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企業雄才

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1997施政報告 — 本會對工業和 經濟發展之意見

1997 Policy Address —
CMA's Views on
Industrial &
Economic
Development



東亞

協助中小型 企業發展成長

是我們一貫的經營宗旨！

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

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本 會 評 論

維持信心團結一致 共渡目前經濟難關

去年下半年困擾整個亞洲的金融風暴，在一九九八年甫開始便有捲土重來之勢，而且有進一步惡化的跡象。東南亞各國貨幣在今年首數個交易日屢創新低，而本港的股市亦再度大幅滑落，恆生指數低見8,000點以下水平，加上銀行同業拆息高企，銀行公會決定再次調高利率，令本港經濟進一步受到打擊。

綜觀現時整個國際經濟和金融市場的環境，本會認為，維持聯繫匯率對本港社會和經濟的穩定性非常重要，我們絕不能在這方面有絲毫的放鬆，以免對香港造成嚴重的損害。然而，本會極之關注息口高企和不斷攀升對本港工商各業的重大影響，希望息口能在短期內回落，令本港經濟重拾蓬勃興旺的發展勢頭。

面對目前的經濟困境，我們雖然不能控制外圍經濟因素和國際金融市場的變化，但可以進一步鞏固內部的經濟基礎和穩定性，而最重要的，是全港市民必須維持對本港經濟的信心，團結一致共渡時艱，千萬不要自亂陣腳，避免因人為的恐慌而令本港經濟嚴重受損。

須知道，本港經濟基礎仍然十分穩固，發展前景依然美好。我們的行政管理和金融監管制度健全，加上擁有950多億美元的外匯儲備，足以抵禦任何投機活動的衝擊。此外，我們有一個強大的後盾——中國。過去數年，國內農業豐收，農產品和糧食儲備充足，通脹維持在1.5%左右的低水平，加上近期出口強勁，增長率持續在20%以上，賺得大量外匯，使國家的外匯儲備不斷增加至目前的1,300多億美元。在種種有利因素的支持下，我們相信中國不會將人民幣貶值，而香港本身亦沒有將港幣貶值的必要。

不過，我們絕不應對目前的情況掉以輕心。我們必須正視在亞洲金融風暴中浮現的本港經濟問題。本會相信，香港人在經歷過金融和經濟波動的衝擊之後，會普遍產生一種緊逼感，覺得須認真研究如何使本港經濟繼續健康和穩定地發展。

本會認為，多元化而結構均衡的經濟，對社會和經濟的穩定發展至為重要。金融投資畢竟容易受到外圍因素所影響，而資金的流動性既高且快，容易造成經濟的大幅波動，至於實業投資則能對經濟發展提供較高的穩定性，其受外圍因素影響的程度亦相對較少。

此外，本會認為今次亞洲金融風暴正是一個大好時機，讓香港和內地認真研究和具體計劃如何配合以攜手推動經濟發展。中共十五大宣布落實推行國企改革，要國企面向市場，透過提高生產力和管理效率與國內外企業競爭。本會認為，在這國際經濟緊張的關頭，國家這種發展方針，正好為港商提供眾多投資發展的機會。

香港工商界大可與國企合作生產，發展具備優勢的傳統工業或新興高科技工業，以進一步開拓國內外市場，亦可擔任國企的市場銷售代理，全面拓展在國內及海外推行的市場推廣和促銷工作，或提供專業管理服務。

本會相信，港人的靈活性和適應力特強，祇要我們繼續對香港抱有信心，對於如何在亞洲金融風暴所引發的經濟困局中轉「危」為「機」，必定能應付裕餘，安渡難關，並將本港的經濟發展推上新台阶。

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HONG KONG ENTREPRENEUR

一九九八年一月號

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本會評論 1

專題

- 4 1997 施政報告—
本會對工業和經濟發展之意見

人物專訪

- 10 廿一世紀本港製造業必定再創高峰—
專訪工業署署長何宜威

廠商會動態

- 12 本會赴北京及河北省代表團/
一九九七年廠商會獎學金頒獎典禮/
外匯、口岸、國土政策諮詢研討會/
北京市委統戰部代表團訪會/
本會婦女委員會參觀會展新翼/
本會會員參觀香港會議展覽中心新翼/
濟南市投資貿易代表團訪會/
肯亞代表團訪會/
資產融資如何協助中小型企業發展研討會/

