of Hong Kong as a Chinese metropolis where they are free to get their own act together into a great holiday among

a people with whom they are ethnically familiar.

Paradoxically, Southeast Asian are not always well-treated by their Hong Kong host cousins.

The Tourist Association's own constant Kai Tak airport sampling of tourist reaction to their Hong Kong stay shows only a third of Southeast Asian visitors think we are a friendly people compared with an all tourists' opinion of 48 per cent. And 31 per cent of Southeast Asians think we ought to be more polite and helpful compared with 13 per cent of all tourists sampled.

It is, of course, these findings that have led to the now familiar Tourist Association campaigns to motivate greater courtesy to tourists and the preparation by the Hotel Owners' Association of a handbook for staff on how to deal with our tourists' every whim and fancy — including how a pretty, young waitress should deal with a too amorous guest. Europeans, like Britons and Germans, Mr. Pain says, have quite different expectations and reactions. They are often experienced travellers in the Western world. Their vision of the Orient could be something more romantic and scenic. They are often taken aback to find Hong Kong is a sort of New York.

The result is they search for their

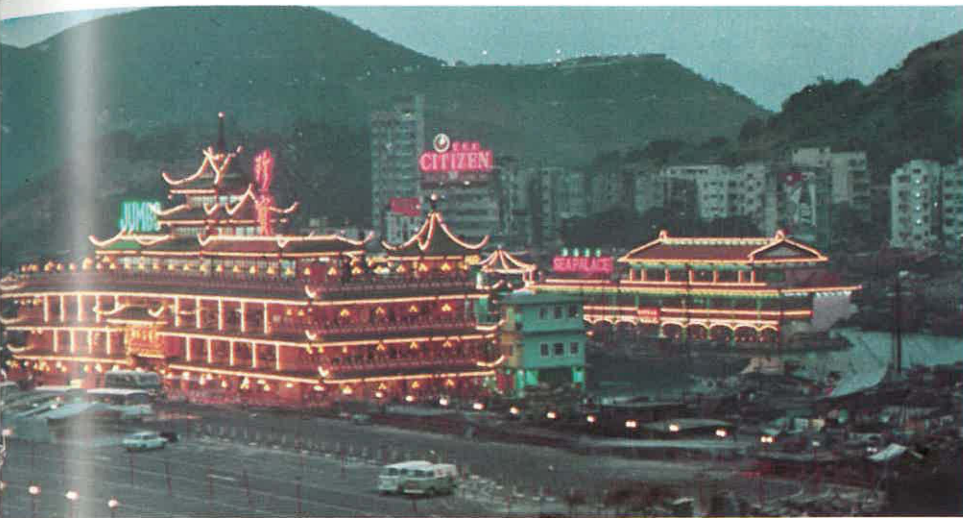
expectations in the back streets and off-beat places. They climb our few remaining stair-streets, bury themselves in what has become the orientally unusual and revel in our street stalls. They leave usually giving Hong Kong high marks for its interest value.

Hotels, architecturally designed to hold the tourist captive in their own service facilities and shopping arcades, do what they can to satisfy the expectations of that kind of tourist. They furnish public rooms in a way the tourist might expect to find. And they give their restaurants and bars names fitting the pseudo atmosphere they create.

Indeed, modern hotels do it in one way or another all over the world to maximise tourist dollar receipts.

Mr. Pain puts the "culture bugs" among our tourists in a somewhat different category. They are the people who are not necessarily impressed with our profusion of shops and the extraordinary availability of whatever it is one may want to buy. "Culture bugs" search for the contrasts between Hong Kong life and their own. Yet that quest would not necessarily exclude their buying a tailor-made suit at a price they find staggeringly cheap.

Australians think our service is magnificent. Japanese and even Southeast



jumbo floating restaurant at Aberdeen is an unforgettable part of any tourist's Hong Kong experience.



Some do learn to hold their chopsticks properly, others ...



A colourful Chinese ribbon dance is part of our tourists' indoctrination.

Asians see it as efficient though a bit too cold-blooded. The automatic smile that usually accompanies the service lacks the warmth of sincerity to get through to their hearts. Even our airline hostesses are sometimes accused of this.

Mr. Pain almost goes into raptures when he discusses Latin and South American tourist reactions to their expectations. He says Latins are the best of all our tourists — and big spenders. Italians, for instance, are down-to-earth, street-level people who find Hong Kong some sort of paradise on a chunk of China. And they find it astonishingly efficient compared with their experience back home.

From North Americans, Britons and Australians, Mr. Pain says, the comments are two-fold: The younger generation are no good at bargaining. They ask for more price tags. A cross-section worries a bit about hygiene.

That goes right back to "telescopes". To the Southeast Asian Hong Kong is quite clean. Europeans see the place as exciting but some of our people as rather scruffy. That they equate with poverty and express concern.

About 24 per cent of departing Australians comment to Tourist Association opinion samplers on the contrast between Hong Kong's rich and poor. About 23 per cent of Canadians, 22 per cent of Americans and 21 per cent of European hold the same view.

But after Japanese and Southeast Asians have also been interviewed only 16 per cent of all tourists make that comment.

No one has apparently told our European visitors average Hong Kong discretionary disposable income is well on the way to being the equivalent of Britain's.



"Culture bugs" trying something exotic at a street stall.

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Ask the Australian Trade Commissioner



Only tourists have time to travel by rickshaw.

The great variety of food they enjoyed is what impresses most of Hong Kong's visitors. The overall percentage of comment on this is 55 per cent. But it goes up to 66 per cent with Americans, 64 per cent with Europeans and even 63 per cent with Southeast Asians. The Japanese are the least enthusiastic with 28 per cent.

Our food is only surpassed in popularity by our shopping facilities. About 57 per cent of all tourists comment on the great variety of goods on display. The Australians (73%) and Europeans (71%) are the most impressed. The Japanese are the most reticent (24%).

Only three per cent of tourists think prices are unreasonable. But 13 per cent of Europeans and 10 per cent of Australians think there's too much bargaining. The average for all tourists is a perhaps surprising 10 per cent. Only three per cent claim to have been overcharged or cheated. The figure is one per cent higher for Europeans and Americans.

The combination of East and West in Hong Kong, sometimes described as the Instant Orient, impresses 22 per cent of Hong Kong's tourist visitors. The figure goes as high as 44 per cent in the case of Americans and down to a low of two per cent with Japanese.

Hong Kong is seen as a gateway to China by 23 per cent of Americans, 14 per cent of Australians and 13 per cent of Europeans, many of whom also visit

the Mainland. But the figure falls to five per cent of Southeast Asians and two per cent of Japanese, ending on an average all tourist figure of nine per cent.

Only seven per cent of all tourists are impressed with Chinese tradition as seen in Hong Kong. The figure more than doubles with Americans and Australians. But only one per cent of Japanese are impressed and three per cent of Southeast Asians. Three per

cent make the comment that they found nothing of historical interest. Good scenery and sightseeing on the other hand is one of our visiting tourists' more frequent comments. Americans, Australians and Europeans are the most impressed. About 41 per cent of Southeast Asians think so, too. Again the Japanese are the least impressed (29%).

But our Japanese visitors seem to like our nightlife and entertainment better

Ranks Third as a Dollar Earner

The total number of tourists who visited Hong Kong in 1981 was 2,535,203, an increase of 10.2 per cent on 1980. Their total expenditure in Hong Kong is estimated at \$7,662 million, an increase of 26.4 per cent on 1980.

The expenditure estimate does not include how much transit visitors, air crew and U.S. Navy personnel also spent. This is estimated conservatively at \$500 million. Total visitor expenditure in 1981 thus exceeds \$8 billion, roughly equal to half the deficit in Hong Kong's balance of payments in visible trade.

Until a few years ago the invisible earnings from Hong Kong's incoming tourists was believed to cover the visible trade gap. With invisible earnings from banking and insurance, it is still believed to cover the now much wider gap.

Tourism as an industry has the virtue in these days of high interest rates of being all cash and no credit. The major forms of tourist cash payments are bank notes and travellers' cheques. Only 18 per cent used credit cards in 1980.

In 1979 the Management Consultancy Division of the Hong Kong Productivity Centre did a comparative analysis of the economic value of tourism to Hong Kong. It found the export earning capability of tourism ranked third among our industries after the garments and electronics industries.

The earning capability finding was important because Hong Kong is almost totally dependent on imported industrial raw materials, machinery and social and public infrastructural capital goods. These items are basically financed by ex-

ports of Hong Kong manufactured goods and services, net proceeds of entrepot trading and net balance of capital transfers.

The gross structure of the tourist industry, on the other hand, has over the last decade not been subject to basic fluctuations. Shopping and hotel services are its top export items.

Moreover, the Productivity Centre's survey found tourism had a 45 per cent value-added performance, compared with garments (36%) and electronics (32%). And tourism made the smallest draw on the Hong Kong labour force.

Added value within the tourist industry was found by the Productivity Centre in 1978 to be \$56,761 per person employed, more than double the figure in the garment and electronics industries. Even the value-added content of sales in shops (where 64% of tourist expenditure is made) was found to be about the same as in Hong Kong's two leading industries.

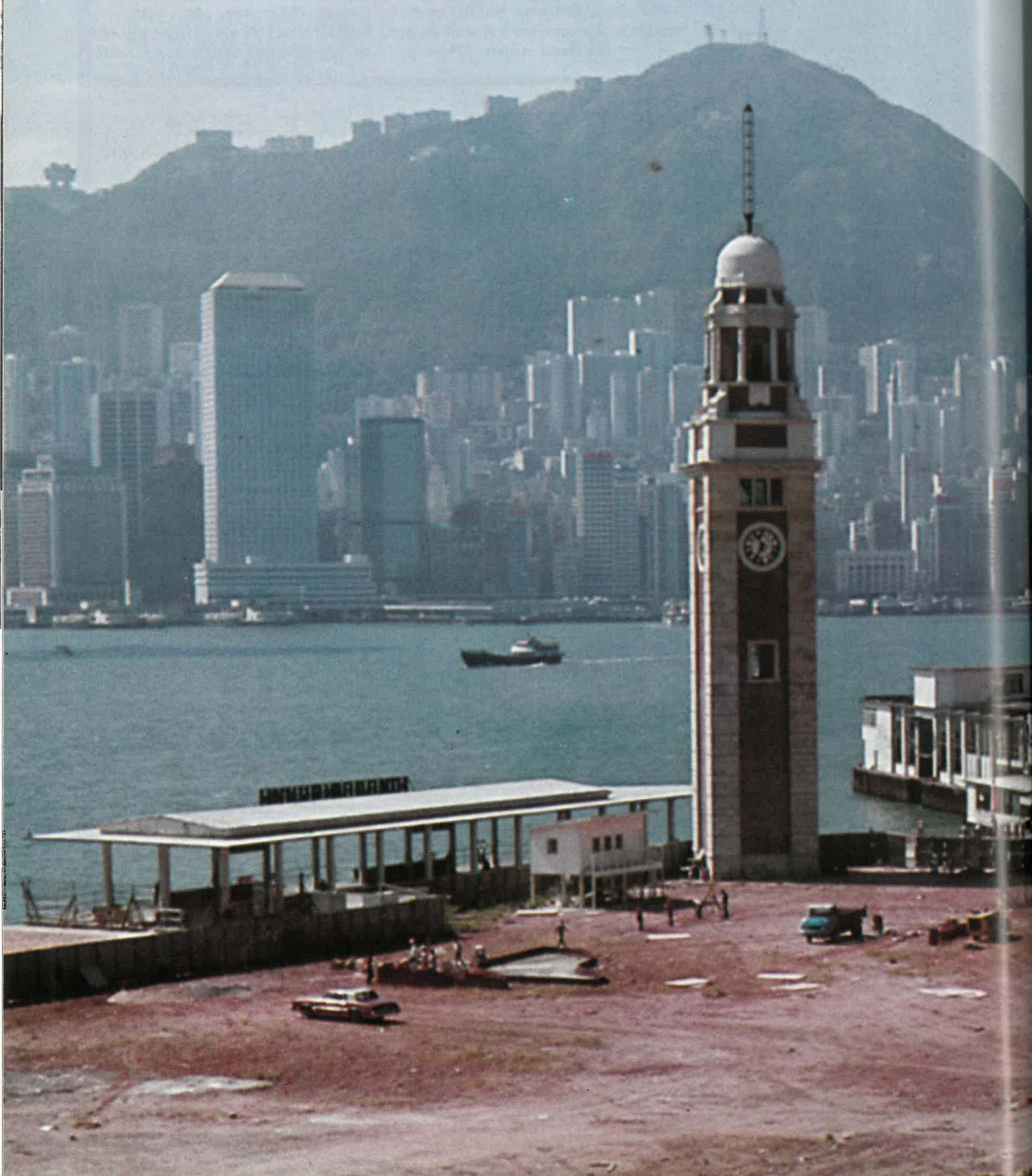
Hotels, the survey found, had 72.5 per cent value-added content in their services, entertainment 85.6 per cent and restaurants 44.8 per cent.

