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企業雄才

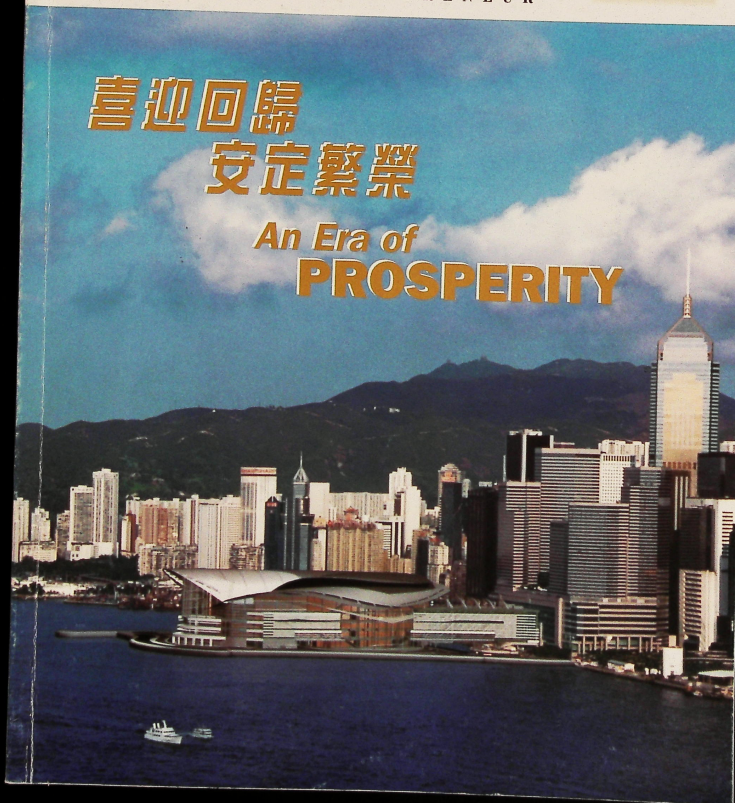
HONG KONG ENTREPRENEUR



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喜迎回歸
安定繁榮

An Era of
PROSPERITY



南

協助中小型 企業發展成長

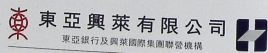
是我們一貫的經營宗旨！

在今天的商業社會，經營中小型企業無疑是一項異常艱巨的挑戰，而成功尋得一位各方面皆能配合得宜的融資夥伴就更是難上加難。

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本 會 評 論

隨著本港工業轉型，市場對工業樓宇和用地的需求已不斷改變，就此，規劃署於較早前委託顧問公司進行研究，以制訂一套能充份配合未來工業發展趨勢的工業用地規劃策略。本會認為，政府必須以政策帶動，制訂一套積極進取的長遠工業政策，再輔以人力資源和科研發展機制，為本港的工業發展具體制訂藍圖。

有關之顧問報告一方面肯定工業對本港經濟的重要性，另一方面卻預測本港日後會有大量工業用地儲備盈餘。本會認為，若以現時工業轉型過渡時期的數據來預測本港未來十五年對工業用地需求，實在不當，故促請當局不要輕率地將土地儲備盈餘改作其他用途，以免日後工業用地不敷應用，影響工業發展。

人力資源對本港的工業發展至為重要，顧問建議當局修改現行的規劃架構，在「工業」定義中加入培訓一環，本會表示贊同，並建議當局將「員工宿舍」納入規劃範圍，使地區偏遠的廠房有足夠土地興建員工宿舍，吸引外國和本地的科技人才投身發展工業。

至於顧問建議放寬工業樓宇辦公室可佔總樓面面積的比率，以及准許工業樓宇有限度地作其他商業用途，本會表示贊同，並認為這舉措能切合實際需要，有助廠房業務運作及招聘員工。

此外，現時工業區內交通混亂，本會認為每幢工業大廈須備有充足的裝卸貨物停車處和等候處，又當局應預留土地興建供各類型車輛停泊之

大型停車場，使每幢工業大廈騰出空間讓更多貨櫃車、貨車進行裝卸貨物活動。另外，本會呼籲當局在規劃時應詳細研究走火通道的設計，採取必要的預防措施。

顧問又建議政府採取各種鼓勵措施以促成舊工業區重整計劃，本會表示歡迎，然而，這些措施只針對發展商和業權擁有者，而忽略一群資源有限但為數眾多的小型廠商。因此，本會籲請當局必須先在合適地點撥地興建工業大廈，安置仍在區內營運的中小型工廠，並在搬廠時提供援助，然後才推行舊工業區的重建發展計劃。

本會重申支持政府預留土地發展科學園、工業區及工業科技中心，至於顧問建議政府調撥資源發展商業區，本會認為政府必須事先展開詳細而深入的研究，並就此廣泛諮詢工商界和社會大眾的意見。

對於顧問建議採用的各種工業用地規劃新標準、指引和方法，本會認為均能配合目前的需要，然而，本港社會和經濟發展迅速，當局應不時密切留意社會的變化，因應需要而修訂有關機制，以切合本港工業的發展實況。

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企業雄才

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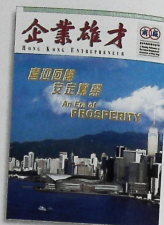
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國內掀起香港回歸熱潮 港商乘時拓展內地市場

香港回歸中國，全港市民以至全世界的中國人都深感歡欣和振奮，它不但標誌著中華民族向統一富強邁出了重要一步，也開創了香港和祖國內地共同發展的新紀元。對於在大陸投資設廠、拓展市場的香港廠商而言，香港回歸祖國，更為他們創造了新的投資發展良機。

其實，踏入九七年以來，中國全國各地便掀起了一片慶祝香港回歸的熱潮。這股香港熱潮由南到北，由東到西，伴隨著內地各傳播媒介的宣傳推廣，各地社會的種種活動，席捲了全國的每一個角落，令全國人民對香港留下了深刻的印象。



港貨再受歡迎

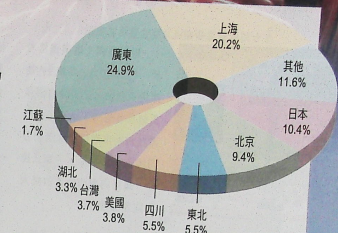
這股香港熱潮，對港資企業產品在內地的宣傳推廣，發揮了極大的作用，令內地消費者對於曾經在內地市場陷於低潮的香港產品（包括進口港貨，及港資企業在內地生產的產品），重新提起興趣和購買意慾，令港貨有機會回復昔日在內地市場的風光。

由八十年代初至九十年代的十多年間，港貨曾經在內地市場十分暢銷，成為內地消費者最嚮往的「時髦」產品，但自九二、九三年開始，由於中國市場的不斷開放，愈來愈多外國消費產品進入中國市場，加上其他國家投資者在內地開設的工廠企業，也將大量產品內銷中國市場，令港貨面臨著沉重的競爭壓力，港貨多年來在內地市場建立的優勢和地位，也逐漸減退。

面對著強大的市場競爭，香港廠商雖然不斷提高生產管理技術，改善產品質素，但依然無法恢復八十年代的風光。很多業者研究過其中的原因，除了是因為市場競爭激烈外，港貨在內地市場缺乏宣傳，在內地消費者心目中的地位和知名度日益下降，是最主要的原因。

這個情況，可以從內地進行的一些市場研究結果充分反映出來。廣州零點調查公司和《南方日報南方周末》曾訪問北京、上海、廣州、瀋陽、武漢、成都共七百三十五名消費者，結果顯示港貨在內地主要城市中市場表現欠佳，在實際市場佔有率名次竟十甲不入（參考圖一），消費者預期會購買的比率也僅排在第十位，居四川貨品之後，很多本港廠商或會感到驚訝，但這個情況其實早已存在，並有愈趨明顯之勢。

分析家認為，這可能是港貨在內地市場宣傳不足，令內地消費者對港貨印象模糊。另外，一些牌子的產品，即使在內地宣傳，但卻沒有



（圖一）零點調查公司列舉前
十名區域貨品，在內地市場的
佔有率，香港產品十甲不入。

刻意宣傳產品是港貨，令港貨無法在內地消費者心目中留下深刻印象。尤其在北京、上海、廣州這些較開放的大城市，消費者對港貨都沒有太大的認識和興趣。這實在是一個值得注意的問題，因為港商在這些大城市的投資，普遍佔當地整體外商投資的70%左右，但港貨的市場知名度和佔有率，卻強差人意，低得不成比例。

上述的不利情況，隨著今年以來的香港熱潮而逐漸出現轉變。由於內地傳媒大量報導宣傳香港，各地也有不同形式的慶祝香港回歸活動，令到內地消費者重新對港貨產生興趣和購買意慾。

港商成功個案

在大陸生產和銷售手錶產品，並在全國各地設有百多個銷售點的得利集團就以香港回歸，以及香港過去百多年的發展歷史為主題，設計生產了多款精美的「九七香港回歸紀念」手錶，在內地及香港市場銷售，結果，這些「回歸紀念」手錶在內地市場反應熱烈，銷售情況極為理想。

九七回歸紀念手錶



得利集團主席梁偉浩表示，「回歸紀念」手錶受內地消費者歡迎，除了有關產品銷售理想外，更使得利集團在內地市場積極推廣的公司牌子——「世家」，深入民心，獲得內地消費者的更大認同和接受。

他解釋，公司設計生產的「回歸紀念」手錶，都是以「世家」作為產品的牌子。內地消費者選購「世家回歸紀念」手錶，就對「世家」產生更深刻的印象和認識，直接令「世家」在內地市場的地位和知名度大幅提升。梁偉浩指出，一直以來，公司都有在內地市場為「世家」手錶進行積極推廣宣傳，也取得良好的效果，但這些宣傳工作對消費者所造成影響力和深刻程度，遠不及「回歸紀念」手錶所產生的效果，這可以說是香港回歸祖國給他們帶來的最明顯市場拓展機會。除了即時的市場銷售效果外，消費者加深了對「世家」及得利集團手錶產品的印象，更有助該公司在內地市場的長遠發展。

得利集團及其「世家」手錶，是香港廠商透過香港回歸熱潮，尋求拓展內地市場的典型成功例子。除此之外，一些生產及銷售成衣服裝、鞋、以至鋼筆文具的廠商，亦利用這股香港熱潮，擴大了在內地市場的發展空間。

拓展內陸市場

香港回歸在全國掀起的龐大宣傳效應，正好為打破上述局面提供了極有利的條件。經過長達一年的「多渠道、全方位」宣傳推廣活動，內陸人民對香港的形象必然大為加深，連帶對於香港產品，也會產生更大的認同和興趣。

一直以來，香港商人都把拓展內地市場的焦點，放在東部沿海地區，特別是經濟發展較快的大、中城市，而忽略發展潛力更大的內陸地區市場。

內陸地區消費者的購物習慣，遠較東部沿海地區消費者穩定和持久。他們選用了某個牌子或某個產地的產品後，會成為該產品的忠實支持者。內陸人民這種消費習慣，有助港商拓展中國內陸消費市場，令香港產品在中國市場擁有更穩固的基礎和地位。

由於市場競爭激烈，發展成本高昂，東部沿海市場早已不是港商拓展的理想地點，很多港商早就把目光放在仍處於「有待開發」階段的內陸地區市場，只是一直找不到最佳的「進軍據點」時機；香港回歸所掀起的香港熱潮，無疑為他們創造了難得的機會。

零售業的開放試點

事實上，中央政府目前亦逐步把零售業的開放試點，向內陸地區推移。目前，中央政府在天津、上海、廣州、青島、大連、深圳、汕頭、珠海、海口和廈門十一個試點城市，進行中外合資商業零售企業，每個試點城市批准一至兩家合資零售企業，迄今共批准了十四家。

在未來一、兩年間，中央政府將繼續擴大試點中外合資經營零售業的試點，而新的試點城市，主要以內陸地區城市為主，包括武漢、瀋陽、重慶、哈爾濱、鄭州、長沙、成都等（圖二）。

港商如果果著現時的有利時機，在內陸地區建立起市場基礎和知名度，再配合中央政府擴大開放內陸市場和商業零售投資的政策，發展前景必定十分樂觀。

港貨在東部沿海地區的優勢逐步淡化，這已是十分明顯的市場現實，港商欲在這些地區回復過去十多年的風光，相信極為困難，但潛力廣闊的內陸地區市場，卻會成為香港商人以及香港產品下一個拓展的重點。基於交通、資訊、語言、文化等方面的限制因素，外國產品暫時不會冒險全力向內陸市場進行拓展，令港商有更佳的投資發展機會，在內陸地區市場建立基礎迎接未來的市場挑戰。內地不少頭腦精明、思想敏銳的創業者，也透過這股香港熱潮致富。

內地商人成功個案

東北瀋陽市有位年輕人，幾年前還不過是瀋陽市一家三寶餐館的職員，由於在餐館接觸很多香港人，因而對香港產生了濃厚的興趣。香港九七回歸，令他萌生了創辦與「一九九七」有關的連鎖商店的意念。經過幾年的籌備，他終於在一九九四年創辦了一間名為「榮立達——一九九七」的自選連鎖店。這間以九七香港回歸為吸引點的自選連鎖店，最初兩年的生意和發展只屬一般，未能出現太大的突破。直至去年中，隨著內地開始大肆宣傳九七香港回歸，香港熱潮逐漸興起，「榮立達——一九九七」的生意也開始旺熱起來。

踏入九七年，大量以九七香港回歸為主題和賣點的產品陸續推出市場，「榮立達——一九九七」自選連鎖店看準時機，引入多款具有市場潛力的香港回歸產品銷售，令生意進一步上升。而這個「吃」香港回歸概念的年輕人，也因而發達致富了。

這個可以說是國內商人利用香港回歸概念拓展生意，發達致富的典型例子，很多內地商店及企業都有同樣的成功經驗，特別是在內地

（圖二）中國商業零售合資試點的發展情況



的零售市場方面，香港九七回歸，幾乎成為促銷的必殺技，獲得十分理想的效果。事實上，從某個角度來看，內地商人利用九七香港回歸概念作推廣宣傳的積極和主動程度，比很多香港廠商投資者，有過之而無不及，而他們從中獲得的成果和效益，也比港商的大。

結語

九七香港回歸在內地形成之熱潮，相信在半年後，就會逐漸淡化，因此，港商們應善用現時的形勢，積極爭取時間，進行推廣宣傳香港產品的工作，否則就會白白錯失這個難得的機會。



“九七”春夏服裝展

建立
「亞洲夢工場」
專訪先濤數碼影畫
製作有限公司總裁

朱家欣

今天，夢想不難實現——



至少在電視廣告中。即使沒有阿拉丁神燈，流行歌手陳慧琳同樣可以在飛氈上享受一個多姿多采的旅程，而古代武士亦可輕易召集成千上萬的軍隊列在宏偉的宮殿前，只為博取美麗的皇后一笑。



以 上的畫面分別來自大通信用卡及調迅無線電話的電視廣告，兩者均是在後期製作中採用數碼科技製作而成。

先濤數碼影畫製作總裁朱家欣說該公司大展拳腳的機會終於來臨，先濤曾為多個獲獎電視廣告及政府宣傳片負責後期製作。

獨具慧眼 看準市場趨勢

「隨著荷里活電影中廣泛採用數碼科技，整個亞洲忽然對這種科技大感興趣，數碼科技已成為一個大趨勢。」

朱家欣說，隨著數碼科技在電影及電視廣告中被廣泛採用，擁有十二年經驗、現為亞洲同類型公司之冠的先濤正準備大展拳腳。

除電視廣告外，先濤主要的收入來源以製作宣傳短片及電影特別效果。在最近一部電影《家》中，張曼玉所扮演的的女主角坐在首架中國製造的飛機上生動的一幕，正好展現數碼科技的神奇之處：飛機和背景全是先濤製造出來的特別效果。

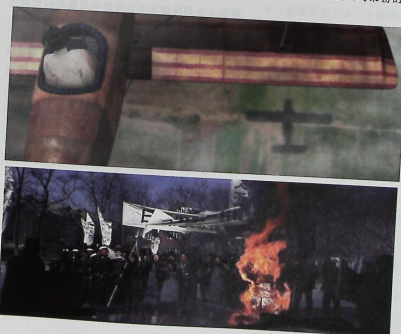
不過，先濤最被廣為報導的電影製作卻是人間有情。在這部電影中，活生生的演員得以和已故的藝人同台演出。這種技術和荷里活得獎電影《甘正傳》所採用的相似，在戲中湯漢斯藉着特別效果得以和甘迺迪總統握手。



朱家欣說，該公司正和嘉禾合作炮製第二部電影——《風雲》，該電影乃改編自香港受歡迎的漫畫，估計將在年底上映。《風雲》一片將揉合動作與特技動畫，以減低成本及令畫面更臻完美。

朱家欣說，雖然《風雲》將作不少嘗試，但《風雲》的製作比《人間有情》來得容易，「這次我們對技術的掌握比較純熟，在過去數年我們確實成長了不少。」

雖然電影特別效果的創作困難重重，且成本高昂，曾修讀電影的朱家欣卻對此熱誠不減，然而，熱誠亦須面對現實，朱家欣表示電影特別效果的製作只是該公司業務的一小部份。



「這是一個相當艱辛的過程，必須具備無比毅力，因為我們每天都遇到大大小小的困難。」

原因很簡單：以人間有情為例，那是特別效果已佔整部戲一千四百萬港元的製作費之三分之一，沒有太多製片願意付出如此昂貴的代價去製作特別效果，尤其現時香港電影市場正值低潮，雖然如此，朱家欣認為情況並不悲觀。

朱家欣說人間有情雖然票房平平，但先導最終仍能在該片中獲利，「票房只佔整部電影收入的一部份，一部電影還有其他收入來源。」



創立先導發展影像數碼科技

朱家欣承認他對電影的熱誠乃是受到其父朱旭華的影響，朱旭華先生乃當年香港邵氏國語片的先鋒。

朱家欣曾在羅馬著名的電影學校Centro Sperimentale di Cinematografia修讀，於早年他有感香港影像數碼科技尚待開發，乃以五十萬港元的資金創立先導。

在過去十年，先導由一家小型的廣告後期製作公司成功發展成為亞洲同類型公司之冠，多元化業務包括電視廣告、廣播設計、電影特別效果等。

先導現在設有四間製作中心，並裝置逾二千萬美元的器材。

有毅力有信心無懼困難阻

安坐在九龍塘香港工業科技中心設計猶如太空艙的辦公室內，朱家欣慨歎先導發展至今天擁有一百五十餘員的規模的歷程殊不容易。

「這是一個相當艱辛的過程，必須具備無比毅力，因為我們每天都遇到大大小小的困難。」

其中一個難題是投資成本高昂，朱家欣說，他去年便把兩成的收入投資在提升器材。

朱家欣半開玩笑地說：「若把過去十年投資的資金放在地產上，我現在的經濟狀況應該會更理想。」

不過，他過去的努力並沒有白費，除了廣告及電影特別效果，先導為政府製作的電腦動畫宣傳片，如新機場計劃及人權推廣，均獲好評。

此外，該公司亦為香港電訊在去年推出的視像自選服務設計影像軟件。

然而，對先導的成就最重要的認同首推來自九五年和荷里活重量級製作公司Industrial Light + Magic (ILM) 所組成的合作聯盟，他們的合作關係不僅認同先導在亞洲的領導地位，亦證明先導具有足夠的實力和ILM這些大公司合作。

ILM在侏羅紀公園、阿甘正傳、未來戰士續集及變相怪傑等多部電影中所製作的特別效果曾風靡全球。

ILM希望透過和先導的合作關係進軍亞洲廣告市場；然而，朱家欣認為亞洲的廣告製作預算並不足夠運用ILM所提供的技術。

「在荷里活，一個廣告動輒需要二千萬美元經費，我們曾考慮在一些廣告中合作，但基於經費問題不得不告吹，」暫時兩家公司的合作主要在於意見交流。

不斷多元化發展躋身市場領導者

雖然先導現在已成為亞洲市場的領導者，朱家欣說他常視先導為一家新公司——具有很多發展空間，但同時面對很多困難。

朱家欣說：「現在仍不是收成的時候，我們經常看自己為一家新公司。」

先導現在正積極多元化發展其業務和發展更多的媒體，例如，先導曾為九五年黎明演唱會製作動畫故事，又曾為劉德華的演唱會製作水龍影效果。

先導曾計劃重點投資在開拓唯讀光碟(CD-Rom)的市場上，不過，現時不會將該業務發展成為公司的主要業務，因為這個市場受到盜版的嚴重打擊。

朱家欣相信電視廣告將會繼續為先導帶來約一半的收益及支持公司在不同領域，如電影特別效果的嘗試。

展望將來，朱家欣認為一九九七年會為該公司揭開新的一頁。

「我告訴員工們視今年為先導創業的第一年，就像爬山一樣，當你征服了一個山峰，還有更多的在等著你，」而建立亞洲夢工場絕對不是一個容易的旅程，在訪問中，朱家欣不時輕聲說，「先導的發展實在不容易。」

政府支持責無旁貸

就如先導所製作的電影鏡頭及電視廣告，它的成就可說是堪矚目，但該公司同樣面對種種困難，如缺乏已受訓的員工、便宜的租金以及最重要的政府支持。

朱家欣說：「我們一直在孤軍作戰，我並不覺得政府有提供任何幫助。」

該公司唯一享用的政府設施是其在九龍塘工業科技中心的製作中心，不過，租金卻和市價相差不多，「現時月租每平方呎二十元港元，這可不算便宜。」

朱家欣說，政府只對新的高科技公司提供一些協助，而對其規模的公司如先導卻沒有任何幫助。

在香港，政府只會提供一些低息貸款及便宜的辦公室用地予新的高科技公司，像我們這些較具規模的公司則全仗自己的努力。」

這樣的工業政策會削弱香港高科技工業的發展，相反，其他亞洲地區如新加坡、台灣及馬來西亞的高科技工業卻獲政府大力支持。

「其他地方如新加坡和台灣，政府對具規模的公司給予支持，透過擴展市場領導者，可帶動整個工業的發展，在我們其他亞洲對手獲政府大力支持的同時，我們卻要孤軍作戰。」

朱家欣說，缺乏已受培訓的員工亦會令香港的高科技工業受影響。

「香港的工資極高，但和其他地方不同，我們找不到足夠培訓的員工，只得自己栽培員工。」

朱家欣希望特區政府能對像先導這樣的高科技公司給予更多支持。

「雖然，香港奉行不干預政策，但發展高科技工業有點不同，政府的支持是必須的。」

「……創業就像爬山一樣，當你征服了一個山峰，還有更多的在等著你。」



各國業界促請歐盟

撤銷中國皮手袋 反傾銷稅

自歐洲聯盟於本年二年起對中國製造之手袋徵收約四成的臨時反傾銷稅，為期六個月，不少本港及內地的廠商均陷入困境，事件不但引起本港出口商及廠商的關注，受影響的歐洲廠家亦認為事態嚴重，香港與來自英國、意大利的廠家代表及一些歐洲商會的代表就此於四月二十日召集本港召開記者會，以表示對事件的關注。

香港手袋箱包協會臨時會長李日輝在記者會上表示，事件對本港廠商、出口商與歐洲入口商已經造成即時的損害，且事件至今懸而未決，導致港商在新措施實行後便接不到歐洲訂單。據他了解，新稅制在歐洲相當混亂，不少規模細小的廠家都被迫關閉，而港商則為求生存由歐洲轉往開拓美國市場。