神州經貿

- 18 三峽工程——中國經濟發展重要一章

檢定中心通訊

- 21 廠商會檢定中心與法國國家實驗所合作

經濟新知

- 22 香港公司加強在英投資

工業概況

- 24 成功實施製造業資訊系統之要訣

投資地區

- 26 羅馬尼亞

貿易概況

- 28 杜拜電子產品貿易商機再現
30 中國家電行業新寵

企業管理

- 32 資產融資 (三) —— 香港金融機構如何審批貸款?
34 環保電燈

中西部透視

- 36 西藏

洽談會／展覽會

38

研討會／訓練課程

38

新會員

39



EDITORIAL

41

FOCUS

- 42 1997 Policy Address —
CMA's Views on Industrial & Economic Development

PROFILE

- 50 Francis Ho Expects a Promising Future for Hong Kong's Manufacturing Industry in the 21st Century

CMA ACTIVITIES

- 53 CMA Delegation to Beijing and Hebei Province /
Seminar on 'Foreign Exchange, Cross-Border Transport and Land Policy' /
Visit to HKCEC New Extension /
Delegation from the United Front Work Department of Beijing Committee of the Chinese Communist Party /
CMA & Donors Scholarship Presentation Ceremony 1997 /
CMA Ladies Committee Visited the New Extension of HKCEC /
Delegation from Kenya /
Seminar on 'Capital Financing and the Development of SMEs' /
Delegation from Jinan

CHINA ECONOMY

- 58 The Three Gorges Project —
An Important Chapter of China's Economic Development

TCL BRIEFING

- 61 CMA TCL Entered into Co-operation Agreement with LNE

ECONOMY UPDATE

- 62 HKSAR Companies Reinforce Britain's Investment Appeal

INDUSTRY AFFAIRS

- 64 Successful Implementation of Manufacturing Information System

INVESTMENT PROFILE

- 68 Romania

TRADE NEWS

- 70 Electronics Business in Dubai Picks Up
73 China: Households Snap Up VCD Players