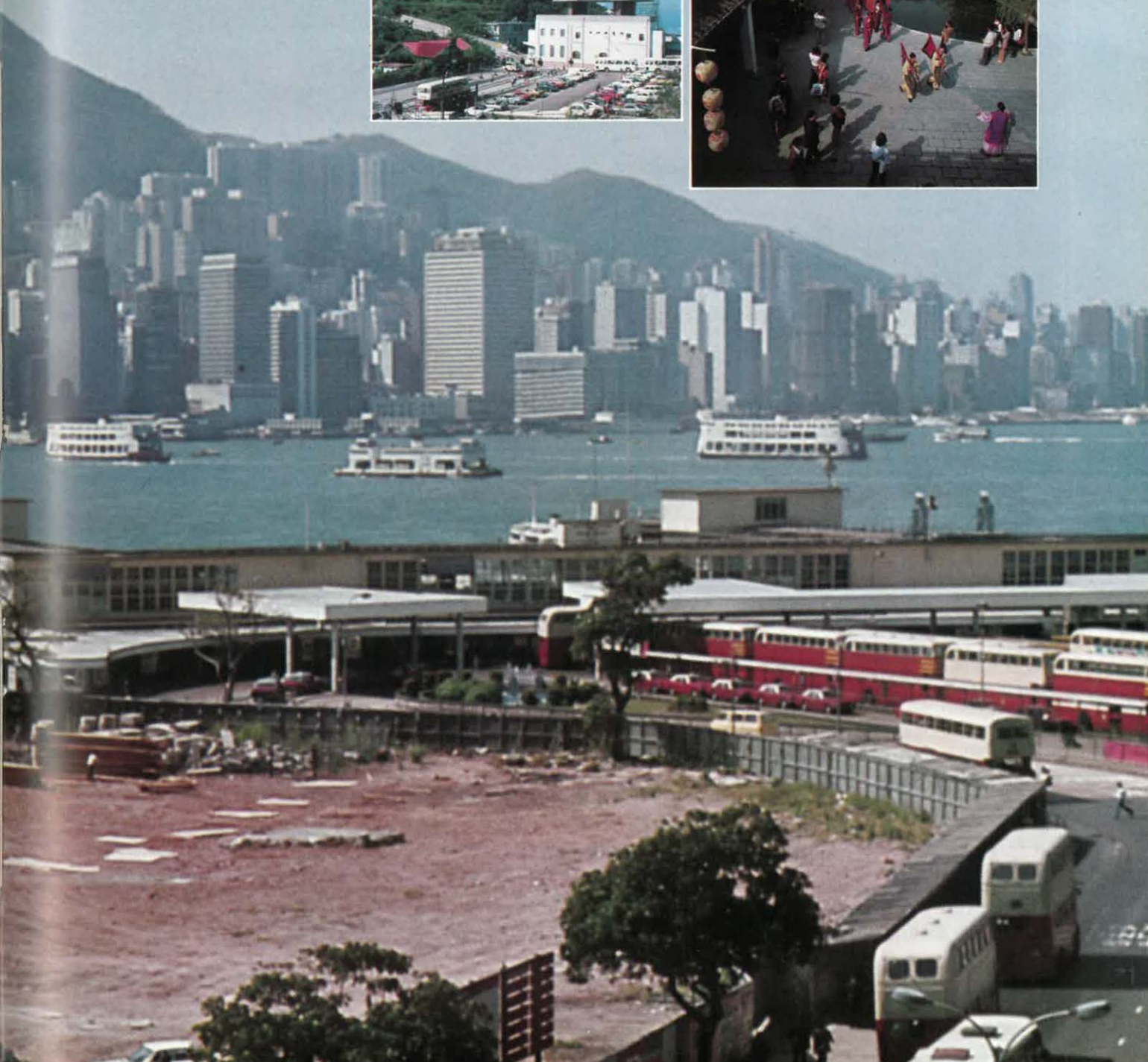
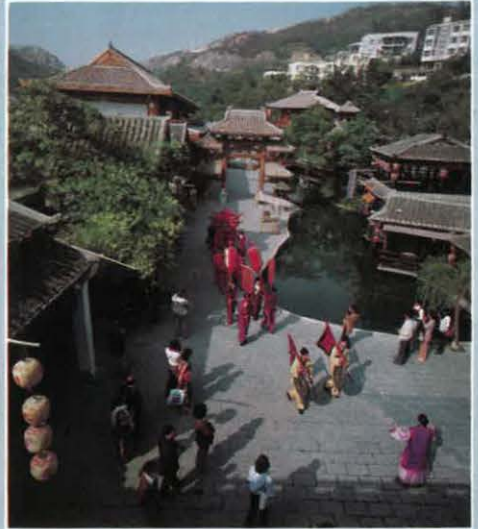
What do our tourists buy to give Hong Kong such a high value-added performance from their visits? The main items are: outer wear (41%), souvenirs (37%), alcohol (30%), tobacco (25%), leather goods (25%), watches and clocks (24%) and jewellery (9%).

The Productivity Centre says total foreign currency receipts from tourism display more stability and steadier growth than those from individual sectors of export manufacturing.

One of Hong Kong's best-known landmarks, the Clock Tower of the now-demolished Kowloon Canton Railway station at Tsimshatsui, still provides the time for sightseeing visitors in the heartland of Hong Kong's tourist shoppers. The Clock Tower looks across our harbour at the modern, exciting skyline of Hong Kong Island. It is a reminder of the days when tourists could once travel by train from Victoria station, London, across two continents to the site beside the Clock Tower that is soon to become a modern cultural complex.

Inset (clockwise) : Looking down upon the ornate foyer of the Royal Garden Hotel, latest addition in Tsimshatsui East to Hong Kong's hotel industry that last year served 2.5 million tourists; the Urban Council's Space Museum, one of the most modern in the world; the Peak Tower where tourists perhaps get their most exciting glimpse of our harbour; Sung Dynasty Village, at Laichikok.





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Cable cars at Ocean Park (top) provide a breathtaking experience.

Colourful parasols on sale at Stanley market.

Fashion is part of Hong Kong, because it is the world's largest garment exporter.

than most tourists. About 22 per cent comment favourably on it compared with 15 per cent of Australians and 13 per cent of Americans. Southeast Asians hardly enthuse, with a mere seven per cent.

Only two per cent of all tourists think there is not enough to do in Hong Kong. But nine per cent think it is too urbanised, westernised, commercialised and not as oriental as they had expected. It is too crowded for 42 per cent and too polluted for 10 per cent. Dirty streets and the spitting habit far from impress 13 per cent and four per cent think our toilets should be cleaner.

Our beautiful beaches are ignored by all but four per cent of tourists. The most impressed are Americans (8%) and the least the Japanese (2%).

All but the Japanese (2%) find it relatively easy to communicate with the people of Hong Kong. The Americans apparently get along best (58%), followed by Canadians (57%), Australians (55%) and Europeans (51%). Even Southeast Asians (42%) think the same way.

What the Southeast Asians (29%) don't like is our impolite or pushy salesmen. In fact, one fifth of all tourists asked for their reactions mention this, indicating the need for a courtesy handbook like the Hotel Owners' Association has produced for hotel staff. One is in the course of preparation together with a tape recording to help in learning.

A lot of locals may also go along with the tourists' view. Many Southeast Asians could be mistaken at first for locals.

About 35 per cent of all tourists think our transport is adequate and the facilities cheap. About 19 per cent comment on traffic congestion but only two per cent complain about being overcharged or cheated by taxi-drivers.

In our hotels six per cent of Hong Kong's tourist visitors think the accommodation is too expensive and eight per cent object to giving tips as well as paying a service charge. Only three per cent complain of poor restaurant service.

Two per cent of all tourists complain they feel insecure or unsafe in Hong Kong. The figure jumps to three per cent with Japanese and Southeast Asians. Another three per cent complain about strict security inspections at the airport but only one per cent

say they lacked assistance in the arrival hall.

The poorest overall reaction to random sampling by the Tourist Association of departing visitors at Kai Tak Airport comes from the Japanese. Only 17 per cent of our Japanese visitors think we are a friendly people and only two per cent of them find us easy to communicate with (yet only 13 per cent complain of the language barrier). Only 28 per cent of Japanese even like our food enough to comment on it — way below the reaction of all other tourist groupings.

Has their reticence to enthuse, as other groupings often do, about even our shopping facilities (24% compared with 72% of Americans) something to do with unfulfilled expectations? Or, are expectations irrelevant to the Japanese visitor?

Are the captured and highly-organised way Japanese tourists are shown Hong Kong and the way Hong Kong tour operators get paid for showing them around the real reasons why we are little more than water-off-a-duck's-back to such a large segment of our incoming tourist trade?

Is that why the Japanese, more than any other group, get their enjoyment in our night clubs? Or, is it just as much to do with the sort of Japanese who come?

Our Japanese visitors dropped 7.1 per cent in 1980. The trend continued in the first seven months of 1981. But the flow began to increase again in August last year and we ended 1981 with 508,000 Japanese visitors, up 7.6 per cent on 1980 — wiping out the year and a half decline. But all through that decline Hong Kong still got more Japanese tourists than any other country.

Though reticent reactors, the Japanese are obviously not reluctant visitors to Hong Kong. More often than not Japanese visitors are rewards given by their employers as a result of the productivity incentives they offer. Most Japanese don't have to pay their air fares nor their hotel accommodation. Thus they have more discretionary money to spend in Hong Kong.

Mr. Pain points to this added-value of the average Japanese visitor and says, in particular, some American and Australian visitors come in similar circumstances. They are tourists who wouldn't otherwise visit Hong Kong. Yet they are often big spenders when

the circumstances do make it easy for them to come.

This special interest grouping of our tourists represents about 20 per cent of the total incoming trade. Mr. Pain is anxious to see it increase.

He worries about a decision on a new airport, pointing out the capacity of Kai Tak reaches its maximum by 1986. And he worries about facilities for conferences and conventions, such as that of the Commonwealth Law Society recently held in Hong Kong.

The special interest tourist's expectations are obviously centred on the facilities Hong Kong has to offer him in fulfilling the specific reason for his visit as well as having a good time. Mr. Pain reminds us that the first feasibility survey on a convention and exhibition centre for Hong Kong was done as long ago as 1964.

Why that centre is still not a reality and why lucrative special interest tourism remains inhibited has to do with how our Government views its priorities in fulfilling its responsibilities.

Its performance indicates it sees the man-with-a-spanner as more important than the tourist. Industry's demand for exhibition facilities to display their products, more than the needs of tourism, have recently moved our Government closer to a final decision on a centre.

But people who visit Hong Kong as buyers at exhibitions are also special interest tourists with far more potential added-value for our economy than our average Japanese visitor. They represent a growing, sophisticated dimension in tourist expectations, that translates into helping substantially and invisibly to bridge the big deficit in our international balance of payments.

Facilities for them that would primarily serve local community social needs are obviously the most desirable. Yet, still without a convention and exhibition centre, Hong Kong has only the Ocean Park, the Urban Council's space centre and the Sung Dynasty Village to show the tourist, apart from our natural scenery and what the resources of our people themselves have accomplished, through our food, our shops and our skyline.

Indeed, information about what Hong Kong people have done themselves is likely to remain for some time the prime source material for most potential Hong Kong visitors in building the image of our city to the point where



they make a decision to come — and attempt to fulfil their expectations. Historically, the broadest medium for disseminating that basic information has been books and films about Hong Kong.

Clarke Gable's *Soldier of Fortune*, followed by William Holden's *Love is a Many Splendoured Thing* and Nancy Kwan's *The World of Suzie Wong* got Hong Kong's tourist industry off the ground. Robert Fournier's wonderful picture of a sailing junk also still symbolises the beginnings of our merchandising ourselves through the Tourist Association that has grown to the sophisticated organisation it is today.

For the maintenance of our image abroad we have to turn nowadays to television as well as films. We have had successes in Hawaii Five-O and many others around the world, including TV shows in Britain not all of us would personally approve. But somewhere in each bit of that exposure is that exciting vista of Hong Kong. And *hey presto!* Images are built and expectations formed.

They began historically, of course, in good books about Hong Kong, like Han Suyin's *Many Splendoured Thing* and James Mason's *The World of Suzie Wong*. But it has been a long time since another successful author contributed grist to the Hong Kong tourist expectation mill.

John Pain now has his eye to his own "telescope" on James Clavell's, *Noble House*. □



Clothes for sale in our shops (top left) vary from the way-out to the most conservative.

And shops vary from the conventional to ornate Chinese facades (bottom left).

Locally-made umbrellas and handicraft goods (below) add an oriental touch to the vast range of Hong Kong merchandise.

Objet d'art (bottom) even in street stalls.



Shopping (top) is Hong Kong's main tourist attraction.

Street stalls provide real bargains.

Elegant furs are part of the fashion scene.



The Role of Chambers of Commerce

A Report from Director, J.D. McGregor

At the recent annual meeting of the International Chamber of Commerce held in Manila, the Steering Committee of the International Bureau of Chambers of Commerce (IBCC) met to consider issues of common concern to Chambers of Commerce around the world. Several of these have interest for the Hong Kong General Chamber of Commerce (a member of the ICC and IBCC). The Chamber therefore thought it appropriate to publish the main conclusions reached by the IBCC Committee with our views on some of the issues.

Conclusions of the IBCC Steering Committee

Preamble: Throughout this two-day meeting our discussions were lively and constructive, thanks to the informative statements of our basic speakers and to the valuable contributions made from the floor.

We tackled a wide range of policy and practical issues of common concern to Chambers in developed and developing countries, quite irrespective of their legal status.

Chamber Credibility: To begin with policy, the need for Chambers to continuously strive to enhance their credibility was the key note of our debate on the first agenda issue — why should business join and support the Chambers?

There was general recognition that it is not an easy task to put over a strong, well targetted image of Chambers to industry and business, because entrepreneurs are often too prone to give priority to their short-term preoccupations rather than to assess the value of a Chamber's work from the standpoint of the medium and longer term interests of the business sector.

We agreed that it is vitally important therefore for Chambers to build into their activities sufficient flexibility to be able to adapt them to the evolving needs and aspirations of our constituents.

This involved — in the opinion of the meeting — not only the continuation of traditional information and service activities but also the development of aggressive programmes of international business promotion.

At a time where our respective economies are increasingly interdependent, and in accordance with a suggestion put forward by the Indian delegation, the Steering Committee of the IBCC will launch, as we recommended, an inquiry to determine the modalities

under which foreign entrepreneurs interested in a particular country but not as yet operating there could obtain — on a fee basis — a package of information and other services from one or more Chambers located in that country.

Market Economy Philosophy — Role of Chambers: Under our second agenda issue, we tackled a matter which must of necessity be central to the preoccupations of all Chambers in the membership of the ICC, irrespective of their legal status and of the degree of development recorded by their countries — the role of Chambers as promoters of the market economy philosophy.