他又批評歐盟歪曲事實，並強調香港廠商隨時都願意提供資料與歐盟合作，證明沒有涉及傾銷，只是歐盟最初不願與港商合作。

在意大利街頭
售賣的廉價皮袋，
主要來自中國大陸及
其他亞洲地區。



12 企業雄才 一九九七年七月號

香港中小企業協會主席李榮鈞評擊反傾銷稅導致本港手袋出口於本年首兩個月下跌了24%，若不撤銷此稅，本港將有四千多廠商受影響，二萬人可能因此而失業。

他續稱，反傾銷稅不但影響手袋業，更對金融銀行、航運、物料及配件供應等其他行業造成嚴重影響。

歐洲國家對於歐盟向中國手袋徵收臨時反傾銷稅意見不一，儘管愛爾蘭、英國、荷蘭、德國、奧地利、瑞士、丹麥、盧森堡及芬蘭等國反對這稅，但意大利、西班牙、希臘、比利時、法國和葡萄牙則贊成實行此稅。

意大利皮革協會主席Salvatore Mercogliano表示，本港是意大利手袋皮革出口的最大市場，反傾銷稅打擊本港和中國的手袋皮革製造商，將嚴重損害意大利的皮革出口。他稱，該會已去信意大利外交部部長，要求政府在八月舉行的歐盟檢討會上改投反對票。他個人相信只要不斷保持向政府施壓，問題是會得到解決的。

德國皮製品商會代表Thomas Picard認為是次歐盟的反傾銷稅乃不合法，且嚴重傷害德國和歐洲整體的皮革原料生產，更危害歐洲與中國及香港的貿易關係。

英國皮具及箱包協會代表John Goldsmith強調現時最重要是繼續向那些立場未明確的國家如奧地利、芬蘭、愛爾蘭及比利時等進行游說活動，直至歐盟撤銷反傾銷稅為止。



to success

成功之鑰

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宴請工業署長何宜威

本會於五月二十二日設宴款接工業署署長何宜威太平紳士，何署長並於宴會上就「香港工業在經濟轉型中所面對的挑戰」發表講話。

何署長表示，目前香港工業並非在衰退，而是正在轉型，利用各地不同的比較優勢，將各生產程序放在最適宜的地方，已是一個全球性的現象；在這個趨勢下，本地工業只是將龐大勞動密集活動遷移到南中國，其他中國省份及東南亞各地，香港仍然是一個總部負責控制、支持及協調其他地區的勞動密集生產。

何氏亦認為現時很多服務業如設計、船務、銀行、金融和融資活動等，均對製造業發揮支持及服務的作用，因此，服務業的蓬勃發展只會提高產品的增值水平，及加強香港產品在世界市場的競爭力；服務業是否凌駕於製造業並不重要。

何氏認為目前香港工業面對的最大挑戰，是如何在競爭劇烈的世界市場佔一席位，如果本港的工業發展要向前邁進，必須運用高增值的生產方式，使產品更具競爭力。在這個過程中，香港要面對工人、成本、科技等各種問題。

在幫助廠商解決以上問題方面，政府一直奉行「最大支持，最少干預」的政策，基本上，政府提供了一個穩定的宏觀經濟環境，教育及基本科技建設與研究等必需的先決條件。

麻省理工學院所發表的報告向本港工業界提出了多方面的建議，範圍包括新產品、工序、人力培訓、基本設施、融資方法，以及香港應如何應用外國的科技等問題。何氏表示，政府將參考以上報告及各界人士的意見，研究，從中選取最適合香港的工業政策。



工業署署長何宜威在宴會上發言。

美國北卡羅來納州代表團

美國北卡羅來納州商務部工商拓展副總裁 Mr. Bill Stephens 率領代表團，於四月二十二日訪問本會，由常務會董趙振邦主持接待。

廠商會職業先修中學成立家長教師會

本會職業先修中學於五月九日舉行家長教師會成立暨第一屆執行委員會就職典禮，由本會常務副會長梁乃榮主禮，並頒發委任證書。



廠商會常務副會長梁乃榮（右）頒發委任證書予家長教師會執行委員會主席刁志鈞（左）。



參觀赤鱗角新機場

本會於五月十六日組團參觀赤鱗角新機場，出席者包括常務會董蔡衍濤、會董黃慶南、何煜榮及夫人、馮彥、青年委員會司庫馮國晉及七十多位會員。是次參觀旨在了解新機場的建造過程及設施，令參加者親身體會一個新機場的誕生。



（由左起）會董馮彥，常務會董蔡衍濤，會董黃慶南、何煜榮及夫人於新機場控制中心及客運大樓前留影。

「勞工法例及人事管理」證書課程



勞工法例及人事管理證書課程之參加者專心聆聽講者授課。

由本會與勞工處聯合主辦之「勞工法例及人事管理」證書課程，於四月七日至三十日期間在本會舉行，為期八節的證書課程，由勞工處資深主任／督察和香港管理專業發展中心高級顧問負責主講，就最新的勞工法例及其對僱傭實務的影響，以及人事管理的有關事項進行深入探討，是項課程反應熱烈，共有逾五十人參加。

「資產融資如何協助中小型企業發展」研討會



本會中小企業委員會與東亞興業有限公司於五月十三日合辦「資產融資如何協助中小型企業發展」研討會，會上，講者東亞興業董事總經理蕭錦輝就中小型企業可進行資產融資的各種方法，例如股票貼現、應收賬／存貨貸款及機器有期貨款等，作出詳細介紹，是次研討會反應熱烈，共有逾八十名中小型企業代表參加，圖為本會中小企業委員會主席蘇包爾慶會董致送紀念品予蕭錦輝。



新華社香港分社副社長張漢生在《深港工商、喜迎回歸、攜手合作、共創明天》活動上致辭。

深港工商 喜迎回歸 攜手合作 共創明天

深港工商界慶祝香港回歸聯誼活動

由本會及深圳市總商會、香港中華總商會、香港工業總會、香港中華出入口商會、全港各工業區工商業聯合會、香港青年工業家協會、九龍總商會、香港地產代理聯合會、香港嘉應商會等聯合舉辦的《深港工商、喜迎回歸、攜手合作、共創明天》同鄉聯誼活動，於五月二十四日於深圳舉行。本會組織代表團一行十五人出席座會，團長梁慶忠財務委員會主席並於大會上致辭及參加祝酒儀式。

出席是項活動的嘉賓尚有新華社香港分社副社長張漢生、香港各界慶祝回歸委員會執委會副主任兼臨時立法會主席范德安、深圳市委書記張有為等共三百多人。



本會財務委員會主席梁慶忠在活動上致辭。

廣西梧州市代表團

廣西梧州市代表團一行六人，由廣西梧州市委書記當愛祖率領，於四月三十日蒞會訪問，由本會副會長林耀實主持接待。



廣西梧州市委書記當愛祖（左四）率領該市代表團與本會副會長林耀實（右四）合照。

中國全國政治協商會議代表團



中國全國政治協商會議常務副秘書長朱作霖（左四）率領該會代表團一行四人，於四月十八日蒞會訪問，由會長梁欽榮主持接待。

甘肅省代表團



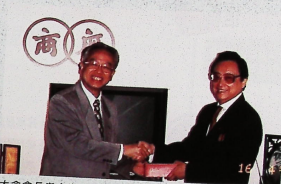
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湖南省工商業聯合會代表團



湖南省工商業聯合會代表團一行七人，由湖南省總商會會長方毓棠（中）率領，於四月三十日到訪商會，並與本會副會長林耀實（右五）等會面。

上海市政協代表團訪會



本會會長與上海市政協代表團合照。

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山東省對外經濟貿易委員會代表團訪會



山東省對外經濟貿易委員會副主任劉國棟（左四）率領該會代表團一行五人，於五月一日蒞會訪問，由本會會長梁欽榮（中）主持接待。會上，劉主任在邀請港商參加本年七月八日至十五日在山東青島舉行的「97中國青島對外經濟貿易洽談會」和「青島啤酒節」。



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山東省對外經濟貿易委員會副主任劉國棟（左四）率領該會代表團一行五人，於五月一日蒞會訪問，由本會會長梁欽榮（中）主持接待。會上，劉主任邀請港商參加本年七月八日至十五日在山東青島舉行的「97中國青島對外經濟貿易洽談會」和「青島啤酒節」。

深圳海關扣車查貨

引致之問題

會員來信

- 一、會員廖先生來函稱該廠廠車在深圳皇崗口岸遭海關扣車，原因是所持報關清單上的貨品編碼與車上來料不符，他需要補辦各項更正手續。此事引致該廠連車帶貨在皇崗口岸扣留六天，不但需要繳交罰款，更嚴重影響生產。廖先生表示由於每個口岸人員對報關貨品編碼有不同的標準和指示，導致今次事件發生。海關對扣車的收費標準也沒有向貨主清楚交待，因此希望本會向有關當局反映有關情況。
- 二、會員廖先生來函就深圳布吉口岸近期突然大量增加扣車查貨的情形，反映該廠的實際遭遇。廖先生在國內經營化工塗料製造，因此經常需要從外國進口化工用之石粉運內地加工。廖先生指近期該廠的貨車常遇到抽查，因為石粉的特質關係，在檢查時會有一定的損耗，而且在檢查後，另需要繳費安排洗車。扣車期間，亦要繳付高昂的停車費，故此增加了不少額外的支出，在今年刻苦經營下，這是百上加斤的沉重負擔。

事實上

廖先生及廖先生的個案只是近期眾多從事中港貨運業務的貨車被內地海關扣留查貨事件的其中一角。除了皇崗及布吉口岸外，亦有會員反映在鳳崗及文錦渡等口岸遇到同樣情況。不少個案均發生在星期五、六及公眾假期前，而不論查貨結果如何，肇事貨車所屬之廠商均須繳交高昂的罰款或/或其他費用（如停車費），且貨運安排亦受到延誤。

就此情況本會港深事務協調委員會曾作出討論。該委員會認為，內地海關查扣貨車查貨的情況除令廠商蒙受金錢損失外，更導致生產上的延誤，對廠商造成極大不便；且此種查扣查貨的情況牽涉到海關人員的紀律問題，故有關當局必須予以正視，否則將嚴重損害內地海關形象及對港商在內地投資經營造成打擊。

該委員會並認為深圳有關當局應作出相應的改善措施，其中包括海關當局須清楚交待扣車查貨的有關規定，如一般情況下扣車查貨的最長時間（如十二小時或一天），與及相關費用的收費標準，一方面為業內人士提供清晰指

引，在貨車被扣時知道本身權利及有關程序，另一方面確保深圳海關人員依法行事。

至於海關簽發加工貿易合同方面，該委員會亦提出改善之建議，希望當局能夠特別印製一張常犯錯誤的列表，加以標註，每次合同申請遭退回時，一次過在列表上註明所犯錯誤或遲遲退回的理由，同時加強培訓關員的基本服務水平和態度，使廠商能夠依靠辦事，有效及準確地糾正錯誤，加快辦理有關合同申請，大大減少海關及企業多次處理失誤的合同申請，提升海關整體辦事效率，並且為國內海關建立良好形象，使廠商能對內地海關制度建立信心。

除此之外，該委員會亦就其他港商在內地投資所遇到的問題反映意見，包括應取消客運車輛在進出深圳一線地區時乘客須下車排隊過關的規定，與及增加簽發加工貿易合同手續數目及增加人手處理加工物料轉廠手續以應付頻密的物料轉廠申請等。

該委員會已致函深圳市政府反映上述意見。

（資料：港深事務協調委員會）

新純羊毛

標誌規格



檢定中心 通訊電話
☎ 2698 8198

自一九九七年七月一日起，以往使用的「清爽」羊毛針織服裝產品標準，以及清爽羊毛梭織服裝產品標準已被統一成為新的清爽服裝產品標準。

以下四項是新標準之規定：

- 一、一切服裝產品必須符合「純毛標誌」定下之要求，才能在產品印上純羊毛標誌。
- 二、「清爽羊毛」紗線產品必須精紡。
- 三、清爽羊毛料表面不應有凸出的纖維，並且紗線的結構要清晰。
- 四、纖維每平方米不能超過220克重，相當於1.5米幅闊的面料，每米330克。測試方法可參照IWS測試方法第十三項。

IWS TM 136 測試適用範圍

二氫甲烷可溶性物質測試 (IWS TM136)，一般是用來替100%純羊毛產品分析油性物質的含量，包括：

- 一、天然油脂
- 二、加工油
- 三、脂肪
- 四、蠟質
- 五、肥皂
- 六、整理劑



純毛標誌



清爽羊毛

此測試可用於純羊毛或羊毛/丙稀混紡產品中，但不適用於以聚酰胺、聚丙稀或聚酯與羊毛混紡之產品，而這項測試也不能用於含有醋纖維或三醋纖維之混紡產品中，因為含有這類纖維會產生錯誤的測試結果。

國際羊毛局得悉以往方法會做成不良的影響，因此已於一九九七年七月一日起，規定這項IWS136測試只能用於純羊毛或羊毛/聚丙稀混紡之混紡產品中，而不能用於含有聚酰胺、聚丙稀或聚酯質料的羊毛混紡物。

如對上述資料有任何問題，歡迎致電2698 8198本中心紡織部查詢。

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不安全產品

的民事責任諮詢文件

近年，因欠妥或不安全產品而引起的傷亡個案不斷發生，令消費者及市民對產品安全及產品責任問題日益關注。現時，本港有多條法例保障產品的安全，包括消費品安全條例、玩具及兒童產品安全條例、藥劑及毒藥條例、電力條例等。然而，這些法例雖然訂明製造商和供應商的刑事責任，但若因欠妥或不安全產品引起人身傷亡和財物損毀，卻並沒有賦予消費者或有關人士循民事途徑追討賠償的權利。

根據香港現行法例，若在使用欠妥或不安全產品時引致人身傷亡、財物損毀或精神困擾，消費者祇可根據合約法及疏忽法提出訴訟，追討賠償。在合約法下，與消費者有直接合約關係的祇是零售商，故此消費者祇可向零售商提出訴訟及索償，而製造商則可置身事外。此外，消費者的家人、旁觀者或受贈者亦不會獲得合約法賦予的保障。

如果索償人與產品供應商之間沒有合約關係，則可按疏忽法提出索償訴訟，而疏忽製造及分銷責任的範圍甚廣，因此製造商、裝配商、批發商及零售商均可被勒令負責，疏忽法要求消費者負上舉證責任，然而，現代家庭用品及藥品種類繁多及複雜，涉及的證供包括技術性或專家意見極多，牽涉的訴訟費用龐大，一般市民根本無法負擔。此外，索償人可靠的賠償亦完全肯定，故此，透過疏忽法提出索償訴訟對消費者來說並沒有太大的保障。

有見及此，法律改革委員會轄下的產品責任小組委員會經過兩年餘時間的研究，於最近發表「不安全產品的民事責任諮詢文件」，就消費者及有關人士因欠妥或不安全產品而引致人身

傷亡及財物損毀時，可根據更為完善的法律條文向有關人士追究民事責任和追討賠償一事，進行公開諮詢，有關諮詢文件之建議及本會意見概述如下：

主要建議及理據摘要

- 一、委員會建議，關於因產品欠妥或不安全而引致人身傷亡或財物損毀的賠償，應擴大至合約法及疏忽法範圍以外，雖然工業界反對這項建議，認為此舉會增加生產成本，帶動產品價格上升，又令公司怯於生產新產品，最終影響研究與技術創新的發展動力。不過，委員會建議可把意外成本「內部化」，鼓勵製造商發展安全妥善而又符合成本效益的生產方法，減低社會成本如醫療及康復服務。
- 二、委員會不主張在港設立中央賠償基金或強制保險計劃。
- 三、委員會不主張採用澳洲法律改革委員會建議的「貨品表現」辦法。該辦法訂明任何由「貨品表現」而引致的損失，均應由製造商及供應商負責賠償，並把舉證責任轉移至製造商，要求製造商證明損失來自別的原因，或引用其中一項免責辯護，或顯示損失乃不合理使用產品所致。然而，這種辦法雖然可能使法律程序簡化，而將舉證責任轉移至製造商，亦具體增加了索償人的保障，但即使總產品責任、保險費、製造成本及最終產品價格上升，此外，它比欠妥觀點的標準更高，妨礙供應商從世界各地輸入產品到香港。

四、委員會建議採用欠妥處理辦法，因它已為許多國家所廣泛採用，可視作國際產品責任法例的標準。如果香港不跟隨國際趨勢邁向嚴格產品責任，貿易商會趨向在香港傾銷劣等而不安全的產品。此外，採用了嚴格產品責任的欠妥處理辦法後，本港在產品責任法方面可以和國際貿易夥伴看齐而加強貿易活動。欠妥處理辦法亦把舉證責任保留在索償人身上，避免了無實據而瑣碎無聊的索償。

五、委員會建議，擬議的「嚴格責任」制度應以欠妥處理辦法為準，即產品如「不如人們一般有關期望的標準」，即被視為欠妥產品。而委員會建議的新民事責任制度，其安全標準應參考客觀標準而不是索償人的標準來作出判斷。

六、委員會認為，產品的安全性應以產品推出流通時而非在發生損毀時的情況作出判斷。此外，其後出現較佳的产品並不一定表示先前的產品欠妥。

七、委員會建議，對欠妥或不安全產品須負主要責任的人士，應包括製成品及任何組件的製造商、經處理天然產品的生產商、商標持有人及進口商。此外，批發商、分銷商及零售商如未能在合理時間內指出其供應商，也應負次要責任。委員會建議，以上各類別的負責人士應共同及個別根據擬議的新責任形式負責。

八、委員會認為，擬議的新責任形式中產品的定義應包括：任何產品；物質；電力（發電過程）；在產品內的另一產品，無論其為組件或原料或其他；及經過工業處理的農產品及獵物。此外，未加工的農產品及獵物，以及組件亦應涵蓋在內。至於無體財產如電腦軟件則不包括在內。

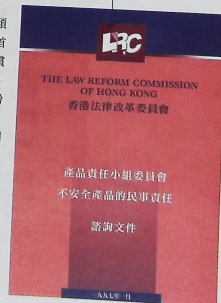
九、委員會建議，任何受傷人士，不論是否合約一方，及不論是否產品使用者或僅屬旁觀者，均應受擬議的「嚴格責任」制度所保障。

十、委員會建議列明一些免責辯護，以保護合法商業利益。這些免責辯護包括：欠妥之處是符合法規所致；被告人從未在任何時間供應產品給他人；被告人供應產品乃在業務運作以外，而且並非為圖利；被告人供應產品給他人時，欠妥之處並不存在；如其後產品的欠妥之處完全歸因於其後產品的設計，或組件製造商符合其後產品製造商的指示，組件製造商須負責；如損毀部分由索償人過失所造成，負責任人享有局部免責辯護等。

十一、委員會建議，如果生產商於推出產品流通時，因當時的科學技術及知識水平不足，以致未能發現產品欠妥之處，則製造商應有發展風險的免責辯護。不過，當科學技術及知識水平已發展至可發現欠妥之處，而製造商仍未收回欠妥產品，則不能繼續使用發展風險免責辯護。

十二、至於賠償限額，委員會認為不應受限於任何最高或最低限額，但條款亦應確保索償人不能因同一受傷或損失而獲兩次賠償，例如先後合約法及建議中的新責任形式索償。

十三、委員會認為索償人必須遵守兩個時效期限。首先，法律訴訟應於索償人知悉或理應知悉損毀、欠妥之處及生產商身份的日期起計三年內進行。其次，索償人應於有關產品推出流通日起計十年內開始法律訴訟。委員會建議擬議的新責任形式涵蓋的所有產品，都應採用十年期限，並建議議決庭有權的判決定是否延長人身傷害事件的三年及十年期限。



本會意見

一、產品責任小組委員會建議在本港設立欠妥或不安全產品民事責任賠償制度，其最終目的祇為方便個別消費者或有關人士，可就欠妥或不安全產品造成的人身傷亡或財物損毀獲民事途徑追討賠償，而在減少或防止市民大眾受欠妥或不安全產品影響方面沒有多大幫助。這似乎是一種祇重補救而忽略預防的舉措。

二、本會絕對支持支持要確保港製產品在本港市場提供的產品質量不會出現欠妥或不安全的情況，以維持本港在國際貿易的良好形象和競爭力，和保障本港市民大眾的安全和財產。本港現時已有多條法規規管各種產品的安全標準，若觸犯法例，製造商和供應商須負上刑事責任，而銷售商亦須負上民事責任。

三、對於產品責任小組委員會建議設立無限額產品民事責任賠償制度，本會認為在運作上會有困難。擬議中的制度對賠償不設限制，會令保險公司難於計算保費，或因保險公司本身利益而收取非常高的保費，甚或祇接受有限投保。對於有關的企業來說，他們固然要負擔比現在昂貴得多的保險成本，亦可能要預留資金作必要時賠償之用。然而，若預留款額太大，會造成資金積壓，影響業務發展，太少則則可被利用作出巨額賠償時出現嚴重的財務危機。故此，本會希望當局日後若決定落實此制度，必須設定賠償上限。

四、本會認為，擬議中的產品民事責任賠償制度必定會導致訴訟增加。在外國，涉及訴訟的製造商有很多雖然不須作出任何賠償，但由於訴訟所花的時間和精神太多，他們寧願停止生產有關產品。本會不希望類似的情況在香港出現，因為這會嚴重影響本港的工業及整體經濟發展。本會強調，若當局決定設立有關的制度，必須採取一切措施防止制度被濫用而造成不必要的訴訟。

五、本會認為，預防問題的發生才是我們最迫切需要採取行動之處。在這方面，政府有必要向市民大眾宣傳注意產品安全及正確使用產品的重要性，讓他們知道不能理所當然地認為在市場上供應的所有產品均絕對安全，並清楚明白不正當使用某些產品的後果和須負上的責任。此外，本會認為政府應參考外國的做法，為各類產品訂制清晰的安全標準指引，使製造商、供應商、貿易商及其他有關人士有本可依，並須向他們推廣產品安全測試，以在業界人士中製造一種全面關注產品妥善和安全標準的大氣候。待時機成熟，政府亦可考慮在充分諮詢業界人士的意見後，規定產品必須經過測試合格才可推出市場銷售。另外，政府亦須與本港工商機構加強合作，為業界人士提供更多更有效快捷的渠道，協助他們取得外國產品安全標準的第一手資料。

支持政府

(暫時終止實施) 條例草案



確

保持香港特別行政區的運作能夠順利開展，保持香港原有的自由社會和經濟制度不變，使之繼續向前發展，減低社會震盪，確保香港特別行政區的整體社會福祉，是每一位立法會議員的職責。根據上述原則，香港末屆政府在欠缺過詳諮詢的情況下，在短短三個月內便草擬出這項通過多條議案條例草案，顯然就是不負責任的行為。今天，香港特別行政區政府提出這項條例草案，我認為是值得支持的，有人指責這項條例草案是違法行為，這是不符合事實的，暫時終止實施，實際上是容許政府有更多時間去收集社會各界人士的意見，使這些影響深遠的法例能夠得到完善去施行，正是一個民主和負責任政府的具體表現。事實上，特區政府沒有理由去承受這些太陽法例所可能引起的後果。誠然，《1997年職業性失聰（補償）（修訂）條例》可以保障工人權益，應予實施，可是，我們也應該考慮到特區政府的行政主導運作原則；職業性失聰條例放寬的後果，可能導致補償基金的嚴重流失以至破產，這就會影響到特區政府的行政威信。所以應該暫時終止實施，給予機會充分研究和改善方去實施，維護今天特區政府的行政主導原則。

