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# 企業雄才

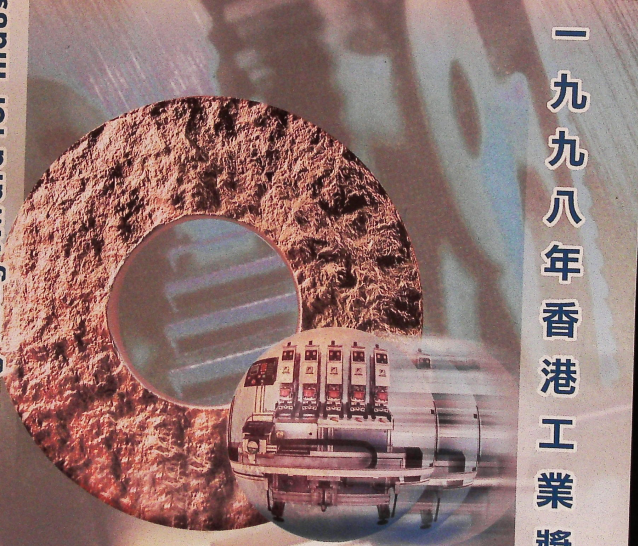
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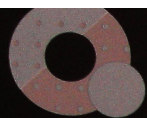
Machinery and Equipment Design



一九九八年香港工業獎：

機器及設備設計比賽





香港工業獎  
1999  
HONG KONG  
AWARDS FOR  
INDUSTRY

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## 1999香港工業獎：機器及設備設計

香港中華廠商聯合會為「香港工業獎：機器及設備設計」比賽之主辦機構，藉以促進工業多元化，鼓勵廠商發展及改良產品。現已接受99年香港工業獎比賽的報名申請。

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OF HONG KONG

本 會 評 論

## 一九九九年經濟前景展望

過去一年裏，隨著亞洲金融風暴的深化，香港經濟的內在缺陷相繼顯露，出現了金融動蕩、利率高企、資產市場低迷、失業率飆升、以及經濟、外貿雙雙萎縮的狀況。

踏入一九九九年，香港經濟發展的內部條件已得到改善，而一些有利的外部因素亦相繼出現，為了對今年香港經濟的前景作較客觀的展望，本會特別列舉一些重要的內部和外部因素，剖析其對香港宏觀經濟的影響。

### A. 香港經濟復甦的有利因素

#### 1. 內部因素

##### (1) 利率回落

在押降港元匯率的過程中，香港的息口被迫提高，高利率嚴重抑制了消費和投資的意慾，亦沉重打擊了樓市和股市。近期，銀行公會已接連五次降低了利率，雖然幅度有限，但總算減輕了投資者的借貸成本和業主供樓的負擔，刺激本地消費與投資，預期九九年香港息口仍有條件繼續下調0.5至1厘，屆時，減息刺激經濟的槓桿作用將會進一步增強。

##### (2) 工資、物價下降，減輕企業經營成本

自八零年代中期以來，香港的樓價、工資、物價水平一直飆升，高樓價、高租金、高工資、高物價使企業的運作成本大幅上升，不僅迫使香港製造業大量北移，更嚴重削弱了服務業的競爭力以及香港對外來投資的吸引力。亞洲金融風暴以來，樓價在過去一年裏普遍下降了40至50%，租金亦相應下調三至四成；香港的通貨膨脹率於

一九九八年迅速下滑，十一月份更出現了負0.7%的通貨緊縮，這將有助於減輕企業的經營成本，提升整體經濟的競爭力。

##### (3) 樓市、股市趨於穩定

假使樓市、股市過份低迷或出現較大波動，則反而會危害香港經濟的現行發展機制。房地產是香港重要的經濟支柱，與銀行業、工商業具有很強的關聯性。股市、樓市止跌回穩，無疑對香港經濟扭轉頹勢、重上軌有立竿見影之效，自九八年第三季度以來，香港樓價已開始反彈，股市指數亦恢復到較合理水位，這對於穩定民心、淡化負資產效應以及工商企業籌措流動資金都有顯著的幫助。

##### (4) 長遠發展策略的確立

金融風暴以來，特區政府採取了一系列積極措施，以紓解民困、增強信心及提升長遠競爭力，而其中最為深遠意義的，莫過於確立以創新及科技振興香港經濟的發展方針。對本港經濟今後的發展具有指導方向的作用，有助於引導社會資源流向高科技、高增值產業，亦有助於重振香港工業，促進整體經濟結構的調整。

#### 2. 外部因素

##### (1) 內地經濟的持續高速發展

去年，內地保持了7.8%的較高高速增長，為今年的進一步增長奠定了良好基礎，內地政府亦表示九九年將繼續推行積極的財政政策，全力啟動內部需求並推進結構調整和国企改革，內地經濟保持高速增長將對香港經濟復甦起到催化作用，特別是內地在進一步擴大內需的過程中，將為香港企業帶來新的商機。



## (2) 其他亞洲國家經濟開始好轉

亞洲國家是金融風暴的重災區，九八年各國的進口需求均出現較大幅度的萎縮，這是導致香港出口滑跌的主要原因。亞洲各國在過去一年裏展開了全面的經濟改革，取得了良好的進展，經濟已接近谷底，並可望在九九年下半年恢復增長。這對香港今後有形產品以及服務的出口構成有力的支持。

## (3) 國際金融局勢趨於緩和

一九九九年國際金融局勢將相對平靜，這對亞洲國家貨幣的穩定和經濟復甦將有莫大裨益，特別是有助於創造條件，使各國的利率進一步下調。

## (4) 美元回軟

自俄羅斯金融危機爆發之後，美元強勢的局面逐步得到緩和。歐元啟動又進一步推低美元匯率，美元回軟將是今後一至兩年內的趨勢，港元隨著美元轉弱，將收窄其與東南亞國家貨幣在幣值上的差距，不僅舒緩了港元所承受之貶值壓力，也有利於提高香港產品的價格競爭力。

## (5) 歐元啟動

歐元面世有利於香港匯率環境的穩定，而且也將給香港經濟發展帶來新的機遇。

## B. 香港經濟復甦的障礙

### 1. 區內因素

#### (1) 實際利率高企，銀行「惜貸」審慎

雖然香港的利率已多次下調，但幅度上仍嫌不足。十一月份以來出現的通貨緊縮，在一定程度上抵銷了過往減息的效果，使香港的實際最低優惠利率高企在9.5%的水位。香港息口仍有條件下調0.5至1厘。

另一方面，香港銀行收緊「惜貸」的現象仍會持續，致使香港企業，尤其是中小企業陷入資金緊張的困境。預計香港銀行對借貸的謹慎態度短期內難以改變，香港企業在融資方面仍會面臨很大的困難。

## (2) 經營成本仍然偏高

雖然香港的物價、薪金水平已經過了較大幅度的調整，但較之區內其它地方仍然偏高，降低成本是提升競爭力的重要途徑，但從長遠的角度來看，競爭力的提升更主要是依靠效率的提高。香港有待於進一步優化營商環境，通過改善基礎設施、提高人力資源素質以及增進整體經濟的效率等措施，使香港的高成本真正「物有所值」。

值得關注的是，在香港物價普遍下調的同時，交通、公共和專利服務的收費仍然偏高，阻礙了香港經營成本的進一步調整。

## (3) 結構調整困難重重

自八零年代以來，製造業在本地生產總值中所佔的比重持續下跌，目前僅為8%左右，香港經濟結構的脆弱性亦日趨嚴重，並欠缺持續增長的內在動力。然而，香港經濟不合理的結構不單是客觀條件所致，亦是長期發展的結果，欲對其進行改善和優化無疑是知易行難的艱巨任務。

## (4) 本地消費薄弱

負資產效應在短期內仍揮之不去，加之對未來前景的不確定感仍會抑制市民的消費，本地消費不旺、內需不足將是香港九九年經濟復甦的另一大障礙。

## 2. 外圍因素

### (1) 歐美市場增長放緩

香港的出口中有超過20%輸往美國，近15%輸往歐洲，步入一九九九年，歐美經濟的增長將出現不同程度的放緩。如果亞洲和其它地區的需求回升未能抵銷歐美市場需求下降的幅度，則難免會引起全球總需求的進一步滑坡，加劇國際市場競爭的激烈程度。同時，亦不能排除貿易保護主義在發達國家重新抬頭的可能性。

## (2) 國際競爭更趨激烈

東南亞國家的貨幣雖然在金融風暴中大貶值，但對這些國家的出口似乎未起到太大的刺激作用。原因之一這些國家的企業在利率高企、銀根緊縮的情況下，較難籌措到營運資金來維持或擴大生產，同時有關國家經濟形勢動蕩也促使外國客商出於規避風險的考慮將訂單轉到大陸、港台或其它地區。隨著亞洲國家經濟形勢開始好轉，這些國家的企業必然會藉著低成本優勢，加緊收復國際市場的失地，使香港企業面臨更激烈的競爭。

## (3) 世界經濟存在諸多不確定因素

一九九九年將是世界經濟調整之年，存在諸多變數，這些變數的存在增加了香港經濟發展的外部風險。

## C. 結論與建議

### (1) 今年香港經前景概況

若香港息口能進一步下調，且國際環境不再進一步惡化，則一九九九年的香港經濟將會比去年有所起色，並且可望在今年下半年逐步復甦。預計一九九九年整年度，香港的經濟增長幅度將介於負1%至1%之間，香港將出現零通脹或負1%左右的輕微通貨緊縮。

### (2) 企業轉危為機的策略

面對逆境，香港企業必需採取多種策略以轉危為機：其一是應尋求進一步降低經營成本的方法，其二是把握時機，調整市場結構和經營方針，尤其是善用歐元啟動、東南亞經濟重建以及國內擴大內需所衍生的商機；其三是立足長遠，提升技術層次，改良裝備，提高員工素質。

### (3) 政府應強化在經濟復甦中的推動角色

香港特區政府亦有必要在經濟復甦過程中發揮更大的推動作用，採取更積極的財政政策，增加公共開支，改善香港基礎設施，創造更多的就業機會。

同時，政府應堅持發展創新科技的路線並付諸實施，在提倡發展高新產業的同時，亦應加大力度協助傳統工業的升級換代。此外，扶持中小企業，特別是幫助其紓解融資方面的困難，亦是特區政府未來工作有待加強的環節。

針對目前一些交通、公共及專營服務收費偏高的不合理現象，政府應設法進行監管，政府並應總結近期開放電訊市場的經驗，放開更多行業的專營權，引入競爭機制，促使有關收費調整至合理水平。

## (4) 社會和諧至為重要

值此經濟困難時期，更需要全港市民加強團結，共建融治和諧的社會，祇有各階層保持和諧關係和社會穩定得以維繫，方可鞏固本港良好的營商環境，增強工商界和外地投資者的信心，加速經濟復甦的步伐。

## (5) 與內地經貿合作有待加強

此外，加強與內地的經貿合作，也是推動本港經濟復甦的必要措施。面對今後愈趨激烈的國際競爭，香港企業一方面應加強與內地的投資合作，以降低成本並開拓廣闊的內銷市場；另一方面，則可發揮自身在國際營銷方面的優勢，在內地的出口貿易中擔當更活躍的角色。本港企業具有廣泛的國際市場聯繫和豐富的營銷經驗，目前，隨著內地經濟逐步從短缺經濟向過剩經濟過渡，內地的產品急需進一步打開國際市場的銷路，如果本港企業能運用其卓越的國際營銷技能和多元化的銷售渠道，協助內地產品進軍國際市場，也有助本港和內地的出口貿易走出逆境。

中港經貿合作的推進亦有賴於國內政策的配合。內地政府應加強與香港工商界的溝通，並致力改善國內投資環境，為本港企業在內地投資營商創造更好的條件；此外，政府宜避免在投資政策上作出重大的變動，同時應保留原有給予外商的優惠待遇。



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# 企業雄才

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## 本會評論

1 一九九九年經濟前景展望

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6 1998 香港工業展：機務及設備設計比賽

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## 1998香港工業獎： 機器及設備設計比賽

香港工業獎比賽在一九九九年已踏入第十周年。其間，廠商會一直主辦其中的機器及設備設計比賽，旨在鼓勵和提高本港生產機器及設備之設計水準，藉此提高產品競爭力，以及表揚有關產品之製造商。

是項比賽共有六個參賽組別，分別為：(1)生產機器及設備；(2)生產工具之配件及零件；(3)科學儀器、計量儀器、控制及測試設備及其配件及零件；(4)辦公室文儀用具(包括電腦)及通訊器材；(5)工業用之電腦軟件；及(6)雜項類。評審委員會從每個組別分別選出最佳的產品頒發「廠商會機器及設備設計獎」，而其中最優秀的產品則獲得「香港工業獎：機器及設備設計」獎項。其他的優異產品亦可獲評審委員會頒發「廠商會機器及設備設計優異證書」。



行政長官董建華參觀1998香港工業獎得獎產品之陳列攤位。



1998香港工業獎得獎者與行政長官董建華(前排右五)及各主辦機構代表合照。

**評** 審委員會由工業家及有關工程、產品設計之專業人士組成。該委員會成員包括：

主席：張健利太平紳士  
委員：唐海怡女士  
梁欽榮先生  
劉偉成教授  
鍾寶蓮教授  
馮大淦教授  
任 楊博士  
劉定禮博士  
羅台泰博士  
郭始剛博士  
鄧觀瑞先生  
黎黃露玲女士  
戴永盛先生

是項比賽的頒獎典禮已於一九九八年十一月四日假香港會議展覽中心舉行，由行政長官董建華先生主持頒獎。廠商會會長梁欽榮亦頒發獎項予廠商會機器及設備設計獎得主。

### 1998香港工業獎： 機器及設備設計得獎產品

為進一步了解本年度大獎得獎產品，企業雄才特別訪問了堅毅工程有限公司執行董事高綺玲小姐。她表示，奪得1998香港工業獎：機器及設備設計的'Alien-In-Line'移印機在新技術的應用方面，最大特點是採用了擁有專利的密封式油杯設計。傳統的移印機由於盛載油墨的容器並非密封，油墨的調薄水揮發會造成空氣污染，油墨的濃度亦會因此受到影響而需要經常調較。密封式油杯的採用則能把調薄水的揮發程度減至最低，除解決了空氣污染和油墨因揮發所造成的損耗和浪費外，由於油墨的濃度能夠維持穩定，故亦改善了印刷效果。

在設計上，該產品亦為迎合不同廠商的生產需要提供了最大的彈性。廠商如採用傳統的移印機，在生產不同的產品時可能需要更新整部機器，但'Alien-In-Line'移印機則可因應不同的生產需要而作出調較，例如印刷機頭的數目便可自由組合。在目前產品日新月異的情況下，該產品能為廠商在生產上提供最大的彈性，減少投資於更新設備上的成本。



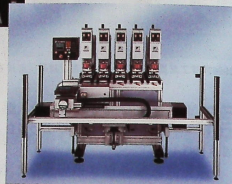


《左圖》香港特別行政區行政長官董建華（右）頒發獎座予1998香港工業獎：機器及設備設計得獎者。

《右圖》「Alien-In-Line」移印機榮獲1998香港工業獎：機器及設備設計大獎。



本會會長梁啟榮（右）頒發獎座予廠商會機器及設備設計獎得獎者。



### 著重研發及掌握市場需要

堅毅工程有限公司在過去二十五年一直專營於移印機及其周邊配件的生產業務。據高小姐介紹，目前該公司透過遍佈全球的三十五個代理商，把產品銷售往世界各地市場；除香港外，並在中國大陸及加拿大設有廠房。

高小姐指出，由於該公司的產品在各地市場經常面對著激烈競爭，故他們會不斷求變，如應用更多新技術，以加強本身的競爭能力。因此，該公司十分著重研究及發展方面的工作，在這方面投入了大量資源。以香港的總公司為例，他們便擁有一支為數二十多人的研發隊伍，經常與中國大陸及加拿大方面的研究人員合作，共同利用各地的技術資源和優勢，以加強產品研發的質素。

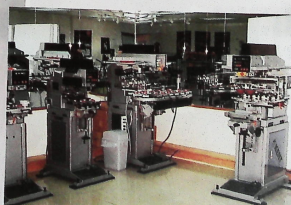
另外，目前市場上的產品週期越來越短，買家要求廠商付貨快，而廠商便需要盡量縮短生產週期。針對這個趨勢，「Alien-In-Line」採用了一系列的新技術，並在設計上為廠商不同的生產需要提供最大的彈性，以提高生產效率。

高小姐指出，「Alien-In-Line」移印機已推出市場近兩年，廠商反應良好，在世界各地均有客戶採用。她認為由於它能有效配合廠商的生產需要，再加上個別新興市場，如中國大陸對生產設備需求殷切，故該機器實在擁有龐大的市場潛力。