There was unanimous agreement that this discussion was particularly timely at a moment when the world is experiencing serious economic turbulences, high inflation and unemployment, surging interest rates, a dangerous revival of protectionist trends.

We all recognise that Chambers should see it as their major responsibility to hammer out with increasing force the importance of preserving and indeed strengthening the market system based on private enterprise, both because of its superiority in terms of economic performances over centrally planned systems and because experience shows the intimate relationship between the market economy system and the preservation of the political freedom of the individual citizen.

I welcome personally the agreement we reached to entrust the Steering Committee of the IBCC with the task of framing a policy statement on this issue in the coming months. Such a statement should be worded carefully bearing in mind difficulties experienced at present in certain sensitive industries; but we must always remember that the function of Chambers is to promote the general interest of business rather than sectoral interests.

In this connection it was encouraging to note our consensus that the maintenance of economic growth and further social progress cannot be achieved through more government intervention in the economy but by allowing the market forces to bring about necessary adjustment.

Technical Cooperation Between Chambers: A substantial part of our discussion was devoted to the programme of technical cooperation between Chambers of Commerce of developed and developing countries which was launched jointly by the ITC and the IBCC in 1979 and provide an excellent example of the advantages which can be derived from cooperative action between an inter-governmental agency — the ITC — and an international body representing business sector — the ICC and the IBCC.

Clearly the strength of Chambers of Commerce in all countries but particularly in developing countries is very dependent on the availability of a qualified staff to service the needed members. It is not surprising therefore that we agreed to place increasing emphasis on determining ways and means of meeting the requirements of Chambers of developing countries for training facilities of their personnel be it in their country of origin or within host Chambers of individual industrialised countries.

Implementation so far of the ITC/IBCC programme has led to the organisation of trained forces in Germany, Italy and Austria for the benefit of Chamber officials from various parts of the developing world. But obviously we need now to tackle the problem of training personnel in a more systematic fashion and for that reason the meeting rightly agreed to entrust to a special Working Party of the IBCC the task of laying down the more immediate priorities in this area and the modalities through which we can achieve our

objectives as quickly as possible.

Parallel to the study to be carried out by the Working Party, the IBCC and its Secretariat will seek to respond to requests for the provision of consultants from Chambers of industrialised countries by Chambers of developing countries through the intermediary of the the IBCC Secretariat.

Chamber Services: An important aspect of the ITC/IBCC programme is the provision to Chambers of Commerce of documentation which will enable them to assess, depending on conditions prevailing at the national level, the most appropriate range of services which they might offer to their members, including services which are financially self-generating.

It is also important for such Chambers particularly in any current or future discussions with their governments to have a clear and objective knowledge of the pros and cons of the two types of legal status of Chambers — the public law and the private law status.

Hence the interest expressed by the meeting in the report prepared by Mr. Rehker (Federal Republic of Germany) and Mr. Swarting (Sweden) on these issues, at the joint request of the ITC and the IBCC and thanks to funds provided by the UNDP. The final reports of these two personalities will be issued early in 1982 as printed publications.

Private/Public Sector Cooperation: The task of Chambers is not only to assist their members in the conduct of their day to day business operations but also to engage in a meaningful dialogue with governments for the purpose of promoting the interest of trade and industry at the local, regional and national level.

We had a fascinating discussion on this issue based on the reports submitted by Mr. Meyer Viol (Netherlands) and Mr. Kassar. It is encouraging to note that Chambers in many countries are at present taking over or have already taken over a number of functions hitherto within the sole purview of governments for example as regards the holding of the trade register or the provisions of a number of infrastructure facilities.

It was also quite clear from our debate that Chambers of Commerce are actively involved in a number of countries on government Committees and other

bodies covering important issues of interest to the public and private law sectors alike for example bodies dealing with regional planning, tourist activities, and policies to be followed to promote the opening of new enterprises.

Inter-Chamber Cooperation: We fittingly discussed under our last agenda issue the role of the IBCC as the body set up within the ICC to foster increasing liaison and cooperation between Chambers worldwide.

It was most encouraging for me to note that all speakers in the discussion appreciated the opportunity afforded by the triennial General Assembly of the IBCC to exchange views and ideas on problems of common interest and to outline the strategies and policies to which the IBCC Steering Committee should give priority attention in the future.

I am confident that with the increasing involvement of Chambers from both developed and developing countries in its work the IBCC will be able to meet your expectations in the future.

The Chamber Comments

Chambers of Commerce play an essential and important role in the development of national economies and societies and in the expansion of world trade and industry. The International Chamber of Commerce provides the means by which national Chambers can themselves develop and expand their services to members. The General Chamber has been greatly assisted through the year by the advice, assistance and cooperation of the ICC and its offshoot the IBCC.

Chamber Credibility: With 2,700 member companies and an expanding membership, it would appear that most members recognise that value of the Chamber to their essential interests, at least as far as these can be perceived. The old saying that there is strength in numbers holds good for Chamber representations on a wide variety of subjects to both public and private sector organisations.

The stronger and more influential the membership, the greater the impact and effect of representations made by the Chamber, always assuming professional preparation and sensible views.

The General Chamber meets most of the credibility criteria set out by the

IBCC — good quality services, aggressive business and industrial promotion and a strong public image, also extensive and effective liaison and contact with counterpart organisations around the world, including the ICC itself.

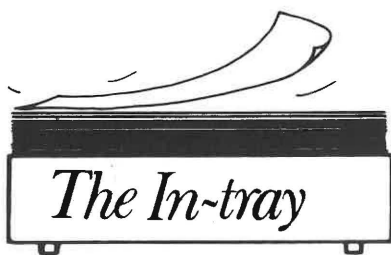
Market Economy Philosophy: This is taken for granted in Hong Kong and does not therefore create a problem for the Chamber. Rather the reverse, Chambers in other countries greatly admire the free trade, free enterprise philosophy and policies followed in Hong Kong. The General Chamber is always pleased to promote the philosophy and take part in programmes here and elsewhere which will help to do so.

Technical Cooperation: The General Chamber receives a tremendous amount of cooperation and assistance from Chambers of Commerce in other countries, quite apart from the ICC and its subsidiaries. Every Chamber overseas promotion depends to some extent on counterpart assistance. Many of the trade enquiries which the Chamber circulates to its members are received via Chambers of Commerce.

Trade complaints travel the same route and every year hundreds of other contacts are made with and through Chambers. In turn, the General Chamber extends the same courtesies and service to overseas Chambers and also the local trade and industrial organisations. The Chamber has been visited by many officials from overseas Chambers interested in how services are provided and systems operate. It is always pleasing to explain these.

Private/Public Sector Cooperation: Here again, Hong Kong stands out as an excellent example. Although the Chamber complains from time to time of public sector indifference to private sector entreaty there is no doubt that communication between business and Government in Hong Kong is extensive and effective. This must be promoted and protected and not abused by either side.

A Chamber which is well organised, well led and highly motivated will normally secure support and encouragement from private sector companies and respect from the public sector. It is believed that the General Chamber deserves and receives such support. □



New Members

Fifty-seven members joined the Chamber in March :-
 Anju Jewelry Limited
 Au Naturel International Limited
 Bekleidungs-Kontor (Far East) Limited
 Birthday Candle Factory, Limited
 Bondwell Products Limited
 Bowater China (Hong Kong) Limited
 Canwell Enterprises Limited
 Cargo System Co. Ltd.
 Carrian Holdings Limited
 Charles Henderson (HK) Co. Ltd.
 Charlie K. Chan & Company
 Charlie Toys Manufacturers Ltd.
 Cheong Tak Manufacturing Co., Ltd.
 Chung Wai Stationery Factory Ltd.
 Dresdner Bank AG Hong Kong Branch
 Embry (H.K.) Limited
 Eurasia Shipping & Management Co. Ltd.
 Gadar Enterprises Ltd.
 Golden Crown Watch Band Mfg. Co., Ltd.
 Golden Globe Enterprise Ltd.
 Grand Trading Company
 Hardcastle Textile Ltd.
 Hipstan Rattan Ware Factory
 Hours & Seconds Ltd.
 Huen's & Sons Industrial Co. Ltd.
 I.P.L. Limited
 Kai Lai Metal & Plastic Ornaments Factory
 Kam Fai Camera and Watch Supplier Ltd.
 Kang Pei Kee Industrial Limited
 Kenki (Hong Kong) Limited
 Kwong Fat Trading Company
 Luks Industrial Co., Ltd.
 M.R. Simak Agency
 Mi-Tony (Far East) Limited
 Mok Sun Hing Co., Ltd.
 Myquest Hongkong Limited
 National Ebauch Limited
 Nga Hing Metal Factory
 Optyl (Far East) Limited
 Oxford University Press
 Panatlantic Shipping & Forwarding (H.K.) Ltd.
 Pattern (H.K.) Industrial Ltd.
 Radio Consumer Hong Kong Ltd.
 Reliance Merchandise Corp.
 Simple Symbol Ltd.
 Soabar Systems (H.K.) Ltd.
 Springfield Garment Mfg. Co.
 Star Converting Ltd.

Successful Trading Co.
 Suen Yue Co., Ltd.
 Tai Wah Plastic Leather Mfy.
 Treasure House Company
 Uni - Beauty Limited
 Union Button Factory
 Weatherite Industries Limited
 Winmenton Co. Ltd.
 Yuen Woo Company

Arab Trade

World Arab Trade, published by Sahara Publications Ltd., London, is offering its co-operation to members seeking to promote their trade in the Middle East.

The journal is one of the oldest and best established Arabic trade publications in this lucrative market.

Gas Safety

The Secretary for Security, Mr. L.M. Davies, has written to the General Chamber seeking members' voluntary action to implement the recommendations in the final report on gas safety submitted by the government's consultants.

Mr. Davies says action is needed now by all those involved with new buildings or, alterations to old ones, to ensure aspects of gas installation are eliminated which the consultants identified as especially dangerous.

The consultants drew attention to the design of bathroom that can take room-sealed gas heaters and the provision of piped gas instead of LPG cylinders in high-rise blocks.

Mr. Davies says most new buildings already comply with the requirements but it is now time that all did.

The General Chamber has a copy of the final gas report which members can consult in determining their own voluntary obligations.

Jardine Technical Products' Sponsored Litter Bin Scheme

As members may know in this Year of the Dog the government is running a clean Hong Kong campaign. In accordance with this, Jardine Technical Products are offering a sponsored litter bin scheme by which corporate bodies can demonstrate to the people of Hong Kong their willingness to involve themselves with the campaign. If you are interested in obtaining details enabling you to support this effort, please contact either Miss Catheen Cheung at 5-7909011 ext 2815 or Mr. Philip Staveley on ext 3849.



Mr. John L. Marden, Vice-Chairman of the General Chamber, is presented with a \$1,000 "RTV Golden Whistle" in recognition of his bravery during the Good Citizens' Awards ceremony in the General Chamber. He is one of the good citizens for their part in helping fight crime. The award is given to over 1,100 good citizens had already received awards worth



Members of the General Chamber's selling mission to Europe. W.S. Chan, the Chamber's senior manager for trade, who



Mr. Jon Woronoff, an authoritative writer and lecturer on the General Chamber's Roundtable luncheon on February 11, 1982, doing business with Japan.



ber, presents Mr. Lam Sing-fung with \$1,000 cash and a trophy in helping arrest a criminal. Mr. Marden, at a special boardroom on February 12, presented awards to 30 award scheme is now in its 10th year and Mr. Marden said with \$1,262,000.



ope attend a briefing luncheon on March 3 given by Mr. led the mission to London, Barcelona, Stuttgart and Paris.



economic affairs resident in Japan, addresses the Twenty-seven members heard Mr. Woronoff speak on



Mr. Samuel H. Armacost, president and chief executive of the Bank of America, tells more than 600 members of the General Chamber and the American Chamber of Commerce he is "cautiously optimistic about President Reagan's economic programme." Addressing a luncheon on February 15 in the Hilton Ballroom, Mr. Armacost warned recovery in the United States was not going to be dramatic nor robust at mid-year but a "very gentle, slow process."



The Chairman and delegates of the Bosnia Yugoslavia Chamber of Commerce met on February 26 the General Chamber's Director, Mr. J.D. McGregor, and other officials to discuss promotion of the Winter Olympic Games in 1984 at Sarajevo and the purchase of Hong Kong-made machinery.



Miss Cecilia Fung, Assistant Director for Industry of the Chamber, met on February 17 a trade promotion delegation from Yamaguchi Prefecture in Japan. The delegation was led by Mr. Saburo Watanabe, chief of the industry section of the Yamaguchi Prefectural Government's Department of Commerce, Industry and Labour.