BUSINESS MANAGEMENT

- 74 Energy Saving Lamp

THE MID-WEST OUTLOOK

- 78 Tibet

CONFERENCES / EXHIBITIONS

80

SEMINARS / TRAINING COURSES

80

目錄 CONTENTS

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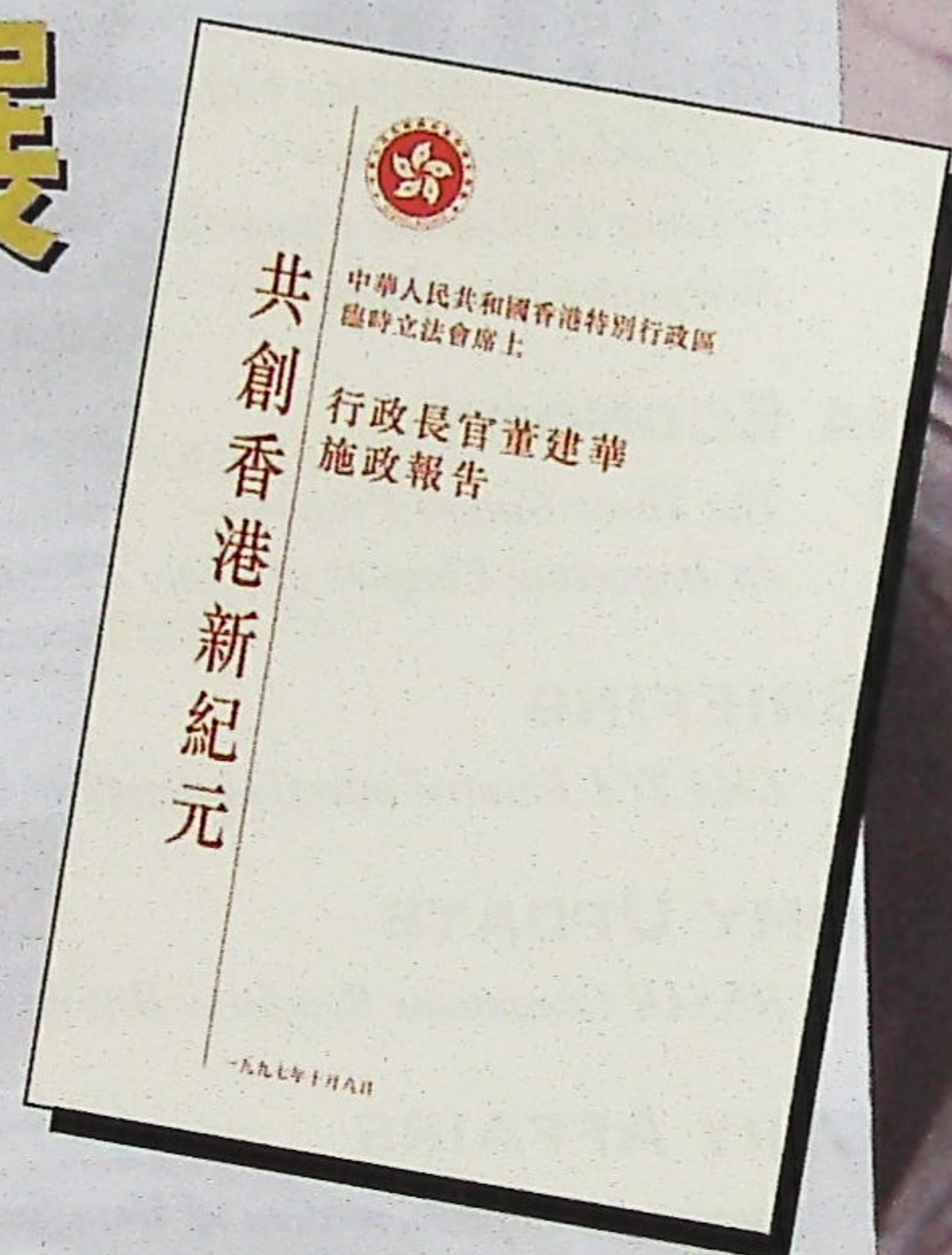
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1997施政報告 —

本會對工業和 經濟發展 之意見



行政長官董建華先生於去年十月八日發表香港特別行政區成立以來第一份施政報告，並以「共創香港新紀元」為題，闡述特區政府未來的工作計劃。施政報告概述了政府在扶助工商各業、發展資訊科技、解決房屋問題、優化教育、提供社福醫療衛生服務、處理越南船民問題、司法、維護法紀、及根據《基本法》建立政治架構等方面的政策和措施。本文將集中論及本會對施政報告中關於推動工業和整體經濟發展之意見。

本會支持施政報告

行政長官董建華先生在其首份施政報告中，對特區各樣最為市民關心的事項提出了務實的施政方針和措施，而在推動工商各業的發展方面，亦展示了政府「積極進取、勇於承擔」的計劃，為日後發展定下了一個大方向和良好的基礎，有利本港整體經濟繼續健康和蓬勃發展。本會對整份施政報告表示滿意和支持，並認為其是特區進一步發展的一份具體藍圖。

對於董建華先生宣布成立並親自領導一個策略發展委員會，以研究本港在經濟、人口資源、房屋、土地、環保以至與內地關係等方面的事項，此舉實極需要。本會認為，委員會的工作將有助協調和善用資源，使香港社會能穩定發展，經濟得以進一步蓬勃興旺。

歡迎政府重視工業發展

關於推動本港工業的發展，施政報告明確指出一個高增值、高科技的發展方向，但同時強調絕不會忽略傳統工業的繼續發展和需要，本會表示歡迎。具體而言，本會希望特區政府能發揮領導、推動、支援和鼓勵的作用，以加強協助本港現有工業，令其繼續發展和擴充，並吸引更多境外和本土的投資者，在香港投資發展工業。