此外，在移印行業中的豐富經驗及對市場的敏銳觸覺亦是堅毅工程成功的主要因素。高小姐解釋道：「由於需要採用移印作為後期加工程序之一的產品種類繁多，對移印技術的要求各有不同，故堅毅一向與不同行業保持緊密連繫，以充份了解不同產品的發展趨勢及對移印技術的要求，從而作出相應的配合。否則，廠商可能改而採用由其他廠商生產的移印機，甚至放棄採用移印技術。故此，我們的目標是要為不同客戶在生產上提供有效的支援和配合。」

### 移印行業的困難與挑戰

堅毅工程從事移印行業多年，在談到該行業所面對的困難和挑戰時，高小姐認為培養人材是最難解決的問題。她指出：「要培養一班優良的員工從事移印機生產這個行業十分困難，由於他們需要經常接觸各行各業，且不時遇到千奇百怪的印刷要求，而市場趨勢和產品需求則不斷改變，所蓄的技術亦日新月異，要充份掌握市場的轉變和客戶的需要，我們首先必須要對這個行業及有關技術有充份的認識和經驗。而這些經驗並非一朝一夕可累積起來，故此要訓練一個優秀的員工並不容易。」



1998香港工業獎：機器及設備設計得獎者——堅毅工程有限公司執行董事高結玲。

此外，高小姐認為政府應對香港整體工業作出積極的扶助。她指出，政府一向對工業發展調撥的資助不足，本地工業發展只靠廠商本身去推動，政府應在廠商進行科技研究和產品發展、人材培訓、市場推廣各方面提供積極援助。她舉例說，雖然目前政府設立了各項支援工業研究的基金，但有關的申請規限太多，並不切合廠商的實際需要。此外，不少外國政府均有組織和資助廠商到海外進行市場推廣的活動，如參加展覽會等，相對來說，香港的廠商便只能自資參與這些活動。香港政府應該在這方面增撥資源，以提高本地廠商在國際市場上的競爭力。

最後，高小姐表示今次獲得香港工業獎：機器及設備設計這個殊榮，對全公司上下二百多名員工均有莫大鼓舞。今後，堅毅工程將加強在研究和發展方面的努力，並繼續專注於移印工業的發展。

由堅毅工程有限公司生產的移印機系列正不斷更新，以迎合個別客戶的要求及市場發展的趨勢。



## 恒生銀行副董事長 兼行政總裁

# 鄭海泉



恒生銀行副董事長兼行政總裁鄭海泉表示，十分高興和廠商會的會員討論如何扭轉經濟困局的方法。

在九六至九七財政年度的上半年，很多銀行都因過度擴充貸款服務，以致貸款對存款比率急升。目前銀行在爭取港元存款客戶方面競爭十分激烈，因而提高存款利率，銀行在此經濟環境下又怎可有可圖呢？

「本地銀行正面對一個艱難的經營環境。」不過，這位資深銀行家重申：「銀行體系的機制仍然穩健」。

而且很多企業因盈利急降而出現還款困難，造成借貸方面的質素問題。物業價格下調及日趨惡化的失業情況對銀行盈利已造成影響。

回顧昔日的黃金時期，本地銀行業務水漲船高時，銀行急於擴張業務，對前景過於樂觀，結果突如其來的經濟逆轉使到整個行業難於抗衡。

鄭海泉說：「本地銀行正面對一個艱難的經營環境。」不過，這位資深銀行家重申：「銀行體系的機制仍然穩健」。

鄭氏稱：「過去幾年，本地銀行在擴張業務方面過於積極進取，以致他們難以應付目前面對的逆境。」

雖然放款及存款方面的市場正在收縮，但恒生銀行並無計劃收緊信貸。

鄭氏續稱：「恒生銀行十分樂意支援本地的製造業，他歡迎本港廠商及廠商會的會員企業隨時到該銀行洽談業務及融資安排。」

要解決經濟逆轉帶來的問題，銀行的風險管理必須採取較審慎的策略。在一九九六年底，恒生銀行在壞帳方面的收費淨額下降了約11%至六億三千多萬港元，反映銀行審慎的供貸款政策及嚴格控制支出的方針。

鄭海泉表示，恒生銀行的資金儲備相當充裕，故此不受金融風暴的影響。

不少大企業在經營困難的日子都會出盡法寶，務求緊縮開支。恒生銀行較早前亦重組貿易融資部，該部門約有百位員工被調派往機場沿線鐵路新設的恒生銀行分店工作。他又承諾，銀行不會裁員及再有類似的員工調職計劃。

恒生銀行十分樂意支援本地的製造業，他歡迎本港廠商及廠商會的會員企業隨時到該銀行洽談業務及融資安排。

這位見慣風浪的銀行家出生於一個貧窮家庭，他聰穎、親切和勤奮的性格令他取得今日的事業成就。回顧過去，這位成功的銀行家亦曾經歷過一段艱苦的成長歲月，他的童年曾被貧窮和不幸纏繞著。

這位主管現時本港第二大銀行的企業家兒時曾經在深水埗某街道上睡覺，他當時被拒於學校門外，並協助父親賣水果。

今日鄭海泉坐擁恒生銀行中環總部頂樓偌大的海晏辦公室，原來他曾經住過一個至少和六個家庭共同佔用的細小單位。事實上，該細小單位並不是一間正式的住所，只是一間傢俬店的角落。

「小時香港大部份的家庭都很窮，我亦出身於一個貧窮家庭，住的屋不是屋，而是一間傢俬店的後半部舖位，還要和六個家庭一起佔用。由於夏天室內非常悶熱，我們只得在街上睡覺，在當時那是見慣不怪的事情。」

鄭海泉的父親當時經營一間生果店和大排檔，孩童時候的鄭海泉一面在生果箱上做功課，一面協助父親賣水果。

「我不覺得自己比其他小孩有什麼特別，香港是一個充滿傳奇故事的地方，我並不怎麼獨特。」

鄭氏在孩提時候就因為小兒麻痺症而導致左腳殘廢，現時他需要借助拐杖走路。提到自己的殘障時，這位成功的銀行家多次重申無意把自己塑造成英雄，而是訴說一個真實故事吧了。

鄭氏於一九七八年加入香港匯豐銀行，自此扶搖直上，一九九四年十一月獲委任為財務主管，一九九五年並兼任集團總經理，是首位加入該行董事局的華人。他現時也是恒生銀行的行政總裁。

為人謙遜的鄭海泉時常謙稱自己的成功是適逢天時地利的結果，他說：「得享天時地利的幸運兒雖然不少，幸運的是上天賦予我具備勤奮和領悟力強等必要條件之餘，更賞賜了一個機會給我。」

鄭海泉跟許多在早期香港積極奮發而變為成功富商的經歷十分相似，這些早期的掙扎已經把他磨練出一種堅強果敢的性格，足以戰勝目前本港面對的逆境。

雖然鄭海泉現時無法預知何時香港才可看見曙光，但他依然祈求明天會更好，他一再保證：「香港有相當雄厚的根基，兼且銀行制度良好，一旦經濟復甦，香港的金融基礎必然更加穩固。」



在一九九八年五月二十日舉行的「98恒生學界盃」記者會上，恒生銀行副董事長兼行政總裁鄭海泉暫時離開銀行職務，一顯其乒乓球藝。



在一九九八年六月五日舉行的茶會中，恒生銀行副董事長兼行政總裁鄭海泉先生（前排中間）與各恒生銀行獎學金得主合照。



## 廠商會1998會員大會

本會於去年十二月三日舉行一九九八年會員大會，代會長梁乃榮當選為會長。會上致辭時表示，在過去一年，隨著亞洲金融風暴的影響蔓延，香港經濟面臨前所未有的嚴峻考驗，要轉危為機，令本港經濟能夠因應時勢得以持續發展，行政長官董建華先生在其任內發表的第二份施政報告中，提出要以創新和科技為促進經濟增長的主要動力，並承諾加強「中港」研究和發展，以及撥款50億元設立創新及技術基金，資助那些有助本港製造和服務創新思維和技術的具體計劃。

他指出，「中港」研究是將基本科研成果轉化為商品的關鍵環節，故此本港必須推動學術機構與工業界合作研究和發展科技，至於有關該基金的具體運作詳情，本會籲請特區政府盡快公佈，並須以盡量吸引和方便業界人士申請為原則，本會較早前亦建議政府設立工業科技局，以統籌本港工業科技發展事宜，及全權專責進行各項具體方案，希望政府在這



本會常務副會長梁乃榮(右三)，副會長陳永棋(左三)、呂明華(右二)、林耀實(左二)、陸增謙(右)及會長助理李學海(左)出席一九九八年本會會員大會。

方面能深入研究，以期為本港朝高科技、高增值方向發展打好基礎。

此外，梁會長又表示，本會於一九九八年的另一項重要工作是舉辦工展會，繼去年十月在廣州舉行後，更於一九九八年十二月十八日至一九九九年一月十一日假中環添馬艦舉辦第三十三屆工展會，以推動本港工商發展，增強市民消費意慾，以及加強港商與國內和海外業界人士的交流和合作，是屆工展會並繼續舉辦家牌戶曉的工展小姐選舉，以及舉辦多項不同形式的表演和比賽。

梁會長續稱，於此經濟低迷的時刻，本會定當繼續肩負推動香港經濟發展的重要使命，為拓展本港工商業界努力，本會深信，在中央政府的全力支持，特區政府的決心，各界人士的和衷共濟，以及全港市民的信心推動下，香港經濟定必很快復甦，且以更穩健的步伐繼續增長。



本會於去年十二月三日舉行一九九八年會員大會。

## 一九九八年廠商會獎學金頒獎典禮

第三十五屆香港中華廠商聯合會獎學金頒獎典禮已於一九九八年十二月一日舉行，由副會長董慶忠、楊孫西及工業教育委員會主席鄭正訓主持，並邀得教育統籌局副局長張建宗擔任主禮嘉賓。

自一九六四年成立以來，廠商會獎學金每年均由熱心的會董及會員捐助，旨在鼓勵及表揚工業中學、職業先修中學及大專院校成績優異的學生。去年，來自二十八間院校共二百二十四名學生獲頒逾港幣四十三萬元的獎學金，並由張副局長代表本會頒贈。



楊孫西副會長(右)代表本會致送紀念品予其中一位獎學金捐款代表。

在第三十五屆廠商會獎學金頒獎典禮上，本會副會長董慶忠(左四)、楊孫西(右一)聯同主禮嘉賓教育統籌局副局長張建宗(右二)、其他廠商會代表及部份得獎者合照。



本會謹向一九九八年廠商會獎學金所有捐款人致謝，名單如下：

港幣(元)	港幣(元)	港幣(元)	港幣(元)
梁榮榮會長	20,000	百達製衣有限公司	3,000
蘇華蘭基金會	20,000	朱本富常務會董	3,000
寶通有限公司	20,000	新建榮行有限公司	3,000
百利安實業有限公司	20,000	惠元昌有限公司	3,000
寶通貿易基金	20,000	天光五金製造有限公司	3,000
永和實業有限公司	13,500	美華紡織造織有限公司	3,000
豐利洋行	10,400	新光燈飾製品有限公司	3,000
黃慶忠副會長	10,000	耀信工程有限公司	3,000
長江製衣廠有限公司	10,000	柏記五金塑膠製品有限公司	3,000
香江國際有限公司	10,000	柏利針織製衣廠	3,000
文明電子有限公司	10,000	福興實業有限公司	3,000
美豐針織廠(香港)有限公司	10,000	黎明金屬製品有限公司	3,000
榮利發針織衫帶製造有限公司	10,000	康泰皮具製品有限公司	3,000
亞利針織集團	10,000	開達塑膠文具製造有限公司	2,800
兩時教育有限公司	10,000	大中實業股份有限公司	2,500
錦球實業基金	10,000	立基達實業有限公司	2,500
周廣實業常務會董	10,000	安泰有限公司	2,500
聯興企業有限公司	10,000	聯興實業	2,500
黃耀達造船有限公司	10,000	丁午聯會董	2,500
仁興發有限公司	10,000	天龍汽車	2,500
傑克金屬製品有限公司	10,000	步隆鞋業有限公司	2,500
企達鐘錶有限公司	5,000	北順源有限公司	2,500
大昌集團	5,000	大順源有限公司	2,500
錦興實業(集團)有限公司	5,000	寶豐針織製品有限公司	2,500
錦興實業有限公司	5,000	錦興針織工程有限公司	2,000
光通時表有限公司	5,000	大華鐘錶有限公司	2,000
奧迪時表有限公司	3,500	順和鐘錶廠	2,000
大豐石油有限公司	3,000	南洋毛巾廠(1984)有限公司	2,000
		總共	438,400



## 求職資訊站98

為讓求職人士索取最新的職位空缺及再培訓課程資料，並協助僱主招聘合適的員工，本會聯同勞工處、僱員再培訓局、香港工業總會、香港中華總商會、香港僱主聯合會及香港總商會於一九九八年十一月二十六日假香港大會堂合辦一項名為「求職資訊站98」的全港性招聘活動，以展覽、講座及影帶播放的形式，為參觀人士提供本港的最新就業資訊。

「求職資訊站98」共有二十間來自不同行業的工商機構參與，提供超過一千五百個職位空缺及再培訓課程資料供索閱，而求職者亦可即場遞交職位申請表格及報讀再培訓課程，是次「求職資訊站98」活動反應十分熱烈，共有超過二千五百名求職人士及市民到場參觀。



本會為「求職資訊站98」的主辦機構之一，是項活動於去年十一月二十六日舉行，吸引了超過2,500名求職人士及市民到場參觀，反應十分踴躍。

## 廣東省對外經濟貿易委員會代表團



廣東省對外經濟貿易委員會代表團一行十八人於一九九八年十二月七日蒞會訪問，由本會副會長葉慶忠(前排右七)主持接待。

## 瀋陽海峽兩岸科技工業園代表團



瀋陽海峽兩岸科技工業園代表團於一九九八年十二月十一日蒞會訪問，雙方代表並於會後合照。

## 河北省代表團



河北省副省長才利民(左七)率領代表團於一月十一日蒞會訪問，並致送紀念品予本會會長梁欽榮(右七)。



會後，代表團並由梁欽榮會長等率領前往工展會場參觀。圖為會長梁欽榮(左)、河北省副省長才利民(右二)及副會長陸增嶺(右)。

## 宴請中國國際貿易促進委員會會長俞曉松

本會於一九九八年十一月九日宴請中國國際貿易促進委員會代表團一行六人，本會會長梁欽榮與該會會長俞曉松就國家的外貿情況交換意見，並就對外貿易和加工貿易的最新情況和發展前景等進行討論。



本會會長梁欽榮(前排左二)聯同多位副會長及會董於一九九八年十一月九日接待中國國際貿易促進委員會代表團，並與該會及中國國際商會會長俞曉松(前排左一)於午宴上合照。



梁欽榮會長(右三)代表本會致送紀念品予中國國際貿易促進委員會、中國國際商會會長俞曉松(中)。

## 四川省人民政府代表團



四川省人民政府代表團由代表團團長、該省副省長徐世群(右三)率領，於一月六日蒞會。雙方於工展會場內會面，探討兩地之經貿合作事宜。會後梁欽榮會長(左三)及其他廠商會代表並帶領代表團成員於工展會場內參觀。



梁欽榮會長(右二)與徐世群副省長(右一)在會場內其中一個攤位參觀。



本會會長梁欽榮(中)與四川省副省長徐世群(右)及四川旅遊集團投資有限公司董事長崔志輝(左)於工展會上合照留念。



## 廠商會中學校舍擴建新翼工程完竣

廠商會中學於一九九六年三月獲政府撥款港幣一千三百萬元於校舍加建新翼一幢。在教育署、建築署、顧問公司、承建商及有關政府部門的通力合作和共同努力下，擴建工程已於一九九八年移完竣，並於十二月一日舉行新校校舍遷移儀式，由教育署教育主任葉世安及李永賢移交新校校舍給予校監尹德勝。



廠商會中學於十二月一日舉行新校校舍遷移儀式，由教育署教育主任葉世安(右四)及李永賢(左一)將鑰匙移交予校監尹德勝(左三)。旁為該校校長范錦平(左二)。

## 宴請中華海外聯誼會代表團



本會於一九九八年十二月五日設宴款待中華海外聯誼會代表團，出席接待除會長梁欽榮外，尚包括副會長陳永棋、林耀賢、陸增謙、會長助理林學甫、常務會董黃友嘉及青年委員會主席蔡志斌。圖為梁欽榮會長(右)接受代表團團長、中央統戰部秘書長覃志剛(左)致送之紀念品。

## 中央統戰部代表團



本會會長梁欽榮(右二)於一九九八年十一月二十七日主持接待中央統戰部代表團。出席接待之本會代表尚包括副會長楊孫西(左二)、盧文瑞(右一)及會長助理林學甫(左一)等。



中央統戰部代表團由秘書長覃志剛(中)率領。

## 產品責任保險計劃研討會

本會於一九九八年十二月十一日舉辦「產品責任保險計劃」研討會，旨在加深會員對產品責任之認識，以及探討轉移有關風險之方法。研討會邀請本會保險顧問公司怡安保險顧問有限公司副董事梁漢文先生、美亞保險有限公司副經理(產品責任保險)譚文立先生和副經理(賠償部)郭庭蘭小姐擔任主講嘉賓，向各參加者講解有關產品責任保險之情況，並提供專業意見。研討會反應熱烈，共有會員公司代表約六十人參加。