Trade in Progress

Hong Kong Overall Merchandise Trade (HK\$M)

| | Jan.-Dec. 1981 | Jan.-Dec. 1980 | % Change |
|------------------|----------------|----------------|----------|
| Imports | 138,375 | 111,651 | +24 |
| Domestic Exports | 80,423 | 68,171 | +18 |
| Re-Exports | 41,739 | 30,072 | +39 |
| Total Exports | 122,162 | 98,243 | +24 |
| Total Trade | 260,537 | 209,894 | +24 |
| Balance of Trade | -16,213 | -13,408 | +21 |

Imports : Major Suppliers (HK\$M)

| | Jan.-Dec. 1981 | Jan.-Dec. 1980 |
|----------------------|----------------|----------------|
| Japan | 32,130 | 25,644 |
| China | 29,510 | 21,948 |
| USA | 14,442 | 13,210 |
| Taiwan | 10,762 | 7,961 |
| Singapore | 10,672 | 7,384 |
| UK | 6,283 | 5,456 |
| South Korea | 5,495 | 3,869 |
| Fed. Rep. of Germany | 3,383 | 2,883 |
| Switzerland | 2,848 | 2,897 |
| Australia | 2,005 | 1,698 |

Imports : Major Groups (HK\$M)

| | Jan.-Dec. 1981 | Jan.-Dec. 1980 |
|----------------|----------------|----------------|
| Raw materials | 55,895 | 46,489 |
| Consumer goods | 36,975 | 29,469 |
| Capital goods | 20,257 | 16,055 |
| Foodstuffs | 14,660 | 12,065 |
| Fuels | 10,588 | 7,573 |

Domestic Exports : Major Markets (HK\$M)

| | Jan.-Dec. 1981 | Jan.-Dec. 1980 |
|----------------------|----------------|----------------|
| USA | 29,200 | 22,591 |
| UK | 7,710 | 6,791 |
| Fed. Rep. of Germany | 7,048 | 7,384 |
| Japan | 2,940 | 2,329 |
| China | 2,924 | 1,605 |
| Australia | 2,710 | 1,941 |
| Canada | 2,355 | 1,782 |
| Singapore | 1,732 | 1,791 |
| Netherlands | 1,598 | 1,575 |
| France | 1,483 | 1,407 |

Domestic Exports : Major Products (HK\$M)

| | Jan.-Dec. 1981 | Jan.-Dec. 1980 |
|--|----------------|----------------|
| Clothing | 28,288 | 23,258 |
| Toys, dolls and games | 7,313 | 5,944 |
| Watches | 6,272 | 5,204 |
| Textiles | 5,302 | 4,535 |
| Radios | 3,834 | 3,888 |
| Electronic components for computer | 2,101 | 1,437 |
| Electric fans | 1,278 | 657 |
| Handbags | 1,116 | 1,012 |
| Hairdryers, curlers and curling tong heaters | 905 | 786 |
| Footwear | 833 | 624 |

Re-exports : Major Markets (HK\$M)

| | Jan.-Dec. 1981 | Jan.-Dec. 1980 |
|-------------|----------------|----------------|
| China | 8,044 | 4,642 |
| USA | 4,785 | 3,085 |
| Indonesia | 4,272 | 2,761 |
| Singapore | 3,243 | 2,510 |
| Japan | 2,792 | 2,201 |
| Taiwan | 2,420 | 2,229 |
| Macau | 1,407 | 923 |
| South Korea | 1,401 | 899 |
| Philippines | 1,294 | 904 |
| Nigeria | 1,073 | 843 |

Re-exports : Major Products (HK\$M)

| | Jan.-Dec. 1981 | Jan.-Dec. 1980 |
|--|----------------|----------------|
| Textiles | 6,981 | 4,310 |
| Chemicals and related products | 3,581 | 2,817 |
| Crude materials, inedible except fuels | 3,249 | 2,373 |
| Photographic apparatus, equipment and supplies and optical goods, watches and clocks | 3,393 | 2,810 |
| Electrical machinery, apparatus and appliances and electrical parts | 3,069 | 1,963 |
| Non-metallic mineral manufactures | 2,708 | 2,388 |
| Articles of apparel and clothing accessories | 2,197 | 1,554 |
| Food | 2,128 | 1,418 |

Values and volume - monthly progress (all values in HK\$M)

| | Imports | | Domestic Exports | | Re-exports | | Total Trade |
|-----------------|---------|--------------------------|------------------|--------------------------|------------|--------------------------|-------------|
| | Value | Quantum Index (1973:100) | Value | Quantum Index (1973:100) | Value | Quantum Index (1973:100) | |
| 1979 | 85,837 | 176 | 55,912 | 175 | 20,022 | 184 | 161,771 |
| 1980 | 111,651 | 209 | 68,171 | 195 | 30,072 | 253 | 209,894 |
| 1981 | 138,375 | | 80,423 | | 41,739 | | 260,537 |
| Monthly Average | | | | | | | |
| 1981 | 11,531 | | 6,702 | | 3,478 | | 21,711 |
| Jan. 1981 | 10,685 | 231 | 6,346 | 211 | 3,328 | 320 | 20,359 |
| Feb. | 9,091 | 192 | 3,938 | 130 | 2,878 | 275 | 15,907 |
| Mar. | 11,326 | 238 | 5,784 | 191 | 3,326 | 318 | 20,436 |
| Apr. | 11,398 | 237 | 5,844 | 190 | 3,328 | 315 | 20,570 |
| May | 11,737 | 242 | 6,880 | 221 | 3,422 | 326 | 22,039 |
| June | 11,441 | 232 | 6,830 | 216 | 3,266 | 309 | 21,537 |
| July | 12,314 | 249 | 7,362 | 228 | 3,282 | 317 | 23,058 |
| Aug. | 11,262 | 223 | 7,487 | 227 | 3,464 | 323 | 22,213 |
| Sept. | 11,710 | 228 | 7,659 | 229 | 3,836 | 350 | 23,205 |
| Oct. | 12,073 | 232 | 7,534 | 225 | 3,691 | 329 | 23,298 |
| Nov. | 12,497 | 239 | 7,037 | 214 | 3,947 | 355 | 23,481 |
| Dec. | 13,017 | | 7,798 | | 3,902 | | 24,717 |

Area Comparison (HK\$M)

| | Imports Jan.-Dec. 1981 | Domestic Exports Jan.-Dec. 1981 | Re-exports Jan.-Dec. 1981 |
|---------------------------------------|---------------------------|------------------------------------|------------------------------|
| South and East Asia (excluding China) | 66,567 | 9,046 | 19,409 |
| China | 29,510 | 2,924 | 8,044 |
| Europe (EEC) | 19,825 (15,873) | 23,702 (19,813) | 3,257 (2,579) |
| North America | 15,337 | 31,555 | 5,079 |
| Australia | 2,005 | 2,710 | 642 |
| Africa | 1,468 | 3,709 | 2,087 |
| Middle East | 1,394 | 3,225 | 1,926 |
| South America | 673 | 1,322 | 354 |
| Rest of world | 1,596 | 2,230 | 941 |

本會動態

本文內容乃摘錄自執行董事
向理事會及其他工作
委員會發表之每月報告。

會員

本人很高興向各位報告，二月期間會員退出率雖較平常為高，惟本會一年一度徵收會費的過程進行得相當順利。本會預計會費方面將有百份之十的虧損，至二月底，虧損率為百份之九點五五，相信尚有若干遲繳費的會員，因此可望進一步減低虧損率。為了增補會員人數，本會已進行大規模之招收會員運動，現時已有相當成果。月內本會為新會員舉辦「香港總商會簡介」活動，參加人數甚為踴躍。

帳目

本會一九八一年度帳目正由核數師審核，本人很高興向各位表示，是年度雖然有若干項額外支出，例如以二百萬元購置另一層職員住宅（使此類住宅數目增至五層），不過本會仍有小量盈餘。一九八一年度之年報及帳目現正付梓刊印，不久即將發表。

會員週年大會

大會將於四月十九日星期一下午五時三十分在文華酒店舉行。屆時本會年報及帳目將提交予會員正式通過、理事會會員將進行選舉、而主席將為來年作出展望。希望屆時會有多位會員出席。

民政事務委員會

此委員會於二月舉行集會，在法律改革委員會要求下，研審有關修訂同性戀法例之建議，並提交了一份意見書，表示同性戀本身對工商界並不構成重大問題，各公司在此事上可自行決定採取何種態度。

委員會並預備多份文件傳予各委員審閱，其中包括研究使用氣體燃料之顧問報告書以及道路（工程、使用及賠償）法案。

稅務委員會

最近財政司發表一九八二／八三年度財政預算案之多項建議均為稅務委員會較早時向政府提出者。此中包括提高個人免稅額、減免遺產稅及取消利息稅等。稅務委員會將於短期內集會，研審各項財政預算案之建議對商業之影響，並可能會向有關當局再次呈遞意見書。

業務圓桌午餐會

二月十七日華倫諾夫先生在圓桌午餐例會上講述與日本通商的情況，共有二十七位會員出席；華氏為這方面的專家。三月八日的圓桌午餐會席上，新界政務署署長麥法誠先生講述新界的發展。

好市民頒獎典禮

二月十二日「好市民」頒獎典禮於本會會議室舉行，副主席馬登頒發總值二萬三千五百元之獎金予三十名好市民。

貿易團

本會與貿易發展局合辦之貿易團於二月到訪四個阿拉伯國家，獲得訂單總值超過五百萬元。

高級經理陳煥榮於帶領阿拉伯貿易促進團返港不久，旋即率領本會另一貿易團前赴多個國家。副經理鄭小明亦協助安排各項事宜。

本會現正準備組辦另一個團於六／七月間到訪中南美洲的三個至四個國家。這將是近年來本會組團到該地區進行貿易的第五次。

本會另一個貿易團將於三月到訪澳洲，目前本會已為該十二人代表團作好安排。

會員定有留意到本會近年正加強進行外貿促進計劃。只要本會具備舉辦貿易團的人力物力，會員予以支持，而貿易團的成績又合乎理想的話，本會將繼

續組辦下去。本會在組團及派代表出席貿易展覽會等事務上，得到本地領事館及外國商會大力支持，因此本會亦為訪港的外國商會貿易團提供協助。

國際商會主辦探究海事欺詐行為研討會

成員包括本會、印度商會及中華廠商會的國際商會香港聯絡委員會，將與海事保險公會合辦一個探究海事欺詐行為的研討會。該研討會將於三月十六日假座喜來登酒店舉行，為期一日，主講者為駐倫敦國際商會國際海事局局長艾倫先生。現時已接獲逾七十份申請參加表格，希望該研討會趣味性與教育性兼備。

南斯拉夫代表團訪港

一個南斯拉夫代表團於二月二十六日到訪本會，由執行董事及貿易部助理董事接待。該團由波斯尼亞及墨塞哥維那經濟商會會長率領，來港宣傳一九八四年在南斯拉夫薩拉熱窩舉行的冬季奧運會。 □

顧問：為進展而作出貢獻的人士

只要你說出你的業務問題，或者闡明你心目中認為可以賺更多錢的想法，數百間駐香港的顧問公司便會聽候你的差使，助你渡過業務上的難關或者投資經營新事業。這些服務當然是要收費的。

你不會在商業電話簿內找到這些顧問公司並列在一起。不過，顧問服務在過去五年來似乎已經普遍存在。

自利率攀升以來，這兩年間顧問公司增添的速度略為減慢，不過每月總有數間新的顧問公司掛牌開業。

顧問這門技術已經滲入我們經濟生活的差不多每個部份，不過尚不致於深深影響各個範疇，特別是製造業方面。

顧問數目的增加及服務範圍的多樣性，有助於本港服務行業的經濟活動突飛猛進，而且日趨高級。這些顧問被我們急劇的經濟增長及附帶產生的大錢所吸引，並不在乎羣衆之中接受他們的程度有所保留。

顧問認為致富是有一定模式的，他們表示自己懂得這些模式，而且可加以套用於任何情況之下。他們正慢慢彌補港人在經營企業技術方面之不足，以及為我們解決難題。他們不單只在投資方面提供服務，也為經濟擴展所產生的一連串問題提供答案。

他們甚至就如何治理好香港而提出建議。幾年前一間著名美國顧問公司麥健時公司的報告，使政府作出改組，把各部門歸由司憲級人員管轄。

同一間公司現時正研究機械人充斥日本工業界的急速發展現象，列舉其對人類未來生活影響的優點與缺點。

其他顧問公司則埋首於計劃香港未來的發展方針。

顧問服務的範圍包羅萬有，由工程以至財經、會計、管理、人事、市場學、電腦及製造業。

還有另一些顧問公司研究中國貿易或在經濟特區進行合資經營的可行性。有一間顧問公司甚至就美化新界的新市鎮及高速公路而作出建議。

從事顧問的人有非常專門的專業人士，也有退了休而經驗豐富、對香港一切都瞭如指掌的商家。

他們之中，有從不刊登廣告的道貌岸然英國人，也有一些透過其附屬公司向顧客推銷公辦服務，其中也連同顧問服務在內。有些顧問公司辦得甚具組織。

顧問工程師，如Binnie And Partners International，在香港已經有多年歷史，而香港亦設有顧問工程師協會，約有四十名會員。

該協會隸屬於一個世界性組織，不過其章程卻依循英國的典範。英國人早於一九一二年為顧問工程師作出定義，

這要歸功於阿歷山大·甘迺迪爵士(Sir Alexander Kennedy)及阿歷山大·賓尼爵士(Sir Alexander Binnie)的創始精神。

他們為顧問工程師所作的定義為：「一位具備必須資格從事工程業之一門或多門系別之人士，將一己之學識用於建議大眾有關工程之事宜，或用於設計及監管工程之施工，而此其原因佔用寫字樓及聘用職員……」

該定義更有所補充：「……同時並非直接或間接涉及商業或生產利益，以免影響其運用專業判斷力於所建議之事務上。」

英國顧問工程師協會包攬了土木、機械、電機、結構、化學、採礦及冶金等工程範疇。該協會定下會員之專業行為守則，而此等英國守則亦施用於香港。

香港協會的現任主席為艾鐸理博士(Dr. R. K. Edgley)，Kennedy and Donkin顧問公司的合夥人；該公司於一八八九年由阿歷山大·甘迺迪爵士所創立。Kennedy and Donkin到香港開業，是因為該公司對地下鐵的電機與機械設計感到興趣。同時來港者另有兩三間顧問公司，他們則對地下鐵的其他建造範疇感到興趣。

在阿歷山大·甘迺迪爵士的年代，英國拜工業革命所賜，在技術專長方面領導全球。當時英國王國之大，使其影響所及之範圍更廣，為顧問服務提供了良好的孕育土地。

很多顧問公司現時已成為國際化，並擴闊了他們貢獻專長的範圍。由於英國顧問遍及全球，累積了不少經驗，因此他們的專業知識亦愈見深厚，而且可以施諸世界上任何發現新問題的地方。