本會認為，無論是現有工業或高科技工業，在本港均有很大的發展空間。本會建議政府可考慮選取一些有潛力的現有工

業和連繫工業(尤其是一些在本港仍然處於稚嫩起步階段的非零售性工業)，以及新興科技工業，例如製衣生產用物料、工業用機器、建築材料、零部件，以至軟件開發、生化、中西醫藥、電子及微電子、資訊科技等，協助廠商加大有關的產品改良、開發和科研力度，加以發展。

本港須有專注推動 高科技工業之架構

本會支持並促請政府盡快成立高層委員會，就推動高科技行業發展所需的措施和架構向行政長官提出建議。本會認為，本港必須有一個具備足夠權力和資源的機構，以專注統籌本港工業整體的發展，並肩負工業和科技在配合方面的各項工作，例如計劃和審批科研發展資助，監察政府落實工業科技化的有關基建項目，向大型跨國企業集團推銷在香港投資的潛力以吸引其來港設廠開展高科技及高技術工業，制訂並向政府建議對工業尤其是高科技、高技術工業施行投資優惠措施，推動政府部門聯繫內地有關部門、大專院校、科研機構及高新科技企業，以統籌本港與內地共同利用科研成果和引入內地科技專才等工作。在這方面，本會認為政府及即將成立的高層委員會大可研究和考慮加強香港工業及科技發展局之功能，以讓其負責推行有關工作。



將應用研究和發展普及化

在推動工業企業進行研究發展方面，本會歡迎政府向應用研究基金再注資五億元，以鼓勵將高科技成果轉化成商品。本會認為，此舉有助促進工業朝高科技發展，並希望政府在認真檢討過應用研究發展計劃及工業支援資助計劃等推動工業科技化的資助項目之運作情況後，可重新釐訂其目標和推行方法，以及簡化有關的申請手續和放寬審批條件，使更多業界人士受惠，並促使本港工業盡快而普及地向高增值、高科技發展。

此外，本會認為政府亦應擴大香港生產力促進局及香港工業科技中心在工業科技和技術支援方面的功能，並大幅增加撥款，使其能以低收費向工業企業尤其是中小型企业提供普及服務，以提升本港工業的整體科技和技術水平及協助現有工業企業尤其是中小型企业，以及高科技工業公司深化和落實研究發展項目。對於施政報告

指明確指出興建科學園的具體施工日期及第二個香港工業科技中心的啟用日期，本會表示歡迎，希望政府能盡快制訂這些有助推動本港工業科技化的大型建設項目在日後運作之細則，並盡量顧及中小型企业之需要。

推動本港工業科技化

在積極推動本土工業升級之同時，本港亦須致力吸引大型跨國高科技企業集團來港投資發展高科技、高技術工業。在這方面，本會認為政府必須制訂優惠措施，例如特別的稅務優惠、較寬鬆的工業地批地條件、批撥足夠而廉宜的土地讓有關企業為管理人員和高新科技及技術專才興建優質宿舍、負責研究發展項目的職員薪金可獲五成資助等。在吸引境外投資者方面，政府須以熱誠的態度接待和協助有意在港投資工業的外國投資者。

此外，本會對政府着意在本港全力發展資訊科技表示支持，並認為有助本港工業向高增值、高科技方向轉型，提高生產力和運作效率，以及開拓世界市場。在這方面，本會建議政府全力承擔或撥款資助製造業商會，在工業界內普及推廣資訊科技例如互聯網之應用，以向大部分為中小型企业之本港工業界傳遞世界各地市場和科技發展之資訊，並讓業界人士可透過互聯網向世界各地的準買家和業務伙伴推廣其公司和產品。此外，在大型科學園落成啟用之前，政府須調撥足夠資源先在本港設立分布式科學園，透過資訊科技連繫分布於不同地點的大專院校、研究所、工業科技和技術支援機構及有關的科技企業，藉此推動資訊科技普及化，並在工業界內及早營造一股追求高科技的大氣候。