作為工業界代表，本人對實施《僱員代表權、諮詢權及集體談判權條例》和《1997年職工會（修訂）條例》所可能帶來的社會影響感到極大憂慮。設想全世界的工會運動歷史，在集體談判制的情況下，工會分子的利益必然會凌駕於非工會勞工之上，這在涉及勞工利益的問題時尤其明顯。因此，將僱員集體談判權引入本港，就必然引發勞動力的工會化和職工會間互相激烈競爭的後果，這只能為本港勞工市場帶來不穩定發展，政治化的氣氛將瀰漫整個香港的產業世界，勞資雙方，甚至勞工界的內部都會起了急劇的變化，分裂、猜忌、攻擊，隨之而起，也影響了整個一貫行之有效的

政府行政架構，行政主導的原則亦漸消失於無形，破壞力之強，不可謂不大。影響所及，本港的投資環境和國際競爭力將會受到極嚴重的損害，本港又怎樣可以繼續維持成為世界重要的經濟貿易及金融中心呢？

眾所周知，本港的勞資關係一向良好，主要是由於勞資雙方的合作是建基於自由經濟原則，互相平等、互相依賴和信任的僱傭契約關係。倘若政府開了先例，容許這些法例實施，僱員便擁有代表權、諮詢權和集體談判權；那麼，政府又怎能拒絕通過這些聯會或組織，去行使資方的集體談判權呢？這樣會導致出一種其後果的局面呢？發展下去，無疑是將香港社會原有的自由勞資關係變質起來，推向極權化的政治角力行為，那麼還有社會整體福祉可言？從經濟學的角度來說，上述發展的結果就是增加了本港勞工市場的「交易費用」，事事都要經過諮詢談判，將生產性的資源盡耗在政治行為上，最終只會阻礙本港經濟增長，市民生活質素下降，心之謂危，希望各方面的朋友，包括勞工界的朋友們三思，慎重考慮處理。

至於《1997年職工會（修訂）條例》，本人亦表示反對。理由簡單而明確，職工會成立的基本目的就是為其本業的職工會員爭取福利，本來是正確的；可是，倘若職工會的主事者認為有需要以政治行動來謀取勞工福祉的話，其合理的做法是將之組織註冊成為政黨，而不是在行之有效的職工會條例中鑽取活動空間，打著保障工人利益的旗幟，將職工會的活動政治化，實際上是引致散亂組織的做法，其結果是大大地危害了工人本身的利益，也危害了僱主的利益，甚至社會的整體利益。

本人支持政府的草案，暫時終止上述法例。



臨時立法會議員
倪少傑於一九九七年
七月十六日就恢復二讀
《一九九七年法律修文
（暫時終止實施）條例
草案》之發言全文

博茨瓦納

博茨瓦納位於南非高原南部，南面及東南面為南非，東北面為津巴布韋，西面及北面為納米比亞。該國總人口一百三十萬，其中25%居於市區。

經濟情況

博茨瓦納是非洲國家中經濟發展最迅速之一國，平均每年增長12.5%。在一九八零/八一年，人均國內生產總值為7957（約346美元）。迄今，該數字已達798,000（約2,895美元）。博茨瓦納的經濟增長主要來自礦產業，其中以鑽石尤為豐富，佔總出口六成，另外養牛業亦為經濟帶來增長。

完善的經濟政策為博茨瓦納成功因素之一。該國正積極鼓勵及協助私營企業及對外貿易，該國的外匯儲備超過46億美元。

博茨瓦納資源極為豐富，例如鑽石、煤、銅、鈾、鉀、鈉、及硫磺等。該國是全球



第三大鑽石生產地，礦產含量更可開採三十年，並蘊藏大量煤、石油及天然氣。

基礎設施

根據第七個國家發展計劃，基礎設施的支出將佔整體發展開支的三分之一。

交通方面

博茨瓦納的道路網絡覆蓋八千公里，並正繼續擴展。道路主要北接津巴布韋及納米比亞，南至南非。道路質素可媲美其他通往各主要城市之道路。

該國之國際機場位於哈博羅內，國家航空公司為博茨瓦納航空公司，提供內陸與其他地區之服務。其他如英航、津巴布韋、南非航空等均有國際航班。而在各大城市及旅遊區亦設有機場。博茨瓦納航空公司除指定航班外，亦設包機服務。

通訊設備

博茨瓦納的通訊設備水準極高，可直接接駁全球各地，傳真及電報設施廣泛使用。博茨瓦納電話公司為顧客提供各類服務，如數碼PABXs、鍵盤系統及按鈕音頻電話和BTC傳呼系統。

水電供應

博茨瓦納的電力供應由兩座位於Selebi-Phitwe及Morupule之發電站供應，電力達380/220伏特，頻率達50赫茲，為用戶提供可靠的服務。

水力供應主要來自北面的主要河流及與東南接壤的林波波河。該國的食水極為珍貴，政府已制訂一套長遠政策，以確保食水供應至2000年或以後。

人力資源

博茨瓦納的勞動力正以每年20,000名的速度增長，而每年可提供7,500個就業機會，形成勞動力過盛，因此當地政府正積極推動勞動力密集型之項目。

該國現時極缺乏中層管理人員及技術性勞工，然而一般工業家均認為博茨瓦納的勞工訓練有素，尤其在半技術性操作方面。

博茨瓦納政府極鼓勵成立工會，工業關係一般而言相當融洽和有序。該國勞動局提供了十分完備及有效的調解服務，極受僱主與僱員之信賴，僱主亦可加入博茨瓦納工商及人力資源協會。

一般在博茨瓦納之外籍僱員均須取得居留及工作許可證，若僱主並非以工作身份入籍博茨瓦納，則臨時工作許可證可於短期內發出，合約僱員的許可證有效期為兩年，而股東則為五年，亦可續期，若外籍僱員居住滿十年或以上，可取得永久居留權。

投資優惠

博茨瓦納政府洞悉經濟多元化之需要，故此推出各類政策以鼓勵投資於製造業及相關之行業。

金融資助政策 (FAP)

FAP主要協助以生產或加工產品作出口之商業或進口商，合資格之商業活動包括製造

業、中小型採礦業（大型採礦除外）、除畜牛業以外之各類農業活動、某些「聯繫」服務及旅遊業。

「聯繫」服務指市場推廣、生產活動之綜合服務，包括修整及維修設施，惟不包括釀造及蒸餾過程。

新項目或擴展中之生產性業務均可申請資助，惟一些可提高國家收入或是財政上可行之項目方可獲資助。

合資格申請資助之行業可分為三類：

一、小型項目

一些固定投資資本少於P75,000的項目，FAP只會將這個類別之撥款給予該國公民，資助以撥款形式，數目則視乎地點、女性控股權及可提供之就業數字而定。

二、中型項目

固定投資資本為P75,000至P200萬之行業。

三、大型項目

固定投資資本超過P200萬之項目。

工商部轄下之工業部門將負責處理中小型工業項目，金融及發展計劃部則負責處理大型項目。

FAP撥款（資助予大中型項目）

免償還撥款主要資助擴展中及一些新的生產性項目。由於FAP極重視每項計劃所提供之職位，因此一些勞動力密集之企業獲撥款機會較大。所有申請項目必須至少達6%經濟回報率，所有撥款均免徵稅項。

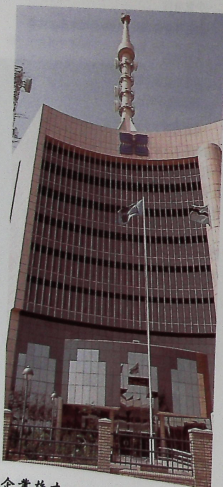


FAP可提供的撥款分為三類：

- 一、可透過購買固定資產作協助，又一般由非公民擁有或合資之項目，每提供一個職位可獲P1,000資助，而由公民全部擁有之項目則為P1,500。
- 二、非技術性勞工資助方面，若公民之收入接近法律規定之最低額，可以下列基礎索取資助：

年份	已發薪金之價值
一及二	80%
三	60%
四	40%
五	20%

- 三、公民接受培訓方面，首五年可獲50%的培訓資助，資助包括導師費用、膳宿、交通費、課程材料及薪金。



投資保障

博茨瓦納承認世界銀行公約，並於八五年成立多邊投資保證處，保障投資者免受貨幣不能兌換、財產沒收、違約及戰爭與內戰等問題之困擾。該處資金主要來自參與國家之贊助及投資者所繳交之保金。

稅項

所有博茨瓦納境內自然產生之款項均需繳付入息稅，資本則除外。

公司稅

常駐公司指在博茨瓦納註冊及合併之公司，或任何公司其管理及控制權在博茨瓦納之公司，這等公司之稅率為應課稅收入的25%。

非常駐公司指並非在博茨瓦納境內註冊或進行合併，或其管理及控制權亦非在博茨瓦納之公司，非常駐公司稅率為應課稅收入的25%。

製造業只需繳付應課稅收入的15%，資本利得亦已納入一般應課稅，故此資本利得稅亦是25%，博茨瓦納之上市公司從股權處理中產生之資本利得均免稅。

貿易及投資推廣部 (TIPA)

TIPA於一九八四年由工商部成立，旨在為投資者提供顧問及聯繫服務、展覽會與投資考察團訊息、公共關係及出口推廣服務。根據這四個服務方針，TIPA提供以下服務：

1. 為本地、國家及國際投資者提供顧問服務。
2. 聯繫準投資者、有關政府機構及商業團體。
3. 組織貿易及投資考察團赴各地考察。
4. 為其他國家組織考察團到博茨瓦納。
5. 提供經貿訊息及
6. 透過出版刊物向投資者發放經貿資料。

投資者如欲索取有關博茨瓦納投資資料，可聯絡TIPA。
地址：Private Bag 004, Gaborone, Botswana
電話：(267) 351 890
傳真：(267) 303 375

廠商會獎學金計劃

支持工業教育
請捐助廠商會獎學金

廠商會獎學金計劃創立於一九六四年，目的為鼓勵在學青年投身工業，以增加發展工業的人力資源。每年籌募工業教育獎學金，均以捐款人、捐款公司或廠商會名義，頒贈予各專上學院及工業學校成績優良之學生。近年本港新開辦的工業院校，為貫徹支持工業教育的精神，獎學金計劃繼續需要您的捐款，敬請將下列捐款表格填妥，連同聯絡，電話：2542 8632。

一九九七年獎學金受獎學校如下：

香港大學	香港科技學院 (青衣)	屯門工業學院	九龍工業中學
香港中文大學	摩利臣山工業學院	基協工業中學	基新工業中學
香港科技大學	觀塘工業學院	鄧肇堅維多利亞工業學校	寶靈工業中學
香港理工大學	葵涌工業學院	何東官立工業女中學	中華基督教會扶輪職業先修學校
香港城市大學	黃克競工業學院	香港仔工業學校	香港中華廠商聯合會職業先修中學
香港浸會大學	李惠利工業學院	龍翔官立工業中學	廠商會基督教職業先修中學
香港科技學院 (南灣)	沙田工業學院	鄧鏡波學校	香港市廠商會朱石麟職業先修中學

一九九七年廠商會獎學金認捐表格

XIM

公司名稱：(中文) _____

(英文) _____

地址：(英文) _____

電話：_____

傳真：_____

本公司捐贈獎學金詳情如下：

☐ 由會方代為分配捐款

港幣 _____ (元)

☐ 指定受獎學校捐款

(請參閱上列學校名單)

受獎學校名稱*	獎學金名額**	獎學金金額	每名金額*	合共港幣 (元)

* 指定捐贈專上學院及科技學院每名獎學金不少於HK\$2,500，其他學校每名不少於HK\$500。(捐款金額最低為HK\$500)

** 如無指定獎學金名額者，將統一以「廠商會獎學金」名義頒發。

捐款請以劃線支票支付，抬頭請寫「廠商會工業發展信託基金」(The Chinese Manufacturers' Association Industrial Development Trust)。根據稅務條例，捐贈本會工業發展信託基金之款項可獲收條申請免稅，本會收到該捐款項後，即發出收據。

負責人簽署：_____

姓名：_____

日期：_____

該收據抬頭號碼為：_____

收據編號及日期：_____

(本會填寫)

瑞典人鍾情

運動鞋與時款鞋

在瑞典，運動鞋是年青一代的寵兒，而近兩採用人造質料製造的時款鞋亦廣受歡迎。由於來自意大利及葡萄牙的皮鞋價格昂貴，瑞典進口商感到難以刺激銷量，遂轉向遠東採購品質優良的皮製或人造質料時款鞋，

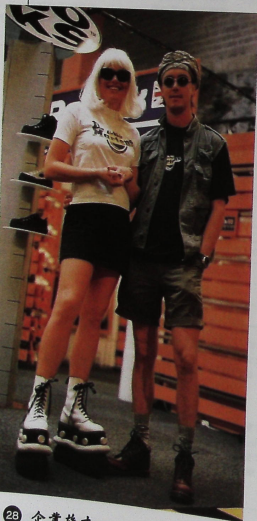
歐洲的鞋類市場，瑞士高居榜首，平均每人每年購買六雙鞋子；瑞典人則只買2.8雙，不及瑞士人的半數。瑞典男裝鞋的銷路尤為呆滯，該國男士每人每年平均只購買1.5雙鞋子，而女士購買的數目亦僅逾三雙。

由於瑞典近年經濟衰退和失業率高企，以致該國鞋履銷路疲弱。在一九九八至九零年度，瑞典經濟運動，鞋類銷售亦達到頂峰，該國的九百萬人共購買了三千三百萬雙鞋子，但隨後數年銷量卻持續下降，到一九九五年跌至二千七百萬，銷售額僅逾七十億克朗（七十四億港元），直至去年鞋類銷售總值才回升1.5%，令鞋商對前景抱審慎樂觀態度。

其實，瑞典人對鞋履的需求，正好反映當地人民的生活文化。普遍來說，瑞典人晚上出外不會如南歐人士整裝赴會，加上瑞典嚴寒陰暗的冬季持續六個月，人們多選擇留在家中，與家人共享天倫，因此對時款鞋履的需求不大。再者，瑞典人每次平均只買一雙鞋子，然後待穿破舊了才更換，故此，當地人買鞋的數量遠遠不及其他歐洲消費者。

由於瑞典本土沒有時款鞋製造商，因此市場主要由約八十家進口商供應所需，目前，瑞典只有三家批發商，分別各佔市場5%；其餘的進口商包括代理商和直接入口的連鎖鞋店。

現時瑞典人正流行穿著運動鞋，在全年售出的二千八百萬雙鞋類中，運動鞋幾佔三分之一；消費者以兒童及二十二歲以下的青少年居多，尤以男孩為甚，他們大多只擁有一雙運動鞋，故買鞋時亦只會到體育用品店選購，甚少光顧傳統家族式經營鞋類專門店。



年青人愛穿時款鞋。

據市場觀察家稱，今日的年輕人將來也未必會購買皮鞋，甚至可能不會選擇穿著普通鞋，因他們已習慣穿著舒適輕便的運動鞋，由此可見，瑞典獨立零售商求存之道，莫過於要配合市場需求。

與此同時，瑞典人亦開始流行穿著人造質料的時款鞋。以往，除運動鞋外，他們普遍都不接受人造質料的鞋子。但是，由於人造質料的鞋履款式新穎，故早在幾年前已打入瑞典市場，這些時款鞋不但能迎合青少年的口味，而且價格較皮鞋便宜。

由於瑞典本土生產的鞋履不多，所以產品幾乎全屬進口。皮鞋方面，大部分從意大利和葡萄牙輸入；以銷售額而言，意、葡兩國是瑞典最大的鞋履供應地，但以數量來說，中國則名列前茅。從瑞典市場銷售的時款皮鞋可見，以質優價廉取勝的意大利產品堪稱一枝獨秀。至於布鞋、人造皮鞋及運動鞋，則主要來自中國、越南、印尼和馬來西亞。

反傾銷影響中國貨轉向越南進口布鞋

自從歐盟在一九九七年二月一日對布鞋徵收臨時反傾銷稅後，令中國製造的布鞋價格倍增，迫使進口商轉向其他亞洲國家購買，在這項措施下，瑞典鞋履公司紛紛把訂單轉往越南，越南遂成為最大的受惠者。

一般來說，從中國和亞洲國家大量購買的進口商，都定期派員到亞洲與生意夥伴會面洽談。這些夥伴主要是香港或台灣公司，其中台灣公司已將大部分生產工序轉移到越南進行。

就歐盟的反傾銷行動，中國製造商作出相應行動，把生產基地轉移到其他新興國家如柬埔寨。然而，歐盟現正研究會否對中國、印尼和泰國的人造及皮鞋鞋類也同樣實施反傾銷行動，有關行動一旦實行，措施將包括關稅和配額兩方面的限制。假如歐盟決定通過這項措施，其他不受影響的亞洲國家將會受惠。目前，從越南大量購入的人造皮鞋，主要銷售對象是女士們和年輕人。至於皮鞋方面，尤其是中國製造的皮襪和童裝鞋，卻受到歐盟的入口

配額所限，每年獲配給的進口額都不及申請數額的一半。

亞洲鞋履價廉物美 品質媲美意大利鞋

瑞典的入口商多直接從歐洲國家如意大利、德國、英國、西班牙等進口優質平價鞋履，不過現卻有意物色低價的替代品，並有興趣從向來以貨品價廉見稱的亞洲國家購買，但是鞋款必須迎合潮流，而且品質要媲美意大利產品。另外，適合的鞋款亦很重要。瑞典人的腳屬高足背、腳面闊大類型，所以，美國、英國及法國鞋履並不合穿，而德國和荷蘭鞋履則較合適。

瑞典今年秋季流行的鞋款是靴和船形鞋，靈感來自六十年代時興的方頭鞋。至於年青一代則較喜歡七十年代的款式和厚底鞋。

一般來說，不論任何年齡的人士，穿鞋皆講求舒適，現時瑞典女士均已厭倦穿著夾腳的窄身鞋，又樂意多花點錢選購優質合適的貨價鞋，因此零售商紛紛進佔這個市場。

在鞋類流行顏色方面，一九九七年是褐色天下，可惜的是，進口商難以在亞洲物色到理想的人造質料褐色鞋履，認為鞋款過於單調呆板。

(資料：香港貿易發展局)

香港製造的皮鞋



日商在香港與中國大陸的採購活動



在過去十年，日本公司紛紛在香港（尤其在亞洲區）成立附屬公司，在本地市場以外採購各種產品。根據日本通商產業省進行的日本海外商業活動調查顯示，日商的海外採購金額，在一九九四年為151.1萬億日元，比一九八八年下降了1.7萬億日元。不過，在製造業方面，於一九八八年至一九九四年間，海外採購額上升了兩成。

按市場及行業分類去比較一九八八年及一九九四年日本海外附屬公司的採購情況，在製造業、商業和服務業方面，日本海外附屬公司在日本進行採購均有所下降，而建築業則微升0.2%，反映日本的海外附屬公司正不斷增加在日本境外採購材料和零件。

一九九四年，在日本附屬公司的海外採購活動中，香港、新加坡、南韓、台灣等新興工業經濟區在各行業所佔的比重為20.7%，在製造業佔12.5%；而中國所佔的比重則分別為0.7%及2.1%。

至於按工業分類，儀器和機械製造商較少向境外地區購買材料；而木材及木料、化學產品、鋼鐵、有色金屬、運輸設備等工業，則每多於在本地市場採購。

日本附屬公司在中國的採購活動

一九九四年，日商在中國的附屬公司共進口1,000億日元的貨品，其中99.6%供屬下生產廠房用。這數額相當於他們採購總額的62.9%，換言之，另有六百億日元的貨品在中國內地購買。這些日商從中國境外採購大量貨品，顯示中國本地市場的產品在質與量方面，都未能滿足所需。

於各行業中，在中國本土市場進行大量採購的有建築（98.7%）、食品（99.7%）、化學產品

（87.1%）、木材及木料/紙漿及紙品（68.8%）。本土市場採購在其他行業所佔的比重由30%至40%不等。

日本附屬公司從海外採購的材料主要來自日本，雖然一般推測，日本附屬公司為要降低成本，會從其他亞洲國家輸入貨源，但統計數字顯示，除了化學產品、建築材料和木材外，一些需要較精密半製成品的行業，如機械與設備等，日本附屬公司向中國採購材料的百分比較低，顯示中國在這些輔助性行業方面，仍有待改進。因此，日本公司只有從本地尋找貨源。

日本附屬公司進行海外採購的主要原因

根據日本貿易振興會於一九九四年進行的日本製造商進口活動調查顯示，日商進行海外採購的主要原因包括海外的生產成本較低；海外供應商提供的貨品質量有所改進；擴大採購範圍；實行本國與海外分工負責銷售和生產及與外商合作等。

根據調查顯示，在新興工業經濟區進行採購的原因，與在中國進行採購的原因十分相近，成本和質量是進行本地採購的首要考慮因素。根據資料顯示，有40.7%受訪者認為，產品質量有所提高是他們在中國本土市場購買的一個原因。此外，擴大採購範圍和實行本國與海外分工負責銷售和生產，也是進行本地採購的重要原因。

海外採購部門之結構

自八十年代開始，日元急劇上升，加上日本勞工成本高昂，大大削弱該國製造商的價格競爭優勢。因此，不少日本製造商便在香港

（尤其是亞洲地區）設立工廠進行生產。此外，一些在亞洲區內地地位鞏固的日本跨國公司，亦有意加強其採購部門的效率，遂於多個重要據點設立國際採購辦事處。

自一九八八年到一九九四年，日商每年在亞洲設立的海外附屬公司總數均頗為穩定，於這段期間，在香港設點的數目出現輕微下跌，而在其他幾個新興工業經濟區設點的數目更急劇下降，其中以新加坡的情況最壞。中國是唯一日本附屬公司數目激增的地方，一九九四年，超過六成新設立的日本附屬公司設在中國，一九八八年時的比重僅10%。

中國吸引日商設點的主要因素有多個。首先，中國的生產成本仍屬偏低。其次，中國產品質量不斷改善；事實上，日商在中國設立附屬公司，有助提高中國產品的質量，即使中國供應商向日本顧客提供的零件，在質量上也有所改良。第三，鑒於在中國設點可以在利潤豐厚的中國本銷市場上爭一席位，因此大大推動日商到中國設立辦事處或工廠。第四，中國向外資公司提供多項優惠，藉以吸引外來投資。

電子工業

於八十年代，許多日本跨國電子公司均在東南亞地區設立國際採購業務，其中以新加坡為最熱門的據點。到九十年代，鑒於中國勞工成本低廉以及所實施的開放政策為外商提供多項優惠，日商在中國設立的生產廠房也日多；而由於香港與中國大陸毗鄰，且具備優越的商業基礎設施，不少日商遂選擇香港為進行國際採購業務的據點。一般來說，日商設於香港的國際採購公司都從東亞地區（特別是中國內地、香港、台灣）採購零件，有些則計劃向歐洲、美國，甚至日本購買。這些設於香港的國際採購公司，需要向日本總公司匯報關於供應商的資料，有些更負責協調區內其他國際採購公司，並向他們提供可靠有用的供應商資料。