顧問服務主要自第二次世界大戰開始，從有關工程的範疇擴展至專業行業及工商業，這是因為需要使然。醫生為了診治病人也徵詢醫學顧問的意見，正如工商行為了剷除詬病及痛楚而向顧問請教。

英國為顧問工程師所下的定義通常亦被其他主要顧問行業所採用，不過並不是全部顧問行業都予以採用。

有些顧問公司屬下還有很多附屬公司，此中包括工程承包公司在內，另一些顧問公司則隸屬聯合大企業之中，有時只負責企業內部的顧問工作。

即使推銷員的口才也可稱作顧問專家的建議。推銷員可以顧問身份，為顧

客提供服務，從而售出貨物。

在香港顧問服務的對象是港府及九萬七千間公司。對於那些嚴格遵循英國專業行為守則的顧問公司，港府是他們的最大僱主。

不過本港九萬七千間公司之中，被認為有可能成為顧問服務的主顧者少於一萬間。

香港是一個競爭激烈的社會，而且差不多各類商業活動都是高度零碎的。規模細小的公司即使知道有顧問行業的存在，明白其服務的價值，也不能負擔得起聘請顧問的費用。

此外，小型公司由於對同業有所猜疑，所以不會聯合起來聘請顧問。其實一筆合資的金額於改善某一行業的可行性，較諸個別公司作小額投資有效得多。

有些只得顧問與秘書各一人的小型顧問公司也面對類似的困境。他們以小本經營，並沒有足夠的投資本錢向顧客作出長期的義務承擔。

其實最初接受一筆小額付款，投資在一項須向顧客作出較長遠義務承擔而最終可以有成果的顧問研究調查工作，可以令結構零碎的工業界接受顧問公司的存在，從而增加顧問公司的顧客。

這是生產力促進中心認為香港得以脫離上述進退維谷情況的途徑。

顧問人員並不預期香港一些較小的顧問服務可以經得起目前的高利率及低跌的經濟增長率。

大規模的顧問公司則沒有上述困厄。香港政府每年花費數百萬元，通過兩個顧問局聘請顧問工程師。

該兩個顧問局分別隸屬布政司署及工務局之內，每個顧問局都備有及格顧問的名單，當政府需要顧問服務時，顧問局便會選取其中適合的一批名單，邀請各個顧問呈交他們的提議。經過政府考慮各個提議及選出認為合適的顧問後，顧問局才開始對酬收費。

對酬的過程並不困難，因為政府跟顧問工程師香港協會已同意一套收費辦法，價值數百萬元工程，顧問收費為工程費用百份之四，而價值較低的工程則顧問最高收費為工程費用百份之十。

如果是大工程的話，最後決定的費用還會進一步根據工程的複雜程度或重複的工作性質而有所增或減。

招請顧問不同招標興建合約，因為如果接受了出價最低的投標者，對公眾利益並沒有好處，舉例說，如果這間顧問公司是投標研究斜坡的安全標準，要

是研究結果有所偏差，則會構成危險。

政府本身有其地質科技組，不過亦聘用外間有先進知識、領導全球的顧問，因為香港須要在地勢與環境不盡理想的情況下大興土木，為了安全問題自然要請教專家。

政府的中央顧問局很多時須離港到外間尋求專業顧問研究一些只會施行一次的工程。

例如提議興建的鯉魚門大橋怎樣影響到啓德機場升降系統的儀器，全世界便只有三個機構可以在這方面作出研究。

其中之一是美國的聯邦民航局，另一個是倫敦機場管理局，第三個是澳洲的雪梨大學。預料雪梨大學會獲得委任，因為其他兩個機構都已經排滿了其他工作。

研究興建鯉魚門大橋的顧問工作包括建造一項模型，然後安放多款不同設計的橋，以選出一款對啓德機場干擾最少的設計。

起用外間的顧問從事研究非經常性的工作為香港省回不少金錢。政府不可能長期聘用一批專家從事數年才可能出現一次的工作，甚或一生才出現一次。

國際性的顧問公司則聘有全職的專家，可以從地球的一方調派往另一方工作。

不少人經常批評政府在遇有任何不懂的事情便動輒成立委員會去研究，委員會又茫無頭緒，因此便聘用專家。其實這些抨擊政府的人並不明白個中底蘊。

事實是由於政府並不可能知道全部問題的答案，不過卻知道怎樣利用最昂貴的辦法尋得專家的答案。

香港為將來的發展計劃會繼續聘用顧問。顧問公司現時在香港已從事多項計劃，如研究交通阻塞、海底隧道的新安排、進一步填海，以及興建連接大嶼山的世界上最長大橋等。

預料港府即將耗用約一千萬元研究在半山區興建活動行人天橋或單軌鐵路的可行性，以減輕該處日益嚴重的交通阻塞情況。

顧問專家使我們的創新想法得到實現，也帶給我們全新的構思。

在私營機構方面情況也一樣。較大機構採用顧問服務日漸增多，因為這些機構不可能或者不願意從機構內部耗費資源提供所需的專門知識。

好像本港的電力公司及大發展商等機構本身已經有專門知識，但是新任務會加重他們的能力負擔，因此遇上有新任務，他們便會向外聘用顧問。

愈來愈多專業顧問被聘用以減輕這類超重工作，以及在現代建設方面提供建築服務，例如為新摩天大廈安裝冷氣、燈光、喉管、以及現行規定凡超逾十



顧問工程師差不多涉及本港地下鐵路的全部設計與建造範疇，除了車站設計由建築師負責。

六層樓的高層大廈均須設有的隔離層。

這些空置的隔離層，可作為火警或其他緊急事故發生時，大廈內的人士得以逃生的地方。這些隔離層在新建築物的外貌上跟其他層數有少許差異，通常很易辨認。

結構顧問工程師提供的服務較為主要，他們在建築師設計建築物的時候即已參與其中，他們建造底層結構、下層建築以及上層建築。

生產及管理顧問工程師不但設計及興建新工廠，更展開製造過程。

在興建地下鐵路等工程之中，顧問工程師須參與調查乘客乘坐交通工具的模式，並且依據土地的問題、路軌、隧道、電力、車卡以及地車交通計劃而設計路線。建築師則可能只須參與車站的興建。

顧問工程師在建築方面的任務首先是進行可行性的研究，以及研究建築師的初步圖則。顧客同意之後，便進行仔細的設計，最後頒佈規格及刊登招標廣告。

工程師分析過投標後便向顧客建議應把合約交付哪一位投標者。合約交付妥當後，顧問工程師便開始以「合約工程師」身份，處於承包商與顧客之間，作為主持公正的中間人。

合約工程師安排合約事宜，批准承包商的設計，以及確定工程根據計劃程序施工。他負責批准承包商所開之清單，並設法確保顧客依期付帳。最後，他須負責解決一切餘下的問題，無論是工程或財政方面。

「合約工程師」彷彿足球賽的球證。通常他的酬勞是工程費用的百份之五。

政府聘用顧問工程師香港協會的會員從事上述工作，不過私人機構則不一定跟隨政府的先例。

顧問工程師指稱，發展商如果只付一半的價錢則他們的工作也只能完成一半，並指出結構有問題的某些建築物及崩塌的斜坡。

顧問公司在香港的工作多屬於建造基本建設及建築樓宇方面，很少顧問服務跟香港的生產業有關。反之，他們似乎集中於本身所屬的服務行業。

工程業以外的資深顧問，表示對於一個資金雄厚、而技術發展卻不太完全的社會而言，上述現象可說相當典型。同時他們懷疑，如果像顧問工程師那樣依足英國規範的守則行為，是否可以使生產行業有長足進展。

有些人認為香港是一個過度競爭的社會，不但生產的資源零碎不全，顧問服務行業也如是，甚至令人懷疑我們所獲得的顧問服務是否符合付出的價錢。

很多顧問公司只有少許資本，進行工作似乎僅靠其聘用費及完工後的酬勞，因此他們不能向顧客作出長期的義務承擔。

他們警告說，在競爭太劇烈的環境下，各顧問公司由於爭走捷徑及增長太快，會損及與顧客的良好關係。如果他們不能想出在短期內與顧客建立關係的方法，則遲早會被淘汰。

亞洲的企業家不會預先付一大筆款項，待有成果可見才願意付錢。因此顧問公司若想與顧客訂立長久的關係，則應該改變以往手法，作一點冒險投資，先向顧客作出承諾，為他們提供服務，日後才收費。

一位資深的顧問表示，香港顧問服務行業最終受到真正考驗的地方，是顧問公司在為中國提供服務方面能有多少革新精神。

他同時提出疑問，香港這麼多「一人」顧問公司，顧客在評估他們服務質素的時候，可以向那裏求助呢？他又指出香港有些具備相當資格的顧問公司，雖明白問題的癥結，卻沒有提供意見的經驗。

他亦指出語言的隔膜限制了外國顧問公司的協助。資歷深厚的外國顧問，須依賴說廣東話的人員為他傳譯，而這些人員有時由於經驗所限而不能完全傳

達他的建議。

銀行業及與會計有關行業內的顧問服務則不宥於上述限制。他們的顧客往往是一些擁有太多錢財而不知怎樣處理的人，或者是一些急需用錢的人。顧問公司會向這些顧客提供專家的意見。

香港上海滙豐銀行有一間附屬顧問公司：Acceptor Enterprises Ltd 其執行董事艾特利 (Michael Uttley) 表示，香港約有四成公司的開辦人已無從追溯。

他表示這是香港特有的商業性質使然。他的顧客往往基於某種原因，不想別人知道他們在香港有業務。

這些顧客可能是受不了現時高昂租金折騰而準備執拾離港的外裔，不過他們不想完全結束生意，所以留下公司招牌或交託代理商處理業務，因此需要一間公司保存帳目及支付代理商的經費。

艾特利先生同時也是提供銀行服務的經紀，而他視這方面為顧問工作的重要部份。

他說愈來愈多信譽良好的澳洲公司也來香港貸款進行貿易，因為他給予這些公司的利率，較諸澳洲商業銀行所提供者為佳。

只要在香港籌措資金的商業票據期限不超過一百八十日，海外供應商或買家便可以獲得信貸。這項措施有助方便香港的出口貿易，以及如日本等地的出口貿易。

由於艾特利先生以前是銀行家，所以他可以將這類貸款提議以銀行公式呈交銀行方面考慮。

他解釋說他需要知道的事實，就如醫生需要知道他病人的實況一樣。艾特利先生表示他必須知道的事項包括現金週轉、市場分配、職員的動力、銷售能力、廣告技巧等多方面。最重要的，是一定要判斷借款人的性格。

他表示，在先進國家，銀行學可能精鍊成一種科學，不過香港的銀行家卻要踏實行事。歸根結底，往往取決於他對借款者是否信任。因此艾特利先生可說是一位能夠評估人性的顧問專家。

像香港這樣的社會，在銀行服務業及會計與管理業方面的顧問大為渴市。顧問行業可以有多種創新服務，如國外交易、逃稅、設立公司、怎樣投資及如何投資等，因此信任是很重要的決定因素。

另一項在香港需求甚殷的顧問服務與人事招聘有關。負責物色行政人員的各大英美顧問公司均紛紛在香港開業，此外還有不少其他類型的顧問公司，包括會計公司在內。有人表示現時充斥香港市場的這類顧問公司已經太多。

物色行政人員的行業——有時被稱作「獵頭」或「盜人」——源於第二次

世界大戰以後，當時戰爭的科技發展被用於製造較高級、精密的產品，如抗生素、人造纖維、重化學品、電視、電腦、太空船、通訊設備、自動裝置、以及其他從研究實驗室外流的多種新產品。

財力、物力、製造技巧、甚至推銷產品的市場都一應俱全了，惟獨欠缺領導方面的行政人才，到那裏可以覓得這些人才呢？於是美國便興起了物色行政人員的行業。

英國人與美國人均建立了全球性的連繫網，使發達及發展中的經濟國家連接起來。這些連繫網對香港很重要，因為現時香港的工業正通過技術轉移而提高質素，服務行業則迅速邁向高級化。

一名良好「獵頭者」的特點，是他本身曾經是行政人員，在商業上有良好經驗，能完全明白顧客的需要，而且要具備責任心以推薦適當人選。委託「獵頭者」辦事往往有特定的收費，另加酬金。

物色行政人員的顧問公司可分為兩類。一類刊登廣告招聘人才，另一類則以完全匿名的身份，明查暗訪適當的行政人選。John R. McDonald and Partners Ltd. 屬於後一類的顧問公司。

該公司首腦麥當勞 (John McDonald) 表示真正優秀的行政人員有七成不會應徵廣告。他們要在機密的觀察及詢問下才可以查探出來。他存有一副電腦，紀錄了這些人的資歷，遇有需要，便會在保密的情況下跟他們談判。麥當勞先生表示他的生意並不完全倚賴香港。他的業務是地區性的，有三至五成的工作是在香港以外的地方。

不過香港有很多物色行政人員的顧問公司是會刊登廣告的，此中包括一些業務最為龐大的公司，以及數間著名的會計公司，皆因這些會計公司了解顧客的業務情況，所以被徵詢意見。因此顧問服務便成為會計公司的附屬服務，應顧客需求而提供。

在物色行政人員方面的真正先驅者是 Hay Associates，這間公司最成功的地方是設計了一個計分系統，為每一種工作予以評分。該公司已離開香港，不過希氏計分系統 (Hay points system) 或其他計分方法，現仍有數間香港公司採用。

物色行政人員的顧問公司有助於香港的勞動人口向上發展，同時亦提高了科技的質素及高級精密的程度。它們使年輕的華籍行政人員受惠不淺，因為高昂的租金及其他因素削減了本地公司招聘外地人士的數目；同時也惠及在本地及外國均分佈有多項小型投資的企業家。

在與產品有關的市場調查行業則顧

問公司為數較少。現有的數間市場調查公司正忙於為新產品尋覓市場及考驗市場對新產品的接受程度。推銷技巧日益遵循世界普遍採用的模式，不過向華人市場賣廣告需要具備適應能力，而這方面廣告代理商則不虞匱乏。