「產品責任保險研討會」三位講者包括美亞保險有限公司副經理(賠償部)郭庭蘭(左)、副經理(產品責任保險)譚文立(右)及怡安保險顧問有限公司副董事梁漢文(中)。

## 山東省工廠企業考察團



本會於一九九八年十一月三十日接待山東省企業考察團一行十九人，由副會長呂明華主持。其他出席之廠商會代表包括會董馮元龍、黃耀枝、曹金章，小組主席詹培圻及會員鄭文德等。呂明華副會長(右七)並代表本會致送紀念品予代表團團長、濟南人事局副局長劉增學(左八)。

## 廠商會蔡章閣中學舉行第十四屆田徑運動會



廠商會蔡章閣中學第十四屆田徑運動會於一九九八年十一月十一及十二日假元朗天水圍運動場舉行，由校監蔡宏豪(右)致送紀念品予擔任主禮嘉賓之本會常務會董黃友嘉(左)。



是屆運動會參賽情況踴躍，並刷新多項紀錄，成績令人鼓舞。



### 少數民族香港研討班

由香港培華教育基金為部分少數民族全國政協委員舉辦之「少數民族香港研討班」，學員一行四十二人，在中央統戰部二局副局長蔣堅永帶領下，於一九九八年十二月十五日蒞會訪問。會上雙方探討了香港與內地之經貿合作事宜，本會出席接待除會長梁欽榮外，尚包括副會長楊孫西、林輝實、盧文端及其他廠商會代表。



本會會長梁欽榮(左四)接受由代表團副團長古致衡(右四)贈送之紀念品，雙方代表包括副會長楊孫西(左二)、林輝實(右三)、盧文端(右二)；代表團副團長蔣堅永(左三)、團長楊念一(左一)及團員赴書網(右一)並合照留念。

### 黑龍江省政府牡丹江市代表團



本會會長梁欽榮(右二)及副會長林輝實(右一)於一九九八年十一月二十七日接待黑龍江省政府牡丹江市代表團，並致送紀念品予代表團團長、黑龍江省牡丹江市副市長趙壽蘭(中)。

### 廣東省對外經濟貿易委員會代表團



本會會長梁欽榮(中)聯同其他廠商會代表於一九九八年十一月三十日接待廣東省經濟貿易代表團，並致送紀念品予代表團，由該團團長、廣東省對外經濟貿易委員會副主任黃志雄(左三)代表接受。

### 廠商會接見立陶宛共和國大使



本會副會長陸增輝(右)於一九九八年十二月十八日接見立陶宛共和國大使謝法維利斯(左)，雙方並就兩地之經貿合作事宜進行探討。



## 設備世界一流的香港商貿資訊中心

貿易發展局商貿資訊中心是商貿資料最齊備的信息中心，現已啟用，歡迎光臨使用。

商貿資訊中心位於香港會議展覽中心新翼，藏有全球各地的市場及貿易資訊。中心內配備先進完善的設施，職員經驗豐富，竭誠為香港工商界提供效率高超、質素優良的商貿資訊服務。

#### 資料內容

- 企業名錄
- 公司及行業報告
- 貿易及投資機會
- 國際經濟環境
- 海外市場信息
- 出口趨勢
- 貿易及投資法規
- 關稅及稅務資料
- 展覽會資料
- 統計數字

#### 服務及設施

- 中小企業服務中心
- 電子資訊中心
- 中國貿易信息中心
- 商務中心設施
- 書店
- 貿易諮詢服務
- 時裝圖書館
- 行業及市場專題期刊
- 網上商貿資訊中心目錄索引

### 中小企業服務中心

設於商貿資訊中心內的中小企業服務中心，為香港中小企業提供實用的商貿服務，包括：

- 商貿諮詢服務
- 小型展覽會
- 工作坊及業務聯繫活動
- 資訊科技示範
- 提供實用貿易信息



地址：香港灣仔博覽道一號  
香港會議展覽中心  
開放時間：星期一至五 上午九時至下午六時  
星期六 上午九時至下午五時  
查詢電話：2248 4000  
商貿資訊中心網址：<http://infocentre.tdc.org.hk>  
中小企業中心網址：<http://www.tdc.org.hk/sme/>



## 香港五常法運動

—— 直以來，日本企業和某些著名品質的西  
方企業都以整潔和有規律聞名。過去計  
年間，日本已發展出一套工作管理技術，稱  
之謂五常法，一九九四年，香港政府工業處選  
過舉行多個講座及工作坊來推廣這種技術，業  
界反應十分熱烈。一九九六年十二月，工業處  
委託浸會大學工商管理學院的何廣明博士以過  
去五常法的教材及十個個案作為藍本，撰寫一  
本五常法指引，並資助何博士培訓二千五百名  
五常法審核先鋒，開創世界先河。

五常法是一種用來在組織內建立及維持品  
質環境的技術，它的名稱源自五個日本字Seiri,  
Seiton, Seiso, Seiketsu 及 Shitsuke。以下是該五  
個日本字的英文名稱、意義及典型例子：

日語	英語	意義	例子
Seiri	Structure	常組織	丟棄垃圾
Seiton	Systematise	常整頓	30秒內可找到文件
Seiso	Sanitize	常清潔	個人清潔衛生責任
Seiketsu	Standardise	常規範	貯藏的時間度
Shitsuke	Self-discipline	常自律	每天運用五常法

目前很多行業成功推行了5S五常法來改善  
服務，其中尤為明顯的計有快餐店、超級市場、  
酒店、圖書館和娛樂中心等服務性行業。

### 香港五常法運動現況

自一九九八年三月起推行至今，已經有來  
自百多個企業超過千多人參與這個培訓計劃，  
其中包括製造業、公用事業、零售業及飲食業  
等。這些企業反應熱烈，其中不少已決定或開

始把五常法運動推廣至全公司，使這種技術能  
植根在企業內，締造五常法的企業文化。過往  
成功推行五常法運動的企業或機構包括時機防  
盜系統、中央紡織、祥記碼頭建築、騰訊科技、  
香港電訊、依利安達、香港房屋署、九廣鐵路、  
崇光百貨、昇華實業等，成效顯著。而近期參  
與這項運動的公司則包括大昌行、偉易達、飛利  
浦、金源、陳氏凱旋、康保教育機構、海皇藥  
店、名髮廊等。

### 五常法闡釋

#### 常組織

除了丟棄垃圾，常組織活動中有一項名為  
「單一最好」的重要原則，應用這項原則的例子  
包括：一套工具/文具、一頁表格/備忘錄、一天  
期限的工作、一站式的顧客服務和一個檔案存  
放處(包括為了分享檔案而設立的本地網絡何服  
器)。值得一提的是「一天期限的工作」活動，中  
國諺語有謂「今日的事今日做」，這話實在寓意  
深遠，相信只有把常組織和常自律結合起來才  
能達到「今日的事今日做」的目標。

#### 常整頓

常整頓是一門講求效率的學問，要點是如  
何以最快速度存取所需的東西，隨意存放東西  
非但不會加快工作速度，反而每次搜尋所需的  
資料時都要大費周章，對資料使用者造成不便，  
因此有必要設計一套方便易懂的使用系統。

#### 常清潔

「人人都應該是管理員」——在組織內的所  
有成員，上至執行董事，下至清潔工，都應該  
一起幹清潔工作，在日本，人人都注重清潔，  
所以連住宅區也不需要街道清潔工人，每個家

庭都會負責清掃自己屋前的街道，故此他們需  
要的僅僅是垃圾收集者，日本人相信做清潔工  
作的同時，也可潔淨自己的思想，假如你在農  
曆新年前進行歲末大掃除，相信你也會有這種  
煥然一新的感覺。

#### 常規範

常規範就是持之以恆地堅持常組織、常整  
頓和常清潔等活動。確切而言，常規範還包括  
個人及環境的清潔。其重點是利用嶄新的五常  
法和「全面目視管理法」來達致規範化的環境，  
從而提高工作效率。

#### 常自律

常自律就是要培養一種按照規定方式做事  
的能力，其重點是創造一個具有良好習慣的工  
作場所，教導每個人應有的做事方式並讓他們  
付諸實行，摒除惡習及養成良好習慣。這樣可  
有助個人養成制定和遵守規章制度的習慣。

紀律是一個重複和實踐的過程，而且是工  
業安全中不可分割的一部分，試問有多少人因  
為沒有戴安全帽，沒穿安全鞋或沒有戴眼罩而  
發生事故？這些事例實在是多不勝數了，試問  
有多少人因為沒有預先關掉機器便把手伸到機  
器裏而發生意外？同樣也是不勝枚舉，因此人  
人養成遵守安全規則的習慣是很重要的。



「常組織」的反面例子是亂堆垃圾。



「常自律」的好例子：百聞不如一見。

#### 優點

由於五常法對於品質及生產力改善非常奏  
效，所以在任何品質改善計劃中都是第一個步  
驟，縱使有些企業已展開品質改善計劃，例如  
流程改革、品質圈、ISO9000、ISO14000、全預防  
性保護或是全面品質管理，它們都該應用五常  
法這種有效的管理技術。

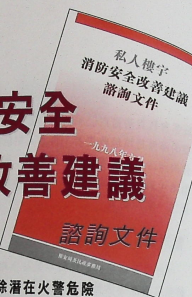
本文資料來自香港浸會大學工商管理學院何廣明博士講義  
「五常法：改善品質、生產力、形象及競爭力的關鍵」文章。

### 「危害分析重點管制系統」研討會

本中心於一九九八年十月廿一日舉辦了一個名為  
「危害分析重點管制系統」研討會。參加者來自各  
食品公司，包括本地製造商及出口商。是次研討  
會中，主講者簡威龍給社工服務部總經理徐錦  
華向與會人士詳細講解此管制系統的內涵及要求，  
而各與會者亦主動提問，互相討論，彼此交換意  
見，令大家對此食品管制系統有更深認識。



# 私人樓宇消防安全改善建議



**火**警嚴重損害生命財產，而消防措施不足，更可釀成重大災禍。嘉利大廈及美孚新邨火警之所以造成50死117傷的慘劇，大抵與該等樓宇的消防措施落後及消防裝置未有正常操作有莫大關係。有見及此，港府遂於一九九七年實施《消防安全（商業處所）條例》，規定商業處所必須按現代標準改善消防設施。《1998年消防安全（商業處所）（修訂）條例》進一步將上述條例的適用範圍延伸至一九八七年前落成的商業樓宇。

至於私人樓宇方面，消防處、屋宇署及機電工程署分別就其關注的範疇進行查勘。消防處的查勘結果顯示，祇有28%的私人樓宇在消防裝置和大廈消防管理方面獲得「滿意」的評級，至於屋宇署的查勘亦有類似結果，顯示80%的綜合用途樓宇的逃生路線不足，機電工程署的查勘結果亦顯示，祇有21%的樓宇之公用電力裝置令人滿意。由此可見，本港絕大部分的私人樓宇均潛伏危機。為此，保安局及民政事務局印製此份諮詢文件，就改善私人樓宇的消防安全標準諮詢各界意見。諮詢文件之主要內容簡述如下：

## 急切解決辦法

### (甲) 樓宇管理

諮詢文件建議組織業主和租客，自行為樓宇作定期檢查，找出消防安全設施不足之處，當局會提供一份簡單易明的標準檢查項目清單，協助業主或租客自行檢查樓宇。

### (乙) 消除潛在火警危險

#### (i) 容易消除的潛在火警危險

有關部門會加強採取執法行動，確保在期間發現的潛在火警危險早日消除。大廈業主和租客應可自行消除大部分的潛在火警危險，例如清理走火通道和把防煙門關上。

#### (ii) 重設大廈消防安全設施和消防結構

有關部門會要求負責的業主和租客收復和重設這些消防安全設施和結構，使他們達到可以運作和令人滿意的水平，以及符合大廈的認可建築圖則指定的標準。有關部門必要時會根據《消防條例》、《建築物條例》和《電力條例》採取執法行動。

#### (iii) 清拆天台搭建物

調查發現9,000幢大廈懷疑有天台搭建物，其中4,600幢是單梯大廈。由於單梯大廈的天台乃走火通道的一部分，屋宇署建議分期清拆這些構成潛在火警危險的天台搭建物。第一期在四年內處理1,300幢大廈，以及第二期處理餘下的3,300幢大廈。

#### (iv) 大廈公用電力裝置

機電工程署建議立即對消防處在查勘中轉介的約11,400幢大廈採取執法行動，然後分期巡查其他樓宇。首先會着重處理較舊的樓宇。

### (丙) 推廣消防安全文化

當局會繼續與大廈管理組織緊密合作，解決大廈的消防安全問題，並透過各類計劃和活動，推廣社區的消防安全文化。

## 改善消防安全的進一步建議

### (甲) 樓宇管理

#### (i) 強制性樓宇管理

當局會考慮修訂《建築物管理條例》，以便為各類樓宇訂定具體的管理標準，列明對違例者的制裁及推行一項證明書計劃。民政事務局長亦正研究採用一個強制性管理的概念，在業主拒絕聘請合適的樓宇管理人時，民政事務局長可代為委聘，然後向業主收回有關開支和費用。

#### (iii) 多層大廈單位業權

當局會參考外國的有關法例，考慮自動成立業主立案法團的方法及在新大廈採用這個方法的可能。

### (乙) 提高私人樓宇的消防安全標準

當局會考慮根據查勘結果顯示的改善需要，進行一項分期計劃，以提高私人樓宇的消防裝置和樓宇消防結構標準。

#### (i) 綜合用途（商業／住宅）樓宇

諮詢文件建議進行一項改善綜合用途樓宇消防安全標準的十年分期計劃。第一期在六年內處理約5,000幢一九七三年前的綜合用途樓宇，第二期在四年內處理4,000幢一九七三年至一九八七年間的樓宇。當局會考慮透過立法方式把這些樓宇的消防安全水平提高至現代標準。有關的法例會參考《消防安全（商業處所）條例》的模式。

當局亦會考慮在新法例內加入一個分期計劃，列出沒有按照指定標準提高消防安全的樓宇，並考慮在土地註冊的土地業權／業權契據上，加上樓宇消防標準的附註。

#### (ii) 住宅樓宇

綜合用途樓宇的改善消防安全計劃完成後，政府擬議着手分期處理約3,000幢一九八七年前後的住宅樓宇（樓高三層以上），其中一九七三年前的樓宇會優先處理。

#### (iii) 工業大廈

工業大廈內的工作地點，其消防安全已受現行條例管制。諮詢文件建議，在綜合用途樓宇和住宅樓宇的優先計劃進行後，先處理約650幢一九七三年前的工業大廈，然後把改善計劃擴大至約1,000幢一九七三年至一九八七年間的工業大廈。

## 費用和益處

有關部門就私人樓宇一般消防安全情況進行的查勘，顯示業主有必要改善舊式樓宇的消防安全標準。業主有基本的責任管理和改善樓宇，提高消防安全標準會令他們直接得益。至於提高消防安全標準所需的費用，則視乎樓宇類別、現有和建議的消防裝置標準的差距，以及樓宇消防結構有多少不足之處而定。

屋宇署和消防處曾進行一項抽樣查勘，以估計提高私人樓宇消防安全標準所需的費用。

綜合用途樓宇			
		每幢大廈 的平均費用 (港元)	每單位 的平均費用 (港元)
商用部分 (有設置單位8個)	(a) 消防裝置	390,900	48,900
	(b) 樓宇消防結構	380,600	47,600
住宅部分 (假設樓高16層，住宅單位64個)	(a) 消防裝置	485,800	5,800
	(b) 樓宇消防結構	2,031,800	24,200
住宅樓宇			
住宅樓宇 (假設樓高15層，單位64個)			
	(a) 消防裝置	380,700	6,000
	(b) 樓宇消防結構	1,701,500	26,500