善用土地資源，改善生產環境

施政報告中指出政府會致力把市區舊工業區重新發展，用以興建住宅樓宇，本會對此表示歡迎，蓋此舉能使市區內寶貴的土地資源得以充分利用，並有助改善市容。本會認為，現時在一些位於市區的舊工業區內，廠廈設備簡陋落後，衛生環境甚差，加上存在已久的交通擠塞問題，廠商根本不能有效地在這些地區經營，導致投資意慾低落。本會支持政府下定決心重建市區舊工業區，希望政府能投入足夠資源對這些市區舊工業區進行重新規劃。

此外，鑑於市區舊工業區的廠廈業權比較分散，發展商縱然有心推行重建計劃，亦可能會因為收樓和徵集土地有困難而使計劃受到阻延，故此，本會希望政府正視這個問題，並能如施政報告所言盡快制定有關法例，以方便發展商及有關的廠廈業主徵集土地，將舊建築物改建成商住樓宇。本會亦呼籲政府授權有關部門、土地發展公司或在一九九九年底成立的市區重建局執行所需的收樓和徵收土地工作，以加快市區舊工業區的重建計劃。本會認為，有關舉措能協助現時在市區舊工業區經營運作的廠商籌集足夠資金，將廠房搬往新工業區，及購買新機器和改善生產技術、廠房管理等，以進一步發展業務。這對本港工業的再發展有整體利好的作用。

為確保工業界有足夠的工業用地和現代化廠房可用，本會建議政府對新界土地用途進行全面檢討和重新規劃，按需要將部分農地轉變用途成為工業用地，並斥資興建配套設施完備的現代化工業區，然後以廉宜的價錢將廠房租售予廠商，並須向現時仍在市區舊工業區內經營的廠商提供協助，使他們有足夠資金將廠房從舊工業區遷往建議中的新界新工業區經營。對於計劃在屯門興建的第四個工業邨，本會希望其能如期在2004年啟用，並建議政府放寬工業邨批地申請和審批條件，尤其要照顧中小型廠商的需要。

按需要適當地輸入外勞和境外專才

施政報告指出政府會在有需要的情況下，按個別行業以至個別職位的人力需求，考慮容許有關行業輸入外勞，以解決這些行業長期人手不足的問題，本會對此表示贊同。本會認為，讓個別難以在香港招聘足夠和所需人手的行業按需要輸入外勞，有助於其繼續發展和維持競爭力，而本港的整體經濟亦得以進一步發展。

本會亦歡迎政府檢討輸入內地專業人才的試驗計劃。本會認為，現時被列入名單之內的36間大學，大部分均以培育通識人才為主，較少供應工業所需的工科專才，故此對本港工業界而言吸引力不足，導致有關的名額自試驗計劃推行以來一直未為



業界所盡用。本會建議政府適當地擴大認可大學的名單，同時向業界人士徵集意見，然後根據結果與內地有關部門和機構深入商討整項計劃的運作情況，重新釐訂認可大學的名單，使該項計劃更能發揮應有效用及解決本港缺乏專才以推動本港工業科技化的問題。此外，政府亦可考慮設立計分制度和提供優厚條件，例如廉價而優質的房屋，適當地吸納內地以至外國科研人員、科技管理專才和技術人員來港投身工業，特別是一些高科技、高技術工業。

此外，為確保在建議中的新界新工業區內營運之廠商能招聘足夠人手，政府在為建議中的新界新工業區進行規劃時，亦須在附近劃撥足夠土地興建大量配套設施完備的大眾化房屋，並以廉價租售予一般工人家庭及新移民家庭，以方便其成員到新界新工業區工作。

加強工業培訓計劃

在人力培訓方面，施政報告指政府已檢討了職業訓練局和僱員再培訓局的角色和未來路向，並會讓該兩個機構因應市場的需求修訂現有課程內容和開辦新課程，本會表示歡迎，並希望該兩個機構能充分發揮效用，以配合工業發展對人力資源不斷轉變之需求。本會認為，政府可考慮在建議中的新界新工業區附近增設這些培訓機構的上課地點，以吸引更多僱員報讀有關課程。另一方面，政府亦須加強直接資