服裝及紡織工業

日本服裝/紡織品製造商的海外投資，大部分集中在亞洲，尤其是中國大陸。不過，所需材料卻多從日本或其設於亞洲的廠房購入，

原因是生產所在地每缺乏優質產品。目前，日本紡織及服裝廠商認為尚未需要成立國際採購公司，但留在香港設立了多個代表辦事處。

這些設於香港的代辦處，主要搜集有關區內材料供應來源的資料，提供予日本總公司。部分代辦處的工作還包括指導屬下工廠從日本和其他亞洲地區採購材料，與歐洲專業設計師聯繫，以及對地區性消費習慣進行市場調查藉以改良設計等。

食品業

與上述兩類工業比較，日本食品業的國際化步伐最慢，基於產品質量方面的考慮，日商設在東南亞及中國的附屬公司極少從亞洲（尤其與日商無關的公司）購買原材料。再者，由於大部分食品用料均容易腐爛，由供應商到工廠的運輸付貨程序必須快速，由工廠自行安排送貨較為省時，因此，食品業一般都不進行國際採購。

選擇供應商

有意與日商合作的香港公司，宜先了解誰是決策者，同時不應忽略非決策者，因為一般資料都須通過正常渠道由國際採購公司提供予總公司，又日本買家可能要求供應商前往探訪在日本或其他地區的決策人士。

日商與海外公司之間的問題

一九九三年十月，日本貿易振興會發表了一項對219家設有海外附屬工廠的公司進行問卷調查報告，受訪者來自不同行業，當中被問及與海外公司之間的主要問題，包括交貨不準時和退貨率高；不能應付突然增加的需求；海外供應商的技術儲足以製造一般產品；運輸成本高昂；所需先進零件來源有限，必須由日本供應；進口量低，以致海外採購成本提高；與本地供應商保持良好關係等。

其中最令人關注的問題是產品和服務質量。在受訪電子業製造商中，有幾家公司指出海外供應商缺乏技術能力生產精密零件供裝配用，這種情況在中國和較落後的亞洲國家尤為普遍。

港商的發展機會

香港已由一個製造業中心轉為以服務為主導的經濟體系，因此，目前香港的競爭優勢亦轉為以搜集和提供貨源供應資料為重。另外，香港具備專業管理技術，可安排各種製造活動和提供有關服務，過去香港累積不少寶貴的國際營銷經驗，在這方面港商必須繼續努力保持優勢。

鑒於日商的海外採購活動今後將不斷增加，為了掌握機遇，港商必須迎合要求，包括提供

有關地區性貨源供應市場資料，提供管理技術，支援香港與南中國的生產活動；製造附加價值較高產品，使產品除了價格相宜外還可在多方面與其他亞洲國家的產品進行直接競爭；與日本公司建立互信合作關係，謀求擴充業務機會。

鑒於日商在中國內地設立的附屬公司數目激增，港商宜積極爭取與有關機構建立聯繫。在目前的趨勢下，具備市場資料和管理知識的香港公司，肯定佔盡優勢。

(資料：香港貿易發展局)

直航對

香港中轉地位

影響不大

福州港有
能力處理
數量日增
的貨物。



兩岸直航對大陸和台灣經濟關係甚大，同樣亦為香港所關注。長期以來兩岸的經濟貿易、資金和人員交往大都以香港為中介進行。兩岸通航實現後，香港首當其衝受影響的將是貨運和碼頭業務，但在近期內這種影響不大。因為台灣堅持不通關、不入境政策，根據兩岸航運界在日前只限於國際轉口貿易，即由福州、廈門開出的接駁船可以在高雄卸貨，裝上大型貨船後再轉運往大陸。但不能排除兩岸通航實現後，

屬於大陸與台灣間的兩岸直接貿易的貨物會以某種變通的方式處理。

從目前最容易受衝擊的大陸至歐美地區貨物來看，其中由福州廈門地運往美國的貨物最有可能改由高雄轉口。因為經高雄轉口，航程較經香港為短，而且高雄貨櫃碼頭的中轉費用比香港更低廉。至於大陸運往歐洲的貨物將大都維持經香港轉口。

由於香港長期充當中國對外貿易的窗口和世界交流的樞紐，與內地形成了密切的貿易關係，大陸的進出口貿易大多依賴香港公司進行，



高雄港成為
兩岸定點直航的
試點城市。

加上香港航線比高雄多，而且周期限短，因此，福建工商界人士普遍認為，即使兩岸直航全面實現後，香港作為國內投資貿易的中介地位仍不會改變，對外貿易仍將主要通過香港中轉。兩岸直航，使貿易機會增加，香港也會得益。

不過從長遠來看，隨著直航的日趨成熟，新航線的不斷開闢，直航對於香港中轉地位的影響會愈來愈大。一些有先見的香港碼頭經營商，已調整發展步伐，參與兩岸碼頭經營建設，以獲得更多發展機會。

大陸首先開放作為兩岸直航的廈門港和福州港，每年貨櫃吞吐總量共在五十萬標準箱以上，兩者均能接受萬噸級以上船舶進港作業，雙雙進入了大陸十大港口之列。

為迎接直航，福建在港航設施方面已作好準備。為保證海峽兩岸直航的安全，福建拆除了八座主要燈柱的遮蓋，並在福建的台山、牛山、鎮海設立燈塔，同時海岸電台隨時滿足兩岸船舶的通訊要求。廈門還成立了內地首家為兩岸航運提供綜合服務的企業，兩岸直航涉及的航線設計、文書、簽證、運價、關稅、貨幣結算、海關監管、入境申報等一系列技術性問題已達成協議或正在協商中。

因為台灣方面目前只開放高雄港定點直航，大陸方面的上海、大連等主要港口近期也未能

開放，不過由於福建省已建成四通八達的交通網絡，其他省市的貨物可通過福州、廈門兩港直航發送。

通航之後，預計將由多家公司營運同一條航線，因此削價競爭勢所不免，受益最大的並非船公司，而是貨主，而主要是在福建投資的台商。

(資料：香港貿易發展局)

《企業雄才》

月刊

總策

超時有限公司

趙振邦

致意

資產融資

如何協助中小型企業發展(一)



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特為本刊撰文，共分三期刊載。

隨

著業務迅速發展，資金愈見緊張。一般傳統的融資方法，不外是以固定資產及現金存款抵押給銀行或財務公司，而取得信用狀及信貸透支。在九十年代初，房地產價格暴升，動輒以兩三倍升幅計，這種融資方法於當時無疑是可行的。

可是，到了一九九五年初，利率轉升，房地產升幅已趨遲滯，傳統銀行的融資方式，實不足以應付業務發展的增長。不少公司由於房地產價格下跌或業績一時下降，導致銀行信貸額立時被減少。再者，這種「以房地產作抵押」的信貸機制，令到甚多欲大展拳腳的公司難以吸納充裕的營運資金。

香港雖是亞洲金融中心之一，卻尚缺乏除房地產及現金存款抵押以外可給予中小型企業的融資選擇。那麼，中小型企業在融資方面有何選擇？答案就是資產融資(Asset Based Finance)——一種早已成為歐美萬千中小型企業重要資金來源的融資方法，透過資產融資，給予高增長及有潛力公司的一種強而有效的集資方式。

何謂資產融資？

資產融資是由公司擁有的資產來驅動的融資方案，所謂資產包括流動資產(應收賬項及

存貨)及固定資產。資產融資可讓公司憑藉本身的資產來滿足其短期、中期及長期集資需要。

短期融資提供長達一年期貸款，基本上是以發票貼現，或應收賬項/存貨循環貸款為主。

發票貼現可讓一間公司將其應收賬項(全部或選擇地)售予資產融資提供者以套取現金，如此便可有效地將信貸銷售轉為現金銷售。銷售發票由資產融資提供者以一個雙方同意的價格購買，通常是發票值的60%至90%，並定期呈交予融資提供者。當收到發票後，融資提供者便付款予該公司，待收到該項應收賬項後，便將差額退回給該公司。應收賬項可由融資提供者或公司自行收取，前者稱為「通知發票貼現」，後者則是「不通知發票貼現」。無論公司銷售予本地或海外市場之客戶均適合此項安排。

應收賬項/存貨循環貸款乃依據公司的全部應收賬項及存貨而提供的循環信貸，借貸之款項乃基於公司呈交予融資提供者之應收賬項及存貨的定期報告。

中期融資提供由一年至三年期的貸款，主要根據公司現有並無抵押之廠房及設備，以分期付款、租賃、售後租回或整體性投資等方式貸出款項。

長期融資提供由三年至七年期的貸款，此乃基於公司擁有的房地產而作出的借貸。

資產融資優點何在？

資產融資讓公司能充份運用其資產，提供一種持續、可預見、易管理的融資方案，對急於擴展的公司尤為適用。公司因此能藉著強而有力的融資工具，使資產與負債互相配合。換句話說，短期資產可由應收賬項/存貨融資而來；固定資產投資則借助長期負債融資，從而配合此項投資產生的流動資金。

資產融資能讓股東分享公司紅利，毋須受制於一般銀行對公司盈餘分配的規定。因此，公司在融資上可自給自足，免除股東不斷注資之需要。資產融資運用公司本身的資產達到集資需求，只要公司運用積極投資得宜，股東獲利便更高。

由於資產融資屬於「現金融資」，故其靈活性有利於公司各方面的運作，毋須常受銀行信用狀限額的束縛。

資產融資所費若干？

資產融資毋須任何「房地產或現金存款」作為抵押，因此收費通常比一般銀行服務高1%至2%。

一般來說，短期資產融資收費包括一般服務費及利息。服務費是根據發票值或公司信貸限額的費用按季收取，由0.5%至1.5%。而利息則按照優惠利率至優惠利率加3.5%不等。

至於中期至長期融資收費是按照固定利率或浮動利率收取。固定利率可讓公司免除任何利率上升風險，浮動利率一般與優惠利率掛鉤及再加上1%至3%的利息。

如何選擇合適的資產融資公司

環顧本港金融界，能為中小型企業提供全面的資產融資服務的公司實在有限，縱然提供發票貼現服務的銀行日漸增加。

資產融資公司實為中小型企業的長期夥伴，互相合作無間；因此，中小型企業在選擇融資公司時，應考慮該融資公司在業內的經驗、承諾、提供之融資服務及修訂融資組合的內容是否能配合發展計劃而作出決定，並非如一般企業集資市場常見的「套裝式」融資方案。此等融資服務不單未能充份地為中小型企業提供融資上的協助，反而令資產融資服務給關上重重誤解。

結語

前略未來，中小型企業應重新審視融資之道，借助合適的融資方案，以加強企業的競爭能力。換言之，融資之道，就是與融資提供者坦誠相向，互商大計，藉著資產融資，中小型企業終能兩全其美；既可潛力盡展，又可裨益股東。此乃傳統銀行服務不能媲美之處。

微型馬達之王

德昌電機



本刊今期刊載由香港管理專業發展中心提供、香港理工大學商業學系講師文禮仕博士(Dr Paul Ellis)撰寫之管理個案，以向讀者闡述德昌電機馬達的發展歷史。文章末段提出了五條問題，有興趣的讀者請將答案寄或傳真予本會助理秘書黃淑儀小姐(地址：香港中環干諾道中64號廣南會大廈3字樓；傳真號碼：2541 4541)，來稿一經刊登，可獲紀念品乙份，個案問題剖析將於下期刊登。

個案

每天，你可能都在不自覺間使用了德昌電機的產品，因為它們用途廣泛，由浴室內的風筒、電髮剪、廚房內的食物處理器，以至辦公室內的打字機，均安裝了由德昌電機生產的微型馬達。總部設於香港的德昌電機，乃世界最大的微型馬達生產商之一，每天生產的直流及交流型馬達達一百萬個。這些微型馬達以「德昌」(Johnson)的名稱分銷至世界各地，安裝在一些著名的牌子如Black and Decker、豐田及飛利浦的產品之內。

公司歷史

德昌電機是在一九五九年由汪松亮先生及其實內助汪亦珍女士所創立。汪氏生於一九一四年，在國共戰爭爆發前，在上海從事紡織業。戰事爆發後，他隻身逃到台灣，其後，再從台灣移居香港，並在港開設多間裁縫店。

五十年代末期，香港的玩具業正值萌芽時期，並且開始受到海外市場的重視。當時，本製造低成本而由電池發動的玩具船，詢問他能否造出具有濃厚興趣和經驗。汪先生對是項生產計劃抱著濃烈熱誠，但經詳細研究後，最終決定祇安裝在生產玩具船之馬達，據原中，原因是他憑藉在上海時取得的廠門和經驗，清楚

了解到「應生產一些恆久不變的東西；玩具船是流行玩意，馬達卻不是」。

由於本地市場對馬達的需求甚低，汪先生最後決定成立德昌電機，全力發展有關業務。當時香港並沒有廠商製造微型馬達，所有的馬達均從海外入口。初期，德昌電機祇為玩具廠家提供馬達，及至一九六九年，它與美國貝爾的Rowe企業成立合資公司(Rowe是早於六十年代初期首家成功開創工業用及商用微型馬達市場的公司)，其後，Rowe企業被飲食集團Nabisco收購，而Nabisco對微型馬達全無認識，故將Rowe在合資公司的股權悉數售予汪氏企業。自此，德昌電機便開始為其他行業提供微型馬達。

正如眾多本地典型中國式家庭企業，汪氏將四名子女送到美國接受大學教育。七十年代初期，汪氏三名子女學成回港，並開始在家庭企業工作。長子立忠現留駐康乃狄格州，專職處理德昌電機的環球推廣業務；女兒詠宜是公司的執行董事，專責財務事宜；次子建中在一九八二年成為公司的董事總經理；而幼子建中亦於同年，成為集團的非執行董事。一九九六年初，汪松亮逝世，建中當選為公司的主席及行政總裁。

回港不久的汪氏兄弟，很快便將在外地所學的知識引用在公司的管理上。一九八四年，在總中及詠宜的推動下，德昌電機正式上市，發行股數達七千萬股。初期，汪氏家族仍持有75%的股份，到了九十年代初期，家族的持股額已下降至60%。

此外，在總中及建中的策劃下，德昌電機出現了另一轉變，由最初祇為低增值產品即玩具提供標準的商用微型馬達，發展至今天為家庭電器、個人護理產品等提供高品質、高增值的馬達。此外，公司亦開始與客戶保持緊密聯繫，為客戶的新產品度身訂造合適的微型馬達。

德昌電機不單為著名的客戶如Black and Decker (德昌電機在八十年代中期最大的客戶)發展新產品，而且生產速度很快，例如，在九十年代初期，它為一個自動燃料系統設計的微型馬達，由構思到成型祇花了八個星期。十年前，同一程序可能需時一年。德昌能迅速推出新產品，部分原因是公司致力投資在改善通訊科技方面，例如成立微型馬達設計及技術小組，分散在世界各地的技術人員可透過電腦輔助設計系統(CAD)一起工作，並利用公司內部影像系統與同事及客戶溝通。

此外，公司經過重組後成為一間精簡及更能洞悉市場需要的機構。例如，一些在八十年代成立的大部門已被三十個小型、分工精細的組別所取代，而小組內的員工均接受過不同的訓練及具備不同的職能，在香港廠房的某層，一百五十名穿上白色制服的工程師及管理人員同在一間場的工作間工作。工作間內設有很多由玻璃門牆分隔的「活動中心」，供小組舉行策略性會議。德昌電機乃傳統機構的支持者，公司塑造了一種企業文化，將傳統的儒家價值觀如善待員工(公司為僱員提供低息貸款)與西方權力下放予員工的做法相結合，授權僱員在與客戶洽談時能自行作出決策，不須事事聽命於管理人員。

德昌電機管理層倡議的各項改革，令員工的職能出現改變，有別於一般權力高度集中的典型中國家族企業，它擁有一班忠誠、積極的中級管理層。總中說：「公司內並沒有皇帝，我的工作基本上祇是創造出一種文化，好讓專才能各展所長。」為此，總中每年均透過本港一間美資的野外活動公司，安排野外領導訓練，使內地的工程師及管理人員能與本港的員工多作接觸。總中本人則每年均會到美國哈佛商學院，參加為期一周的課程，以吸收新的管理概念。

這些改變的成果正好反映在公司生產力的增長上。八十年代中期，德昌電機每天大約生產十五萬個馬達，到了九十年代中期，公司的產量增長了五倍以上。同一時間，公司的收入亦錄得相近的升幅。然而，利潤的增幅則遠較上述增幅為慢，反映出原料價格不斷上升，以

及公司不斷投入龐大的資金在廠房及設備上。比方說，在一九八七年，德昌電機於在新界大埔工業區的填海土地上，興建了一間耗資一億港元的全自動化廠房，該所面積達二千五百平方米、樓高六層的廠房將公司的生產力提高了一倍多。九十年代中期，德昌電機在廣東省設立生產線，將公司每日的生產量提高至八十萬個。十年前，德昌電機的僱員數目祇有一千八百人，到了一九九六年，公司的僱員人數已增加至一萬四千人。

產品

從產品的種類來看，德昌電機高度集中在單一產品上。然而，微型馬達卻是一種基本配件，可用於不同的市場、工業及用途。此「單一產品、眾多市場」的組合，使公司的業務遍及世界各地，並減低因某一市場的需求變動所帶來的負面影響。

德昌電機主要為四個產品市場生產微型馬達，包括自動配件、電動工具、家庭電器及個人護理產品生產微型馬達。此外，它更將業務擴展至另外兩個新領域——設備(例如IBM電動打字機)及影音用途(例如DVD機)。

國際市場推廣活動

德昌電機不憚為一所國際企業，其香港總部專責設計、生產及推廣活動，而為了與歐洲及其他主要市場保持緊密聯繫，它在瑞士投資進行研究及發展工作，並分別在德國、日本、中國及美國斥資設立服務中心。至於生產設施更遍佈亞洲各地，主要在中國，其次為香港及泰國。

德昌於一九六二年開始將微型馬達輸往英國及美國的玩具廠商，在一九九零年代中期，其生產的微型馬達約有95%是出口的，以地理位置而言，香港和中國是它的主要市場，其他依次為北美洲、歐洲和亞太地區。

由於德昌微型馬達之訂單數目受世界各地對消費品如汽車、家庭電器等之耗用量所影響，因此它積極開拓微型馬達的市場及使用範圍，以減低風險及穩定生產目標。比方說，德昌微型馬達於歐洲及北美洲等傳統市場雖經歷一九

九零年代初經濟衰退之打擊，但銷售量仍保持上升趨勢。因為這些市場之自動機械及家庭電器對該公司之馬達仍有一定的需求。

在所有市場中，德昌電機最感興趣的是日本及中國。日本是一個極具挑戰的市場，雖然公司供應大量微型馬達予本田及其他日本的製造商，但市場一般對外來者的做法表現抗拒。不過，據中表表示這只是時間問題而已。他認為當日本產品失去競爭力時，日本製造商必會找尋鄰近之供應商提供所需零件。他續稱，當日日本廠商發現其產品再沒有附加價值時，他們必會放棄生產。德昌電機需要經過一段很長的時間才能以「德昌」的名稱打入日本市場，而且還要走一段漫長的路才能在市場上佔一席位。

德昌電機在日本

為甚麼德昌電機對日本市場那麼感興趣呢？當中有幾個主要原因：

- 一、日本是其競爭對手萬寶至摩打(Mahuch Motors)的家鄉。雖然德昌是四種主要產品市場的領導者，但萬寶至摩打卻是全球數以億計微型馬達工業中的最大製造商，主要製造玩具及電器器材之低價微型馬達，因此為了向萬寶至摩打挑戰，德昌決定採取主動競爭策略，以從其最大競爭對手手中奪取市場佔有率。

討論問題：

- 一、宏觀環境的趨勢對微型馬達的需求有何影響？
- 二、試解釋日本市場為何對德昌電機有著重要的策略性地位？
- 三、德昌如何減低日圓價格波動對其業務之影響？
- 四、試述中國市場為何對德昌有著重要的策略性地位？德昌應如何發展這個新興的市場？
- 五、以管理方法而言，德昌與其他中港合資的企業有何分別？

二、德昌的利潤極受原料價格影響，尤其是由日圓控制的銅線(銅的耗用量佔德昌原料總額一半及總生產成本的三分之一)。這意味著日圓價格上升，除帶動銅的售價上升外，亦會對德昌的實質利潤構成負面影響。舉例說，德昌在一九九五年的總財政收入雖然上升了29%，但實質利潤卻因銅的售價上漲50%而下調。

然而，日圓價格波動對公司的業務也有正面的影響。日圓上升雖然會帶動原料價格上升，但卻打擊對手如萬寶至摩打的競爭力。以一九九四年為例，德昌微型馬達在日本銷量上升了32%，全因為日本汽車製造商如本田等開始尋求本土以外的其他零件供應商，以與高企的日圓抗衡，而相反地，當日圓價格下調，原料價格下降，德昌的底線利潤便會在短期內得以改善。

德昌在中國

雖然日本對德昌在國際營銷活動上有着重要的策略性地位，但中國仍是最具增長潛力的市場。隨著國內經濟不斷發展，市場對微型馬達的需求也相應增加，尤其是中產階級的出現，增加對私人護理產品、家庭電器等消費品之需求，也大大提高了德昌微型馬達之銷售量。

德昌早於一九八二年開始在國內投資設廠，把大部分的勞工密集生產活動遷往國內，與其他中港合資企業一樣，中方夥伴負責提供土地、廠房及勞動力，而德昌則負責提供生產設備、零件及技術支援。零件先由香港運至國內加工，待成為半製成品後再運回香港作最後裝嵌、包裝及分銷。一九九零年中期，由於香港租金及勞動成本不斷上漲，德昌約90%的生產工序遷往廣東省進行。

正如所有在國內投資的國際公司一樣，德昌最關注的是中國與其他國家的貿易關係。此方說，美國汽車製造商是德昌馬達最大入口商之一，因此中美貿易糾紛對德昌的業務構成影響。然而，美國市場雖然佔德昌九五年總銷售額的26%，但祇有10%（大部分為動力型的馬達）的銷售額受中美貿易戰所影響。此外，德昌亦作出應變措施，把國內部分生產工序遷回香港進行。



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湖南省



湖南省面積二十一萬平方公里，人口達6,390萬，其南面為廣東及廣西，東面為江西，西面為貴州及北面為河北，享有中心點的位置。

農業和資源

湖南省的農產品及副產品十分著名，早在九五年，全省的農產品產值達1,047億元人民幣，比九四年上升8.8%，佔全國總產量的9.2%，主要產品包括水、茶葉、蕎麥、棉花、柑橘、甘蔗及絲等。

資源方面，湖南省被譽為中國「有色金屬之鄉」及「非金屬性礦石之鄉」，在全省已勘探

之134種礦物當中，鎢及鎢之含量為全球最高，而鉍、鎢及鉍之儲量則為全中國最大，其他礦產尚包括鉛、水銀、雲土及石墨。而湖南出口之鎢、鉍、鎢、合金、鹽及鎢之總量為全國最高。

基礎設施

湖南省共有鐵路全長2,631公里，道路共六萬公里。由於地理位置優越，共有五條主要鐵路及七條國家級公路經過該省，省會長沙設有國際機場。

電力供應方面，湖南省發電量達七百萬千瓦，年產量達三百億千瓦，通訊設備亦已改良，通訊量以年倍增長之速度上升，備有光纖、微波網絡等接駁至世界各地，電話系統方面，現有二百四十萬條線及約六千五百萬部電話，為了應付日益增加的需求，湖南省已建成七個現代化通訊網絡，其中包括數碼傳送網絡、SPC電話網絡、流動電話網絡及視像會議網絡。