基於改善消防安全標準的費用對業主的影響，保安局／民政事務局長會研究以類似「改善消防安全貸款計劃」和「改善樓宇安全貸款計劃」的方式，向他們提供財政上的援助。



## 本會意見

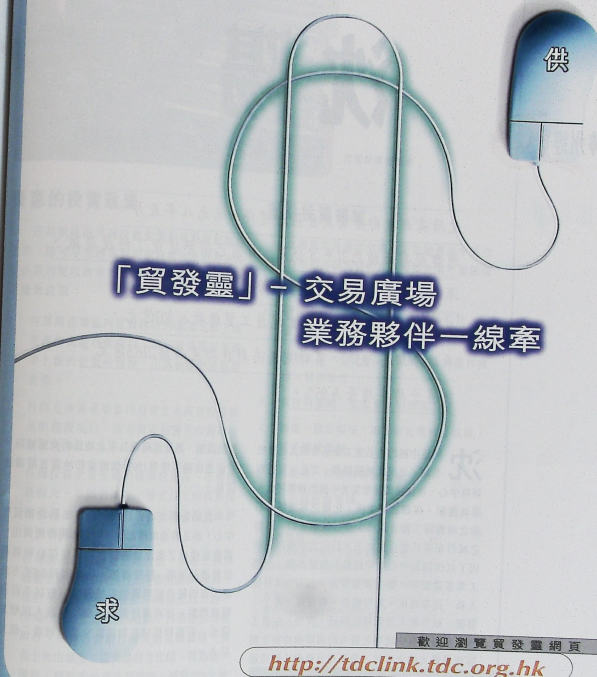
- 根據消防處、屋宇署及機電工程署的查勘結果顯示，本港七成以上的私人樓宇，包括綜合用途（商業／住宅）樓宇、住宅樓宇及工業大廈等，在消防裝置和大廈消防管理方面仍未符合當局的規定，至於逃生路線及公用電力裝置方面，亦祇有約兩成的樓宇符合標準。若當局不採取任何措施以改善本港私人樓宇的消防安全，則此等樓宇發生火警及導致嚴重事故的可能性仍非常高，市民的生命和財產亦將承擔不必要的高風險，諸如嘉利大廈及美孚新邨的嚴重火災倘再次出現，將嚴重影響本港的國際聲譽。故此，本會對政府致力提高舊式商業樓宇的消防安全標準表示歡迎。
- 由於綜合用途（商業／住宅）樓宇，特別是商用部分的人流及人口密度極高，故此本會贊成諮詢文件建議，優先處理綜合用途樓宇，並分期改善其消防裝置和樓宇消防結構。然而，鑑於過去的消防安全標準較低，舊式綜合用途樓宇的建築設計未必切合現時之消防安全標準，例如欠缺足夠空間安裝消防設備，增設走火通道等。除改建工程規模龐大外，由於該類樓宇的業權大多較為分散，在籌資改建及收回部分空間／商舖以增設走火通道方面，必將遇到不少困難。故此，本會認為當局在正式實施有關措施前，應詳加考慮上述問題，並為有關業主及商戶提供適當的改善設施指引及靈活的貸款協助。
- 本會認為，改善私人樓宇消防裝置和樓宇消防結構固然重要，然而，確保有關裝置能正常操作及發揮應有作用亦不容忽視。由於政府對認可的消防設備承建商缺乏監管，可能令到部分承建商擅自減少消防設備的數目，又或聘用一些全無專業知識和經驗的

職員巡查樓宇的消防裝置，嚴重影響有關消防設備的操作監控，以致未能及時作出改善措施，令到樓宇內的商戶及住客的生命及財產受到重大威脅。故此，本會建議政府設立一個監管制度，考慮對屢次犯錯的承建商從認可的消防設備承建商名單中刪除出來，避免因此等承建商的不負責任行為而造成更多人命或財物的損失。此外，有關當局亦應加強宣傳與教育，指導業主或物業管理公司如何有效監督其消防設備承辦商的專業操守。同時，為提高消防設備審查工作人員的專業知識，消防處可考慮聯同職業訓練局及其他培訓機構，開設有關的培訓課程，配合市場對消防設備維修、保養和管理的需要。

對於建議由新大廈自動成立業主立案法團，以統籌樓宇公用部分的維修及環境清潔等問題，本會有所保留。本會認為，即使新大廈成立了業主立案法團，若業主不願主動參與，日後舉行的會議亦會由於出席人數不足而出現流會。在此情況下，有關的業主立案法團亦祇是名存實亡，起不到任何實質的作用。故此，政府應調撥資源予有關部門如民政事務署，加強地區性的連絡及推廣工作，鼓勵市民主動成立業主立案法團及協助統籌有關工作。

現時私人樓宇的消防安全監管工作分散，分別由消防處、屋宇署及機電工程署就火警危險、樓宇消防結構及公用電力裝置等各作出巡查、檢控及跟進。本會認為，由於民政事務處在地區性的連絡活動中，已與業主和住戶建立了良好的溝通渠道，上述的跟進工作可交由民政事務處統籌辦理，效果反而更佳。

## 「貿發靈」— 交易廣場 業務夥伴— 線牽



歡迎瀏覽貿發靈網頁

<http://tdclink.tdc.org.hk>

「貿發靈」的「交易廣場」，是在互聯網上尋找合適業務夥伴的最佳途徑。

「交易廣場」是一個電子市場，專門提供有關徵求及供應各類產品和服務的最新消息，讓各界人士隨時上網查閱，費用全免。若閣下已登記成為「貿發靈」用戶，更可透過「交易廣場」發放商業訊息，推介產品或服務，藉此與客戶聯繫，方便快捷，收效宏大。

「貿發靈」資訊系統內的公司資料庫，規模在亞洲數一數二，能助您掌握最新最快的商貿資訊，拓展全球業務，捷足先登。

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香港貿發局貿易發展局（貿發靈查詢）：香港灣仔道而大馬路213號品浩大廈31樓  
查詢熱線：(852) 2584 4383 傳真：(852) 2575 0300 電子郵件：tdclink@tdc.org.hk





# 沈陽

高新技術產業開發區

沈陽高新技術產業開發區創建於一九九八年五月，  
總體規劃面積約31平方公里，目前已開發建設了科技商城、  
渾南產業區、南塔產業區和海域兩岸科技工業園。  
至一九九七年底，累計實現技工貿總收入303億元，  
平均年增長71.5%，累計完成高新技術產品值216.5億元，  
該區平均年增長為95%。

**沈**陽是中國的著名重工業基地和文化歷史名城，是東北地區經濟、文化、交通和貿易中心，在沈陽周圍聚集著中國的鋼都鞍山、煤城撫順、煤鐵之城本溪、化纖之城遼陽、石油之城盤錦、糧食之鄉錦州、港口城市營口、輕紡之城丹東等八個百萬以上人口的大中城市，構成了以沈陽為中心的中國最大的經濟圈。沈陽工業基礎雄厚，智力資源豐富，擁有58萬科技人員，從事機械、通用機械、輪變電、電子、醫藥、航空航天等領域的科研、開發、生產工作。沈陽擁有中國東北最大的國際機場和全國客流量最大的火車站，沿高速公路兩小時可達港口鹽魚圈，3.5小時可達大連港，便捷的交通、

通訊設施，既使沈陽成為東北地區的交通樞紐，並促進沈陽與世界150多個國家和地區直接溝通信息。

沈陽是東北地區最大的物資集散地和貿易中心，商品流通規模宏大，中心市場作用突出，高新區建成了東北地區最大的科技信息和高新技術產品市場—科技商城，佔地面積0.8平方公里，有四輪功能齊備的科技商廈，數以千計的科技門點，年高新技術產品交易額達人民幣20億元，而年科技信息和技術交易額則達二億元以上。



沈陽經濟技術開發區主樓

26 企業雄才 一九九九年一月號



沈陽紡織機械廠

## 優惠的投資政策

在高新區的外商投資企業和重點高新技術企業，除可享受國家對高新技術企業和外商投資企業的稅收政策外，沈陽高新區還會提供如下優惠政策：

1. 在渾南產業區內投資建設500萬美元以上的生產型高新技術項目，第三年至第五年減半上繳的企業所得稅，由高新區財政退還企業。
2. 外商在渾南產業區內投資生產高新技術產品的建設項目，固定資產投資方向調解稅取零稅率。
3. 外商投資企業生產的技術含量高、市場覆蓋面大、年銷售額在一億元以上的高新技術產品，首兩年由高新區財政退還其繳納的增值稅款額的15%。
4. 在渾南產業區購置土地方面，如在三個月繳清全部費用，按現行土地價格的80%收繳；項目水平高，投資額在500萬美元以上的，按現行土地價格的80%收繳；投資建設外資銀行、中外合資銀行或其他金融機構，免收土地出讓金；投資建設文化館、體育館、學校、醫院等社會公益設施，減收50%土地出讓費，免收土地使用費兩年；興辦高新技術企業和產品出口企業，從應繳納土地使用費年度起，按現行繳納費標準減20%土地使用費。
5. 外商投資企業進入渾南產業區，其自來水資源費可減收10%，電力聯建費亦可由高新區給予補貼。
6. 高新區每年撥出20%，專門用於支持外商投資企業高新技術產品的開發生產。

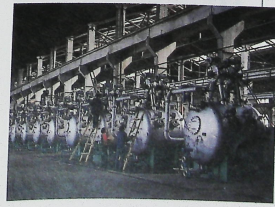
## 重點投資領域

沈陽高新技術產業開發區鼓勵興辦中外合資、合作和外商獨資的高新技術企業，重點發展六大領域：

1. 微電子、電子信息領域，如電腦軟件、通訊網絡系統
2. 生物工程、生物醫藥技術領域，如農林牧漁、醫藥衛生
3. 新材料領域，如金屬、有機高分子
4. 機電一體化領域，如智能化機械及設備、電子醫療器械
5. 新能源、節能與環保領域
6. 其它高技術領域

### 聯絡單位

沈陽渾南兩岸科技工業園管理辦公室  
聯絡部長 姜軍輝先生  
地址：中國沈陽和平區三好街35號1501室  
郵箱：Y10003  
電話：(024) 2391 0890, 2391 1283  
傳真號碼：(024) 2391 1283



沈陽第二紡織機械廠

一九九九年一月號 企業雄才 27





## 保加利亞

保加利亞位於巴爾幹半島之東南部，  
首都為索非亞，  
全國面積達110,100平方公里，  
人口超過八百萬。



### 工業

保加利亞之工業是該國增長迅速之工業，於1996年佔該國工業總產值約26%，此類貨品包括肥料、塑膠、油漆、洗潔精、藥物及化粧品等。



普羅夫迪夫購物區一景。

食物加工、香煙及飲料業也是保加利亞另一重要工業，此工業之生產製成品佔該國1996年總工業生產值的21%，以及出口總值的17%（共8億9千6百萬美元），該國接近300多家製造廠生產此行業產品。

另外，冶金業亦為保國提供了製造機器及建築用的資源。1996年冶金業的產量就佔總工業產量的12%，出口總值約8億8千8百萬美元，此行業所僱用之工人亦佔56,000人。

電訊業方面，由於保加利亞位於歐洲、中東、獨聯體及亞洲之交匯點，保國本身的地理位置已有利於發展此項工業。現時保國政府正計劃把該國市場的國營保加利亞電訊公司25%股權私有化，而該公司已打算作出一些大型投資項目，如發展數碼網絡，現時該國的主要城市亦已展開籌備工作，是項投資估計約達15億美元。

### 基礎設施

保加利亞擁有十分完善的對內及對外基礎設施。該國已有4個國際機場，道路密度亦較歐盟的平均值為高，而該國與歐洲多個重要城市，亦有高速公路及鐵路連接，由該國從陸路往西歐、土耳其及中東就十分方便。另外，黑海亦

為保國提供了理想的通道往烏克蘭、俄羅斯、地中海，而多瑙河則為保國帶來與中、西歐直接的聯繫。此外，有關交通的巨型投資項目包括：重整保加利亞國營鐵路公司、改善國家道路網絡，與及環繞著黑海沿岸的運輸走廊。

### 貿易

現時歐盟多國皆是保加利亞之主要貿易夥伴，佔該國貿易額之四成。而在歐盟之中，最大貿易國家是德國，其次是意大利、希臘、法國及英國。至於歐洲以外之國家則是美國。

自1989年起，保國政府不再壟斷對外貿易，各企業均有機會接觸國際市場。現時只有部分貨物受到條例管制而要申請及領牌才能買賣，不過此類受管制貨物亦於1998年1月1日隨著貿易開放政策下，已大幅減少。

出口方面，現時大部分農產品（如肉類、乳類產品、大麥、小麥等）、餐酒及酒精類飲品、香煙、原料、成藥、紡織原料及製品、金屬、電腦軟件及影音器材，都需要作出登記。另外，保加利亞只與簽有國際協議之國家，實行出口配額制度，例如，輸往美國及加拿大之紡織品便受此限。

入口方面，部分農產品亦需登記才可入口，另外亦有少量貨物如藥物、化學品及核子產品等需要發牌才可進口。於1998年，大量產品已可免除關稅進口，其中包括，醫學用途儀器、生產成藥物料及農業用機械等。

保加利亞於1987年成立了免稅區，現時該國共有6個免稅區，全部均由國家提供土地及基礎設施，區內範圍之管理便由一上市或國營公司管理。

現時，各免稅區皆處於有利的地理位置，方便通往各國市場，如中歐、歐盟、前蘇聯多國、中東及北非等。其中兩個免稅區分別沿著多瑙河和萊茵河，使運輸貨物往各地更方便。另外，部分免稅區亦鄰近連接歐洲與中東的高速公路。

在免稅區內生產或投資亦有不少好處。首先，往返該區進行生產、儲存、加工及轉口均免稅；另外多種流通的外國貨幣均可使用；而所賺取之利潤也可自由流往外地而不受管制。簡化的行政架構對投資者提供不少方便，減少他們與當地政府部門接觸的手續；此外，該地亦有發展完善及方便的鐵路運輸，以及大量受調及高質素之勞工。

### 外來投資者所得到的保障

保加利亞的海外投資機構經已於一九九五年四月成立，並為海外投資者提供一站式服務。該機構擁有有關該國投資的詳盡資料。

保國之憲法及海外投資法例為海外投資者提供與該國國民享有的同等待遇及保障。保加利亞亦簽署了雙邊條約，定明於推廣海外投資上，海外公司享有的福利不會低於保國國民。

該國設有完善之制度，方便海外投資者撤回所賺得的盈利及所投資的資金，而投資者亦可自由購買外國貨幣進出市場。

### 聯絡機構

Bulgarian Foreign Investment Agency (BIFA)  
Address: 3 Sveta Sofia Street, Sofia 1000, Bulgaria  
Tel: 359 2 980 09 18  
Fax: 359 2 980 13 20  
Email: fia@geobiz.com  
Web Site: <http://www.geobiz.com/fia>



# 成為出色領導者

十大要訣



你的企業是否進修學習蔚然成風？Peter M. Senge在《The Fifth Discipline》(Doubleday Currency N.Y. 1990)一書強調，一個機構內如學習風氣盛行，將是該機構成功的基礎。這意味著企業內所有員工都必須從上至下不斷學習，企業管理人員要以身作則，為員工樹立榜樣。優秀的領導者應該注意哪些事項呢？下面列出的十點要求是每位優秀領導者所必須考慮的。

## 向衆人說出自己的目標

「長遠計劃有助取得成功」，這是James C. Collins和Jerry I. Porras多年來對有五十一年歷史或以上的企業進行調查研究所得出的重要結論(Built to Last: Successful Habits of Visionary Companies, Harper Business New York 1994)。員工對其領導者所言是聽，因為領導者清楚知道企業的發展方向。因此，作為一個優秀的領導者，你必須確定自己的使命，並帶領員工一起前進。

個人電腦軟件巨人微軟共耗資一億五千萬美元，動用560萬條電腦指令，250名工作人員及花費五年時間才能成功研製視窗NT版，並把產品推出市場。這是一項極富挑戰性及龐巨的研究項目，該項目的管理人員是如何維持項目的發展方向及員工之動力及創造力呢？

微軟公司的Dave Cutler是該項目的策劃者，對Dave來說，質量是一切工作中最優先考慮的事項，寧可推遲發售時間，也要把質量放在首位。從該項目研究開始，他就堅持：「大家必須充分認識到質量的重要性，無論是管理層還是最低層的工作人員都應如此。」如果有人在某

個時候要求我們在沒有充足準備的情況下，匆忙交貨，那我們只好要求他離開。」(Show-Stopper, G. Pascal Zachary著，Little, Brown and Company UK, 1994出版)。正因為他們重視質量，微軟視窗NT版一上市就以銳不可擋之勢橫掃市場，使各競爭對手正在開發的產品皆望塵莫及。

使命並非只是掛在牆上的一張證書，你的僱員及客戶會很清楚你是否言行一致。

## 講實話

切勿低估僱員及客戶對你的影響。幾年前，法國Perrier樽裝礦泉水生產商的過濾機器出現了嚴重問題，事件在傳媒曝光，起初法國及歐洲等國家的高級管理人員一概否認水廠出現了任何故障。Perrier樽裝礦泉水的銷量立即急劇下降，該公司的股票市值亦隨之急降。與此同時，英國Perrier樽裝水廠行政總裁則說：「我們仍然不清楚哪兒出現了問題，但我們正在努力找尋肇事原因，待我們弄清真相，便會立即通知各位。」她履行了這個諾言，水廠的股價在英國市場幾乎沒有變動。

## 培養創意

如果想成功完成任務，你必須在鼓勵創意的同時，改變員工的習慣，使他們更有紀律地工作。激發員工創意的最有效方法是讓員工參與制定目標的工作。儘管一些策略性之決策還

須由管理人員決定，但管理人員應給予所有參與工作的員工一個充分發揮才華的機會。你的僱員每天都可能有新新的意念，但你的機構卻可能缺乏一種促進員工主動及創新的企業文化，以及缺乏收集新意念並作出公正評價的機制。