助或稅務優惠措施，以鼓勵工業企業推行內部員工培訓計劃，尤其是在灌輸新科技、新技術和新管理技巧方面。

另外，為鼓勵年青人投身工業，本會建議政府積極而正面地向他們宣揚工業的發展前景，致力提高其對投身工業之嚮往和興趣。此外，本會認為政府應鼓勵和協助大學工科學系與工業界彼此加強聯繫，以培養確實對工業發展有幫助的工業管理人才。政府亦應不斷更新一些以教授工科為主的中學之課程內容，使能培育足夠而是業界真正需要的人手。

支持政府協助業界解決資金問題

對於政府決定撥款五億元推行信貸保證試驗計劃，幫助中小型企業申請銀行商業貸款，應付貨物付運前的各項開支，本會極表支持和贊成。本會近年曾多次向政府建議推行類似的計劃，今次政府的行動對中小型企業而言是一個極大的鼓舞，有助紓緩其資金緊絀的問題。本會希望政府能定出試驗和檢討期限，並在證實計劃的成效後全面推行有關計劃，讓本港所有中小型企業均可受惠。

對於政府表示支持聯合交易所研究設立「創業板」第二股票市場，本會表示歡迎。本會認為，設立有關的融資渠道將有助中小型企業尤其是從事高新科技業務者進一步發展，有利整體推動本港工業科技

化。此外，本會建議政府設立還款期長的工業支援免息或低息貸款計劃，使廠商能有足夠資金添置新機器和推行電腦化。

本會歡迎政府檢討利得稅，並建議政府全面檢討現行稅制，以及考慮設立用以鼓勵投資工業尤其是科技工業的特別稅務優惠，例如大幅提高生產機器折舊率等。此外，本會認為政府須爭取與內地及海外各貿易伙伴地區達成稅務協議，避免廠商面對雙重徵稅的問題，從而使他們有較多資金用於業務發展方面。

協助廠商開拓國際市場，進行公平貿易

本會支持施政報告內提出連串用以維護自由貿易、公平競爭和保障知識產權的目標和措施。同時，在協助本港工業開拓市場方面，本會認為政府須主動與世界各地的貿易伙伴達成合理而公平的雙邊貿易協議，使本港廠家可盡量避免受到貿易保護主義的影響，而被削弱其在國際市場上的競爭力。此外，本會認為政府應統籌和協助本港工業企業尤其是中小型企業在國際市場上建立香港品牌和商標，使不致過份倚賴原件生產，並須為本港工業產品開拓內地龐大的市場。在這方面，本會建議政府對香港貿易發展局的角色、功能、現時工作範疇及未來工作方向進行全面檢討，讓其能善用現有資源，協助本港工業開拓世界市場。此外，本會亦建議政府撥款資

助製造業商會，為工業企業尤其是中小型企業在世界各地進行市場推廣活動，例如安排協助其參加國際大型展銷會，或統籌以多媒體技術將其業務及產品訊息傳遞予外國買家和業務伙伴。

加強與內地的協調和合作

本會贊同政府着意發展與內地鄰近地區在各方面的協調和合作，例如與內地有關部門成立較高層次的組織，就港粵重大項目進行研究及協調，以及重新設立「香港與內地大型基建協調委員會」等。另一方面，由於大部分香港廠商有在內地投資設廠，政府亦應顧及這些廠房在提升科技和技術水平方面之需要。政府可與內地各地區有關部門、大專院校、科研機構及高新科技企業商討合作，以向現時在該等地區經營的港資工業企業提供技術支援和科研成果，協助他們將產業升級。本會認為，本港工商界在內地鄰近地區的投資活動至為頻繁，而隨着香港回歸祖國，本港與國內的經貿關係更為緊密，政府積極與內地鄰近地區有關部門加強協調和合作，將使香港和內地之間的經貿投資更為旺盛。



廿一世紀本港製造業必定再創高峰 —— 專訪工業署署長



何宣威

面對經濟轉型，社會愈來愈倚重服務業的大氣候下，
香港的製造業能否繼續蓬勃發展？
工業署署長何宣威滿懷信心的表示，
香港的製造業前途將一片光明。
這一個答案看似陳腔濫調，
但仔細看看背後的理由，卻叫人暗暗心服。