工業概況

湖南省的主要工業類別包括機械建築業、食品加工、冶金、紡織及能源，其中以機械建築業之發展最為迅速，可生產超過三千種產品，包括電器化火車頭、拖拉機、重型機械工具及精密電子設備。其他工業類別包括紡織、建築材料、汽車、電子、造紙、食品、皮製品、紙

張、煙草及陶瓷。現時，省內共有工業企業八萬家，其中642家為大中型企業。在九五年，湖南工業產值上升21.2%，達人民幣2,545億元，其中重工業達人民幣1,015億元，上升11%，而輕工業則佔652億元人民幣，上升15.4%。

對外貿易

湖南省與世界各地135個國家及地區有貿易聯繫。在九五年，湖南省出口上升10%，達十四億美元，主要出口貨品包括成衣及紡織、絲綢、羽毛、陶瓷、鞋類、茶、合金及鋼產品，八成出口為製成品，主要出口市場包括香港、美國、日本及德國。

進口方面，九五年湖南省進口額達十億美元，上升13%，主要進口產品包括紙張、輕工業機械、金屬、礦產、原油及化學品，主要來源地包括香港、日本、美國及澳洲。

九五年，湖南省新批外資企業507間，外資項目574個，協議外資額達13.5億美元，上升95.7%，而實際利用外資5.07億美元，截至九五年底，全省共批外資企業3,263家，主要投資來源地為香港、台灣、日本及美國。

經濟開發區

岳陽經濟開發區為湖南省內主要開發區，建於一九九二年四月，該開發區著重於微電子、化學、機械、建築材料及食品，全開發區面積為三十平方公里，區內共有兩個水力發電站，總發電量為七十萬千瓦特，水力供應站每日可供水一百萬立方米，並將興建水力供應站，屆時供水量可增加四十萬立方米。

長沙經濟技術開發區總面積二十平方公里，首期面積為十四平方公里，該區之電話系統共有十萬條線，並備有國際直撥、電訊及傳真等通訊設備，每日的電力供應為四十萬伏特，長沙開發區著重高科技工業及服務，如微電子、生物工程、資訊及通訊服務。湖南省內尚有其他開發區如株洲高新技術工業開發區、湘潭高新技術工業開發區等，各開發區內之企業均可享有優惠的公司稅、免稅期及土地使用費等優惠。

服務機構

湖南外資企業協會為非牟利機構，並獲省政府批准成立，會員為全外資或合資企業，該會之服務包括提供有關湖南省投資政策及規例，協助促進中外企業之關係及維護會員之權利。

湖南外資企業協會

湖南省長沙市五一一路80號
電話：86 (731) 4449147
圖文傳真：86 (731) 2287506

其他機構包括：

湖南省經濟委員會
湖南省長沙市五一一路
電話：86 (731) 212801

湖南省對外經濟貿易委員會
湖南省長沙市五一一路
電話：86 (731) 449177

湖南省商業廳
湖南省長沙市五一西路
電話：86 (731) 435080

湖南省稅務局
湖南省長沙市勞動路181號
電話：86 (731) 654200

三湘集團有限公司（湖南省駐港窗口公司）
香港灣仔軒尼街353號三湘大廈35樓
電話：2892 1168
圖文傳真：2803 5512



一九九七年七月號 企業雄才 41



洽談會／展覽概要

日期	項目	地點	洽談會／展覽項目	主辦機構
一九九七年 九月二日至六日	第八屆廣州國際紡織機械展覽會	中國國際展覽中心	紡織業產品器材配件、紡織測試、分析儀器、紡織管理工程、紡織廠管理系統、其他紡織生產有關的技術和設備	工商展覽有限公司 電話：2865 2633 圖文傳真：2866 1770
九月六日至八日	CUR 1997	法國巴黎	各類服裝、面料、毛織品、縫紉配件及服裝機械	富文(亞洲)有限公司 電話：2827 6211 圖文傳真：2827 7831
九月六日至九月十六日	第九屆中國大連國際服裝展覽會	大連高爾斯中心	各類服裝、面料、毛織品、縫紉配件及服裝機械	中國服裝工業總公司 電話：86 (411) 280 8694 圖文傳真：86 (411) 263 0425
九月十日至十四日	第十六屆海峽經貿展覽會	香港會議展覽中心	各類手錶及時鐘、配件、工具及儀器	香港貿易發展局 電話：2584 4333 圖文傳真：2824 0249
九月十二日至十五日	97北京國際經濟發展與綜合利用技術與貿易展覽會	北京中國國際展覽中心	機械工程、燈光、各類能源	勵展博覽集團 電話：2865 1663 圖文傳真：2824 0246
九月十五日至十八日	第七屆國際塑膠博覽展覽會	以色列	各類塑膠原料、製成品、機械等	Israel Export Institute 電話：(072) 3514 2861 圖文傳真：(072) 3514 2861
九月十六日至二十日	97成衣及縫紉展	印尼泗水世界展覽中心	各類成衣、縫紉品、配件、縫紉設備	國際國際展覽有限公司 電話：2851 8603 圖文傳真：2851 8637
九月十七日至二十日	97海外華人經濟成果展覽會暨海外女界藝術作品展	北京中國國際展覽中心	房地產、食品、輕紡、汽車、化工、冶金、電子、機械、農業等投資及貿易合作	中華全國婦女聯合會 電話：86 (10) 6522 5367 圖文傳真：86 (10) 6522 5329
九月十七日至十九日	The International Textile, Trim and Ready-To-Wear Exhibition (INTEX 97)	新加坡	紡織品、縫紉品及配件、成衣及其他有關展覽	Trade Mart Singapore Pte Ltd 電話：(65) 734 0711 圖文傳真：(65) 734 5174
九月十七日至二十一日	97亞洲展	加拿大多倫多	電子產品、五金工具、成衣、珠寶首飾、家庭用品、手工藝品、皮革用品、文具及玩具、運動用品等	North American Expositions Inc. 電話：1 (416) 499 9532 圖文傳真：1 (416) 499 9527
九月二十三日至二十六日	第二屆中國國際電工展覽會	上海國際展覽中心	電器工程設備、配電及傳送技術、安裝、燈光技術、附件及承接工程	香港國際展覽公司 電話：2804 1500 圖文傳真：2528 3103
九月二十三日至二十六日	Asia Pacific Trade And Cultural Fair '97	加拿大溫哥華	電腦軟件、電子、能源科技、電影、工業、資訊科技、旅遊資料	HKO Productions 電話：1 (604) 331 0797 圖文傳真：1 (604) 283 7777
九月二十四日至二十七日	國際服裝及兒童用品展覽會	杜拜、阿拉伯聯合酋長國	服裝、服飾配件、紡織品、手袋及鞋類	香港貿易發展局 電話：2584 4307 圖文傳真：2824 0249
九月二十五日至二十九日	1st Moscow International Specialised Exhibition of Footwear	俄羅斯莫斯科	各類鞋類、配件、原料及有關刊物	Maxima, Inc. 電話：7 (05) 124 7765 圖文傳真：7 (05) 124 6010
九月二十九日至十月五日	4th Autumn Trade Fair	阿曼國際展覽中心	傢俱、食品、成衣、電子產品、化妝品、珠寶	Oman International Trade & Exhibition 電話：(969) 564 303 圖文傳真：(969) 565 165

研討會／訓練課程

日期	項目	地點	主辦機構	聯絡人／電話
一九九七年 八月二十五日	認識中國政府架構及通關技巧研討會、如何打開中國消費市場研討會	香港會議展覽中心401室	經濟日報專業發展中心	主辦機構 2880 2845
九月三日	中國經理管理技巧系列——解決難題	職業訓練局大樓	職業訓練局香港管理專業發展中心	陳嘉明女士 2836 1822
九月五日	中國經理管理技巧系列——員工訓練	同上	同上	何麗儀小姐 2836 1941
九月六日	卓越領導之道	同上	同上	黎景培先生 2836 1828
九月九日	培訓及發展從業員小組課程——情懷管理	同上	同上	陳樹鈞先生 2836 1823
九月十日至十二日	管理培訓導師課程系列1	同上	同上	同上
九月十六日	「電腦輔助科技——危機中小企業發展策略」研討會	華英達麗斯酒店宴會廳	香港中華廠商聯合會	曾紀波先生 2542 9037
九月十八日	金融成功人士研討會	職業訓練局大樓	職業訓練局香港管理專業發展中心	黎景培先生 2836 1828
九月二十日	管理個案研討會技巧研討會	同上	同上	林忠良先生 2836 1891
九月二十三日	成功管理研討會——領導技巧	同上	同上	陳嘉明女士 2836 1822
九月二十三日	財務管理研討會	同上	同上	邢碧梅先生 2836 1826
九月廿三日至 一九九八年二月三日	綜合航運證書課程	船務會大廈	香港付貨人委員會	沈麗珊小姐 2634 0010
九月二十五日	中國經理管理技巧系列——人際關係技巧	職業訓練局大樓	職業訓練局香港管理專業發展中心	陳嘉明女士 2836 1822
九月二十五日至二十七日	中國企業發展管理課程	中國廣東	同上	郭志強先生 2836 1826
九月二十六日	中國管理技巧系列——財務數據分析	職業訓練局大樓	同上	郭志強先生 2836 1891
九月二十七日	管理個案研討會研討會	同上	同上	同上
九月三十日	卓越管理研討會	同上	同上	黃昭欽先生 2836 1930
九月	電腦火花電腦／錄影機(AOE)	九龍灣訓練中心綜合大樓	機電工具製造訓練中心	2751 5880
同上	電腦輔助製鞋法製鞋具設計	同上	同上	同上
同上	高級電腦輔助製鞋法製鞋具設計	同上	同上	同上
同上	電腦輔助工程設計(機械沖模)	同上	同上	同上
同上	電腦輔助工程設計(機械沖模)	同上	同上	同上
同上	傳遞沖模設計入門——應用電腦輔助設計	同上	同上	同上
同上	電腦輔助工程設計(機械沖模)	同上	同上	同上

十月六日至十日	香港—陝西高新科技產業發展研討會	中國陝西	香港工業科技中心公司	楊小姐
				2784 2633
十月十四日	求職資訊站97	沙田大會堂	勞工處	黃善雲小姐
				2576 1339
十一月三十日至十二月三日	源自國際製造科技會議	香港會議展覽中心	楊氏工業慈善基金	2574 0298

新會員 NEW MEMBERS

普通會員 ORDINARY MEMBERS

百德針織製衣有限公司
經理：李琳
業務：成衣製造及轉口
Pak Tak Knitting & Garment Fly Ltd
Manager: Ms Li Lam
Nature of business: Manufacturing and re-export of garments

協成膠盒廠
經理：陳慶彬
業務：製造PVC及PETG盒
Hip Sing Products Fly
Director: Mr Chan Sing Pan
Nature of business: Manufacturing PVC & PETG box

達順實業有限公司
董事經理：陳昌和
業務：製造及出口成衣
Datsun Indt Ltd
Managing Director: Mr Chan Cheong Woo
Nature of business: Manufacturing & exporting of garments

達興實業有限公司
董事：楊英娣
業務：製造及出口成衣
Well View Indt Ltd
Director: Ms Yu Mei Kuen, Anela
Nature of business: Manufacturing & exporting of garments

錦記制膠製品有限公司
董事經理：張錦
業務：各類制膠製品、塑膠製品、EVA膠片、男女鞋、童裝設計
Kam Kee Rubber Ware Works Ltd
Managing Director: Mr Cheung Kam
Nature of business: Footwear products

宏冠洋行
董事：王樹鵬
產品：針織成衣
A & A Fashion Hse
Proprietor: Mr Wong Shu Shing
Product: Knitted garments

龍記五金有限公司
董事：廖玉龍
業務：模具產品製造、分銷
Lung Kee Metal Ltd
Managing Director: Mr Siu Yuk Lung, Alan
Nature of business: Marketing and sales of Mold bases

順中實業有限公司
經理：岑志豪
業務：毛衫及針織成衣
Top Brand Industries Ltd
Manager: Mr Shun Chi Ho
Nature of business: Manufacturing and trading of piece-knitted garments & knit-to-shape textile panels

瑞華針織有限公司
董事經理：王祖厚
業務：出入口成衣
Shui Wah Knitting Fly Ltd
Managing Director: Mr Wong Cho Hau
Nature of business: IE garments

英日有限公司
董事：余啟賢
業務：成衣製造
Master Day Ltd
Director: Mr Yu Kai Chan
Nature of business: Garments manufacturing

贊助會員 ASSOCIATE MEMBERS

聯邦快遞
營業部經理：羅美娟
業務：速遞服務
Federal Express Pacific Inc
District Sales Manager: Ms Grace Lo
Nature of business: Air transportation service

總經理：莊毅偉
業務：出入口貿易
J & B Int'l Co
General Manager: Mr Chong Chuen Wai, Joseph
Nature of business: IE (trading)

E D I T O R I A L

In response to the changes in demand for industrial premises and land in Hong Kong as a result of our industrial transformation, the Planning Department commissioned a study earlier which aims to develop a strategy on industrial land planning in order to cope with the future industrial development. The Association opines that the government should take the initiative to formulate industrial policies and, supported by human resources and R&D mechanisms, to map out the overall strategies for our long-term industrial development.

The study report, on one hand, affirms the importance of industries to the overall economy of Hong Kong, but on the other, forecasts abundant surplus of industrial land reserves. The Association finds it inappropriate to predict industrial land requirements in the coming 15 years, drawing solely from statistics under the current industrial transitional period. We urge the authority not to take any rash action to convert the land reserve surplus to other uses, as otherwise any future shortage of industrial land would severely hinder our industrial development.

Human resources are crucial to the development of Hong Kong industries. The report proposes the government to amend the existing planning structure by incorporating the "training" element into the definition of "industry". The Association supports this proposal and also suggests the authority to include "staff quarters" into the planning content. Factories in remote areas will certainly need sufficient land to build staff quarters in order to attract overseas and local technicians pursuing their career in industry.

The report also recommends the authority to relax the ratio of ancillary office permitted in industrial buildings, and to a certain extent permit the latter to cater for other commercial activities. The Association favours this recommendation, which could be a practical measure facilitating business operation as well as staff recruitment activity.

In addition, traffic congestion is rife in existing industrial areas. The Association opines that industrial / office premises should have sufficient loading / unloading zones

and waiting areas. The authority should also reserve land for building big parking complexes for various types of vehicles, so that more space within the industrial / office buildings can be spared for loading and unloading activities. The Association also urges the authority to study in detail the layout of fire exits of these buildings, and to take all necessary precautionary measures in the course of planning.

The Association supports the report's recommendation that the government should apply financial incentives to enhance restructuring of old industrial areas. However, this measure only targets on developers and property owners, neglecting the numerous small and medium-sized manufacturers who in general have limited resources. In this respect, the Association urges the authority to allocate land to build industrial / office premises to accommodate these manufacturers before the reconstruction project commences. Other assistance should also be provided to these manufacturers for their removal.

The Association reiterates its support for the government to reserve land for developing the Science Park, the fourth industrial estate and the Industrial Technology Center II. Regarding the proposal of allocating resources to develop business estates, we opine that the government needs to conduct in-depth studies and to carry out extensive consultation with the industrial and commercial sectors and the public.

With regard to the various new standards, guidelines and methodologies for industrial land planning as adopted by the study, the Association considers them capable of matching with current requirements. However, as Hong Kong's society and economy develop rapidly, the government should monitor the changes very carefully from time to time, and make appropriate adjustments to cope with the actual situation of our industrial development.



Reunification Creates "Hong Kong Fever"—

A GOLDEN OPPORTUNITY HONG KONG MANUFACTURERS SHOULD NOT MISS



The people of Hong Kong and the Chinese all over the world are excited and delighted with the reunification of Hong Kong with China. This historic event not only signifies an important step towards the unity of a strong China, but also starts a new era of developing the two places in the name of one country. To manufacturers who are investing and exploring the Mainland market with their factories set up there, the reunification has created a golden opportunity.

Since the beginning of 1997, it has become a fashion to celebrate the reunification of Hong Kong in every corner of China. The media propaganda helps intensify the heat. Every Chinese in the Mainland is so impressed by this historical event of Hong Kong.

RESURGENT TREND OF BUYING HONG KONG GOODS

The reunification fab gives momentum to the promotion of Hong Kong goods. Mainland buyers become interested in Hong Kong goods, including those once have been forgotten, such as goods that are imported to Hong Kong and goods manufactured in the Mainland by Hong Kong enterprises. Hong Kong goods are back again in the Mainland market.

In 1980s and 1990s, Hong Kong goods had been selling well in the Mainland market and recognized as "trendy" items. However, since 1992/93, more and more foreign products entered the Mainland market with China's further opening its economy. In addition, investors from other countries also set up factories and sold their products in China. As a result, the competitive edge of Hong Kong goods decreased gradually as the competition intensified.

Although Hong Kong manufacturers have been improving their production skill and product quality, they could not resume their businesses as in the 80's. Apart from the fierce competition, the lack of promotion and the diminishing prestige of Hong Kong goods were the other two main reasons for the decrease in sales.

The downward sales performance of Hong Kong goods can be reflected in a study conducted by a survey company in

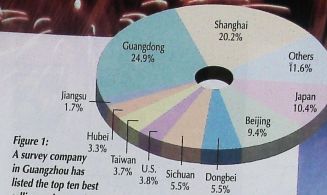


Figure 1:
A survey company
in Guangzhou has
listed the top ten best
selling region products.
Hong Kong is out of the top-ten list.

Guangzhou and the Nan Fong Ri Bao Weekend News. The survey was conducted in Beijing, Shanghai, Guangzhou, Shenyang, Wuhan and Chengdu with a total of 735 consumers being interviewed. The report shows that Hong Kong goods were not performing well in those major cities and dropped out of the top ten best-selling goods in the market (see Figure 1). As for the anticipated purchasing probability, Hong Kong goods ranked only 10th, after Sichuan goods. Many Hong Kong manufacturers would be surprised at this report though the situation has been lasting for some time and tends to get worse.

Analysts think that this is associated with the lack of promotion. Even for goods that has launched promotion activities may not have emphasized that the goods are "Hong Kong goods" and failed to draw the attention of the Mainland consumers. The situation is particularly obvious in big cities like Beijing, Shanghai and Guangzhou. Although Hong Kong manufacturers account for about 70% of the total foreign investment in those cities, the market share and prestige of Hong Kong goods are unproportionally much lesser.

The above situation has been improving as the Mainland media widely and intensively reported the reunification of Hong Kong. The Mainland too also had a lot of reunification celebration activities in different ways and in different places. All these help arouse Mainlanders' interests in Hong Kong goods again.



"97" Watch

CASE OF SUCCESS

Being a Hong Kong watch producer and retailer that has over 100 sales points over the Mainland, Dailywin Group Ltd. applied Hong Kong's history of the past hundred years in designing and producing a series of "97 reunification" commemorative watches. The watch has been selling well in the Mainland market.

Mr Eddie Leung, Chairman of Dailywin Group Ltd., said that the success of the commemorative watches also helped boost the sales of the "Saga" watches, the franchised brand of the Group in the Mainland. Mr Leung added that Dailywin has been promoting the "Saga" watches in the Mainland market and the response has been satisfactory. Nevertheless, the impact to consumers was much less than that of the "reunification" commemorative watches. Obviously, it is a golden business opportunity to Dailywin brought by the reunification. In addition to the immediate impact on the sales of Dailywin's products, consumers become familiar with "Saga" watches and other products. This indeed helps the business development of Dailywin in the Mainland.

In fact, Dailywin Group Ltd. and its "Saga" watch is just one of the typical examples that Hong Kong manufacturers develop their businesses in the Mainland market successfully with the reunification tide. Manufacturers of other products like garment, shoes, stationary, etc. also expand their businesses in the same way.

EXPLORING THE INLAND MARKET

The reunification of Hong Kong has become the theme for so many promotion campaigns and a breakthrough in the Mainland's economic development. Through those year-long "multi-channelled and comprehensive" reunification celebration campaigns, Mainlanders have been very much impressed by Hong Kong and become interested in its products.

Hong Kong manufacturers have been concentrating on exploring their business opportunities in the east coastal region of the Mainland, particularly those fast expanding big cities, rather than exploring the potential market of the inland region.

In fact, the purchasing habit of the inland consumers is far more consistent than that of the east coastal consumers. Once they have chosen a brand or a product from certain origin, they will continue to use it. This nature would help strengthen the foundation and status of Hong Kong goods in the Mainland market.

Owing to the keen competition and high production cost, the east coastal region is no longer a favourable choice of Hong Kong manufacturers. Many have turned to the "undeveloped" inland markets. They have just been waiting for an opportunity to seize the market. And now, here comes the opportunity — the fab of reunification.

RETAIL PILOT MARKETS

In fact, the Chinese government have started to shift the retail pilot markets to the inland region. Up till now, a total of 14 joint venture retailing enterprises have been approved, with one to two in each pilot market. Such local-foreign joint venture retailing enterprises are promoted by the central government in 11 pilot cities, i.e. Beijing, Tianjin, Shanghai, Guangzhou, Qingdao, Dalian, Shenzhen, Shantou, Zhuhai, Haikou and Xiamen.

In the coming one to two years, the central government will continue to extend the pilot scheme to other cities, mainly those in the inland region, such as Wuhan, Shenyang, Chongqing, Harbin, Zhengzhou, Changsha, Chengdu, etc. (see Figure 2). Hong Kong manufacturers can make use of this golden opportunity to build up their foundation and status in addition to the central government's decision to further opening the inland market and the commercial retail sector.

Hong Kong goods are getting less popular in east coastal cities and it is difficult for Hong Kong manufacturers to resume those good old days. Naturally, the inland market would become the next target of Hong Kong manufacturers and products. Also, owing to the limitation of transportation, telecommunication, language and cultural differences, foreign manufacturers would not rush their products to the inland market. This would give Hong Kong manufacturers an even bigger investment opportunity to build up their foundation in the inland region. Many smart entrepreneurs in the Mainland got rich too by the reunification fab.

SUCCESSFUL CASE OF A MAINLAND MERCHANT

A few years ago, a young man who worked in a hotel in Shenyang acquainted with people from Hong Kong and became very interested in Hong Kong issues. In a few years, he founded a "1997" self-service chain store. The business of the shop remains flat in the first two years until mid-1996 when the reunification of Hong Kong became the talk of the town.

Since the beginning of 1997, profuse products relating to the reunification were available in the market. The "1997" shop introduced various types of such products to their consumers and the business founder made a fortune with that.

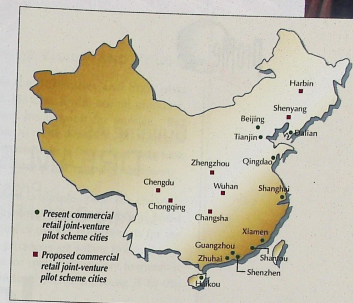


Figure 1: The development of China's commercial retail joint-ventures

This is a typical example of Mainland manufacturers using the idea of reunification to make a fortune. It is especially true in the Mainland retail market. The idea of reunification has become a guarantee for success. In fact, Mainland manufacturers are more eager in using the reunification in making business than Hong Kong manufacturers.

CONCLUSION

It is believed that the reunification fab will start to fade out half a year later. Hong Kong

manufacturers should seize this opportunity to promote Hong Kong's products in the Mainland.