推廣客戶的公司形象、財政狀況及銷售產品的公共關係公司是顧問公司的一種。最近剛有一間把其推廣形象及財政狀況的工作與銷售產品分割開來。

更少顧問從事創造商行的形象及包裝設計，不過現時包裝這門學問正吸引更多自製產品的工業家。

在與電腦有關的行業方面，一般人都認為缺乏獨當一面的顧問人員。電腦專家似乎都隸屬於代理商之下。

不過香港最缺乏顧問服務的行業是工業界，並不因為沒有足夠的顧問專家，而是由於他們的費用不菲，而且得不到普遍接受。

大型英國顧問公司艾特金斯海外公司 (W. A. Atkins and Partners) 的駐港合夥人霍克誠 (Donald Jacobson) 為此有所解釋。他表示香港的驅動力在於其個體經濟活動，至於整體經濟活動方面則從沒有真正接受顧問服務。

他認為顧問會成為香港固有的一部份，正如在大多數發達國家的情形一樣。顧問人員與香港的個體經濟活動將會有更密切的連繫，因為小型公司會發覺顧問在提高公司效率及擴展業務方面的真正價值。他又認為顧問可以結合起本地羣眾的知識及外國的專門技能。

顧問人員必須接受香港現有的一切，為這些事物的創製者提供一個濾鏡去放眼世界，他們必須找出甚麼東西跟本地的能力是最佳配搭，而且須了解本地的企業家想往那方面發展。

霍克誠先生表示這需要得到不偏不倚的意見，而這些意見須來自對國際科技及市場素有認識的顧問公司。他承認聘請顧問的確十分昂貴，嚇跑了小本經營的人。

他認為香港生產力促進中心，作為一個半官方機構，可幫助小本經營的人獲取所需的顧問服務，同時又作為聯絡大型專業顧問公司的橋樑。

最後想提出有趣的一點，就是本會本身很認真重視顧問專家。在過去數年，本會曾聘用顧問專家協助改進本會的組織結構、本會的財政紀錄與報告制度、短期的金融投資及施行一項新的公積金計劃。

本會亦曾聘用顧問就本會紀錄及服務系統電腦化而作出建議；電腦化工作定於八二年四或五月完成。隨之而來的，我們必定需要顧問專家向本會建議怎樣應付要求使用電腦服務的新會員呢！

北愛爾蘭—— 頭條新聞以外的實況

北愛爾蘭與遠東區雖然各處地球的一方，不過兩地的商業連繫多年來均不斷發展。

這個有一百五十萬人口的英國省份，以其歷史悠久的工業技術及能夠產製多種物品運銷全球而馳名於世。北愛爾蘭與香港具有長久而穩健的貿易連繫，主要在家居紡織品方面。北愛的出口包括綫紗、檯布、牀單與衣服布匹。香港好幾間大酒店的牀單與枕頭套，都是採用北愛供應的愛爾蘭亞麻布製成。近幾年北愛爾蘭工商會主辦了多個訪港貿易團，使北愛商人有機會跟港商建立業務關係，大多數北愛的出口公司均經常到訪香港。

其中一些貨品對遠東區來說已是耳熟能詳：被公認為世界上年份最久的 Old Bushmills 威士忌酒；愛爾蘭的亞麻布、羊毛物品及衣物。還有在北愛產製的船底污水泵，多年來已經成為香港遊艇的一部份。

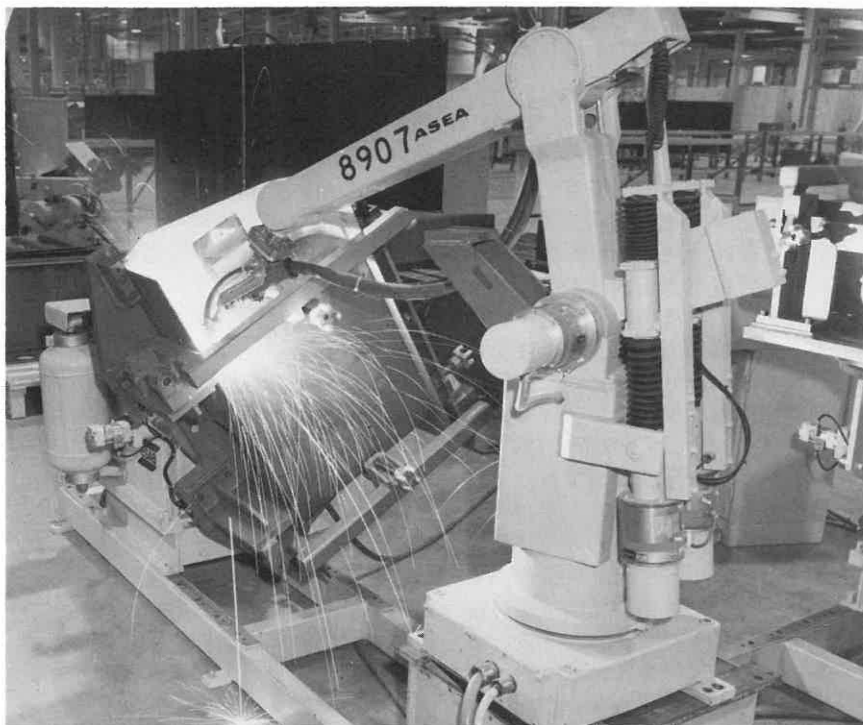
此外，北愛又能夠追得上二十世紀的科技發展，因此還有其他更精密高級的產品正謀求打入遠東市場。以貝爾法斯特為根據地的飛機製造廠 Short Brothers，由於出售一種為接載短程上下班人士而特別設計的三十座位飛機，早已在西方國家奠定了良好基礎。另一間貝爾法斯特的工程公司 James Mackie，為南半球的多個國家供應紡織機器。

最近，北愛正在發展其高科技工業，多間公司現正向遠東市場尋求軟件產品。

工業發展

過去十二年北愛接二連三發生暴力事件，掩蓋了在北愛營商的實況。外間觀察家往往以為北愛的製造業一定受到動亂嚴重破壞。事實上真相與他們的想法卻大相逕庭，從以下的一兩項統計數字可見一斑：

過去三年，美商在北愛施行十五項新的生產計劃，提供七千個新職位，其中包括通用汽車公司及其他知名美國公司，使早已在北愛樹立悠久信譽的美資工業機構數目有所增添。此等機構在七



希斯特的Craigavon 工廠利用自動機器製造起重機車。



福特歐洲車款的全部汽化器均在西貝爾法斯特車廠裝嵌。

十年代差不多都續有擴展，而近年增加的美資機構令北愛的外資廠房數目增至六十，其中屬美資經營的佔三十八間。過去三年政府工業發展部門提供的新職位共有二萬個。

到過北愛爾蘭的人士都可以看得出當地政府在戰後致力於工業發展的成果。當地政府自一九四五年施行工業發展援助計劃以來，為超過三百項生產計劃提供援助，其中包括一百五十多項新計劃，共為北愛的製造業提供44%的就業機會。施行此項援助計劃的結果，令北愛的製造業結構由狹窄的傳統工業如紡織及造船業轉向高度多元化工業發展，製造出高品質的產品及為當地勞動人口提供高技術的職位。

北愛有發展蓬勃的汽車零件工業；有豐盛富饒的橡膠工業；有建造全英國最大商船的造船廠；有飛機製造廠設計及產製通勤飛機、為波音及洛歇等國際航空公司製造飛機主要機件、以及經營成就可觀的武器製造業；此外，還有很多其他工程公司利用開發北海油田所提供的機會發展業務。

因此，如果有意在北愛投資的人士花點時間，探求報章頭條新聞以外的北愛爾蘭實況，他會有甚麼收穫呢？根據一份研究設置廠房地點的國際性雜誌（

Plant Location International Magazine）研究所得，在北愛設廠投資的優點勝過不少地方，當地為投資者撥款用作樓宇、廠房及機械的資本開支最高可達五成，並根據情形，撥款用作訓練成本、借貸成本、以及研究與發展成本。

在計劃設置新投資地點時有甚麼主要因素須要考慮呢？從經驗所得，投資者認為重要的因素大致順序如下：

- 一、我準備投資的國家是一個怎樣的地方呢？當地有沒有工業傳統？其政府是否穩健而同時能夠迎合現代工業的需要呢？
- 二、該處是否位於我想開拓的市場範圍要點呢？氣候穩定嗎？在通訊方面是否設備完善呢？
- 三、該處有沒有發展良好的工業建設呢？
- 四、在經濟活動方面該處以往的紀錄如何？
- 五、其人力資源怎樣？有沒有設施發展這些資源？在勞資關係上的過往紀錄如何？
- 六、該處能夠為我的計劃提供甚麼資助呢？此等資助是否可以減輕賦稅呢？

七、該處可否提供我希望屬下（特別是經理及其他要員）能夠享用的舒適環境呢？

現在且讓我們簡略看一下北愛爾蘭是否具備上述條件。

工業傳統

北愛爾蘭人的工業傳統遠自工業革命時代即已開始。當地人的工作道德觀很重，工作態度勤奮，而且盡忠職守。

工業適應性

北愛政府一向都迎合工業需求；雖然，當地政府與工業界之間工作連繫之密切，堪稱世界之冠。北愛政府當然留意工業界的需求，卻不流於強行的專注。工業界與高級政府官員之間的溝通沒有繁文縟節，下情迅即可以上達。

政局穩定程度

像世界上很多國家一樣，北愛也須處理恐怖份子活動所構成的問題，不過這類恐怖活動不致傷害到當地的工業。在過往十二年，由於恐怖活動的直接影響，導致多間公司結業（全都不屬外資公司），不過所造成的失業人數也只是八百而已；這些公司大部份都是在七二年關閉，自一九七三年以來並沒有關閉事件發生。有一點值得留意的是，在造成八百人失業的同時，北愛提供了六萬份新職位，所以八百人失業之數並不構成重大影響。

地理環境

北愛爾蘭在地理環境上接近英國與歐洲大陸，因此從北愛直接把貨物外運至歐洲市場相當便利。同時由於北愛是英國的一個重要部份，而英國又是歐洲共同市場的成員國，因此北愛跟其他歐洲共市國家進行貿易時，並不受到關稅限制。設於北愛的公司得以直接打入有二億六千萬人口的歐洲共市市場。在某一程度上而言，歐洲市場現時就跟「英國市場」一般，可視為北愛的「本國市場」。

氣候

北愛的氣候很穩定。這是一個重要的考慮因素，因為能影響交通運輸、冷暖氣費用、有刻度儀器之校準及濕度控制等。

交通、通訊與工業建設

北愛的公路網與航運服務極佳；港口設施與各種對外運輸服務齊全，能夠依時達到顧客需求。六條飛機航綫把北愛的首府貝爾法斯特與英國及歐洲連接起來。北愛還有一個現代化的電訊網；當地的工商機構可以直接以電話或專用電報與大多數海外國家聯絡。



Hughes Tool Co. 在貝爾法斯特的工廠製造鑽探工具，作為世界各地開發石油與氣體之用。

經濟活動

雖然近年世界經濟衰退，不過北愛的生產力（每名僱員在一小時內的工作產量）在七四至八〇年間增加了13%，英國其他地區僅為8%。因此北愛每個產量單位的勞工成本，跟英國其他地區相比仍算穩定。北愛與英國及歐洲共同市場之間的貿易在近年亦有所增長。

人力資源

北愛可誇稱擁有一大羣技術勞工，足證明其勞動人口的可造就性及適應性相當高，而且政府十分注重人力資源的投資，從北愛各地均廣設訓練設施可見一斑。當地每相隔不超過廿五哩即有政府訓練中心之設，所有中心提供的訓練都是免費的，學徒除了接受技術訓練之外尚須修讀附設的教育課程。如果一間公司希望在工廠內訓練員工，也可以獲得技術上及財政上的幫助（資助金額甚至有高達每名成年僱員三千二百英鎊者）。技術訓練也不僅限於一般工人，專業的科技人員亦不虞匱乏。北愛的兩所大學及理工學院近年集中訓練微型電子及電腦方面的專門人才。當地每年大約造就一百五十名電子工程師與技術員，以及近一百名電腦科學家。此外，約四百名工程及數學系的畢業生亦接受過電腦操作訓練，因此北愛可為外來公司提供他們最需要的專業科技人才。當地學校教育質素之高，更可確保進入大學及專上學院的優秀學生源源不絕。

勞資關係

北愛勞資關係之佳，有助於商業發展。一項統計一九七〇至七九年間，每千名僱員之中喪失多少工作日的分析，顯示北愛（491日）的數字少於美國（507日）、英國（570日）、愛爾蘭共和國（789日）及意大利（1312日）。

稅務

理論上北愛的公司應繳付英國標準的公司稅率52%，不過實際上很少製造業公司繳付接近此數之稅項。目前英國的製造業公司平均繳納的稅項約為成本盈利的16%。這是由於公司一方面可以從當年應繳稅利潤之中撤銷全部資本開支，另一方面可從減免盤存稅計劃之中受益。撤銷資本開支之步驟是於政府現金資本撥款入帳之前，因此公司在購買器材方面可獲得撥款及減免付稅，撥款及減稅額幾乎可以相等於器材之完全成本。該項減免盤存稅計劃容許公司在扣除若干盈利後，可從當年應繳稅利潤之中撤銷新增的盤存成本。兩項課稅減免法使擴展迅速的公司為之受惠，北愛爾蘭就有很多這類公司，完全不須繳付公司稅。公司亦可將最初虧損、課稅減免等遞延至以下數年，直至被應繳稅利潤充銷。因此，總括來說，北愛可以為設