如果你不能爭取員工的尊敬及效忠，他們將會妨礙你實現目標。

## 善用專業知識和常識

我有一位同事曾經向某旅遊中心辦事處職員詢問巴士行走路線，該名職員從電腦中檢索有關資料，一個接着一個的目錄表在熒光屏上不斷滾動，但仍然找不到所需資料。由於時間有限，我的同事開始尋找地圖，以及其他可能有用的資料。不到一分鐘，他就在一張常用的巴士路線表中找到所需的資料。

不論你是否專業電腦程式員，也能知道電腦或機器處理會比人手處理更快更好，但有一些事情還須由人手處理，其中之一就是為客戶提供之服務。

作為一名管理人員，必須清楚了解自己行業市場和技術的一般情況，以及找到這些資料的途徑。而更重要的是，你要讓所有員工知道你是具有某方面的專業知識和常識。

## 鼓勵承擔風險並信任員工

日本豐田公司的Shigeo Shingo博士講述了一個關於一組工人力圖解決由於金屬磨蝕而引起的小瑕疵毛病的故事。其中一名工人說：「我們為何不使用發酸呢(發子研成大米後的廢料)？」一位曾接受過「解決問題及建立團隊」培訓的主管說：「這是一個合理的建議。」最後證實該工人的想法正確。

在深夜時分如果一位顧客遺失了信用卡，而你又在那時又無法發出一張新卡給他，你會怎麼辦？澳洲雪梨的美國運通公司曾經授予一名僱員最高獎狀，因為該名僱員自己掏錢為一名被騙AMEX卡的旅客購買了飛機票。

如果你不相信你的員工，他們亦不會為你全心全意地工作，再沒有什麼比員工因擔心最輕微的錯失就會危及其前程這點更能影響一個團隊的士氣了。

## 解釋清楚

在巴布亞新幾內亞的一個早上，我們接到一個電話，說裝滿鈔票的箱子正放在中央銀行門外的行人道上，無人看管，進一步詢問才知道，原來武裝警察的分遣部隊去機場收集錢箱，送到銀行門口後，就坐在車上的錢箱上等待銀行有關人員來接收。然而，當過早餐時間到了，他們都返回營房進餐，把錢箱丟在行人道上不顧。沒有人向他們說清楚，他們必須守候在鈔票旁，直到銀行負責人接收後方可離開。對大部份人來說，這是普通常識，不用說明。對於當地的警察來說，常識只是及時回到營房進食，因為他們每天只能得到兩餐食物。

作為一名管理人員，應有遠大的眼光，確定行動的步驟，並將行動步驟下達員工，以確保員工按照固定步驟完成任務。他亦須把公司之要求通知員工，在這方面，管理人員必須從員工之角度考慮問題。

## 徵求不同的意見

W. Edwards Deming博士的《管理人員成功十四點》其中之一是消除恐懼，恐懼是引致浪費資源的最大原因。Deming說：「每個員工都有頭腦，為什麼不充分利用呢？」負責運作的員工對工作之了解比管理人員更清楚，為什麼不徵求他們的意見呢？

## 邀請他人回應

Eric是一位充滿活力的中國人，他參加了我們的幾個研討會，最近剛剛從出資控制工程師提升為品質經理。他的一位外籍經理告訴我們，Eric的英語非常流利，其實Eric的英語並不甚流利，在參加第一次研討會時，我們詢問Eric關於其公司品質手冊方面的問題，他須透過另一位



參加者的幫助，告訴我們他尚未看到任何品質手冊，因為他的經理太忙了。三個月後，在參加第四個研討會時，他仍未看到這本手冊，因他的經理仍然非常忙碌。作為一名品質經理，Eric似乎對其新的職責仍不甚了解。

究竟這是什麼一回事呢？當Eric加盟這家公司時，人力資源經理用粵語問他會否說英語，Eric用粵語回答說：「會」。也許他認為他的英語會話水平對管理工作已神神有餘，Eric的經理只會下命令，並要求員工服從，而Eric總是點頭。他的經理從來不理會Eric是否明白他的指示。

因此，你不能假設別人一定按照你的想法來理解你的指示。

## 跟進

人通常會犯錯誤，但很少是出於故意，你應相信你的下屬，但仍要遵照PDCA (Plan計劃、Do行動、Check檢查、Act行動)規則，為工作制定一個計劃，並確保下傳了這個計劃的正確信息，然後依據客觀事實來檢查和分析工作是否已按計劃進行，從而改進下一輪工作，切勿假設事情必然會按照你預期的方式執行。

## 保持冷靜

最佳的領導者往往在受到批評時表現出自己的器量，一個良好的業務或品質制度，應廣泛吸取各種觀點及建議，不偏不倚，並能有效地約束以自我為中心的辦公室管理官僚作風及減低不合作員工的影響。

假設你已訂立清楚的目標，擬定妥善的計劃，並採納了眾人的意見和作了充分的調查，如果有跡象顯示會出現混亂，你將會怎麼辦？你會被嚇倒嗎？你是否會對自己的能力產生懷疑？

有一次，我在澳洲講述一個新的電腦系統開發計劃時，被一個無禮的聽眾打斷，他問我：「你還什麼認為你比我們更清楚知道要做的事情？」我將這個問題連同其他問題一起寫在黑板上，但在座者無人有興趣討論這個問題，當你在講解問題時被打斷，首先應檢討原因，並分析提出的問題是否對達成目標有益處？如果不是，就不需理會，只要你作好充分準備，便應對自己有信心。

(本文原刊於香港管理專業發展中心第二十九期《卓越管理》，作者為Business Services Multinational Ltd.的Managing Director Toni Gous女士。)

**成功之鑰**

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☐ 非洲 Africa

☐ 其他地區 Other regions

32 企業雄才 一九九九年一月號



由勞工處及僱員再培訓局合辦的就業資訊坊吸引了不少求職者參觀。

## 就業資訊及推廣計劃

## 勞

工處在今年八月份正式展開就業資訊及推廣計劃，這項計劃是政府推行的其中一項新措施，進一步加強勞工處的就業服務。

除了舉辦展覽、講座和求職資訊站等活動外，推廣小組成員更會拜訪商會和各大公司企業，他們並會與各主要企業及人事經理保持緊密聯繫，以搜集就業市場資料和建立職位空缺資料網絡。

該小組會積極接觸僱主，搜羅職位空缺，小組成員同時會跟進個別僱主的人力需求，提供招聘和培訓策略方面的專業意見，並協助僱

主迅速填補職位空缺，此外，推廣小組會籌辦特別的招聘活動，以吸引求職者和滿足就業市場的需要，在八月至九月期間，就業資訊及推廣計劃小組舉辦了多項推廣活動，共吸引8,800名求職人士參與，並協助僱主宣傳約2,000個職位空缺。

如僱主或人事經理希望進一步了解這項計劃或有招聘需要，歡迎與推廣小組聯絡：

地址：中環統一碼頭道38號海港政府大樓6樓  
電話：古超成先生 2852 3235  
黃美珩小姐 2852 3236

## 廣告垂詢請聯絡

廠商會公關及刊物部

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For Advertisement

Please Contact:

CMA PR & Publications Division

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一九九九年一月號 企業雄才 33



## 法國時尚手錶展續紛

法國市場是手錶廠商必爭之地，來自世界各地的業者不計其數。紛紛角逐市場，競爭異常激烈。無論牌子和款式都不勝枚舉。相比之下，美國手錶市場則較為簡單，主要只分為名貴手錶和普通手錶兩大類別。

於七十年代興起的石英革命，可說是帶動時法手錶市場各項產品出現的主要動力。由於石英錶運行準確，售價又大眾化，使手錶亦逐漸由實用必需品演變為時尚產品。



歐米茄 (Omega) 重金禮聘彭斯 (Pierce Brosnan) 宣傳 Dynamic 自動錶。

### 款式多變男士受惠

對於男士而言，手錶款式千變萬化，令他們受惠最大。手錶是男士唯一的飾物，出席各種社交場合都必然佩戴。隨著領帶別針和袖口釦漸趨落伍，男士更加鍾情於手錶。每購買多個不同款式以配合不同場合的需要。現時，法國有百分之三十五的人口擁有最少兩隻手錶，百分之十六的人更擁有四隻手錶以上。

法國手錶市場去年的銷售額達三十三億法郎 (約港幣四十四億元)。由於市場龐大，世界各地廠商蜂擁而至。目前法國市場約有三百個手錶牌子，進口貨佔當地一半市場份額。據法國的統計數字顯示，該國於去年輸入二千八百萬隻手錶，其中超過一半來自中國，百分之十八則來自香港。

### 輸入港貨數量龐大

根據統計數字顯示，香港是法國的主要手錶供應來源地之一，每年向該國輸出大量手錶以及手錶零件。

去年，香港向法國輸出的手錶總值八億港元，大部份是供日常穿戴，以電池操作的手錶；此外，又輸出了總值超過一億港元的零件，其中以錶鏈和錶帶佔大部分，達五千萬港元，種類包括傳統金屬錶鏈、皮帶以至較耐用的塑膠錶帶等。

法國官方的貿易統計數字，並未能完全反映進口手錶在當地市場所佔的重要地位。事實上，

很多標明「法國製造」的手錶，都並非在法國製造，而是採用進口零件在當地裝配。鑒於法國消費者對進口手錶仍然存有偏見，因此當地的一些零售商便與本土製錶公司合作，從外地進口手錶零件，然後在法國進行裝配，這樣手錶便可稱為「法國製造」。

### 中檔手錶多屬進口

供日常穿戴的中檔手錶在法國手錶市場中佔最大份額，其中又以進口貨佔額最多。以從香港和中國內地輸入的手錶為例，一般售價二十至一百法郎 (約港幣二十六至一百三十元)，較大多數歐洲貨更具競爭力，因此銷情暢旺。而在高檔手錶方面，歐洲貨色一直雄霸法國市場，所以為了吸引法國消費者，很多歐洲手錶都刻意取用法文名稱。

### 年青人市場最重要

在法國，年齡介乎二十五至三十四之間的年青人，是當地手錶市場的主要消費者，而且數目增長迅速，因此當地零售商均積極拓展年青人市場。

隨著手錶演變為一種時尚產品，消費者的收入與所購買的手錶價格並不一定成正比。尤其是在巴黎和近郊地區，消費者往往以超過本身真正購買力的價格購買手錶，這個地區的手錶銷路，約佔法國市場的百分之三十七。

在零售渠道方面，珠寶鐘錶店一直佔有最大市場份額。儘管在過去二十年來，這類零售店的數目有減少的趨勢，由一萬減至七千家，但始終最受消費者歡迎，其手錶銷售量佔全國總銷量的百分之四十，顧客以行政人員和商人為主。

### 創意產品拓展成功

隨著技術的不斷提升，手錶的準確度已不是消費者挑選手錶的主要因素，取而代之的是手錶

的設計。自從手錶的「石英革命」蔓延至法國後，製造商將創新款式列為重點，尤其是錶面、錶殼和錶帶的設計等幾方面。事實證明，只有推出揉合了精湛工藝和典雅設計兩種優點的產品，才可在法國市場取得佳績。

### 銷量半數用作贈品

時至今日，要成功地推銷手錶必須配合全球性的宣傳活動。舉例來說，以經常到世界各地公

幹的商人為推銷對象的名貴手錶，簡單的宣傳促銷活動並不足夠，只有排山倒海的廣告攻勢才能震撼市場。

另一方面，附有公司標誌的手錶宣傳品，在法國的需求日益增加，當地每年約有一千六百萬隻手錶用作贈品。送手錶總銷量一半之多。由於這些贈品代表了有關公司的聲譽和形象，因此品質一般都不會太差，一些公司更會以名牌手錶贈予顧客。

(資料：香港貿易發展局)

## 商標不註冊 法律不保護



在國際市場上，通常都是「認牌買貨」，商標和商標廣告宣傳，對促進商品的銷售具有很大作用。

各國法律對商標的保護有不同的規定，香港與內地也有區別。在香港，通過註冊可以取得商標專用權，若然不註冊，只要能證明自己是最先使用的，法律上也承認其有商標專用權。在中國大陸，商標不註冊雖然可以使用，但必須經過商標局核准註冊，才會受到法律保護，享有商標專用權。是以，未經註冊而使用的商標，有機會被他人搶先註冊而取得商標專用權，如原商標使用人在未經註冊人許可下繼續使用，將可能侵犯他人商標專用權，而需要承擔法律責任。

以深圳市一家規模頗大、去年出口總營業額達到千萬美元的國有外資企業為例，據報道，該公司自一九九五年以來，先後以每個二千多元的費用向國家商標局申請註冊了一百四十二個商標，其中有四十八個與上市公司的商標同名，也有部份與已有一定知名度的品牌同名，引起了原先使用該商標的企業不滿。負責人表示，這是為了解決因長期無商標而須向國內外企業借商標出口的困難，而去年初實業使用的一些商標，迄今已成為出口名牌，創外匯近五百萬美元。

儘管原先使用商標的企業有所不滿，但法律界認為該企業搶先註冊的行為並無不合法之處。雖然現行法律有漏洞，修改之前的法例也必須遵守和執行。

在早前深圳市工商局召開的座談會上，該企業大膽搶先註冊商標事件亦列入了討論範圍。國家商標局副局長在會上表示，《商標法》的註冊原則是在申請在先和誠實信用，只使用而不註冊將不受法律保護，是以該企業搶先註冊他人未註冊商標在法理上是合法行為。他認為，企業界應提高商標意識，將商標註冊以取得法律的保護。因此，港人的商標，如果要在內地取得專用權，就應該及早向國家商標局申請註冊；反之，如不註冊而被他人搶先註冊，不僅不能享有專用權，相反更有可能成為侵權者。

現時，中國已參加了《保護工業產權巴黎公約》，雖然公約中規定未經註冊的商標也應受到公約成員國的法律保護，但決定商標的手續非常繁複，港人的商標若要在內地取得專用權，最好還是申請註冊。

(資料：香港貿易發展局)

多種受保護的註冊洋酒商標。





## 研討會／訓練課程

日期	項目	地點	主辦機構	聯絡人／電話及傳真
一九九九年 二月二日至三月十一日	公司秘書實務	旺角銀行中心	香港生產力促進局	電話: 2780 8251 傳真: 2770 7902
二月四日	表達的技巧	灣仔職業訓練局	香港管理專業發展中心	鄭彩碧女士 電話: 2019 1402 傳真: 2572 7130
二月五日	全面優秀服務工作坊	旺角銀行中心	香港生產力促進局	電話: 2780 8251 傳真: 2770 7902
二月九日	組織團隊	灣仔職業訓練局	香港管理專業發展中心	何碧瑩 電話: 2836 1824 傳真: 2572 7130
二月二十五日至 三月二十五日	採購管理	旺角銀行中心	香港生產力促進局	電話: 2780 8251 傳真: 2770 7902
二月二十六日	紀律執行	灣仔職業訓練局	香港管理專業發展中心	黎景培先生 電話: 2836 1828 傳真: 2572 7130
二月二十七日至 三月二十七日	逆轉危機課程系列: 提升個人競爭力實踐工作坊	旺角銀行中心	香港生產力促進局	電話: 2780 8251 傳真: 2770 7902

## 洽談會／展覽會

日期	項目	地點	洽談會／展覽項目	主辦機構
一九九九年 二月四日至七日	教育及職業博覽九九年	香港會議展覽中心	教育及職業講座、職業錄像播放	香港貿易發展局及勞工處 鄭嘉慧先生／余美玉小姐 電話: 2584 4333 傳真: 2824 0249
二月五至六日	中小企業展覽會	香港會議展覽中心	展示各政府部門、工業支援組織、 高等教育院校及工商機構為 中小企業提供的服務及設施	工業署 電話: 2737 2459 傳真: 2317 4852
二月十七日至二十八日	The International Fair of Khartoum	International Fair Grounds, Khartoum, Sudan	各類工業及商業用機械、消費品、 成衣、電器用品	The Sudanese Free Zones and Markets Co. 電話: (249-11) 271461/271292 傳真: (249-11) 271485
二月二十八日至三月三日	1999香港國際毛皮時裝 展覽會	香港會議展覽中心	各類皮草及皮草成衣、飾物及機械	香港毛皮協會 電話: 2367 4646 傳真: 2739 0799

36 企業雄才 一九九九年一月號

## ECONOMIC OUTLOOK FOR 1999

In the past year, with the deepening of Asian financial crisis, a number of weaknesses inherent in Hong Kong economy surfaced, such as high interest rate, sluggish equity market, aggravating unemployment and contraction of both international trade and economy as a whole, which were symptomatic of financial turbulence.

With the advent of 1999, there have been some indications that the doldrums atmosphere haunting our economy begins to thaw. As a result of more than one year's painful adjustment, some internal conditions for the development of Hong Kong economy have improved and favorable external factors have shown up one after another. However, given the heavy legacy inherited from the bubble years and the grim international environment, it seems that our economy still has to sail through a rough water towards recovery. To take a close look at the prospect of Hong Kong economy, the Association enumerates and analyzes a number of internal and external factors that are influential to the macro economy.