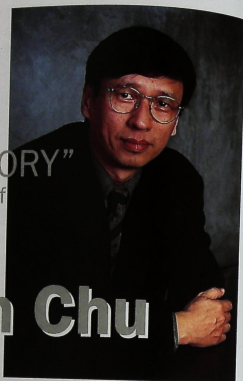


"97" spring and summer fashion



Building Asia's
"DREAM FACTORY"
 President of
 Centro Digital Pictures

John Chu



TODAY, DREAMS COME TRUE EASILY —



at least in television commercials.

Without the Aladdin lamp, pop singer Kelly Chan enjoys a colorful trip on a flying carpet.

Ancient generals easily gather thousands of troops before a gigantic palace to please the empress.

The scenes, from a credit card commercial for Chase Manhattan Bank and a mobile phone commercial for China Motion Telecom, are made possible by the use of digital technology in post production.

President of Centro Digital Pictures, John Chu, said the time had finally come for the company — which was responsible for the post production of the two commercials and a wide range of award-winning advertisements and promotion documentaries.

DREAM INTO THE MOVIE WORLD

"With the wide use of digital technology in Hollywood movies, the whole Asia suddenly pays much attention to such technology. It has become a main trend nowadays."

With twelve years' experience in the industry, Mr Chu said the company, now the market leader in Asia, was ready to flex its muscles when the use of digital technology had become a trend in advertisements and movies.

Apart from TV commercials, which remain the major source of income for Centro, the company is also renowned for its production of promotion documentaries and special effects for movies.

In a recent movie about the three sisters of the Soong family, there is a vivid scene that the heroine played by Maggie Cheung flies on the first airplane made in China. The scene is a display of the magic of digital technology — the airplane and the backdrop are merely special effects created by Centro.

Perhaps the most widely reported movie Centro has involved is *The Umbrella Story* produced by a joint venture of Centro and Golden



Harvest in 1995. In the movie, living actors shared scenes with movie stars and celebrities no longer living — a technique similar to the award-winning *Forrest Gump* in which special effects made it possible for Tom Hanks to shake hands with President John F. Kennedy.

Mr Chu said the company is now working on its second film cooperated with Golden Harvest: *Wind and Clouds*. The movie is adapted from a popular comic in town. In the film expected to be released by the end of this year, actions will be mixed with special effect animation to reduce costs and to make the scenes look perfect.

Mr Chu said the production of this movie is less complicated than *The Umbrella Story* although the former will experiment different effects. "We are more experienced with the technical know-how this time. We have grown up during the last few years."

A MAN OF VISION AND FOCUS

Despite the difficulties and high costs involved, Mr Chu, a film school graduate, never loses his passion for movies. But passion has to relate to reality. Mr Chu said creating special effects for movies only took up a small share of the company's business.

The reason is simple. Take *The Umbrella Story* as an example, special effects accounted for one-third of the \$14 million costs for the film. Few producers are willing to afford such a high cost for special effects, not to mention the film industry in Hong Kong is in the doldrums.

Nevertheless, Mr Chu said one should not be too pessimistic. Despite the mediocre box office, Mr Chu said the company was able to make a profit from *The Umbrella Story*. "Box office only takes up part of the income. There are many other sources of income for a movie."

Mr Chu admitted that his passion for movies is partly influenced by his father, Chu Yuk-wa, who was a pioneer in Hong Kong's Mandarin-language film.

A graduate of Centro Sperimentale di Cinematografia in Rome, a prestigious film school, Mr Chu started Centro with HK\$500,000 twelve years ago as he saw a vacuum of such technology in Hong Kong.



"What I am doing is an integration of technology and arts."

During the last decade, the company managed to evolve from a small post-production house for TV commercials to the largest company of its kind in Asia and engaged in a diversified range of business from TV commercials, broadcast design, motion picture special effects, corporate presentations and attraction entertainment.

THE DREAMLAND STUDIO

The company now has four premises in Hong Kong and owes more than US\$20 million equipment.

Sitting in the capsule-like design office in the Hong Kong Industrial Technology Centre in Kowloon Tong, Mr Chu said the development of the now 150-staff company was never easy.

"It is a difficult process. One has to be really persistent in this industry because we encounter so many difficulties each day."

One of the difficulties is the high investment cost. Mr Chu said he re-invested about 20% of the revenue to upgrade the equipment last year.

Half-joking, Mr Chu said: "If I had invested the same amount in properties over the last decade, I should have been far richer now." But Mr Chu found it was worth the effort.

Apart from commercials and special effects for movies, the company is also renowned for its computer animation for various well-accepted government promotion films including the one for the new airport and the one to promote human rights. The company also provided the creative work for the video-on-demand service launched by Hong Kong Telecom last year.



IN ALLIANCE WITH US FILM GIANT

But the most important recognition of Centro's work is the alliance formed with Hollywood heavyweight Industrial Light + Magic (ILM) — which has swept the world with its visual effects in *Jurassic Park*, *Forrest Gump*, *The Flintstones*, *Terminator II* and *The Mask*.

The alliance signed in 1995 marked the recognition of Centro's leading status in Asia and its capability to cooperate with leading companies like ILM.

While ILM hopes to enter Asian advertising market through the alliance, Mr Chu admitted that advertisement budgets in Asia were too small for the technologies provided by ILM.

Hollywood talks about budgets like US\$20 million per commercial. We have considered cooperation in some commercials, but the proposals were dropped because of the limited budget. The alliance was so far more an exchange in ideas, he said.

Although Centro is now the market leader in Asia, Mr Chu said he always regarded the company as a newborn — with plenty of room for development and difficulties ahead as well.

"It is not the time for harvest yet. We always regard ourselves as a new company," Mr Chu said.

DIVERSIFICATIONS

Diversifying its business and exploring new media are the tasks facing the company.

For example, it has involved in producing a mini-feature film for pop star Leon Lai's concerts in Hong Kong. It has also impressed the audience with its design of "water screen" for pop singer Andy Lau's concerts.

It once considered to put more emphasis in its expansion into the CD-ROM market. But Mr Chu said CD-ROM would not be a core business for the company as its profitability was seriously undermined by the infringement of copyrights.

TV commercials would continue to contribute half of the revenue for the company and support the company's experiments in areas such as special effects for movies, Mr Chu said.

As for the future, Mr Chu said 1997 was the beginning of a new episode for the company. "I told my staff that this year is the first year of our company. It is just like mountain climbing. When you conquer one peak, there are more waiting for you."

And building Asia's "dream factory" is certainly an uphill task.

QUEST FOR GOVERNMENT SUPPORT

"It has been very difficult for us" with a little sigh popped up many times during the interview with John Chu.

Like the images it has created in movies and TV commercials, the achievements of Centro Digital Pictures might be dazzling and spectacular; but the company also faces difficulties like the lack of trained staff, cheap rental and more important, government support.

Mr Chu said: "We have been fighting the battle all alone. I can't find any support from the government."

The only government facility the company is enjoying is the office space in the Hong Kong Industrial Technology Centre in Kowloon Tong. However, the rent is about the same as the market price.

"The monthly rent is more than HK\$20 per square foot. It is not cheap at all."

Mr Chu said Hong Kong government only gave limited support to new hi-tech firms, but nothing was provided for more established companies like Centro.

Such policy would only undermine the competitiveness of hi-tech industries in Hong Kong, he said.

"In Hong Kong, the government might give cheap loans and cheap space to some new hi-tech companies. They assume more established companies like us to make our own way."

"For other places like Singapore and Taiwan, they support market leaders. By boosting the leading companies, it can help the development of the whole industry. In Hong Kong, we have to fight the battle all alone while our competitors are backed by their governments."

The lack of trained staff in Hong Kong would also hinder the development of hi-tech industries in Hong Kong, Mr Chu said.

"The labor cost in Hong Kong is so high. But unlike other countries, we cannot find people with sufficient training and we have to train our own staff."

Mr Chu hopes the government would give more support to hi-tech companies like Centro in the future.

"It is true that Hong Kong adopts the laissez faire policy. But for hi-tech industries, government support is necessary," he concluded.

"It is just like mountain climbing. When you conquer one peak, there are more waiting for you."

"It is a difficult process. One has to be really persistent in this industry because we encounter so many difficulties each day."

International Pressure To REMOVE EC ANTI-DUMPING DUTY ON CHINA-MADE HANDBAGS

This summer will be a hard time for the manufacturers of Hong Kong and China handbag. The imposition of European Commission's (EC's) provisional anti-dumping duty for a 6-month period of 39.2 % against handbags of China origin in February this year aroused grave concern of not only the Hong Kong exporters and manufacturers but also their European partners. Representatives of Hong Kong, Britain, Italy and some European trade associations held an international press conference on April 23 during the Hong Kong Leather Fair to express concerns over this matter.

At the occasion, Mr Derek Lee, Provisional President of the Hong Kong Leathergoods, Bags and Luggage Association, said that the duty had given immediate disastrous impact to both Hong Kong manufacturers and exporters, as well as European importers.



Hawkers selling leathergoods which are imported from the Mainland China and other Asia regions.

No order was received from Europe after the implementation of the provisional duty as the new measures imposed uncertainty for the handbag industry.

According to his understanding, some small European importers were forced to close down while Hong Kong manufacturers had turned to develop new markets in the United States for survival as the new anti-dumping measures were very confused in the European community.

He also denounced that the EC distorted the truth when it claimed that it had found only two Hong Kong exporters accepted the Commission investigation. He emphasized that manufacturers of Hong Kong were always willing to collaborate and demonstrate that they were not involved in dumping but the Commission did not want their co-operation.

Mr Dennis W.K. Lee, Chairman of the SME Committee (Small & Medium Enterprises), criticized that the unfair anti-dumping duty had brought a 24% drop of Hong Kong's re-export of handbags to European Union in the first two months of this year. The duty, if not reversed, would adversely affect approximately 4,000 Hong Kong exporters and manufacturers employing about 20,000 in Hong Kong.

"The anti-dumping actions affect not only the handbag industry, other sectors like finance and banking, shipping, material and accessories suppliers will also be seriously affected," he added.

European community also had divergent opinions over the provisional anti-dumping measures. Countries that voted against were Ireland, the UK, the Netherlands, Germany, Austria, Sweden, Denmark, Luxembourg and Finland while Italy, Spain, Greece, Belgium, France and Portugal favored the duty.

In fact, Hong Kong is the largest market for export of Italian leather and related products. Mr Salvatore Mercogliano said that the duty, if not reversed, would seriously affect the interests of the Italian manufacturers because their customers in Hong Kong and China would lose market share. As the Director of the Italian Tanners Association (UNIC), he wrote directly to the Italian Minister of Foreign Trade to request that at the EC review meeting

in August he reverse his previous decision to support the anti-dumping duty. He, personally, is confident in solving the problem and will keep on to pressure the Italian government to remove the duty.

Mr Thomas Picard, representative of the Bundesverband Lederwaren und Kunststoffezeugnisse E.V. of Germany, said that the anti-dumping duty was not only illegal but was gravely contrary to the interests of German and the European Community industry and threatened to seriously damage trade relations with their partners in Hong Kong and China.

Mr John Goldsmith, representative of British Luggage and Leathergoods Association, emphasized that pressure must be maintained all the time until the anti-dumping duty is successfully abandoned. Intense lobbying is still being kept in countries such as Austria, Finland, Ireland and Belgium that are not sure to go for or against the duty.



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Dinner Reception In Honour of Mr Francis Ho, Director-General of Industry



Mr Francis Ho, Director-General of Industry, speaks at the dinner reception.

A dinner was held by CMA in honour of Mr Francis Ho, JP, Director-General of Industry on May 22, 1997. At the reception, Mr Ho gave a speech on "The Economic Restructuring of Hong Kong: Challenges to Our Industries".

Mr Ho stated that Hong Kong's manufacturing industry is not declining, but going through a stage of transition. Utilizing the comparative advantages of different regions by placing the processes of manufacturing at different locations has become a global trend. Following this trend, local industries are only relocating labour-intensive manufacturing processes to plants in China and South-east Asia. Hong Kong is still the headquarters serving the functions of control, support and coordination.

Mr Ho believed that many service industries such as design, shipping, banking and finance are in fact supporting and serving our manufacturing industries. Therefore, the rapid growth of service industries will only increase the added values and competitiveness of Hong Kong products in the world market. Whether the service industry is overriding the manufacturing industry isn't really a matter of concern.

According to Mr Ho, keen competition in the world market is the greatest challenge faced by Hong Kong's manufacturing industry. To progress, Hong Kong's industry must increase

its products' competitiveness by adopting manufacturing processes with high added values. To achieve this goal, our industry has to solve problems in labour, cost and technology, etc.

The Government adopts the policy of "the most support, the least interference" in assisting local industries to solve their problems. Basically, the Government provides the conditions necessary for industrial development: a stable macroeconomic environment, education, and technological infrastructure and research.

The Massachusetts Institute of Technology has conducted a research on Hong Kong's industry. Suggestions have been made in various areas including new products and manufacturing processes, human resources development, infrastructure, financing and the means by which local industries can utilize the technology of other countries. The Government will consult the above study as well as other research and public opinions in the formulation of industrial policies most suitable for Hong Kong.

CMA Prevocational School formed Parent - Teacher Association

The Founding Ceremony cum the Inauguration of the Parent - Teacher Association of CMA Prevocational School was held on May 9, 1997.



CMA Executive Vice President Mr Leung Nai Wing (right) presents the appointment certificate to the Chairman of the Parent-Teacher Association Mr Tiu Chi Kwan (left).

Visit to New Airport at Chek Lap Kok



A tour to the new airport at Chek Lap Kok was held on May 16, 1997. Participants included Executive Committee Member Mr Choi Hin To; General Committee Members Mr Edward Wong, Mr & Mrs Ho Yuk Wing and Mr David Fung; Treasurer of Youth Committee Mr Franki Fung and over 70 members. This delegation aims at understanding the construction process and facilities of the new airport, and giving the participants the feeling of the birth of a new airport.



Seminar on Capital Financing And The Development of SME



Mrs Anna Solmen, Chairperson of CMA SME Committee presented a souvenir to Mr Siu Ming Wah, Managing Director of East Asia Heller Ltd.

CMA's SME Committee and East Asia Heller Ltd. co-organised a seminar on Capital Financing and the Development of SME on May 30, 1997 which attracted over 80 SME representatives to participate.

Delegation of the State of North Carolina

Mr Chiu Chun Bong, Executive Committee Member, received the Delegation of the State of North Carolina, USA on April 22, 1997. The delegation was headed by Mr Bill Stephens, Deputy Director of Business & Industry Development Division, North Carolina Department of Commerce.

Certificate Course on Labour Legislation and Personnel Management

CMA and Labour Department co-organised a Certificate Course on Labour Legislation and Personnel Management from April 7 to April 30. Over 50 participants attended the course.



Participants are attentive to the lecture during the Certificate Course on Labour Legislation and Personnel Management.



Deputy Director of Xinhua News Agency Hong Kong Branch Mr Zhang Jun Sheng addresses at the ceremony.



CMA Chairman of Finance Standing Committee Mr Yip Hing Chung addresses at the ceremony.

Cocktail reception in celebration of Hong Kong's return to China

A cocktail reception jointly organized by CMA, Shenzhen General Chamber of Commerce, Chinese General Chamber of Commerce, Federation of Hong Kong Industries, Hong Kong Chinese Importers' and Exporters' Association, Hong Kong Industrial Districts Industry and Commerce Association, Hong Kong Young Industrialists Council, Kowloon Chamber of Commerce, Hong Kong Property Agencies Association, Ka Ying Chow Commercial Association and other major industrial and commercial organizations of Shenzhen and Hong Kong was held on May 24, 1997 in Shenzhen in celebration of Hong Kong's return to China. A 15-member delegation led by Chairman of Finance Standing Committee Mr Yip Hing Chung was organized to participate in the event. Also present among the 300 guests were Deputy Director of Xinhua News Agency (Hong Kong Branch) Mr Zhang Jun Sheng, Vice-Chairman of the Executive Committee of the Association for Celebration of Reunification of Hong Kong with China and President of the Provisional Legislative Council Mrs Rita Fan and Secretary of Party Committee of Shenzhen Mr Li You Wei.

THE NEW QUALITY STANDARD For The Wool Mark



TCL Enquiry
2698 8198

Effective from July 1, 1997, all the "Cool Wool" knitted apparel product CW1 and "Cool Wool" garments made from woven fabric CW2 were combined and categorized as "Cool Wool Criteria CW for cool wool garments".

The followings are the four requirements of the new standard for the Wool Mark:

- 1) Only garments that meet the quality standards of "Pure New Wool" can have the "Wool Mark" printed on them.
- 2) "Cool Wool" products made of gauze should be finely knitted.
- 3) The shell fabric of "Cool Wool" products should not contain any protruding fibre and the yarn should be clearly shown.
- 4) Every square metre of the fibre should weigh 220 gm or less, i.e. 330 gm/m for material of 1.5 m in width. Testing method can be referred to item 13 of IWS.

The test is applicable to both pure wool and blended wool / acrylic products. However, it is not suitable for wool products blended with nylon, polypropylene and polyester, nor for wool products blended with cellulose diacetate and cellulose triacetate because such fabrics will give a wrong testing result.

Knowing the adverse effect as a result of the previous testing methods, the International Wool Secretariat (IWS) announced that starting from July 1, 1997, the IWS 136 testing can only be applied to blended products of pure wool and wool / acrylic, but not to wool products blended with nylon, polypropylene and polyester.

For more information, please contact TCL at tel no 2698 8198.

APPLICATION OF IWS TM 136 TESTING

IWS TM136 is used to test the oil content of 100% pure wool products. The content contains:

- 1) Naturally occurring wool grease
- 2) Added processing oils
- 3) Fats
- 4) Waxes
- 5) Soap
- 6) Finishing agent



Pure new wool



Wool rich blend

CIVIL LIABILITY FOR UNSAFE PRODUCTS

In recent years, incidents of injuries and deaths caused by defective or unsafe products have been incessant, arousing consumers' and public's concern about product safety and liability. At present, there are various ordinances securing product safety, such as the Consumer Goods Safety Ordinance, Toys and Children's Products Safety Ordinance, Pharmacy and Poisons Ordinance, and Electricity Ordinance. Although the provisions of these ordinances stipulate criminal liability for non-compliance, they do not provide consumers or the persons concerned with the rights to claim for compensation, if those defective or unsafe products cause injuries, death or damages.

According to the existing legislation in Hong Kong, if a consumer suffers from human injuries, death, property damage or mental distress due to usage of defective or unsafe products, compensation can be claimed only by instituting legal action according to the Law of Contract or Negligence. Under the Law of Contract, the retailer is the one who has direct contractual relationship with the consumer, so the consumer can only take legal action against and claim compensation from the retailer, while the manufacturer can stay aside. In addition, the consumer's family members, onlookers or donees are not liable to receive protection from the Law of Contract.

If the claimant does not have a contractual relationship with the supplier of the products, he can bring proceedings in tort for compensation in accordance with the Law of

Negligence. Since the scope of liability for negligent manufacture and distribution is so large, manufacturers, assemblers, wholesalers and retailers may be held liable. Under the Law of Negligence, the onus of proving negligence lies on the claimant. However, given the diversity and complexity of today's household items and pharmaceuticals, the evidence involved, including technical or expert opinions, is in huge amount and the lawsuit expense is so high that consumers usually cannot afford. Moreover, compensation available to the claimants is by no means certain. Thus, to the consumers, protection is insufficient to take legal action and claim compensation through the Law of Negligence.

The Product Liability Sub-committee of the Law Reform Commission of Hong Kong, after more than a year of study, issued recently the "Consultation Paper on Civil Liability for Unsafe Products", which aimed at pursuing public consultation, on such matters as when consumers and related persons suffer from human injuries, deaths or property damages caused by using defective or unsafe goods, they can claim compensation by civil action under better provisions. Recommendations of the consultation paper and our opinions are summarized as follows:

MAJOR RECOMMENDATIONS & ABSTRACT OF DISCUSSION

1. The sub-committee suggests that the compensation of injuries, deaths or

property damages caused by defective or unsafe products should be expanded beyond the existing spheres of contract law and negligence law. Though the industrial sector objects to this suggestion on the grounds that it would increase production costs, leading to an increase in product prices, and also would prevent companies from manufacturing new products, and finally impede research and technological innovation. However, the sub-committee believes by "internalizing" the cost of accidents, manufacturers will be encouraged to develop cost-effective methods of producing safe products, so as to reduce social costs such as medical treatment and rehabilitation services.

2. The sub-committee does not recommend the setting up of a central compensation fund or a compulsory insurance scheme.

3. "The way goods acted" approach developed by the Australian Law Reform Commission is not recommended by the sub-committee. This approach suggests that manufacturers and suppliers of goods should be liable to pay compensation for loss if the loss is caused by "the way goods acted". Moreover, the onus of proof is shifted to the manufacturer to prove an alternative cause of loss or to invoke one of the available defences, or to show that the loss was caused by unreasonable use of the product. Although this approach may streamline the legal proceedings and substantially increase the level of protection offered to claimants when the onus of proof is shifted to the manufacturer, this approach also results in increases in total product liability, insurance costs, production costs and finally product prices. Moreover, it is a higher standard than the defect approach, discouraging suppliers from supplying goods to Hong Kong from all over the world.

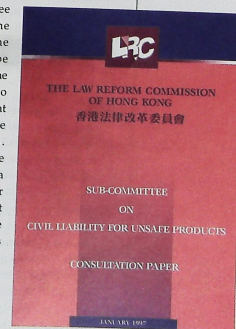
4. The sub-committee recommends adopting the defect approach, because it

is widely adopted in many countries and can be regarded as the international standard for product liability legislation. If Hong Kong does not progress to strict product liability in line with the international trend, traders would be encouraged to dump inferior and unsafe products in Hong Kong. Moreover, by adopting the defect approach of strict product liability, product liability law of Hong Kong can be harmonized with international trading partners and trading activities can be enhanced. With the onus of proof remaining on the claimant, the defect approach is a better safeguard against unfounded and frivolous claims.

5. The sub-committee recommends that the proposed "strict liability" system should be based on the defect approach, which means a product is regarded as defective if the safety of the product "is not such as persons generally are entitled to expect". The standard of safety of the recommended new civil liability system should be judged by reference to the standard of general public instead of the claimant.

6. The sub-committee considers that the safe nature of the product should be judged at the time the product is put into circulation and not at the time when the damage occurs. Moreover, the availability of a subsequent better product does not necessarily mean the previous product is defective.

7. The sub-committee recommends that persons principally



liable to the defective or unsafe products should include the manufacturer of the finished product and any component, the producer of processed natural products, the proprietor of the trademark and the importer. The wholesalers, distributors and retailers should also bear subsidiary liability if they fail to identify their supplier within reasonable time. The sub-committee recommends that the above categories of liable persons should be jointly and severally liable under the proposed new form of liability.

8. The sub-committee recommends that the definition of products in the proposed new form of liability should cover any goods, substance, electricity (in the course of generation of electricity), a product within another product whether by virtue of being a component or raw material or otherwise, and agricultural produce and game which have undergone industrial processes. In addition, unprocessed agricultural produce and game and component should also be covered, but it should not be applied to incorporeal property like computer software.

9. The sub-committee recommends that any injured person, whether or not he is party to a contract, and whether or not he is a user of the product or a bystander, should be covered by the proposed strict liability system.