貝爾法斯特繁忙的商港每日為世界各地提供港口服務。



在北愛Old Bushmills Distillery Co. 工廠內，世界上最陳舊威士忌的入樽過程。

於該處的公司提供一個實實在在的「免稅期」，此外還有上述提及的初期實質援助。

休憩場所

北愛爾蘭是一個美麗的地方，擁有無數適合運動與消閑活動的天然勝地。從外地來的經理級及其他要員起初對於北愛懷有多少戒心，到後來工作合約期滿時卻往往萬二分不願離去。這也許跟當地的超級消閑中心、數以打計的高爾夫球場、揚長萬哩的優美海灘、以及地廣人稀的道路有關，當然還有當地優良

的教育制度令人留戀。

所以北愛爾蘭是很值得投資的地方。有意在當地投資者應自己下定主意，已在當地投資的公司則主意相當堅決。去年北愛公私機構在製造業的投資總值達二億九千七百五十萬美元。

北愛爾蘭經証實可以容納多種新投資。已在當地投資的公司發覺北愛的環境有助於商業發展，而且很快便有賓至如歸之感，因為當地的民風熱情，喜見外來投資者在北愛發展，也樂於幫助他們創造佳績。

身穿夏威夷恤，手携照相機，
一看便知是訪港遊客。



香港 不負大多 遊客期望

來港旅客的期望對旅遊業的影響至為重要，因為此等期望能驅使旅客前來香港遊覽，去年的旅遊人數打破二千五百萬大關，為我們賺取約八十億港元的進帳，更使旅遊業在出口收益能力上成為本港工業的第三位。

究竟遊客訪港時，他們的期望有多少得到滿足呢？

根據香港旅遊協會執行總幹事潘恩表示，答案全視乎每一位遊客（或是每個國家或地區的遊客）在未購買機票來港之前，對香港的了解程度如何。換言之，就是每個遊客期望在香港可以有甚麼收穫。

當然每名遊客的期望大異其趣，不過有半數遊客會重臨香江。由此看來，香港在別國人士心目中的形象顯然並不差，當然他們一方面是受到旅遊資料所吸引而慕名前來。

只有在一九七五年經濟衰退時期，遊客重臨香港的人數才有所低跌，佔該年遊客總數的四成。

潘恩先生認為，東南亞旅客對香港的期望大概有九成都得到滿足，因為他們往往來自較落後地區，而他們視香港為一個充滿刺激、紙醉金迷的華人大都會，在這裏他們可以一起逍遙自在的度假，這裏的人跟他們又同屬亞洲血統，他們可以較易感到熟絡。

矛盾的是，東南亞遊客在香港往往得不到禮待。旅遊協會在啓德機場經常抽樣調查遊客留港期間的觀感，只有三份一的東南亞遊客認為香港人友善，若全部遊客合計，則有48%作上述表示。東南亞遊客之中，有31%認為香港人應多加注重禮貌、多點幫助別人；全部遊客之中有此想法者則佔13%。

旅遊協會即根據上述調查結果推行禮貌運動，而酒店業商會亦籌備了



有些遊客學會了握筷子的正確方法，其他遊客的持筷手法就不敢恭維了。

一部僱員手冊，指導酒店從業員怎樣應付各種類型的遊客——其中甚至提到年輕貌美的女侍應，在面對不大規矩的旅客時，該怎樣應付。

潘恩先生表示，歐洲遊客，例如英國人與德國人，對香港有不同的期望與觀感。他們在西方國家經常旅遊，因此他們期望東方應該較為浪漫及景色優美。當他們發覺香港竟如紐約一般繁榮進步，往往為之錯愕。

結果他們在後街及不入於遊客觀光範圍的地區找尋他們所期望的東方風貌。他們在碩果僅存的樓梯街拾級而登、埋首於別樹一格的東方物品、對這裏的街邊攤檔依戀不已。由於香港使他們感到趣味盎然，因此當他們離去時，對香港往往有很高的評價。

酒店在建築設計上納入多種服務設施與商場，竭盡所能滿足這類遊客。他們依據遊客心理粉飾公眾房間，給餐廳與酒吧營造獨特的格調，並起用恰當的名字配合環境氣氛。不錯，



遊客在街邊熟食檔一嚐東方風味的食品。

全球各現代化的酒店均致力盡量從遊客身上賺取最大收益。

潘恩先生把文化愛好者列為另一類來港遊客。他們不一定會為香港包羅萬有的商店或各適其式的物品所吸引。他們的目的是把香港與他們本國

的生活作個比較。儘管如此，他們也會訂造一兩套西裝，因為價錢對他們來說實在非常便宜。

澳洲人覺得我們的服務簡直好極了。日本人以至東南亞遊客同樣認為我們的服務很有效率，卻稍欠溫情。服務人員一般都只是掛著公式化的微笑，欠缺打動遊客的真誠。即使我們的空中小姐有時也受到這般的批評。

潘恩先生談到拉丁美洲及南美遊客對香港的觀感時，不禁欣喜若狂。他表示拉丁美洲人是最好的遊客——而且是大豪客。意大利人則個性務實，他們覺得香港是個天堂，而且跟他們祖國相比，香港的辦事效率快得驚人。

至於得自北美、英國及澳洲遊客的評語，則認為跟香港年青一代的小販討價還價是沒有用處的，他們只會提高標價。部份具代表性的遊客表示對香港的衛生情況有所憂慮。

這一點各國遊客有不同觀點。對東南亞人士來說，香港相當清潔。歐洲人認為香港充滿刺激，不過有些香港人卻相當邋遢。歐洲遊客把這種情況與貧窮等量齊觀，為之大表憂慮。

約有24%的澳洲遊客在離港時向旅遊協會的抽樣調查員提及香港貧富懸殊的問題。約有23%的加拿大遊客、22%的美國遊客及21%歐洲遊客都持有相同意見。

不過把日本與東南亞遊客的意見計算在內後，則全部遊客之中只有16%有上述評論。

很明顯歐洲遊客並不知道香港平均每人的可支配收入直逼英國呢！

香港各式各樣的美食是最吸引遊客之處。整體來說，有55%的遊客有此表示。如果單以美國遊客來說則有66%，歐洲遊客64%，即使東南亞遊客也有63%。只有日本遊客最不以為然，僅為28%。

香港美食受歡迎的程度僅次於這裏的購物設施。約有57%的遊客盛讚本港貨品種類多。其中以澳洲人（有73%）及歐洲人（71%）最感吸引。日本人的讚賞最少（有24%）。

只有3%的遊客認為價格不合理。13%的歐洲人及10%的澳洲人認為討價還價的情形太多。平均來說，全部遊客之中有此想法者只是10%左右。認為受到港人濫收費用或欺騙者則只有3%。歐洲及美國遊客之中有此投訴者則佔4%。

香港兼具東方與西方色彩的特色，使22%的來港遊客印象彌深。美國人有此觀感者高達44%，而日本人則只有2%。

23%的美國人視香港為通往中國的途徑，澳洲人的比率是14%，歐洲人是13%，他們之中很多更到內地旅遊。不過東南亞旅客抱此觀點者只有5%，日本遊客是2%，以致整體遊客之中持上述想法的平均數字是9%。

全部遊客之中只有7%為香港的中式傳統所吸引。美國人與澳洲人之中有此觀感者超過14%，不過只有1%的日本人及3%的東南亞人表示這裏的中式傳統很吸引。3%的遊客表示他們找不到任何具有歷史趣味的景物。

不過很多遊客常稱讚香港的美景與觀光勝地。美國人、澳洲人與歐洲人最感吸引。約有41%的東南亞人亦有同感。日本人又是佔最少數（29%）。

可是日本遊客卻似乎較其他大部份遊客更為喜歡香港的夜生活與娛樂場所。約有22%置予好評，澳洲人則有15%，美國人13%。東南亞人似乎不大感到興趣，僅有7%表示喜歡。

全部遊客之中只有2%覺得在香港可做的事不多，不過9%認為香港太過都市化、西化及商業化，跟他們心目中的東方風貌相去甚遠。42%認為香港太過擠逼，10%認為這裏的污染程度太甚。13%認為街道骯髒，香港人隨地吐痰的習慣更令他們側目。4%認為香港的洗手間應該保持得較為清潔一些。

只有4%的遊客欣賞香港美麗的海灘，最感吸引者是美國人（有8%），日本人感吸引者為數最少（有2%）。

所有遊客除日本人外，覺得跟香港人溝通相當容易。美國人顯然跟香港人最合得來（58%有此表示）、繼而是加拿大人（57%）、澳洲人（55%）及歐洲人（51%）。即使東南亞人（42%）也有同感，惟獨日本人有此想法者只得2%。

東南亞遊客（29%）最感不滿的，是我們那些不禮貌或步步進逼的售貨員。全部遊客之中有此觀感者達五份之一，顯示香港需要一部禮貌手冊，如酒店業商會為酒店從業員所印製者。現時有一本手冊正在籌備之中，並連同錄音帶，以輔助學習。

不少本港人士也許跟遊客有同一觀感：覺得售貨員的態度欠佳。很多東南亞遊客驟眼看去，也許被錯認作本地人。

約有35%的遊客認為我們的交通運輸設備足夠，而且費用廉宜。約有19%批評交通擠塞的現象，不過只有2%投訴的士司機濫加收費或欺騙他



購物是訪港遊客最感吸引的旅遊節目。

們。

至於酒店方面，6%的遊客認為房租太貴，8%反對在付出服務費以外還須給予小帳。只有3%投訴說酒樓餐廳服務太差。

2%遊客投訴說他們在香港沒有安全感。日本及東南亞遊客有此觀感者跳升至3%。另有3%投訴說機場的保安檢查過嚴，不過只有1%表示他們在機場大堂得不到協助。

旅遊協會在啓德機場進行的抽樣調查顯示，對香港觀感最差的是日本遊客，只有17%認為香港人很友善，而只有2%認為我們易於溝通，（不過投訴語言方面有隔膜者則只是13%）。只有28%的日本遊客表示喜歡香港的食物——遠遠少於有同感的其他國家遊客。

甚至對於我們提供的購物設施，日本也不如其他遊客那般感到熱衷（只得24%，美國人卻是72%）。這是否由於他們的期望得不到滿足呢？抑或是我們為遊客安排的一切並不適合日本人？

日本遊客到香港觀光，好像給「趕鴨仔」般走馬看花，而香港導遊在帶領他們作更深入遊逛的收費方式，是否就是為甚麼日本遊客對香港無動於中的真正原因呢？

是否基於這個原因，所以日本人比其他遊客上夜總會尋歡作樂的比例更高呢？抑或這只不過跟來港的日本遊客類型有關？

日本遊客人數在一九八〇年跌了7.1%。一九八一年首七個月內跌勢仍然持續，不過去年八月開始，遊客數量開始再次增加，結果一九八一年全年有五萬八千名日本遊客訪港，比



街邊攤檔有真正的平價貨出售。



街邊攤檔也有玉石出售。



本港製的雨傘與手工藝品別具東方色彩。

一九八〇年上升了7.6%，一掃過去一年半的跌風。不過雖然在該段期間，日本遊客數字有所下降，但是他們來港旅遊的人數仍比其他國家為多。

雖然日本人對香港的觀感有所保留，不過他們卻很樂意前來香港旅遊。很多時日本人來港是由於他們對所屬機構有貢獻，僱主以安排他們出國旅遊作為獎勵方式。大多數日本人都不要支付機票或酒店住宿費，因此他們在港的消費能力也較高。

潘恩先生特別指出這點，並表示有些美國及澳洲人到香港遊覽的原因也大同小異。如果不是得到公司獎賞，他們也許不會前來香港，不過如果有這樣的機會，他們往往是出手闊綽的大豪客。

這類遊客佔總遊客人數的二成，潘恩先生很希望這個數字會有所增加。

不過他為港府興建新機場的決策未明而感到焦慮，指出啓德機場的容納量屆一九八六年便會達到頂點；他又擔心香港可供舉行大型會議的設施

不足。

來港公幹的遊客很明顯對於香港所能提供符合他們來港公幹目的的特別設施寄予厚望，同時也當然希望可以在香港享受一段美好時光。潘恩先生提醒我們說，第一個研究在香港設立會議及展覽中心的可行性調查，其實早於一九六四年便已進行。

為何這個中心遲遲未能實現，以及為何發展公幹人士的旅遊興趣仍然受阻，跟政府認為處理重要事情的先後大有關係。

政府的表現顯示其注重工業多於旅遊業。最近政府有意設立一個展覽中心，也是由於工業界要求政府提供場地，以展出工業製品，旅遊業的需求僅為次要。

不過來香港參觀展覽的買家，同時也是消費力強的遊客，甚至比一般日本遊客對香港經濟的貢獻更具潛力。他們代表了另一類遊客，所抱的希望也更多及更高。多了這批遊客，有助於消除本港在國際收支平衡上的龐大赤字。

當然最理想的是能夠提供一些既可迎合本港市民需要，又能適應遊客需求的設施。不過，如果沒有會議及展覽中心，則香港所能展示給遊客的，除了天然美景、美食與商店之外，便只有海洋公園、市政局的太空館及宋城了。

一向以來，遊客心目中的香港形象，是通過有關香港的書籍與影片而建立起來的。奇勒基寶的「江湖客」

、威廉荷頓的「生死戀」以及關南施的「蘇絲黃的世界」開拓了香港的旅遊工業，而旅遊協會方面亦肩負不少宣傳工作，以致發展成今日的龐大組織。

爲了維繫香港在外國的形象，我們現時要向電視及影片動腦筋。有不少電視片集都曾經在香港拍攝，反應相當好，甚至有些在英國播映有關香港的電視節目，是香港人私下所不敢苟同的。不過這些電視節目與影片都表現了香港多姿多采的風貌，從而建立起香港的形象，令外國人士爲之嚮往。