### A. POSITIVE FACTORS FOR THE REVIVAL OF HONG KONG ECONOMY

#### 1. INTERNAL FACTORS

##### (1) INTEREST RATE CUTS

In the course of defending the linked exchange system against speculative attacks, the interest rate was forced to move up sharply. High interest, together with the attendant credit crunch by banks, resulted in a steep decline in local consumption and investment as well as an unprecedented precipitation in property and stock markets. Recently, the Hong Kong Association of Banks has announced 5 interest cuts in succession and there is widely-held belief that there is still a 0.5 to 1.0 percent room for the prime rate to lower further in 1999. The moderation of interest rate would reduce the borrowing costs and bring relief to investors and property owners, paving the way for the restoration of consumer spending and investment.

#### (2) DECLINING PRICE LEVELS

In recent decades, Hong Kong has witnessed a persistent upsurge in labor costs and price levels of land, housing and commodities. Because of the prohibitively high operating costs, many manufacturers have to relocate to Chinese Mainland. The territory's competitiveness, especially its attractiveness to foreign investors, has been substantially undermined. Since the outbreak of Asian financial turmoil, the average property price in Hong Kong has declined 40-50% with housing rental adjusted downward by 30-40% on the average. On the other hand, the inflation rate, as is measured by year-on-year change of Composite Consumer Price Index (CPI), has been sliding continuously since early 1998 and even recorded a negative 0.7% in November, indicating the start of a deflationary trend. Such adjustments have considerably improved Hong Kong's business environment and, especially, are conducive to Hong Kong's competitiveness in the long run.

#### (3) STABILIZATION OF PROPERTY AND STOCK MARKETS

However, over-reaction in the equity markets, which is usually characteristic of over-selling and high volatility, could jeopardize the development mechanism of Hong Kong economy. Since real estate is one of the pillar industries in Hong Kong and has intimate linkage with manufacturing, commerce, banking and other sectors, it is obvious that the stabilization of property and stock markets is an important step to put Hong Kong back on the growth track. With the property price bottoming out in the third quarter of 1998 and the stock index rebounding to a relatively reasonable level, negative wealth effects have moderated and public confidence has gradually come back. More importantly, companies have found it easier to raise liquid capitals through mortgage.



#### (4) ESTABLISHMENT OF LONG-TERM DEVELOPMENT STRATEGY

Recently, the SAR government has put forward a set of measures to help the public tide over the economic difficulties and enhance Hong Kong's competitiveness. Among which, the initiative of driving our economy through innovation and technology, as advocated by the Chief Executive, Mr. Tung Chee-hwa, charts the course of Hong Kong's economic development from a long-term viewpoint. As a result, more and more resources will be allocated to high technology and high value-added industries, facilitating the revitalization of local manufacturing and the rectification of economic structure.

### II. EXTERNAL FACTORS

#### (1) RAPID ECONOMIC GROWTH IN CHINESE MAINLAND

On the back of a spectacular 7.8% growth in 1998, Chinese Mainland has laid down solid basis for further development in the coming years. Moreover, the Chinese government has decided to pursue an active fiscal policy and to stimulate domestic demand in full tilt, while stepping up structural adjustment and reform of state-owned enterprises. Hopefully, Hong Kong will continue to benefit from "Chinese factor," especially from the business opportunities that will unfold with the expansion and accelerate the opening up of Mainland's domestic market.

#### (2) CONSOLIDATION OF ASIAN ECONOMIES

Hit disastrously by the financial turmoil, East Asian (EA) economies are confronted with the most severe challenge in the post-war history. Sharp shrinkage of import demands from these countries was one of the major causes accountable for the downturn in Hong Kong's export performance last year. In light of the substantial progress that East Asian countries have made so far in economic and institutional restructuring, it seems that these economies are positioned for a turn-around in the latter half of 1999, and correspondingly, their demands for Hong Kong's products and services will pick up.

#### (3) IMPROVEMENT IN INTERNATIONAL FINANCIAL ENVIRONMENT

The financial crisis, which had engulfed East Asia and spilled over to Russia and Latin America, subsided after some gigantic hedge funds plunged into financial problems and official interventions gained momentum. As the international community is reaching consensus on building a new global financial architecture based on greater transparency and more effective official surveillance, the high volatility and fierce speculation that had inflicted the international financial market in the past year would probably not be the case in 1999. An ameliorated financial environment is a pre-condition for the rejuvenation of Asian economies. In particular, it will pave the way for further interest cuts in these countries.

#### (4) WEAKENING OF US DOLLAR AND INTRODUCTION OF EURO

The unexpected outburst of Russian financial crisis broke off the appreciating trend that US dollar had followed since 1995. Furthermore, with the successful launching of Euro at the start of 1999, the era of strong US dollar has come to an end. Pegged to US dollar, Hong Kong dollar can, to a more or less extent, be released from the pressure exerted by the sharp devaluation of other currencies in the region, thus the competitiveness of Hong Kong exports will be improved, especially in the developed markets. On the other hand, the accelerating monetary unification in the EEC will generate various business opportunities for Hong Kong enterprises to capture in the years ahead.

### B. BARRICADES AND CHALLENGES

#### I. REGIONAL FACTORS

##### (1) HIGH REAL INTEREST RATE AND LINGERING CREDIT CRUNCH

Although the prime rate has been cut five times for 1.25% cumulatively, it is still on the high side in comparison to those in other countries. Moreover, the deflation swirl taking shape recently has factually jacked up the prevailing real interest to a history-high 9.5%. The necessity to reduce the interest rate by another 0.5-1.0% is explicit.

On the other hand, given that there is not much room for over-optimism about the economic prospect of 1999, financial institutions are less likely to shift away from their over-cautious stance in making loans. As a result, local enterprises, especially small and medium-sized companies, will continue to suffer from financing difficulties.

#### (2) EXORBITANT OPERATING COSTS

The recent tumble in the property prices and wages, substantial in scale notwithstanding, is far from enough to turn Hong Kong into a cost-effective location comparable to its counterparts in the region. In essence, competitive edge can be sharpened not only by deflating costs, but also through enhancing efficiency. Hong Kong should try its best to build a more pro-business environment, improve infrastructure, upgrade human resources and move up the productivity curve, so as to continue to offer the best value for the rest of the world.

Also worth noting is that, in contrast to the deflationary trend in general, traffic fees, charges for public services and the prices of some franchised goods like oil and petroleum remain unreasonably expensive, dragging the pace of cost corrections in Hong Kong.

#### (3) PAINFUL STRUCTURAL ADJUSTMENT

The share of manufacturing in GDP has dropped to less than 8% from around 24% in the mid-1980s, making the soundness of Hong Kong economy an open question. However, given the weaknesses in our economic structure are a long-developed outcome subject to the confluence of a bevy of factors, they can hardly be rectified and improved overnight. Structural adjustment is bound to be a hard task that will be carried forward to next millennium.

#### (4) WEAK LOCAL CONSUMPTION

Because of the lingering negative wealth effect and the mounting uncertainty about the future, private consumption will continue to be at the low tide this year. Stagnant domestic consumption still poses a major barrier to economic resurgence.

### II. EXTERNAL FACTORS

#### (1) SLOWDOWN IN US AND EUROPEAN ECONOMIES

As Hong Kong's major trade partners, the US takes more than 20% of the territory's exports, while European countries absorb another 15 percent. However, as a slowdown in the US and Europe this year seems apparent, a further decline in the global demand is likely to become reality, which would fuel up the already-fierce competition in the international marketplace. Moreover, one can not rule out the possibility of a resurrection of protectionism in the developed markets, which might get up steam with the accelerating integration of Euro zone and the aggravating friction between America and its major trade counterparts, especially China and Japan.

#### (2) INTENSIFIED INTERNATIONAL COMPETITION

It is interesting to note that the recent throat-cutting devaluation of many Asian currencies has produced only mixed impacts on exports from these countries. On the one hand, the benefits of softer currency are largely offset by higher interest rates, more expensive imports and a general shortage of credit. On the other hand, a lot of buyers have shifted orders to suppliers in Hong Kong, Taiwan and the Chinese Mainland, for the sake of risk evasion. As East Asian economies are picking up, they are increasingly capable of recapturing their shares in the international market by dint of superior cost efficiency, yet probably at the expense of Hong Kong.

#### (3) UNCERTAINTIES WITH THE WORLD ECONOMY

1999 is a "year of adjustment" for world economy. With various uncertainties ahead, Hong Kong has to get prepared for risks that might arise from the international arena.









## 1998 Hong Kong Award for Industry: Machinery and Equipment Design

The 1998 Hong Kong Awards for Industry Competition marks the 10th anniversary of the award scheme. Since its inception, CMA has been the organizer of the Machinery and Equipment Design Competition under the scheme. The Competition aims to encourage and upgrade the design and promotion of machinery and equipment in Hong Kong so as to improve competitiveness and to give recognition to the outstanding achievements of the manufacturers.

The Competition was divided into six categories: (1) Production Machinery/Equipment; (2) Device and Add-on Accessory for Production Machinery/Equipment; (3) Scientific, Measuring, Controlling and Testing Equipment and its Parts and Accessories thereof; (4) Office Machine/Equipment (including Computers) and Communication Equipment; (5) Computer Software for Industrial Application; and (6) Miscellaneous. The CMA Machinery and Equipment Design Award was granted to the best product selected from each category by the judging panel while the Hong Kong Award for Industry: Machinery and Equipment Design went to the most outstanding product among the CMA Machinery and Equipment Design Award winners. CMA Certificates of Merit in Machinery and Equipment Design were also granted to other outstanding products at the discretion of the judging panel.



Chief Executive of the Hong Kong Chee Hwa visited the exhibition booths of the winners of the 1998 Hong Kong Awards for Industry.



Winners of 1998 Hong Kong Awards for Industry posed for a photo with Chief Executive of the Hong Kong Chee Hwa (5th from right, front row) and representatives of leading organizers.

The judging processes were conducted by a judging panel consisted of industrialists, professionals and experts in engineering and product design. Members of the panel include:

Chairman : Mr Denis Chang, SC, JP  
Members : Ms Annie Tang  
Mr Herbert Liang, MBE  
Prof W S Lau  
Prof P S Chung  
Prof David Feng  
Dr Y Yam  
Dr T L Lau  
Dr T C Lo  
Dr Paul Kwok  
Mr Thomas Tang  
Mrs Anna Lai  
Mr Simon Davies

The Award Presentation Ceremony of the 1998 Hong Kong Award for Industry was held on November 4, 1998 at the Hong Kong Convention and Exhibition Centre, where the Chief Executive of the HKSAR Mr Tung Chee Hwa presented the grand awards to

the winners. Mr Herbert Liang, President of the CMA also presented the CMA Machinery and Equipment Design Award to the winners.

### WINNER OF THE 1998 HONG KONG AWARD FOR INDUSTRY: MACHINERY AND EQUIPMENT DESIGN

In order to obtain a thorough understanding of the grand award winner, the Hong Kong Entrepreneur interviewed Ms Maureen Ko, Executive Director of Kent Engineering Co Ltd. According to Ms Ko, the winning product Pad Printer 'Alien-In-Line' has applied new technology in the design. Its most distinctive feature is the adoption of the patented sealed ink cup design. For traditional pad printers, since ink cup is not fully enclosed, solvent evaporation will cause air pollution and ink viscosity needs to be frequently monitored. The newly-designed sealed ink cup brings minimal solvent evaporation and consistent ink viscosity, thus reducing air pollution and wastage and improving printing quality.





Chief Executive of the HK SAR the Hon Tung Chee Hwa (right) presented a trophy to the winner of the 1998 Hong Kong Award for Industry: Machinery and Equipment Design.



CMA President Mr Herbert Liang (right) presented trophies to winners of CMA Machinery and Equipment Design Award.

With regard to its design, it provides manufacturers with the greatest flexibility in production. For traditional pad printers, different products may require different pad printing machines to accomplish their production needs. However, 'Alien-In-Line' can be calibrated to meet the diverse production requirements of different products. For example, the combination of print-heads can be adjusted according to different printing needs. In this ever-changing product environment, it can minimize the amount of capital investment and provides greatest flexibility to manufacturers.

On the other hand, Ms Ko explained that since product cycles have become much shorter nowadays, buyers demand for a

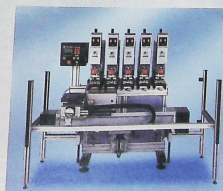
shorter time of delivery, and subsequently manufacturers need to shorten their production cycle as much as they can. To cope with this trend, 'Alien-In-Line' employs a number of technological and design features which provide manufacturers with the greatest flexibility in their production process, thus increasing production efficiency significantly.

Ms Ko also said that since the launch of the product two years ago, 'Alien-In-Line' Pad Printer has received enthusiastic response from users worldwide. Given that the printer could meet various production needs from manufacturers plus there is great demand from emerging markets such as Mainland China, Ms Ko expected that there is tremendous market potential for 'Alien-In-Line'.

## EMPHASIS ON R & D AND CAPTURING MARKET NEEDS

Kent Engineering Co. Ltd has been specializing in the production of pad printers and accessories for 25 years. According to Ms Ko, the company sells their products to the global market through 35 agents distributed worldwide. Apart from Hong Kong, the company has also established production bases in Mainland China and Canada.

Ms Ko pointed out that since their pad printers always face fierce competition from overseas markets, the company is ready to make changes such as applying new technologies in product design in order to enhance their competitive edge. Therefore, the company puts tremendous efforts and resources in research and development. For example, the Hong Kong-based headquarters has a R&D team of over 20 staff members. Working with its counterparts in Mainland China and Canada, the professional teams in the three areas utilize their respective technological resources and comparative advantages to improve their quality on product research and development.



In addition, experience and sensitivity to market trends are also the contributing factors for the success of Kent Engineering in the pad printing industry. As explained by Ms Ko, "since the products which need pad print as part of their processing are so diverse, demands for pad printing technique have also become diversified. In this connection, Kent Engineering has kept close contact with different industries in order to keep track with new trends of product development and the subsequent changing needs on pad printing techniques. We will adjust ourselves according to those changes, otherwise manufacturers may shift to other pad printer providers or even choose not to use pad printing. Therefore, our objective is to provide the best solution to our customers for their production needs."



Executive Director of Kent Engineering Co. Ltd Ms Maureen Ko — winner of 1998 Hong Kong Award for Industry: Machinery and Equipment Design.

The Pad Printer "Alien-In-Line" is awarded the 1998 Hong Kong Award for Industry: Machinery and Equipment Design.



## DIFFICULTIES AND CHALLENGES IN THE PAD PRINTING INDUSTRY

Talking about the difficulties and challenges faced by the Hong Kong pad printing industry, Ms Ko opined that training of competent professionals for the industry is the biggest problem they encountered. She said, "to train up a group of competent professionals to work for the pad printing industry is not an easy task. To be the professionals for this industry, people need to keep frequent contact with different industries, and there are always new printing requirements not known before. Also, they need to be highly aware of the latest market trend and customer needs, which means that they have to accumulate product knowledge and experience in order to handle the work properly. Such experience cannot be accumulated within a short period of time. Therefore, it is extremely difficult for us to train up a highly competent staff."

Ms Ko also believes that the Government should play a more active role in supporting Hong Kong's industry as a whole. She said that the Government has not provided adequate assistance for industrial development which only relies on the efforts of individual industrialists. The Government should support private companies in areas such as R&D, product development, training and marketing promotion. She

said that even though the Government has set up funds to subsidize research efforts, there are too many restrictions on application criteria which have made the funds unrealistic to meet the industry's needs. Furthermore, governments of many foreign countries often organize and even subsidize companies to participate in overseas market promotion activities such as exhibitions. However, Hong Kong manufacturers can only rely on their own resources to explore overseas markets. Ms Ko stressed that Hong Kong Government should allocate more resources to promote Hong Kong's industry so as to improve the competitiveness of Hong Kong manufacturers in the international market.

Lastly, Ms Ko expressed that the winning of the 1998 Hong Kong Award for Industry: Machinery and Equipment Design serves as a big encouragement to over two hundred staff of the company. Kent Engineering will further strengthen their R&D effort, and will continue to specialize in the production and development of the pad printing machinery.



The line of pad printers produced by Kent Engineering Co Ltd. The company is continuously modifying its products to satisfy diverse needs of individual customers and to comply with market trends.



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## Hang Seng Bank's Vice-Chairman and Chief Executive

### Mr Vincent H C Cheng

Vincent H C Cheng, Vice-Chairman and Chief Executive of Hang Seng Bank welcomes CMA members to discuss ways to turn the adverse economic tides.

From 96 to the first half of 97 financial year, many banks expanded their credit service hastily, thereby bidding up the advances-to-deposits ratio. Nowadays, banks are competing fiercely for local currency deposit, pushing up the deposit rates. How can banks make profit under this economic condition?

Banks are also facing credit quality problems. Many companies are having difficulties in repaying debts as their own profits plummeted. Falling property prices and deteriorating unemployment scene are affecting profitability in the banking industry.