10. The sub-committee recommends that defences should be listed to protect legitimate business interests. Such defences include: the defect is attributable to compliance with statute; the defendant did not at any time supply the product to others; the supply of the product by the defendant was otherwise than in the course of business, and otherwise than with a view to profit; the defect did not exist in the product when the defendant supplied the product to others; where the defect in a subsequent product is wholly attributable to the design of the

subsequent product, or to compliance by the producer of the component with instructions given by the producer of the subsequent product, then the producer of a component shall not be liable; and where the damage is caused partly by the fault of the claimant, the person liable shall have a partial defence.

11. The sub-committee recommends that the producer should have a defence for development risks if the state of scientific and technical knowledge at the time when the product was put into circulation made the producer unable to discover the defect. However, this defence should cease to be available if the producer failed to recall the defective product when the state of scientific and technical knowledge enabled the defect to be discovered.

12. The sub-committee deems that a minimum or maximum limit of compensation should not be imposed, but provisions should also ensure that a claimant cannot recover twice for the same injury or damage, for instance, by claiming under contract law and then under the proposed new form of liability.

13. The sub-committee deems that a claimant is required to observe two limitation periods. Firstly, legal proceedings should be commenced within three years from the day on which the claimant became aware of the damage, the defect and the identity of the producer. Secondly, legal proceedings should be commenced before the expiry of ten years from the date on which a particular product is put into circulation. The sub-committee recommends that the ten-year limitation period should be adopted for all products covered by the proposed new form of liability, and the court should be given the discretion to extend the three-year and ten-year limitations for personal injury cases as well.

CMA's VIEWS

1. The Product Liability Sub-committee suggests to establish a compensation system on civil liability for defective or unsafe products in Hong Kong, which aims at assisting individual consumers or related persons suffering from injury, death or property damage caused by defective or unsafe products in claiming compensation through civil actions. However, this system does not significantly help reduce or prevent the impact of those products to the public. It seems to be a remedial action rather than a precautionary measure.

2. We fully support efforts towards ensuring that products made or supplied in Hong Kong do not have any defective or safety problems, because this would help maintain Hong Kong's good image and competitiveness in the international trade, and protect public safety and properties. At present, we already have various legislations to regulate the safety standards of all kinds of products. Should the manufacturers or suppliers violate the law, they will be liable to criminal liability, and retailers will also be responsible to civil claims.

3. As regards to the sub-committee's recommendation of establishing a product civil liability system with unlimited compensation, the Association opines that there will be operational difficulties in actual practice. Insurance companies will have difficulties in determining the premium rates, and may impose exceptionally high premiums to protect their own interests, or may even accept only limited coverage. Companies affected not only have to pay much higher premiums, but may also need to allocate sufficient resources to face possible compensation in future. If the reserve fund becomes too big, companies will experience capital backlog, thereby hindering their business development. If the fund is too small, serious financial crisis will befall on companies being verdicted to pay huge sums of compensation. The Association therefore hopes that the authority will create a ceiling on the

amount of compensation if this system is to be implemented.

4. We believe that the proposed compensation system for product civil liability will definitely result in more legal suits. In foreign countries, though many manufacturers being sued do not finally need to pay any compensation, they still prefer ceasing production of such related products, in view of the enormous time and efforts needed to be spent in the legal proceedings. We do not want to see the same happen here, as it will severely hinder our industrial and overall economic developments. We like to emphasize that if the authority decides to establish such a system, all measures must be taken to prevent the system from being abused, whereby giving rise to undesired lawsuits.

5. We believe that the prevention of problems is instead the most urgent action we need. In this respect, the government should promote among the public the general awareness of product safety and the importance of correct product usage. The public should not assume that all products supplied in the market are absolutely safe, and should clearly understand the consequence and responsibility of any improper usage of products. In addition, we suggest that the government should refer to policies adopted by foreign countries and set up a clear safety standard guide for every kind of products for manufacturers, suppliers, traders and other related persons to follow. Furthermore, the government should promote product safety testings, so as to create an atmosphere of manufacturing and supplying good and safe products among the business sector. When the time is ripe, the government may then, after consulting the business sector, require that all products need to pass safety tests before being sold in the market. Moreover, the government also needs to cooperate with local commercial and industrial corporations, and to provide them with first-hand information on product safety standards overseas, through more and faster channels.

BOTSWANA

Botswana is located at the centre of the Southern African plateau. The country is bordered by South Africa on the south and southeast, Zimbabwe on the northeast and Namibia on the west and north. The total population of the country is 1.3 million with 25% living in the urban area.

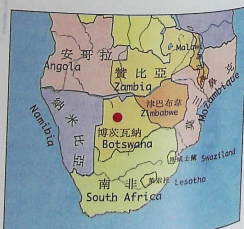


ECONOMY

Botswana has the fastest growing economy in Africa with an estimated average growth rate of 12.5% per year. In 1980/81, gross domestic product per capita was P957 (US\$346). Today, the figure approaches P8,000 (US\$2,895). This remarkable growth has been driven by the mining sector, mainly diamonds, and to a lesser extent by the cattle and beef industry. Diamonds accounted for 60% of exports.

Sound economic policies have played a key role in Botswana's success. The private sector and foreign trade are encouraged and facilitated and public finances are prudently managed. Foreign exchange reserves exceeded US\$4.6 billion in 1993.

Botswana is rich in diamonds, coal, copper-nickel, soda ash, potash and sodium-sulphate. It is the third largest diamond producer in the world and its mines have potential for commercial exploitation over 30 years. There are also large deposits of salt and indications of petroleum and natural gas.



INFRASTRUCTURE

Under the Seventh National Development Plan, infrastructural development has been allocated one-third of the development budget.

TRANSPORTATION

The road network extends over 8,000 km and is being continually enlarged. The main road north to Zimbabwe and Zambia and south to South Africa is of particularly high standard as are the roads to and within all the major towns.

The international airport is at Gaborone (Sir Seretse Khama Airport) and the national carrier is Air Botswana, offering domestic and regional services. Foreign carriers, including British Airways, Air Zimbabwe, and South African Airways provide international links. There are airports or airfields at all urban centres and tourist areas. Air Botswana's scheduled services are supplemented by an active air charter service.



to augment water supply up to and beyond the year 2000.

TELECOMMUNICATIONS

Telecommunications are of the highest standard, with direct dialing throughout the world. Telefax and telex facilities are also widely available. The Botswana Telecommunications Corporation offers a wide range of services to its customers: digital PABXs, key systems and push-button tone telephones, and the BTC paging system.

ELECTRICITY AND WATER SUPPLY

The two power stations at Selebi-Phikwe and Morupule supply almost the entire electricity demand. Voltage is 380/220V with a frequency of 50Hz. There are no capacity problems and the service is highly reliable.

The main sources of water are the major rivers of the north and the Limpopo river on the south eastern border. Water is a valuable resource and is carefully husbanded. There are detailed and ambitious long-term plans

MANPOWER

The labour force is increasing at the rate of 20,000 per annum. Total formal sector employment is projected to increase by 7,500 jobs per year, leaving a sizeable surplus labour pool. The government consequently is intensifying its efforts to promote labour intensive projects.

There is a shortage of middle-management and skilled labour in certain locations. However, industrialists have found Botswana labour readily trainable, particularly in semi-skilled operations.

Industrial relations generally are calm and well ordered. The government encourages the formation of trade unions. There is an established and efficient conciliation service provided by the Department of Labour which is relied upon by the majority of employers and employees. Employers may join the Botswana Chamber of Commerce, Industry and Manpower which has a full-time executive and secretariat.



Expatriates are required to have residence and work permits in order to work in Botswana. Temporary permits are issued quickly, provided the expatriate is

not taking a job that could go to a Botswana Citizen. Permits are valid for two to three years for workers on contract and up to five years for shareholders and managing directors, and may be renewed. Permanent residence is available for expatriate workers or shareholders who have lived in the country for ten years or more.

INVESTMENT INCENTIVES

The government has realized the need to diversify the economy and, as a result, has embarked on various policies to encourage investment in manufacturing and allied industries.

FINANCIAL ASSISTANCE POLICY (FAP)

FAP was created to assist businesses which produce or process goods for import substitution or for export. Eligible activities for assistance include manufacturing, small and medium scale mining (excluding large scale mining), agriculture other than cattle, selected "linking" service industries and tourism.

Linking service industries are defined as those which provide a marketing or collecting function for the productive activities, including associated repair and maintenance facilities with brewing or distilling operation excluded.

New projects and expanding manufacturing businesses can apply for assistance but only have a reasonable chance of becoming financially viable will receive assistance.

Businesses which qualify for assistance are classified into three categories:

1. Small Scale Projects — having fixed capital investment of less than P75,000. FAP assistance in this category is restricted to citizens and is in the form of grants, with amount determined by location, woman ownership and number of jobs created.
2. Medium Scale Projects — having fixed capital investment of between P75,000 and P2 million.
3. Large Scale Projects — having fixed capital investment exceeding P2 million.

Qualified small and medium scale industrial projects are administered by the Department of Industry Affairs in the Ministry of Commerce and Industry. The Ministry of Finance and Development Planning administers the Large Scale Projects.

FAP GRANTS (FOR MEDIUM AND LARGE SCALE PROJECTS)

Non-refundable grants are awarded to expanding and some new productive businesses. As the emphasis of FAP is on job creation, obviously labour intensive enterprises are favoured. Projects must also have a minimum economic rate of return of 6%. FAP grants are tax free.

There are three grants available:

1. The Capital Grant assists with initial project investment through the purchase of fixed assets, and gives P1,000 per job created for non-citizen owned or joint venture projects and P1,500 per job created for 100% citizen owned projects.
2. The Unskilled Labour Grant for citizens earning wages close to the statutory minimum may be claimed on the following basis:

Year	Reimbursement of wages paid
1 & 2	80%
3	60%
4	40%
5	20%

3. The Training Grant of 50% of citizens' off-the-job training costs will be reimbursed during the first five years of the project. This grant covers tuition, board and lodging, travel, materials and wages.

INVESTMENT PROTECTION

Botswana has ratified the World Bank Convention which in 1985 established the Multilateral Investment Guarantee Agency, offering investors protection against convertibility or transfer of currency, expropriation, breach of contract, and war and civil disturbance. It is financed by capital subscriptions by participating countries and by premiums from investors for the type of protection desired.

TAXATION

Income Tax is chargeable on all amounts, excluding any amount of a capital nature.

COMPANY TAX

Resident companies are those whose registered offices or places of incorporation are in Botswana, or which are managed and controlled in Botswana. These companies pay company tax at 25% of the taxable income.

Non-resident companies are those companies whose registered offices or places of incorporation are not in Botswana or which are managed and controlled from outside Botswana. These companies pay tax at 25% of the taxable income.

Manufacturing companies may qualify to pay tax at 15% of taxable income. Capital gain is included in the normal taxable income and

therefore the rate of tax on capital gains is also 25%. Capital gains accrued on the disposal of shares in companies listed on the Botswana stock exchange are exempt from tax.

DEPARTMENT OF TRADE AND INVESTMENT PROMOTION (TIPA)

TIPA was created by the Ministry of Commerce and Industry in 1984 to provide investor service in four areas which include consultancy and liaison, trade fairs and investment missions information, public relations, and export development.

Within these four areas, TIPA:

1. provides advisory and consultancy services to local, national and international investors,
2. liaises with potential investors and relevant government agencies and business organizations,
3. organizes trade and investment missions to other countries,
4. hosts trade and investment missions in Botswana from other countries,
5. operates trade and information services, and
6. disseminates trade and investment information to the business community through the production of newsletters.



For further details of investment in Botswana, please contact the Director of TIPA at Private Bag 004, Gaborone, Botswana or at tel no. (267) 331 790 or at fax no. (267) 315 375.

SPORTS AND FASHION SHOES

Are Popular In Sweden

Sports shoes are popular among Sweden's young generations, but fashion shoes in man-made materials are now on an upward trend. So difficult to increase sales of expensive leather shoes from Italy and Portugal, Swedish importers are sourcing from the Far East for high-quality fashion footwear in leather or man-made materials.

Switzerland tops the European footwear market, with six pairs of shoes bought per person annually. The Swedes consume barely half that number — 2.8 pairs per person per year. Sales of men's shoes are particularly sluggish. On the average, Swedish men need only 1.5 pairs of new shoes per year, while the women just need three pairs or more.

Sweden's economic recession and high unemployment rate in recent years lead to weak shoes sales. Footwear sales peaked in 1989-90 as Sweden's economy grew. Its nine million population has bought 33 million pairs of shoes in total. Sales had been on a decrease in the subsequent years. In 1995, the Swedes bought only 27 million pairs of shoes for just over seven billion Krona (HK\$7.4 billion). Not until last year did the value of sales increase marginally by 1.5%. But shoe traders still watched over the market prudently.

The Swedish culture is reflected by the country's demand for shoes. The Swedish generally do not dress up when going out in Europe do. The cold and dark winter which lasts for six months keeps Swedes at home with their families. The Swedes buy only one pair of shoes on average, then wear them until they are worn out. Therefore, the Swedes do not buy as many shoes as their European counterparts.



Fashionable footwear is popular among young Swedish.

Since Sweden has no fashion shoe manufacturers of its own, about 80 importers supply all the demand. There are only three wholesalers in Sweden, each accounts for 5% market share. The other importers are agents and direct chain shops.

Wearing sports shoes has become a big fad in Sweden. Each year, sports shoes make up nearly one-third of the 27 million pairs annual footwear consumption. There is a great demand for sports shoes among children and youth up to 22 years old, particularly boys. Most Swedish boys have sports shoes only and a few of them have ever been to shoe shops as they all patronize the sports ones.

Observers in the market noted that the young generations are not likely to buy leather shoes in the future. They may not even wear ordinary shoes. They have become accustomed to comfortable sports shoes. Independent retailers will then have to adjust

to the market need in order to keep their business running.

Fashion shoes in man-made materials have become another trend in the Swedish market. In the past, the Swedes generally resisted man-made materials except sports shoes. Over the past few years, however, shoes of man-made materials have a share in the market. The materials are popular among the young generations who find them cheaper than the traditional ones.

As Sweden produces few shoes itself, it imports nearly every kind of shoes. Most of the leather shoes come from Italy and Portugal. The two countries are the main shoes suppliers in terms of value while China is the largest supplier in terms of volume.

In the Swedish market, Italian leather fashion shoes are the best looking and best quality shoes. Fabric, man-made and sports shoes are mainly imported from China, Vietnam, Indonesia and Malaysia.

VIETNAM BENEFITS FROM EUROPE'S ANTI-DUMPING TARIFF ON CHINESE SHOES

China has been suffering greatly from EU's anti-dumping tariffs on fabric shoes since February 1, 1997. The anti-dumping tariff doubled the price of fabric shoes from China, forcing importers to order from other Asian countries. Vietnam has become the main beneficiary among all.

Major importers would travel regularly to Asia to meet their business partners who are mainly in Hong Kong and Taiwan. Taiwanese manufacturers have transferred most of their production lines to Vietnam.

The Chinese manufacturers have to move their production base to other developing countries like Cambodia as a corresponding manoeuvre to counteract EU's anti-dumping policy. Nevertheless, the EU is considering whether anti-dumping tariffs should also be

imposed on man-made and leather shoes made in China, Indonesia and Thailand. If that is the case, the measure would include tariffs and quota restriction, and other Asian countries would again benefit from such measure. Women and young people are the main sales target for Vietnamese man-made footwear. Chinese leather boots and children's leather shoes are restricted by the EU's import quotas. Each year, the allocated import quotas fall short of half of the applications.

LOWER PRICE FOR ITALIAN QUALITY

Swedish footwear buyers are used to import high quality shoes directly from European countries such as Italy, Germany, the UK and Spain. But now, they are looking for cheaper alternatives such as from some Asian countries that are known for their cheaper goods. The shoes from these sources, however, must be fashionable and the quality must be comparable to those made in Italy. It is also important that the shoes are made with the correct last. Swedish feet are of high insteps and are rather wide and stout. The US, British and French shoes do not fit Swedish feet. Shoes made from German and Dutch are more suitable for the Swedish.

Boots and loafers dominate the autumn's footwear fashion in Sweden. The fashion is originated from the square-headed shoes of the 1960s. But the young generations fancy shoes of the 1970's as well as platform shoes.

People of all ages like wearing comfortable shoes. Swedish women are tired of squeezing their feet into narrow shoes. They are willing to spend more on shoes of better quality that fit well.

This year, the colour brown takes the fashion. Nevertheless, importers of man-made shoes are having difficulties in locating sources of brown man-made shoes from Asia and those available ones look plain and boring.

(Source: Hong Kong Trade Development Council)

OVERSEAS PROCUREMENT

in Hong Kong and China by Japanese Companies



For a decade, Japanese companies have been setting up numerous overseas subsidiaries, particularly in Asia. These subsidiaries have procured various types of products outside their local markets. According to the "Survey on Japanese Business Activities Abroad" conducted by Japan's Ministry of International Trade and Industry, the value of overseas procurements in 1994 was 15.1 trillion yen, a decline of 1.7 trillion yen from levels in 1988. In the manufacturing sector, however, overseas procurements increased by 20% between 1988 and 1994.

Compared the overseas procurement of Japanese subsidiaries between 1988 and 1994, there was a decrease in the manufacturing, commerce and services sectors, while a slight increase of 0.2% was recorded in the construction sector. This reflects an increasing willingness among Japanese overseas subsidiaries to source materials and parts outside Japan.

In 1994, the share of overseas procurement by Japanese subsidiaries in the newly industrialised economies (NIEs) — Hong Kong, Singapore, South Korea and Taiwan — was 20.7% in all industries and 12.5% in manufacturing. The share of China was 0.7% in all industries and 2.1% in manufacturing.

Basically, instrument and machinery manufacturers are less likely to buy from non-Japanese sources. Lumber and wood, chemical products, iron and steel, non-ferrous

metal and transportation equipment sectors are more likely to buy from local markets.

PROCUREMENT BY JAPANESE SUBSIDIARIES IN CHINA

In 1994, Japanese subsidiaries in China imported 102 billion yen of goods, mainly for their manufacturing arms (99.6%). The 102 billion yen represented 62.9% of their total procurement. This implies that only 60 billion yen of goods were bought locally in China. The relatively large share of goods being bought outside China implies that the supply from China may be insufficient to satisfy the needs in terms of quality and quantity.

There are some sectors with very high percentage of purchase from Chinese suppliers, including construction (98.7%), food products (99.7%), chemical products (87.1%), lumber and wood/pulp and paper products (68.8%). Figures for other industries range from 30% to 46%.

Although one might expect that Japanese subsidiaries would source their materials from other Asian countries in order to lower various costs, the statistics indicate that apart from chemicals, construction materials and lumber, other sectors such as machine and equipment requiring more sophisticated intermediate inputs have lower percentages of purchase from China, probably because China is not strong enough in supporting industries. As a result, Japanese companies see sourcing materials back from Japan as their only choice.

MAJOR REASONS FOR OVERSEAS PROCUREMENT BY JAPANESE SUBSIDIARIES

According to the "Survey on Import Activities of Japanese Manufacturing Companies" by Japanese External Trade Research Organisation (JETRO) in 1994, the major reasons for overseas procurement include lower production cost, improved quality of goods provided by overseas suppliers, broadening of the procurement base, division of domestic and overseas roles in sales and production, and tie-ups with foreign companies.

The report shows that the factors influencing the decision to procure from NIEs and Chinese suppliers are very similar. Cost and quality are the overwhelmingly important factors in deciding local purchase. Also, about 40.7% of the respondents have indicated that improved quality from Chinese suppliers is a reason for their preference for local sourcing. Broadening of procurement base and division of domestic and overseas roles are also cited as reasons for local sourcing.

ORGANISATIONAL STRUCTURE OF OVERSEAS PROCUREMENT OPERATIONS

Since the mid-80s, the drastic appreciation of the Japanese yen, coupled with high domestic labour costs, have placed Japanese manufacturers at a cost disadvantageous position and have driven many of them to set up production plants abroad, particularly in Asia. In addition, some Japanese multinational corporations (MNCs) with strong presence in the region seek to increase the efficiency of their procurement operations. Hence, many international procurement offices (IPOs) have also been established in strategic locations.

From 1988 to 1994, the total number of overseas subsidiaries set up in Asia each year by Japanese companies was quite stable.

While Hong Kong experienced a slight decline, the three other NIEs faced more substantial shrinkage. Singapore seems to be the major loser. The only location which recorded an acceleration in the growth of Japanese subsidiaries was China. Over 60% of the newly established overseas subsidiaries in 1994 were in China, up from a mere 10% in 1988.

There are several major factors that make China so attractive. Firstly, the production cost in China is still relatively cheap. Secondly, the setting up of Japanese subsidiaries has improved the quality standards of Chinese products. This happens not only in Japanese subsidiaries, but also in those local suppliers providing parts to their Japanese customers. As more overseas subsidiaries are set up, the spill-over effect on quality is likely to gain further momentum. Thirdly, the possibility of setting a foothold in potentially lucrative local market gives another strong incentive of establishing offices or factories in China. Fourthly, China is offering various kinds of incentives to overseas companies in order to attract foreign investment.

ELECTRONIC INDUSTRY

By the 80s, many Japanese MNCs had already set up IPOs in Southeast Asia with Singapore as the most popular location. In the 90s, more production bases were set up in China in order to take advantage of its lower labour costs and other incentives offered by the open door policy. For these manufacturers, Hong Kong was selected as the ideal location for their IPOs because of its proximity to China and its favourable business infrastructure. In general, the IPOs in Hong Kong are involved in sourcing part suppliers in East Asia — particularly from China, Hong Kong and Taiwan. Some Hong Kong IPOs are planning to cover Europe, the US and even Japan. Feeding information on supplier sources back to Japan head office is another basic responsibility of the Hong Kong IPOs. In addition, some Hong Kong IPOs have to

coordinate all IPOs within the region, and play an important role of controlling such information flows by ensuring only required and reliable information on supplier sources would flow to other IPOs in the region.

APPAREL & TEXTILE INDUSTRY

The Japanese apparel & textile manufacturers' overseas investment is highly concentrated in Asia, in which China is the dominant recipient country. However, materials are mainly procured from Japan or their sister plants in Asia because quality products from host countries are still rare. The establishment of IPOs is considered unnecessary at this moment, but some representative offices are being set up in Hong Kong.

The major functions of these representative offices are researching into potential sources of material suppliers in the region and inputting this information to their head office in Japan. Some representative offices have slightly more extensive operation in directing their factories in the procurement of materials from Japan and other Asian sources. Making contacts with professional designers from Europe and conducting market research on regional consumer behaviour for better design are also part of their scheduled activities.

FOOD INDUSTRY

Compared with the previous two industries, the food industry in Japan has the lowest degree of internationalisation. For companies which have set up subsidiaries in Southeast Asia and China, procurement of raw materials from Asia (especially from non-Japanese affiliated companies) is not common due to quality concerns. Moreover, since most materials are perishable, quick shipment and transportation from supplier sources to made by individual factories are required. As self-arrangements to be more time efficient, IPO operations are regarded as inappropriate for the food industry.

PROCEDURES FOR CONTRACTING POTENTIAL SUPPLIERS

Hong Kong businesses are advised to know who the decision makers are in each particular circumstance. However, provision of information has to go through the normal channel. That is, even if the IPO is not going to make any decision, information has to go to them first. When the time is right, a visit to the decision maker in Japan or other places will be requested by the Japanese buyer. Bypassing the non-decision maker should be avoided.