當然最初使香港名聞海外的，是一些以香港爲題材的好書，如韓素音

的「生死戀」及占士美臣的「蘇絲黃的世界」，不過很久已沒有另一位成功作家可以在香港旅遊業的貢獻方面記一功了。現時潘恩先生所寄望的，是占士卡維爾的「高尚府第」。□



香港商店出售的服裝有最新潮也有最保守的。

爲本港帶來進帳的 第三位工業

一九八一年來港的遊客總數爲2,535,203人次，比一九八〇年增加了10.2%。他們在港的消費總額估計爲\$7,662,000,000，比一九八〇年增加了26.4%。

上述的消費估計數字並不包括過境旅客、空勤人員及美國海軍人員在港的使費。據保守估計，此數額也達五億港元。因此一九八一年的遊客消費總數超過八十億元，約爲香港有形貿易逆差的一半。

數年前，香港從到訪遊客身上所

商會之職責

——執行董事麥理覺之報告

最近在馬尼拉舉行的國際商會週年會議席上，商會國際局（International Bureau of Chambers of Commerce）的籌劃委員會研審世界各國商會共同關注的問題。

其中若干討論問題是香港總商會所感興趣的（總商會是國際商會及商會國際局的成員），因此本會認爲應該刊出該局委員會所達成的結論，並附以本會對其中一些事項的意見。

商會國際局籌劃委員會之結論

緒論。在爲期兩日的會議席上，討論過程輕鬆而具建設性，這要歸功於主要講者鋪陳的豐富資料，以及在座人士提供的寶貴意見。

會上論及多項政策及實務問題，是發達及發展中國家的商會（無論此等商會的法律地位如何）所共同關注的。

商會信譽。首先談及政策方面。會議事項的第一個辯論題目是：何以商業機構應該加入及支持商會？

一般都認爲要向工商界灌輸商會的形象殊不容易，因爲企業家往往把眼前的事務放在第一位，而不從較長遠的觀點去評估商會工作的價值。

與會者因此同意商會的會務應當有足夠靈活性，以適應會員不斷變化的需求與期望。

依大會之意，這表示商會除了繼續從事提供資料與服務的傳統會務外，更應該參與國際商業促進計劃的發展。

由於現時各國經濟互相倚賴的情形日增，同時爲了遵行印度代表提出的建議，商會國際局籌劃委員會將向各會員進行查詢，以決定設立一些形式，讓有意在某國發展的外商，能夠從該國的一個或多個商會取得所需的資料及其他服務。

提倡市場經濟哲學——商會的職責。第二點會議事項是有關商會在促進市

場經濟哲學方面的職責。這一點是國際商會所有會員（無論其法律地位或者其國家的發展程度爲何）所最爲關切的。

際此世界遭受嚴重經濟不景氣打擊、通貨膨脹與失業率偏高、利率急升、保護主義有復萌的危險趨勢，各人均同意上述討論最合時宜。

與會者均明白到商會的主要責任，應該是致力維繫及加強以私人企業爲本的市場系統，一方面是由於這個系統的經濟表現優於中央計劃的經濟體系，同時經驗顯示市場經濟系統的存在跟個別公民的政治自由能夠保存，關係至爲密切。

本人非常高興各與會者在會上達成協議，籌劃委員會負責在未來數月內，就上述問題制定一項政策聲明。此項聲明的措詞須十分小心，因爲若干敏感工業目前正面臨困境；不過我們須謹記商會的職責是促進一般的商業利益，而不僅有於個別行業。

因此我們均一致認爲若要維持經濟增長及促使社會進展，則不應要求政府在經濟上增加干預，而應該讓市場力量進行適當的調節。

商會之間的技術合作。

會上大部份討論都是圍繞著發達及發展中國家商會之間的技術合作計劃。是項計劃由國際貿易中心與商會國際局

於一九七九年合辦，足可證明政府機構如國際貿易中心與代表商界的國際組織如國際商會及商會國際局互相合作的利益。

顯然各國特別是發展中國家商會的實力，非常有賴專業職員爲有需要的會員服務。因此與會者皆同意加強發展中國家商會的職員訓練設施，無論是在該國之內或是在該國附駐於個別工業國的商會之內。

國際貿易中心與商會國際局的合作計劃推行以來，已先後在德國、意大利及奧國組織訓練小組，爲來自各發展中國家的商會人員安排訓練。不過，我們須採用更有系統的方法解決訓練人員的問題，因此與會者同意交由商會國際局的一個特別工作小組負責制定這方面較急切的事務，以及研究採用最有效快捷的方法達到我們的目標。

在該工作小組進行研究的同時，商會國際局及其秘書處會應發展中國家商會的要求，爲其提供來自工業國商會的顧問。

商會服務。國際貿易中心與商會國際局合作計劃重要的一面，是爲各商會提供文件，俾能依據當時的國際局勢，評核應該爲會員提供何種服務方爲合適，此中包括可以產生收益的服務。

同時商會在目前或未來與所屬政府商討時，對於商會的兩種法律地位孰優

賺取的無形收入足以抵銷有形貿易差額。現時的差額遠比以前為大，不過由旅遊業及銀行與保險業所賺取的無形收入，相信仍可抵銷這個差額。

在現時高利率的情況下，旅遊作為一種工業的優點在於其全屬現金交易而無信貸。旅遊人士多以鈔票及旅行支票付款，在一九八〇年內只有18%的遊客行使信用卡。

一九七九年，香港生產力促進中心的管理顧問部曾就旅遊業對香港所產生的經濟價值作出比較分析，發覺旅遊業的出口收益能力在本港各種工業中名列第三，僅次於成衣及電子工業。

此項收益能力的調查結果之所以

重要，因為香港幾乎完全依賴進口的工業原料、機械、以及社會與公共建設資本財貨。購買這些物品的資金，主要來自香港製成品與服務的外銷、轉口貿易的淨收入、以及資本轉移的淨差額。

另一方面，旅遊業的總體結構在過去十年並沒有主要變動。購物及酒店服務仍然是踞首位的出口項目。生產力促進中心的調查更顯示旅遊業有45%的增值表現，而成衣業是36%，電子業是32%。此外，旅遊業所吸取的香港勞動力最小。

據生產力促進中心調查所得，一九七八年旅遊業的增值，以每名旅遊業僱員計，為\$56,761，比成衣業及

電子業的數字超出一倍有多。即使在商店內出售的增值物品，（遊客消費之中有64%是花在商店內）其總值跟本港兩大工業的銷售數額相若。

調查顯示酒店服務之中有72.5%的增值項目，娛樂場所有85.6%，飲食場所有44.8%。

來港的旅客究竟購買甚麼物品，使香港具有如此高的增值業績呢？主要的物品有：外衣類（41%）、紀念品（37%）、酒精（30%）、香煙（25%）、皮具（25%）、鐘錶（24%）及手飾（9%）。

生產力促進中心表示，本港從旅遊業所賺取的外資，其增長比個別出口製造業的外幣收益更穩定。

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孰劣須有明確及客觀認識。這兩種法律地位是公法與私法的地位。

因此與會者對西德代表與瑞典代表就上述問題所提出的研究報告深表興趣。該兩名代表是應國際貿易中心與商會國際局的聯合邀請進行上述研究，並由聯合國發展計劃署資助。這兩位人士的最後報告書將於一九八二年年年初印行。

公私營機構的合作。

商會的工作不但是協助會員進行日常業務，更同時向政府呈達意見，以促進工商業在國內、地區性及國際性的利益。

與會人士根據荷蘭兩名代表所呈遞的報告書而進行討論。有一點令人深感鼓舞的，是很多國家的商會正取代或已取代以往由政府專辦的事項，如商業註冊、或提供若干基本建設的設施。

從會上的辯論，亦清楚顯示出商會在很多國家均積極參與政府的委員會及其他團體，以研審公私營機構均感興趣的重要事項，例如一些與地區行政、旅遊活動有關的團體，以及參與制定促進開設新企業的政策。

各商會之間的合作。本會上次之會議項目曾論及商會國際局作為國際商會的轄下組織應增進世界各國商會的連繫與合作。

本人留意到各位講者在討論中均表示很高興商會國際局三年一度的會員大

會能夠提供機會，使他們在共感興趣的問題上交換意見，以及提出一些政策大綱，作為商會國際局籌劃委員會將來應予首先留意的要點。

本人深信經發達及發展中國家陸續參與其工作，商會國際局日後將可達成各位的期望。

商會國際局籌劃委員會
一九八二年二月

本會評論

商會在國家經濟及社會發展、以及世界工商業擴展方面肩負重任。國際商會為各國商會提供發展及擴充服務的方法。多年來本會曾得國際商會及其分枝商會國際局提供不少意見、幫助與合作。

本會信譽。

本會會員機構達二千七百個，數目更不斷擴充，足證大多數會員均明白本會能顧及他們的利益。常言道：「人多勢眾」，對本會堪稱適用，因為本會在多項事務上均派有代表出席各公私營組織。

會員愈強盛愈具影響力，則本會的意見亦愈具效力，而在提出意見之前，本會必先接受有識之見及予以專業化處理。

本會符合商會國際局所列出的良好信譽標準——優良的服務、積極的工商業促進活動及鞏固的公眾形象，而且與各國商會，包括國際商會均保持廣泛的聯絡

與接觸。

市場經濟哲學。在香港，市場經濟哲學被視為理所當然，反而其他國家的商會對於香港所採取的自由貿易、自由企業哲學與政策，大為欽羨不已。本會經常都樂於推行這門哲學，並且在本港及別處參與有助推行市場經濟哲學的計劃。

技術合作。本會除了從國際商會及其附屬組織取得合作與協助之外，其他國家商會提供的合作與協助也不少。本會每次舉辦海外貿易團多少均得到當地商會的協助。本會傳予各會員的貿易諮詢資料亦是取自各國商會。

有關貿易的投訴亦經由上述商會傳遞，而每年本會與其他商會達成的聯絡數以百計。同時，本會為海外商會及本地工商機構提供同樣的禮待與服務。海外商會不時派員到訪本會，考察本會提供服務的方法及系統的操作情況。本會一向都樂於詳加解釋。

公私機構合作。在這方面香港又是一個傑出的例子。雖然本會不時埋怨說公營部門對私營機構的懇求漠不關心，不過無可否認香港商界與政府之間有廣泛而有效的溝通。這一點應當加以推進及維護，而不可讓任何一方予以濫用。

一個組織健全的商會，有良好的領導人及崇高的理想，通常可以獲得私營機構的支持與鼓勵以及公營部門的尊重。相信本會獲得這樣的支持是值得的。□

簡報滙編

歡迎新會員

本刊歡迎五十七間公司於一九八二年三月份加入本會，成為香港總商會會員。(新會員名單詳列今期英文版)。

怡和工業產品有限公司 贊助垃圾箱計劃

會員大概都知道今年政府正推行清潔香港運動。怡和工業產品有限公司為配合這個運動，亦提供一項贊助垃圾箱計劃，私人機構可藉此向香港人表示它們樂於參與清潔香港運動。欲支助上述計劃及查詢詳情者，請聯絡張小姐(5-7909011 內綫2815)或Mr. Philip Staveley(內綫3849)。

阿拉伯貿易

由倫敦撒哈拉出版有限公司(Sahara Publications Ltd.)出版的

「世界性阿拉伯貿易」(World Arab Trade)，向有意在中東促進貿易的本會會員提供合作機會。

有關這個富饒市場的資料報導，上述刊物是歷史最悠久及信譽最良好者。

氣體安全

保安司戴宏志先生曾致函本會，要求本會會員就政府顧問提交之氣體安全報告書所作之建議，自動加以實行。

戴宏志先生表示現時需要獲得新舊樓宇的業主與住戶合作，在新樓宇裝設新安全設備及改裝舊樓宇，以確保顧問認為特別危險的氣體裝置不再存在。

顧問專家特別指出，浴室設計應可容納密封(對行式)熱水爐的裝置，以及在高層大廈內取消使用罐裝石油，而改用喉管供氣系統。

戴宏志先生表示大多數新樓宇都已符合上述設計要求，現時應該把要求推行至所有樓宇。

本會存有一份氣體燃料報告書，會員可隨時查閱，以決定採取安全設施的行動。



本會副主席馬登先生頒發一千元現金獎與價值一千元之「麗的電視金笛獎」予林星豐先生，以表揚他協助擒拿罪犯的英勇行為。二月十二日在本會會議廳舉行的「好市民獎」頒獎典禮席上，馬登先生頒贈獎項予三十位協助減罪的好市民。該獎勵計劃現已踏入第十年，共超過一千一百名好市民獲獎，已頒發的獎金總額達一百二十六萬二千元。



美國銀行總裁顏麥高先生向超過六百名香港總商會及美國商會的會員表示「對列根總統的經濟計劃感到審慎的樂觀。」他是在二月十五日於希爾頓酒店舉行的午餐會上向與會者發言，表示美國於年中的經濟復甦將不會有戲劇化的表現，而是個「循序漸進的緩慢過程」。



本會訪歐推銷團的成員於三月三日出席一個簡介是次行程的午餐會。該團由本會貿易部高級經理陳煥榮先生率領，往訪倫敦、巴塞隆納、史徒格特及巴黎。



本會工業部助理董事馮若婷女士於二月十七日會晤來自日本山口縣的貿易促進代表團。該團由山口縣政府商工勞働部工業課長渡邊三郎先生率領。



波斯尼亞南斯拉夫商會主席及代表於二月廿六日到訪本會，與執行董事麥理覺先生及其他要員會晤，商討有關在港宣傳一九八四年於南斯拉夫薩拉熱窩舉行冬季奧運會，以及洽購港製機械等事宜。

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|  | CX 201 | LONDON | 22.40 |
|  | CX 410 | SEOUL | 11.00 |
|  | CX 500 | TOKYO | 16.20 |
|  | CX 502 | OSAKA | 16.00 |
|  | CX 550 | TAIPEI | 15.50 |
|  | CX 701 | BANGKOK | 08.30 |
|  | CX 713 | SINGAPORE | 16.15 |
|  | CX 711 | JAKARTA | 16.20 |
|  | CX 901 | MANILA | 10.10 |

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