Back in the heyday, local banks had fire under their bellies. Banks were very aggressive and eager to expand their business. The general optimistic mood has made the unexpected downturn especially hard to bear.

"Local banks are now facing a difficult market," said Mr Cheng. Having said that, the veteran banker reiterated that "fundamentals of the banking system remain very strong and healthy".

"In the past few years, local banks have been very aggressive in expanding their business. This may have made the adversity they are facing now really hard to bear," Mr Cheng said.

Although loan and deposit markets are shrinking, Hang Seng Bank has no plan to reduce its lending activities.



"We are very much willing to support the manufacturing industry. Local manufacturers and CMA members are welcome to visit us to discuss their own financing proposals," Mr Cheng said.

Rather adverse economic tide is tackled by more prudent strategies on risk management. At the end of last year, Hang Seng's net charge for bad debts decreased by 11 per cent to \$635 million. The figures reflected a prudent lending policy and strict expense discipline.

Strong capital reserve is another trump card bolstered by Mr Cheng that his bank could steer through the economic turmoil unscathed.

In rainy days, many large corporations hatch out tactics to cut costs. Hang Seng Bank earlier re-engineered the trade finance division. Approximate 100 employees from the division were re-deployed to new branches sprouting along the new MTR routes going to the airports. No redundancy was made and there was no similar plan whatsoever, Mr Cheng promised.



At Hang Seng All Schools Table Tennis Championships Press Conference, Mr Vincent Cheng, Vice-Chairman and Chief Executive of Hang Seng Bank, takes a break from banking to demonstrate his table tennis skills.

Mr Cheng is a banker used to fight uphill battle. Born in a poor family, Mr Cheng worked his way up in the career path with his intelligent, modest and diligent characters. In retrospect, the successful banker had a rough upbringing. Poverty and personal mishaps were his best companions in his childhood.

The banker who is now in charge of the second-largest bank in Hong Kong used to sleep on the streets in Shamshuipo. He was rejected from the school and spent his days helping his father with his fruit selling business.

Now sitting on top of the Hang Seng Bank Central Headquarters with a breath-taking view, Mr Cheng used to live in a small unit shared with at least six families. The unit was not even a proper residential house, but simply an annex of a furniture shop.

"I grew up in a humble family. Most Hong Kong families in my time were poor," he said. "We lived in a house- not a house- a unit. The front was a furniture shop and in the back there were at least six families."

"In summer we all had to sleep on the street as it was too hot in the house. This was not uncommon," Mr Cheng described.

Mr Cheng's father had a shop selling fruit and a dai pai dong. The young kid used to help his father selling fruit while doing his homework on a fruit carton.

"I don't think I have something special that other kids don't have. Hong Kong is full of such stories - I am not exceptional."

Adding to the misfortune, Mr Cheng contracted polio as a child and left one of his legs disabled so he now walks with a pronounced limp.

When mentioned that he is crippled, the successful banker kept reiterating that he had no intention to make a hero out of himself. He was simply telling "a true story".

In 1978, Mr Cheng joined Hong Kong Bank and worked his way up the ladder to become the Chief Financial Officer in November 1994 and Chief Financial Officer and Group General Manager in 1995. He is now the Chief Executive of Hang Seng Bank.

Back in 1995 when he was made Group General Manager, he became the first Chinese to join the bank's executive board in its history.

Keeping with his humble character, Mr Cheng always regards his success as in the right place at the right time.

"There are the lucky ones who are in the right place at the right time. I had the necessary conditions - hard work and average intelligence - but I was lucky enough to get an opportunity," Mr Cheng remarked.

Mr Cheng's autobiography may look similar to many other successful tycoons who struggled their way up back at the time when Hong Kong was far less prosperous. Paradoxically, their early struggles have carved out a character strong and brave enough to weather adversities similar to those now bashing the territory.

Although there is no way to predict when and where we can see the light at the end of the tunnel, Mr Cheng still kept his fingers crossed.

"We have very strong fundamentals and a good banking system," he said reassuringly. "Once after the economic recovery, Hong Kong's financial base will be more stable."



Mr Vincent Cheng (centre, front row), Vice-Chairman and Chief Executive of Hang Seng Bank, poses with the recipients of the Hang Seng Bank Scholarships at a tea reception on 5 June 1998.

"We are very much willing to support the manufacturing industry. Local manufacturers and CMA members are welcome to visit us to discuss their own financing proposals," Mr Cheng said.

"Local banks are now facing a difficult market," said Mr Cheng. Having said that, the veteran banker reiterated that "fundamentals of the banking system remain very strong and healthy".





## 1998 ANNUAL GENERAL MEETING

The Association held its 1998 Annual General Meeting on December 3, 1998. Speaking at the meeting, CMA Acting President Mr. Leung Nai Wing said that over the past year Hong Kong encountered financial hurdles and economic challenges which had never been so acute as a result of the extending influence of the Asian financial crisis. To turn the crisis into opportunity and to achieve sustained development, HKSAR Chief Executive Mr. Tung Chee Hwa announced in his second Policy Address that innovation and technology should be the major impetus for our economic growth. Mr. Tung has also pledged to strengthen "mid-stream" research and development and to establish an Innovation and Technology Fund with an injection of HK\$5 billion. It aims to finance special projects which will contribute to the innovation and technological upgrading in our manufacturing and services industries.

Mr. Leung pointed out that the mid-stream research is a pivotal step for the transformation of basic scientific research into products. Therefore, it needs to stimulate the collaboration of academic institutions and industry in research and development. The Association also urges the HKSAR government to announce the operation details of the Fund as soon as possible. Application for the Fund should be made simple and easy. Earlier, the Association also suggested the HKSAR government to establish an Industrial Technology Council with full responsibility of coordinating and implementing all industrial technology development projects in Hong Kong. It is hoped that the government will conduct a

detailed study of the proposal in order to lay a good foundation for the development of hi-tech and high value-added industries.

Another important mission of the Association in 1998 is the organization of the 33rd Hong Kong Products Expo. Following the first-ever Expo held in Guangzhou in October 1998, the Association organized the Hong Kong Products Expo again in Hong Kong from December 18, 1998 to January 11, 1999 at Tamar Site, Central. The Expo aims at promoting the local industrial and commercial development, boosting the consumption of the Hong Kong citizens as well as strengthening the economic cooperation and exchanges between the local and international business communities. The legendary Miss Exhibition Pageant Contest was also organized together with a whole series of entertainment programmes, competitions and cultural performances.

Albeit the current economic downturn, the Association will continue its mission to boosting Hong Kong's economic development and will spare no efforts in the promotion of the trade and industry in Hong Kong. The Association strongly believes that with full support from the Central Government, determination of the HKSAR government, cooperation among various sectors of the society, and confidence of Hong Kong citizens, our economy is deemed to recover in no time and to prosper from a more stable platform.



CMA Executive Vice-President Mr. Leung Nai Wing (3rd from right), Vice-President Mr. Chan Wing Kee (3rd from left), Dr. M. W. Lui (2nd from right), Mr. Lin Fai Shat (2nd from left), Mr. Eddie Lu (right) and Assistant to President Mr. Lam Hok Po (left) attended the 1998 Annual General Meeting.



The Association held its Annual General Meeting on December 3, 1998.

## CMA & Donors Scholarship Presentation Ceremony 1998

Officiated by Deputy Secretary for Education and Manpower Mr. Matthew Cheung, CMA Vice-Presidents Mr. Yip Hing Chung, Mr. Jose Yu and Chairman of CMA Technical Education Standing Committee Mr. Graham Cheng, the 35th CMA & Donors Scholarship Presentation Ceremony was held on December 1, 1998 at CMA Conference Hall.

To promote technical education in Hong Kong, CMA has established the CMA & Donors Scholarship Program since 1964, presenting annual scholarships to outstanding students from technical and tertiary institutes. Presented by Mr. Cheung on behalf of the Association, a total of 224 students from 28 educational institutes were awarded scholarships donated by benevolent members of the Association amounting to HK\$430,400.



(Above) CMA Vice-Presidents Mr. Yip Hing Chung, (4th from left), Mr. Jose Yu, (1st from right), Deputy Secretary for Education and Manpower Mr. Matthew Cheung (2nd from right) posed for a photo with other officiating guests from the Association and some of the scholarship winners at the 35th CMA & Donors Scholarship Presentation Ceremony.

(Left) Mr. Matthew Cheung (left) presented scholarships on behalf of the Association at the Ceremony.

Mr Herbert Liang, MBE	20,000	Hong Kong Garment Mfg Co Ltd	3,000	Hoover Luggage Manufacturing Co Ltd	2,000
The Choi Cheung Kok Foundation Ltd	20,000	Mr Chu Poon Shin	3,000	Mui's Kamsing Garment Ltd	2,000
Addison Ltd	20,000	Alexandra, James & Co Ltd	3,000	Gemmy Development Co Ltd	2,000
Brillion Trading Ltd	20,000	Wai Yuen Cheong & Co Ltd	3,000	Chai Kim Stationery Mfg Co Ltd	2,000
The Mr. Lau Kim Chai Charitable Trust	20,000	Tingwong Metal Mfg Ltd	3,000	Hing Fai Plastic Mfg Co Ltd	2,000
Forward Winsome Industries Ltd	13,500	Mirador Fashion Knitters Ltd	3,000	Legarden Enterprises Ltd	1,000
Tunmy Corporation	10,400	New Night Lighting Mfg Ltd	3,000	Mr Thomas F H Chan	1,000
Mr Yip Hing Chung, MBE, JP	10,000	Kervin Engineering Co Ltd	3,000	Euroasia Holdings Ltd	1,000
Yangzokang Garment Mfg Co Ltd	10,000	Pak Kee Metal & Plastic Mfg Ltd	3,000	HK Sam Fung Knitting Factory Ltd	1,000
H.K.J. Co Ltd	10,000	Precious Knitting Garment Factory Ltd	3,000	Mr Yim Chan Chee	1,000
Keystone Electronics Co Ltd	10,000	Fuk Hing Industries Co Ltd	3,000	Lee Lim Ming Metal Works Ltd	1,000
Milo's Knitwear (Hong Kong) Ltd	10,000	Lai Ming Metal Mfg Ltd	3,000	Ge Ling Engineering Co	1,000
Wing Li Cassette & Video Tapes Mfg Co Ltd	10,000	Ronald Leather Manufacturing Ltd	3,000	Starform Services Ltd	1,000
Alfaia Knitting Factory (HK) Ltd	10,000	Hoi Tak Plastic Stationery Pty Ltd	2,800	Ms Cecilia Chen	1,000
St. Louis Land Investment Co Ltd	10,000	Dah Chung Industrial Co Ltd	2,500	Law Tai Hang Products Ltd	1,000
Hung's Funds Ltd	10,000	Lucky Enamelware Factory Ltd	2,500	Nay Corporation Ltd	1,000
Mr Chow Yun Sheng	10,000	Edward Wong & Co Ltd	2,500	Ki Mee Kitchenware Ltd	1,000
United Overseas Capital Ltd	10,000	Mr Mak Hung	2,500	Lucky Team Holdings Ltd	1,000
Xiai Ships Ltd	10,000	Mr Ting Woo Shou Kenneth, JP	2,500	Gauss Electronics Co Ltd	1,000
Yan Hing Mining Co Ltd	10,000	Tin Lung Motor (HK) Co Ltd	2,500	Dashing Press Ltd	1,000
Kin Hant Metal Mfg Ltd	10,000	Po Shing Shoe Co Ltd	2,500	Associated Garment Mfg Co Ltd	1,000
Ka Da Waich Co Ltd	5,000	Beijing Enterprises Holdings Ltd	2,500	Lup Kee Metal Ornament Pty Ltd	1,000
Tai King Weaving Factory	5,000	Tai Ping Jewellery Mfg	2,500	Yee Kee Steel & Electrical Appliances Ltd	1,000
Shell Electric Mfg (Holdings) Co Ltd	5,000	HK-SAR Associates Ltd	2,500	Mr Ho Yuk Wing	500
Nice Industries Ltd	5,000	Eurasia Engineering Corp Ltd	2,000	Mr Chao King Lin, S.B.S.J., JP	500
Kwong Yarn Mfg Co Ltd	5,000	Diaward Steel Works Ltd	2,000	Silver Mly Holdings Co Ltd	500
Medix Quartz Industries Ltd	3,500	Shun Wo Labels Knitting Factory	2,000		
Tachling Petroleum Co Ltd	3,000	South Ocean Towel Factory (1994) Ltd	2,000	Total	430,400



### Employment Information Post 98

To assist job seekers in obtaining the latest employment and retraining information and to help employers recruit the suitable staff, the Association, in collaboration with the Labour Department, the Employees Retraining Board, the Chinese General Chamber of Commerce, the Employers' Federation of Hong Kong, the Federation of Hong Kong Industries and the Hong Kong General Chamber of Commerce, organized the 'Employment Information Post 98' on November 26, 1998 at the City Hall. Through exhibition, career talks and video shows, the activity provided a wide range of employment information to the job seekers.

More than 20 enterprises from different sectors participated in the 'Employment Information Post 98', offering more than 1,500 job vacancies and retraining courses. Moreover, job seekers could also submit job applications and enrolment forms for retraining courses on the spot. The activity received enthusiastic response with over 2,500 visitors.



Over 2,500 visitors attended the 'Employment Information Post 98' on November 26, 1998.

### Dinner Reception in Honour of the Delegation of China Overseas Friendship Association



The Association hosted a dinner reception in honour of the Delegation of China Overseas Friendship Association on December 5, 1998. CMA President Mr Herbert Liang (right) received a souvenir presented by the Secretary General of United Front Department of the CPC Central Committee Mr Qin Zhi Gang (left) at the dinner.

### Delegation of the Hebei Province



Led by the Deputy Governor of People's government of the Hebei Province Mr Cai Limin, the 9-member Delegation visited the Association on January 11.



CMA President Mr Herbert Liang (7th from right) received a souvenir from Cai Limin (7th from left). After the meeting, the Delegation visited the 33rd Hong Kong Products Expo which took place at Tamar Site.

### Lunch Reception in Honour of Mr Yu Xiao Song, Chairman of the CCPIT

The Association hosted a lunch reception for the 6-member delegation led by Mr Yu Xiao Song, Chairman of the China Council for the Promotion of International Trade (CCPIT) on November 9, 1998. Both parties exchanged views on important economic domains of China such as the latest development and prospect of foreign trade and export processing trade. CMA President Mr Herbert Liang attended the lunch reception with other Vice-Presidents and general committee members.



On behalf of the Association, CMA President Mr Herbert Liang (3rd from right) presented a souvenir to Mr Yu Xiao Song (centre).



The Association hosted a lunch reception in honour of Mr Yu Xiao Song, Chairman of the China Council for the Promotion of International Trade (2nd from left) on November 9, 1998. CMA President Mr Herbert Liang (centre), Vice-President Mr Jose Yu (1st from left) and Mr Lin Fai Shat (1st from right) posed for a photo with Mr Yu.

### Delegation of Sichuan Province



Delegation of Sichuan Province, led by the Vice-Governor of Sichuan Province Mr Xu Shiquan (3rd from right), visited the Association on January 6. The meeting was held at Tamar Site, where the 33rd Hong Kong Products Expo took place. CMA President Mr Herbert Liang (3rd from left) led a tour around the Expo after the meeting.



CMA President Mr Herbert Liang (2nd from right) accompanied the delegation to visit the 33rd Hong Kong Products Expo. Seen in the picture were Mr Herbert Liang and Mr Xu Shiquan (1st from right) at one of the booths of the Expo.



### New Extension of CMA Secondary School

In March, 1996, CMA Secondary School was granted a fund of HK\$13,000,000 by the Government to build a new extension of the school. The construction work was completed by the end of 1998 under the joint effort of the Education Department, Architectural Services Department, consultancy firms, contractors and other government offices. A Key-Hand-Over Ceremony was held on December 1, 1998 at which Education officers Mr Yip Sai-on and Mr Lee Wing-yin handed over the key of the extension to the school supervisor Mr Paul T S Yin.



A Key-Hand-Over Ceremony for the new extension of the CMA Secondary School was held on December 1, 1998. Education officers Mr Yip Sai-on (4th from right) and Mr Lee Wing-yin (1st from left) handed over the key to the school supervisor Mr Paul T S Yin (3rd from left). Others included school principal Mr Fan Kam-ping (2nd from left).

### Delegation of the Administrative Committee of Shenyang



CMA Deputy Executive Secretary Ms Maria Lau (left) presented a souvenir to Chairman of Administrative Committee of Shenyang New and High-tech Industrial Development Zone Mr Song Tieyu (right), who led a delegation to visit the Association on December 11, 1998.

### Seminar on Product Liability

To enhance members' understanding on product liability and to explore the ways to transfer relevant risks, the Association organized a seminar on product liability on December 11, 1998. Mr Ernest Leung, Associate Director of Aon Risk Services HK Ltd., together with Mr Tam Man Lap, Assistant Product Liability Manager and Ms Tinna Kwok, Assistant Claims Manager of American International Underwriters Corp., Ltd. were invited as guest speakers and to provide professional advice for the participants. The seminar received enthusiastic response with more than 60 participants.