PROBLEMS IN RELATIONS BETWEEN JAPANESE AND OVERSEAS COMPANIES

In October 1993, JETRO published the results of a questionnaire survey of 219 companies with overseas manufacturing subsidiaries. It was conducted with participants from all different industries. In the survey, companies indicated the major problems they experienced in their relations with overseas companies. They were the unreliability in delivery and high rate of rejects; the inability to meet sudden increase in demand; the high transportation cost; the limited sources of sophisticated parts which require technology know-how; the high cost of overseas sourcing with the low volume of import; and the importance of maintaining good relationship with local suppliers, etc.

Among these problems, the quality of products or service is the main concern. Several electronics manufacturers also mentioned that overseas suppliers were not technically skilled enough to manufacture more sophisticated components needed for assembly. This is especially true for suppliers in China and less-developed Asian countries.

OPPORTUNITIES FOR HONG KONG BUSINESSES

It is apparent that the Hong Kong economy has changed from a manufacturing-based to

service-based structure. Competitive advantage, in the present context, will be more dependent on the accumulation and dissemination of vital information on local supply sources. Another equally important success factor is the management expertise in organising various manufacturing and servicing activities. The international experience gained from the past decades is a valuable asset that Hong Kong businesses should maintain, perfect and enhance.

As Japanese overseas procurement is likely to grow in the future, Hong Kong business are expected to meet certain requirements in order to capitalise on the emerging opportunities. These requirements include providing market information on regional supply source, providing management know-

how to support manufacturing operations in Hong Kong and South China, manufacturing higher value-added products to avoid direct competition on a purely price domain with products produced in other Asian countries, and developing trustworthy partnerships with Japanese companies to capture expansion opportunities.

As the number of Japanese subsidiaries in China is exploding, Hong Kong businesses are advised to concentrate more on making necessary contacts with those entities. Local companies equipped with market information and management knowledge will definitely be better positioned to take advantage of the present trend.

(Source: Hong Kong Trade Development Council)

Mainland-Taiwan

DIRECT SHIPPING LINK

Not much Impact on Hong Kong

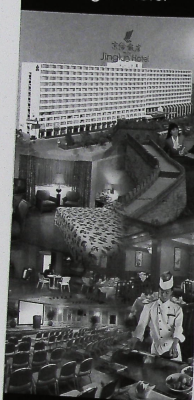


For many years, Hong Kong has been a major transit point for goods, capital and personnel between mainland China and Taiwan. Hong Kong shipping companies and terminal operators may soon bear the brunt of the recent accord between the mainland and Taiwanese shipping executives on limited direct shipping links. However, the immediate impact will likely be small. Since Taiwan is maintaining its policy of no customs clearance and no landing of cargo by mainland vessels, direct shipping service between Fuzhou, Xiamen and Kaohsiung will be limited to transshipments, that is feeder ships from Fuzhou and Xiamen must unload cargo at Kaohsiung, where it will be loaded onto larger ships for onward journeys. In the same fashion, mainland-bound cargo can be off-loaded at Kaohsiung and transhipped to Fujian.



Kaohsiung, Taiwan shipping competition to hot up.

京倫飯店
Jinglun Hotel



京倫飯店

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是各國賓客在京下榻的
首選之地。

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電子郵件: jinglun@public.bta.net.cn

香港辦事處:
電話 (852) 2850-5857 傳真 (852) 2544-2735
nikko hotels international

Hong Kong shipping companies and exporters most likely to be affected by the accord are those serving the US market. It makes sense for companies that export goods to the US from Fuzhou and Xiamen or import goods from the US to Fujian to tranship via Kaohsiung because both the transit time and terminal handling charges are lower than those of Hong Kong. However, goods destined for or imported from Europe will probably continue to be transhipped through Hong Kong.

Traders in Fujian generally believe that direct cross-strait shipping will not affect Hong Kong's position as a transshipment hub and that most Chinese goods would still be exported via Hong Kong. In fact, they feel that direct cross-strait shipping links will increase business opportunities and Hong Kong will stand to benefit.

However, in the long run, as the direct cross-strait shipping routes prove to be reliable and cost-effective and as more ports are opened to direct shipping, transshipment via Hong Kong may diminish. In order to stay ahead of their competitors and take advantage of emerging business opportunities,

some Hong Kong terminal operators are adjusting their business strategy by participating in the construction and operation of terminals in the mainland and Taiwan.

As two of China's ten largest ports, Fuzhou and Xiamen can accommodate ships of over 10,000 tons and their combined handling capacity amounts to 500,000 TEUs a year.

Since Kaohsiung is currently the only port in Taiwan open for direct cross-strait routes, and the mainland is unlikely to open other ports for direct shipping in the near future, direct shipping links will remain limited in scale. However, given the advanced transportation network in Fujian, goods from other provinces and cities may be brought to Fuzhou and Xiamen for export.

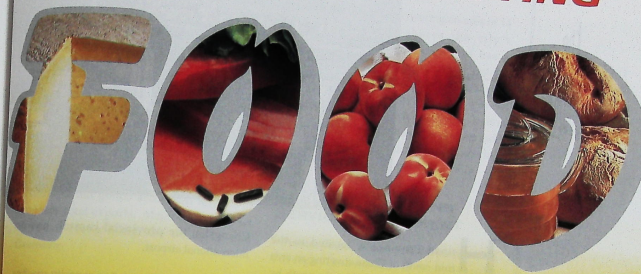
Since several companies will operate on the direct cross-strait routes, competition will be keen and a price war is inevitable.

(Source: Hong Kong Trade Development Council)



Fuzhou port handling growing volume of containers.

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HUNAN



Hunan Province is located in the mid-south of China covering an area of 210,000 sq km. Bounded on the south by Guangdong and Guangxi, Jiangxi to the east, Guizhou to the west and Hubei to the north, it enjoys a favourable central location.

NATURAL RESOURCES & AGRICULTURE

The province is well known for its agricultural and sideline products. In 1995, the province accomplished RMB104.7 billion gross agricultural output, accounted for 9.2% (an increase of 8.8% as compared with 1994) of the country's total. Major products included rice, ramie, tea, hog, cotton, citrus fruits, sugar cane and silk.

Hunan is China's "home" of non-ferrous metals and non-metallic ores. Among the 134 mineral resources found in the province, the deposits of antimony and tungsten are the largest in the world, and those of bismuth, realgar and fluorite are the largest in China. Others include lead, mercury, kaolin and graphite. Hunan's output of lead, zinc, antimony, hard alloy, salt, fluorite and tungsten are among the highest in the country.

INFRASTRUCTURE

There are 2,631 km of rail and 60,000 km of road in Hunan. Due to its central location, there are five main rail trunk lines as well as seven national highways across the province.

Changsha, the provincial capital, has an international airport.

Hunan's electric generation capacity reaches 7 million kw with an annual electric production of 30 billion kwh. Its communication facilities is also being improved. The capacity has been doubling on a yearly basis with fibre optical, short wave and microwave networks linking Hunan to the world. The telephone system presently has 2.4 million lines and approximately 65 million telephones are installed. To cope with the increasing demand, Hunan has built seven modern telecommunications networks, including a digital transmission network, a SPC telephone network, a mobile phone network, a paging network and a conference television network.

INDUSTRY

The machinery-building industry has developed rapidly and can now produce more than 3,000 kinds of products including electrical locomotives, tractors, heavy machine tools and high-precision electronic equipment. Other industries include food processing, power, metallurgy, textiles, building materials, automobiles, electronics, paper making, food, leather-making, paper, tobacco and porcelain. At present, there are 80,000 industrial enterprises in the province, of which 642 are large and medium-sized. In 1995, Hunan's industrial output increased by 21.2% to reach RMB254.5 billion, in which heavy industry accomplished RMB101.5 billion (+11%) while

light industry achieved RMB65.2 billion (+15.4%).

FOREIGN ECONOMIC RELATIONS

Hunan has close trade ties with over 135 countries and regions in the world. Hunan's exports rose by 10% to US\$1.4 billion in 1995. Main export items included garment and textiles, silk, feather and down, pottery, shoes, tea, iron alloy and steel products. Manufactured goods accounted for 80% of Hunan's total exports. Major export market included Hong Kong, the US, Japan and Germany.

Imports increased by 13% to US\$1 billion in 1995. Major imports included paper, light industrial machinery, metals, minerals, crude oil and chemicals. Major sources were Hong Kong, Japan, the US and Australia.

In 1995, Hunan approved 507 foreign-invested enterprises and 574 foreign-invested projects, with contracted investment of US\$1.35 billion (+95.7%). Actual utilised amount was US\$507.7 million. By the end of 1995, the province approved 3,263 foreign-invested enterprises. Main sources of investment were Hong Kong, Taiwan, Japan and the US.

ECONOMIC DEVELOPMENT ZONES

Yueyang Economic and Technology Development Zone was established in April 1992. The zone mainly focused on the industries of micro-electronics, chemical, machinery, building materials and foodstuffs. The zone is planned to be 30 sq km. Within the zone are two thermal plants with a total capacity of 700,000 kwh and water plants which can supply over 1 million cubic tons of water daily. A new water plant is currently under construction which will increase the capacity by a further 400,000 cubic tons.

The total area of the Changsha Economic and Technological Development zone is 20 sq

km with the first phase covering an area of 14 sq km. The zone shares the city's telecommunications network and has a 100,000-line capacity in its telephone system. International direct dialing and telex, faxing and paging are all available. Power availability is 400,000 kwh daily. Emphasis is placed on high-tech industries and services such as micro-electronics, bio-engineering, information and communication service.

ADMINISTRATIVE AND SERVICE DEPARTMENT

Hunan Association of Enterprises with Foreign Investment is a non-profit organisation that has the approval of the provincial government. It is made up of wholly or partly foreign funded enterprises. The services include providing information to foreign businesses on the special policies and regulations in Hunan Province relating to foreign investment; helping enhance relationships between Chinese and foreign partners; safeguarding members' rights and sponsoring training programmes.

Address: 80 Wuyi Road, Changsha,
Hunan Province, China
Tel: 86 (731) 4449147
Fax: 86 (731) 2287506



CONFERENCE / EXHIBITION NEWS

Date	Event	Venue	Items	Organizer
1997 Sep 2-4	8th Guangzhou International Textile Machinery Exhibition (Imtex '97)	Guangzhou International Exhibition Centre, China	Textile testing and analysis equipment, environmental conservation for textile, management information system for textile industry and other related technologies and machinery	Business & Industrial Trade Fairs Ltd Tel: 2865 2633 Fax: 2866 1770
Sep 6-8	CUIR 1997	Nord-Villejette Exhibition Centre, Paris, France	Raw material, textile, synthetics, machinery, equipment, chemicals, components, accessories and finished products	Miller Freeman Asia Ltd. Tel: 2827 6211 Fax: 2827 7831
Sep 6-16	9th China Dalian International Garment Fair	Dalian Yinghai Convention & Exhibition Centre, China	All kinds of clothing, face materials, wool fabric, clothing accessories and clothing machinery	China National Garment Industry Corporation Tel: 86 (411) 280 8694 Fax: 86 (411) 263 0425
Sep 10-14	16th Hong Kong Watch & Clock Fair	Hong Kong Convention & Exhibition Centre	Watches & clocks, parts and components, accessories, tools and machinery	Hong Kong Trade Development Council Tel: 2584 4333 Fax: 2824 0249
Sep 12-15	ENEX China '97 International Exposition on Electrical Engineering, Lighting and Power Generation '97	China International Exhibition Centre, Beijing, China	Electrical engineering, power generation, lighting, alternative sources of energy	Reed Exhibition Companies Tel: 2965 1663 Fax: 2824 0246
Sep 15-18	7th International Exhibition for Plastics, Rubber and Packaging	Tel-Aviv's Exhibition Gardens, Israel	Plastic materials, finished products, machinery	Israel Export Institute Tel: (072) 3514 2891 Fax: (072) 3514 2881
Sep 16-20	Garment & Textile '97	World Trade Centre, Surabaya, Indonesia	Garment and textile machinery & equipment	Top Repute Co. Ltd. Tel: 2851 8603 Fax: 2851 8637
Sep 17-20	'97 Overseas Chinese Economic Achievements Exhibition & Overseas Chinese Women Art Works Show	China World Trade Centre, Beijing, China	Real estate, food industry, light industry, automobile, chemical, metallurgy & electronics industries, machinery, agriculture, etc.	All-China Women's Federation Tel: 86 (10) 6522 5367 Fax: 86 (10) 6522 5329
Sep 17-19	The International Textile, Trim and Ready-To-Wear Exhibition (INTEX '97)	Suntec City, Singapore	Woven fabrics, attaching accessories, and related services	Trade Mart Singapore Pte Ltd Tel: (65) 734 0711 Fax: (65) 734 5174
Sep 17-21	Asia Show '97	Exhibition Place, Toronto, Canada	Electronics, garments, jewelry & accessories, toy & stationery, household products, home furnishings, furniture, handicrafts, gift items, leather items and jade products, etc.	North American Expositions Inc. Tel: 1 (416) 499 9532 Fax: 1 (416) 499 9527
Sep 23-26	2nd International Electrical Engineering, Distribution and Installation Technology, Components and Contractors Supplies and Equipment Exhibition	INTEX-Shanghai, China	Electrical engineering equipment, distribution & transmission technology, installations, lighting technology, components and contractors supplier	Hong Kong Exhibition Services Ltd. Tel: 2804 1500 Fax: 2528 3103

Sep 23-26	Asia Pacific Trade and Cultural Fair '97	Vancouver, Canada	Computer software, electronics, energy technology, film industry, secondary manufacturing, information technology & communication, tourism	HKO Productions Tel: 1 (604) 331 0787 Fax: 1 (604) 263 7777
Sep 24-27	31st Motexha / Childexpo International Trade Fair	Dubai, U.A.E.	Clothing, clothing accessories, textiles, handbags and footwear	Hong Kong Trade Development Council Tel: 2584 4307 Fax: 2824 0249
Sep 25-29	1st Moscow International Specialised Exhibition of Footwear	"Sokolniki" Exhibition Centre, Moscow, Russia	Footwear, shoe-care products, footwear components, footwear accessories and specialised magazine	Maxima, Inc. Tel: 7 (95) 124 7765 Fax: 7 (95) 124 6010
Sep 29-Oct 5	4th Autumn Trade Fair	The Oman International Exhibition Centre	Furniture, foodstuffs, garment, electronic goods, cosmetics, jewelry etc.	Oman International Trade and Exhibitions Tel: (968) 564 303 Fax: (968) 565 165

SEMINARS / TRAINING COURSES

Date	Event	Venue	Organizer	Contact Person/Tel
1997 Sep 3	Middle Manager Series — Resolving Conflict	VTC Tower	The Management Development Centre of Hong Kong Vocational Training Council	Ms Maureen Chan 2836 1822
Sep 5	Middle Manager Series — Appraisal	-ditto-	-ditto-	Ms Lesley Watt 2836 1941
Sep 6	Managing Service to Your Customer	-ditto-	-ditto-	Mr Lucius Lai 2836 1828
Sep 9	Training & Development Practitioners Group Workshop — Emotional Intelligence	-ditto-	-ditto-	Mr S K Chan 2836 1823
Sep 10-12	Train the Management Trainer Course I	-ditto-	-ditto-	-ditto-
Sep 18	Supervisory Management Development — Group Total Quality Person	-ditto-	-ditto-	Mr Lucius Lai 2836 1828
Sep 20	Case Writing Skill Workshop	-ditto-	-ditto-	Mr C L Lok 2836 1891
Sep 23	Successful Supervisors Workshop Series — Leadership	-ditto-	-ditto-	Ms Maureen Chan 2836 1822

Sep 23	Financial Management	VTC Tower	The Management Development Centre of Hong Kong / Vocational Training Council	Mr Sam Ying 2836 1826
Sep 23 - 1998 Feb 3	Comprehensive Certificate Course in Shipping	CMA Building	The Hong Kong Shippers' Council	Ms Czarina Shum 2834 0010
Sep 25	Middle Manager Series — Interpersonal Skills	VTC Tower	The Management Development Centre of Hong Kong / Vocational Training Council	Ms Maureen Chai 2836 1822
Sep 25-27	Supervisory Management in China	Guangdong, China	-ditto-	Mr Sam Ying 2836 1826
Sep 26	Middle Manager Series — Tools of Financial Analysis	VTC Tower	-ditto-	Mr C L Lok 2836 1891
Sep 27	Case Teaching Skill Workshop	-ditto-	-ditto-	-ditto-
Sep 30	Good Manager's Seminar	-ditto-	-ditto-	Mr C Y Wong 2836 1930
Sep	C.N.C. EDM / Wire-cut with AGE Control System (15 weeks duration)	Kowloon Bay Training Centre Complex	Precision Tooling Training Centre	2751 5890
-ditto-	Computer Aided Plastic Injection Mould Design (36 days)	-ditto-	-ditto-	-ditto-
-ditto-	Advanced CAD for Plastic Injection Mould design (36 days)	-ditto-	-ditto-	-ditto-
-ditto-	Computer Aided Design for Progressive Die (44 weeks duration)	-ditto-	-ditto-	-ditto-
-ditto-	Computer Aided Design for Transfer Die (44 weeks duration)	-ditto-	-ditto-	-ditto-
-ditto-	Introduction to Transfer Die Design — Using CAD (15 weeks duration)	-ditto-	-ditto-	-ditto-
-ditto-	Progressive and Transfer Die Manufacture with CAD / CAM (44 weeks duration)	-ditto-	-ditto-	-ditto-
Oct 6-10	Technology Study & Business Matching Mission to Xi'an, Shanxi Province, China	Shandi, China	Hong Kong Industrial Technology Centre Corporation	Ms Eva Yeung 2784 2633
Oct 7	Middle Manager Series — Target Setting & Performance Monitoring	VTC Tower	The Management Development Centre of Hong Kong / Vocational Training Council	Mr C L Lok 2836 1891
Nov 30 — Dec 3	4th International Conference On Manufacturing Technology In Hong Kong	Hong Kong Convention and Exhibition Centre	Chiang Industrial Charity Foundation Ltd	2574 0298

想 要 發

到內地各處投資但認識不足？
體會多媒體市場推廣的效用？
展「高科技、高增值」有困難？

「電腦資訊科技—引領中小型企業開拓市場」研討會

內容：

- 如何利用多媒體作為市場推廣工具
(講者：Bates Graffix Co 董事總經理蕭金山先生)
- 透過不可或缺的資訊成功開拓內地市場
(講者：中國資訊行有限公司執行副總裁關伯明先生)
- 「高科技、高增值」的市場和追求
(講者：香港工業科技中心科技轉移服務部經理楊天龍先生)
- 「中小型企業資訊科技應用專責工作計劃」* 總結報告
(講者：廠商會兼中小型企業委員會科技工作小組召集人葉志光博士；及香港生產力促進局電腦服務部總經理容啟泰先生)

日期及時間：1997年9月16日(星期二) 下午2時至5時30分

地點：華美達麗新酒店(九龍尖沙咀北京道8號)

語言：粵語

費用：廠商會會員每位港幣200元正
非會員每位港幣230元正

參加辦法：1. 填妥以下報名表格
2. 先以傳真方式留位
3. 將報名表格連同副聯支票寄交廠商會
(支票抬頭：香港中華廠商聯合會)

查詢電話：2545 6166 (內線834)

合辦機構：

香港中華廠商聯合會
香港生產力促進局

贊助機構：

香港經濟日報
HONG KONG ECONOMIC TIMES

協辦機構：

Bates Graffix Co
中國資訊行有限公司
香港工業科技中心公司

致：香港中華廠商聯合會
地址：中環干諾道中64號廠商會大廈3字樓
傳真號碼：2541 4541

「電腦資訊科技—引領中小型企業開拓市場」研討會 報名表格

姓名：_____ 公司：_____ 職銜：_____
地址：_____ 廠商會會員編號**：_____
電話：_____ 傳真：_____ 日期：_____
(與貴公司參加人數有多，請影印此表)

**如適用

Sep 23	Financial Management	VTC Tower	The Management Development Centre of Hong Kong / Vocational Training Council	Mr Sam Ying 2836 1826
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想要發展

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(講者：廠商會會董兼中小型企業委員會科技工作小組召集人葉志光博士；及香港生產力促進局電腦服務部總經理容啟泰先生)

日期及時間：1997年9月16日(星期二) 下午2時至5時30分

地點：華美達麗新酒店(九龍尖沙咀北京道8號)

語言：粵語

費用：廠商會會員每位港幣200元正
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查詢電話：2545 6166 (內線834)

合辦機構：

香港中華廠商聯合會
香港生產力促進局

贊助機構：

香港經濟科技發展局

協辦機構：

Bates Grafix Co
中國資訊行有限公司
香港工業科技中心公司

致：香港中華廠商聯合會
地址：中環干諾道中64號廠商會大廈3字樓
傳真號碼：2541 4541

「電腦資訊科技—引領中小型企業開拓市場」研討會 報名表格

姓名：_____ 公司：_____ 職銜：_____
地址：_____ 廠商會會員編號**：_____
電話：_____ 傳真：_____ 日期：_____
(與貴公司參加人數有多名，請影印此表)

**如適用者



香港中華廠商聯合會

「產地來源證及進出口簽證」訓練課程

課程	日期	主題
1	10月13日 (星期一) 下午七時至八時三十分	香港產地來源證制度簡介、來源準則及各類產地來源證之申請程序。有關電子資料聯通 (EDI) 服務資料。
2	10月15日 (星期三) 下午七時至八時三十分	工廠登記、分配措施、經改進的外地加工登記 (ROPA) 之申請程序及有關事宜。
3	10月20日 (星期一) 下午七時至八時三十分	紡織品簽證規定 (包括紡剪及車縫成衣之生產通知書及輸往美國的織片成衣)
4	10月22日 (星期三) 下午七時至八時三十分	普及特惠稅制度及特惠稅證書申請程序，特惠稅制度之產地來源準則。歐洲共同體及其他國家普及特惠稅制度之貨品成本計算準則。
5	10月27日 (星期一) 下午七時至八時三十分	紡織品出口管制 (包括紡織品配額分配、轉讓及使用簡介)

主講者：政府貿易署及海關資深人員

授課語言：粵語，輔以英語

授課地點：中環干諾道中64號廠商會大廈27樓

費用：(一) 全部五節——會員600元，非會員700元。

(二) 每節收費——會員120元，非會員140元。

證書：出席四節或以上可獲頒發證書

有意參加者，請填妥表格連同劃線支票於九月三十日前寄交本會，或以傳真方式預先報名，傳真號碼：2544 2406 (傳真報名者以五日內收妥支票作實)。由於名額有限，先到先得，額滿即止。參加全部課程者，獲優先考慮。如有查詢，請與本會助理秘書陳凱詩小姐聯絡，電話：2542 8602。

寄：中環干諾道中64號廠商會大廈5樓
香港中華廠商聯合會

(請影印此頁，填妥後寄交本會)

ACO

報名表格

「產地來源證及進出口簽證」訓練課程

公司名稱：_____

會員編號：_____ 電話：_____ 傳真：_____

地址：_____

參加者姓名：_____

中文 英文 參加節數 金額

_____ *全部課程或第1/2/3/4/5節 \$ _____

_____ *全部課程或第1/2/3/4/5節 \$ _____

_____ *全部課程或第1/2/3/4/5節 \$ _____

茲附上劃線支票乙張 (抬頭：香港中華廠商聯合會) 共港幣 _____ 元。 共計 \$ _____

*請劃去不適用者

日期：_____