Guest speakers of the seminar included Assistant Manager (Claims Department) Ms Tinna Kwok (left) and Assistant Product Liability Manager Mr Tam Man Lap (right) from AIU, as well as Aon's Associate Director Mr Ernest Leung (centre).

### Delegation from Shandong



CMA Vice President Dr Lui M W (centre) received a delegation from Shandong on November 30, 1998.



Delegation of the Chinese Minority Group visited the Association on December 15, 1998. CMA President Mr Herbert Liang (6th from left, front row) and other CMA representatives posed for a photo with the delegates.

### Delegation of the Chinese Minority Group

Organized by the Hong Kong Pei Hua Education Foundation, a 42-member Delegation of the Chinese Minority Group, led by Deputy Director of the Second Bureau of the United Front Work Department of the CPC Central Committee

Mr Jiang Jian Yong, visited the Association on December 15, 1998. The meeting was chaired by CMA President Mr Herbert Liang, and was attended by Vice-Presidents Mr Jose Yu, Mr Lin Fai Shat and Mr Lo Man Tuen. Topics including economic co-operation opportunities between Hong Kong and the mainland were discussed.

### Delegation of the Commission of Foreign Economic Relations & Trade of Guangdong Province



Mr Chen Zhi Cheng (left) of the Commission of Foreign Economic Relations & Trade of Guangdong Province led a 18-member delegation to visit the Association on December 7, 1998 and was received by CMA Vice-President Mr Yip Hing Chung (right).

### Delegation of United Front Department of CPC Central Committee



CMA President Mr Herbert Liang (2nd from right) received the Delegation of United Front Department of CPC Central Committee on November 27, 1998 with other CMA representatives.



### The 14th Athletic Meet of CMA Choi Cheung Kok Secondary School



The 14th Athletic Meet of CMA Choi Cheung Kok Secondary School was held on November 10 to 11, 1998. Dr David Y.K Wong (left), Executive Committee Member of the Association, was invited as the chief guest of honour. Seen in the picture were Dr Wong and the school supervisor Mr Choi Wan Hoe, Patrick (right).



With active participation by the students, a number of records fell at the 14th Athletic Meet of CMA Choi Cheung Kok Secondary School.

### Delegation of the Commission of Foreign Economy & Trade of Guangdong Province



Vice-Director of the Commission of Foreign Economy & Trade of Guangdong Province Mr Huang Zhi Wei (right) led a delegation to visit the Association on November 30, 1998.

### Delegation of the People's Government of Mudanjiang City Heilongjiang Province



Vice-Mayor of the People's Government of Mudanjiang City Heilongjiang Province Mr Yao Shou Peng (centre) led a delegation to visit the Association on November 27, 1998.

### Visit by the Republic of Lithuania



Mr Eddie Lu (right), Vice-President of the Association received Ambassador Dainius Voveris from Embassy of the Republic of Lithuania on December 10, 1998. Both parties exchanged views on the economic and trade co-operation between the two places.

# CHINA HONG KONG

## MPC

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## THE HONG KONG 5-S CAMPAIGN

### INTRODUCTION

It has been recognized that Japanese firms are clean and orderly. The same is true for high quality western firms. Over the last two decades, the Japanese have formalised the workplace management technique and named it as 5-S Practice. In 1994, the Hong Kong Government Industry Department started promoting the 5-S practice in Hong Kong. Many seminars and workshops have been conducted and they were all very popular and well-received by the business community. In December 1996, the Department appointed Dr. Sam Ho (School of Business, HK Baptist University) to commission the 5-S Workbook [1997], based on the teaching materials and ten local case studies. Further, a grant has been given to the author to train up 2,500 5-S Lead Auditors, the first of its kind in the world.

The 5-S practice is a technique used to establish and maintain quality environment in an organisation. The name stands for five Japanese words: Seiri, Seiton, Seiso, Seiketsu and Shitsuke. The English equivalents, their meanings and typical examples are shown in the following table:

Japanese	English	Meaning	Typical Example
Seiri	Structure	Organisation	Throw away rubbish
Seiton	Systematise	Neatness	30-second retrieval of document
Seiso	Sanitise	Cleaning	Individual cleaning responsibility
Seiketsu	Standardise	Standardisation	Transparency of storage
Shitsuke	Self-discipline	Discipline	Do 5-S daily

There are many examples of successful implementation of some principles of the 5-S, especially organisations in the service sector, such as fast-food restaurants, supermarkets, hotels, libraries, and leisure centres.

### THE STATUS QUO OF HONG KONG 5-S CAMPAIGN

Commencing in March 1998, over a thousand of candidates coming from hundreds of organizations have joined the programme. The organizations represent a wide range of industrial sectors including but not limited to manufacturing, public utilities, retailing, food catering, etc. Their responses are positive and encouraging. Many of them have decided or started their company-wide 5-S campaign to deep-root this technique in their organization so as to cultivate a 5-S culture. Organizations that adopt 5-S include C&K, Central Textiles, CKFC Construction, Computer Product Asia, Hong Kong Telecom CSL, Elec & Eltek, Hong Kong Housing Department, KCRC, Sogo Hong Kong, Sunside etc. The results are remarkable and encouraging. Recently jointed companies include Dah Cheong Hon, Vtech, Philips, Kam Yuen Watch Case, Chan's Florence, Good Health Kindergarten & Child Care Centre, Ocean Empire and Ming Saloon.

### THE 5-S PRACTICE IN DETAIL

#### STRUCTURISE (SEIRI)

Apart from throwing away the rubbish, it is worthwhile to emphasise the importance of a principle of organisation called 'one-is-best'. Examples of application include: one set of tools/stationery, one page form/memo, one day processing, one stop service for customer and one location file (including local area network server for file sharing). In particular for 'one day processing', there is an ancient Chinese saying "Let today's work belongs to today". There is a lot of virtue in this saying and it requires a combined effort of organisation and self-discipline.

#### SYSTEMATISE (SEITON)

Neatness is a study of efficiency. It is a question of how quickly you can get the things you need and how quickly you can put them away. Just making an arbitrary decision on where things go is not going to make you any faster. Instead, you have to analyze why getting things out and putting them away takes so long. You have to study this for both the people using the things frequently and those who seldom use them. You have to devise a system that everyone can understand.

#### SANITISE (SEISO)

'Everyone is a Janitor' — Cleaning should be done by everyone in the organisation, from the managing director to the cleaner. This is why the Japanese do not need street cleaners in residential areas. Every family is responsible for cleaning the pavement in front of their house. Therefore, what they need are rubbish collectors. The Japanese believe that while they are doing cleaning, they are cleaning their minds, too. If you have done your annual cleaning at home before the New Year, you would probably have this feeling of freshness.

#### STANDARDISATION (SEIKETSU)

Standardisation means continually and repeatedly maintaining neatness and cleaning of your organization. As such, it embraces both personal cleanliness and the cleanliness of the environment. The emphasis here is on visual management and 5-S standardisation. Innovation and total visual management are used to attain and maintain standardised conditions so that you can always act quickly.

#### DISCIPLINE (SHITSUKE)

Discipline means instilling the ability of doing things the way they are supposed to be done. The emphasis here is on creating a workplace with good habits. By teaching everyone what needs to be done and having everyone practising it, bad habits are eliminated and good ones are formed. This process helps people form habits of making and following the rules.

Discipline is a process of repetition and practice. Think of discipline as an integral part of industrial safety. How many people have had accidents because they forgot to wear their safety helmet, their safety shoes, or their goggles? Far too many. How many have had accidents because they stuck their hands into the machinery without shutting it off first? Again, too many. It is important that everyone has the habit of obeying simple safety rules.

#### BENEFITS

Because of its effectiveness to quality and productivity improvement, 5-S should be considered as step number one for any quality programme. Nevertheless, any organization which has already embarked on other quality programmes, such as Business Process Re-engineering, Quality Control Circle, ISO 9000, ISO 14000, Total Preventive Maintenance, or TQM should take a step back to ripe the benefit of this powerful technique.

The information is quoted from the article, "5-S practice - the key to improve your Quality, Productivity, Image and Competitiveness" written by Dr Sam Ho, School of Business, Hong Kong Baptist University.



(Upper photo): A good example of "Discipline"; seeing is believing.  
(Left photo): A counter example of "Organization" is to throw away rubbish.

#### Seminar on "Hazard Analysis Critical Control Point" (HACCP)

CMA Testing & Certification Laboratories (CMA TCL) held a seminar on "Hazard Analysis Critical Control Point" (HACCP) on 21 October, 1998. The participants came from various food companies, such as local manufacturers and food exporters. During this seminar, Mr Sangem Hsu, General Manager for Industrial Activities, Det Norske Veritas gave a detailed explanation regarding the content and requirement of HACCP. The participants also joined the discussion and exchanged views with each other.



# Bulgaria



Bulgaria is situated in the South-Eastern part of the Balkan Peninsula. Its capital is Sofia.

The country has population of 8.4 million and a territory of 110,100 sq.km.

## INDUSTRY

The chemical sector is a leading growth sector in Bulgarian industry accounting for 26% of industrial output in 1996. This sector provides fertilizers, plastics, paints, detergents, pharmaceuticals and perfumery and cosmetics.

The food-processing, beverages and tobacco industry is one of the priority targets for economic development. Products of the food, beverages and tobacco industry accounted for 21% of total industrial output, with an export share of 17% (USD 896m) in 1996. About 300 manufacturing companies are involved in this industry.

Ferrous and non-ferrous metallurgy, including ore mining, form a resource basis for machine-building, construction and other sectors of the Bulgarian economy. In 1996 metallurgical production accounted for 12% of total industrial output. The share of metallurgical products in Bulgarian export revenues is quite substantial with USD 888 m in 1996. The number employed in the sector is 56,000.

Bulgaria is strategically located on the Balkans serving as a cross-point for telecommunications traffic from Europe to the Middle East, and also to the southern part of the CIS and Asia. The Bulgarian government plans to privatize a package of 25% of the state-owned operator Bulgarian Telecommunication Company (BTC), which monopolizes the Bulgarian market. The challenging strategy of BTC is extremely digital operation network. Major Bulgarian cities have already been connected under the network. BTC's investment plan amounts to USD 1500 m.

## INFRASTRUCTURE

Bulgaria has a good infrastructure for domestic and international transport and communications. There are four international airports in the country. The road density is significantly higher than in the EU. Highways and railways link to European axes, notably the E80 motorway, and provide the most direct overland gateway between Western Europe, Turkey and the Middle East. Black Sea ports offer excellent access to Ukraine, Russia and Mediterranean, and via the Danube River there is a direct link to Central and Western Europe.

Parallel to the main investment priorities related to transport infrastructure development, efforts are concentrated on the following projects: restructuring of the Bulgarian State Railways Company, rehabilitation of the national road network, and a ring transport corridor around the Black Sea coast.

## TRADE

Within the member countries, European Union countries are Bulgaria's largest trading partner, accounting for 40.5% of trade turnover. The largest trading partner within the EU is Germany, followed by Italy, Greece, France and the UK. From non-European countries, the largest partner is the USA.

The state monopoly in foreign trade was abolished at the end of 1989. All companies were given direct access to international markets. A limited number of goods are subject to administrative control, stemming from Bulgaria's compliance with international agreements and special domestic legislation. In accordance with trade liberalisation policies, the number of goods subject to permits and bans has been significantly reduced after 1 January 1998.

Currently, export transactions for some commodity groups are subject to registration. They include meat, dairy products, table grapes, wheat, barley, maize, flours, sunflower seeds and oil, sugar, bran, wine and alcohol beverages, tobacco and tobacco products, coal and coke, liquid fuels, finished medicine, textile materials and products, metals, computer software on CD-ROM, audio and video records, etc.

Bulgaria applies export quotas only for the goods where an international agreement exists. Quotas are applied for textile exports to the USA and Canada; permits for export in these cases are required.



The Plovdiv duty-free zone.

A limited number of commodity groups are subject to registration when imported. Transactions on a small number of items are subject to permits such as drugs and substances for their production, some chemicals, nuclear equipment and materials. In 1998 a large number of commodity groups are exempt from customs duties: some agricultural machines and tractors, major parts of medical instruments and equipment, materials for pharmaceutical production.



The Duty-Free Zones were established in Bulgaria in 1987. There are at present six duty-free zones in Bulgaria. All of them are initiated and provided with land and infrastructure by the state. The zone is managed by a purpose-set joint stock companies or state-owned companies.

At present, the duty-free zones are located on strategic transport routes leading to main international markets: the EC, the Central European and ex-Soviet countries, Middle East and the Northern Africa. Two are along the Danube River and Rhine-Maine-Danube. Two other zones are at the cross points of the trans-European motorways connecting Western and North Europe with the Middle East and Greece.

The advantages of Bulgarian free-trade zones include:

- goods delivered to the duty-free zones with the purpose of production, storage, processing or re-export are VAT and duties exempt.
- convertible foreign currency is in use.
- revenues can be transferred abroad freely without any restrictions.
- administrative structures relieve the investor's need to contact local authorities directly.
- well-developed and convenient railway links.
- production and labour costs are low with well-trained and highly qualified labour available.

#### GUARANTEES FOR FOREIGN INVESTMENT

In April 1995, the Foreign investment agency was established as a one-stop institution for foreign investors. A key function of the Agency is to assist companies before and after the investment process.

The Bulgarian Constitution and the Law on Foreign Investment provide national treatment to foreign investors, so that foreign investors are able to conduct economic activities in the country under the terms applicable to local entrepreneurs except where otherwise provided for by law. Bulgaria is signatory to a system of bilateral treaties on promotion and mutual protection of foreign investment which provide for not-less-favourable terms for non-resident companies and persons for doing business than those enjoyed by locals.

Bulgaria has established a liberal regime for repatriation of after-tax profit and capital. Foreign investors can freely purchase foreign currencies and repatriate funds abroad.

#### Interested parties, please contact:

Bulgarian Foreign Investment Agency (BIFA)  
Address: 3 Sveta Sofia Street, Sofia 1000, Bulgaria  
Tel: 359 2 980 09 18  
Fax: 359 2 980 13 20  
Email: ffa@geobiz.com  
Web site: <http://www.geobiz.com/bfa>

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## SEMINARS / TRAINING COURSES

Date	Event	Venue	Organizer	Contact Person/ Tel & Fax
1999 February 2 to 11 March	Company Secretarial Practice	Bank Centre, Mongkok	Hong Kong Productivity Council	Tel: 2780 8251 Fax: 2770 7902
February 4	Making Effective Presentation	VTC Tower	The Management Development Centre of Hong Kong	Mrs W. Cheng Tel: 2919 1402 Fax: 2572 7130
February 5	Service Excellence Team Leaders Workshop	Bank Centre, Mongkok	Hong Kong Productivity Council	Tel: 2780 8251 Fax: 2770 7902
February 9	Building Effective Team	VTC Tower	The Management Development Centre of Hong Kong	Mrs P. Ho Tel: 2836 1824 Fax: 2572 7130
February 25 to March 25	Purchasing Management	Bank Centre, Mongkok	Hong Kong Productivity Council	Tel: 2780 8251 Fax: 2770 7902
February 26	Discipline	VTC Tower	The Management Development Centre of Hong Kong	Mr L. Lai Tel: 2836 1828 Fax: 2572 7130
February 27 to March 27	Survival Workshop Series: Enhancing Personal Competitiveness in the Workplace	Bank Centre, Mongkok	Hong Kong Productivity Council	Tel: 2780 8251 Fax: 2770 7902

## CONFERENCES / EXHIBITIONS

Date	Event	Venue	Items	Organizer
1999 4-7 February	Education & Careers Expo '99	Hong Kong Convention and Exhibition Centre	Seminars on educational & careers development opportunities, careers video show	Hong Kong Trade Development Council & Labour Department Mr Keith Cheng / Miss Sally Chow Tel: 2584 4333 Fax: 2824 0249
5-6 February	SME Exhibition	Hong Kong Convention and Exhibition Centre	Services and equipment providing to small and medium enterprises by government departments, tertiary institutions, business organizations, etc.	Industry Department Tel: 2737 2459 Fax: 2317 4852
17-28 February	The International Fair of Khartoum	International Fair Grounds, Khartoum, Sudan	All kinds of industrial, agricultural machinery and equipment	The Sudanese Free Zones and Markets Co. Tel: (249-11) 271461/271292 Fax: (249-11) 271485
28 February - 3 March	1999 Hong Kong International Fur and Fashion Fair	Hong Kong Convention and Exhibition Centre	All kinds of fur and leather garments, accessories, machinery, etc.	Hong Kong Fur Federation Tel: 2367 4646 Fax: 2739 0799

## 港工業獎 1999 HONG KONG AWARDS FOR INDUSTRY

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- Computer Software for Industrial Application
- Miscellaneous

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#### ELIGIBILITY

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#### DEADLINE FOR APPLICATION

1999 April 9

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