ID 興建科學園

製造業成功之道在於特區政府堅決鼓勵工業走向高科技和高增值發展，加強本港產品的競爭力，成為全球高科技工業生產地的一分子。正如何宣威所說：「祇要看看行政長官董建華先生的首份施政報告，便足以知道香港特別行政區政府的態度；我們堅決希望製造業提升所使用的科技。」

在該份施政報告中，政府制訂了一連串具體的政策來協助本地製造業，包括興建科學園、第二個科技中心和第四個工業邨。此外，政府正在考慮實行一個信貸保證試驗計劃，撥出港幣五億元以幫助中、小型企業，在指定的財務機構獲得出口前的貸款，藉此協助這些企業解決在產品出口前遇上的支金週轉問題。

這一連串的政策是銳意促使香港製造業走向高科技發展，以確保它在下一個世紀能維持競爭力。可是，即使政府對高科技工業發展雄心勃勃，充滿信心和希望，但要真正令高科技工業在香港發展，似乎仍是長路漫漫。

ID 培養科技文化

何宣威相信，要發展高科技工業，首要條件是培養出一種應用高科技的文化——那就是在廠商、工人和一般市民心目中，培養出對高科技的需求和信任，及能接受在日常的生產過程中，盡量使用科技以增加生產力的事實。

何宣威說：「祇依賴小部分人和政府的努力，絕不可能發展出高科技工業。故此，我們需要為社會人士，尤其是製造業從業員，培養一種科技應用的文化」。

何宣威認為，將來的科學園便是培養高科技文化的最佳催化劑。科學園能結合現有的經濟和科研力量，共同以科學改進日常的生產力和管理效率。他更認為科學園本身便是一項高科技的設施，亦是一個研究及發展科技的地方。它能集合各大學及私人機構的研究專才，製造出積極研究工業生產科技和高增值產品的氣候。

ID 科技轉移

現時，雖然有部分大型生產商正積極使用和發展高科技，但大部分的中、小型企業，卻因為發展高科技需涉及大量資源而望然卻步。其實，香港可以較低廉的價格應用高科技，因為內地有無數的科研機構和人才，能提供高質素而物有所值的科學技術。現時，已有不少香港廠商與內地的大學和研究所合作，進行各項科技轉移計劃。

何宣威說：「軍方的一些軍用科技便是最佳例子。他們一直希望把一些科技轉為民用，香港的廠商正是他們渴望招攬的對象。」

然而，當前的問題在於如何選擇和怎樣把購買到的科學研究成果，轉化為有商業價值的實用科技，並應用於每天生產過程中。故此，何宣威作了一個比喻：「科技轉營就像選購玉器般困難和考眼光。若能選到適當的科技，就像購買到一塊未經雕琢的美玉，祇要多加打磨，便能發出耀眼光芒。」

另一個阻礙本港廠商到內地購買高科技的因素，是兩地在溝通上的不足。何宣威表示，由於兩地在文化上的差異，內地的科研機構往往有自己的處事方式，因此，香港和內地仍需多加溝通。他又指出，雖然科技轉移將有一定的困難，但不乏成功的個案，正如北京清華大學和本港一家電子字典商的合作計劃，便是一個「科技轉移」的成功例子。

ID 不能忽視製造業

回顧香港過去在高科技工業發展上的過程，何宣威指出香港可說已取得一定的成就，但論及現時香港高科技的發展步伐時，他卻有以下回應：「確實很難給香港的高科技工業作出一個客觀的評分。但我深信我們已取得一定的進步。問題是怎樣界定高科技和多少的科技改進，才說得上是有成就的進步，以及甚麼程度的進步才算足夠。」

工商業的全球化令不少跨國企業能以地球的任何一角落作為生產基地。為了減輕成本，跨國企業已紛紛把生產線轉移到亞洲國家。香港作為一個國際生產基地，當然也有生產線向外移的現象。近年，本港廠商已紛紛把生產線移到內地或其他東南亞國家。

從一九九五年政府發表的數據顯示，製造業佔國民生產總值的8.8%，反觀服務業則佔83.8%。這是否反映出製造業已逐漸式微呢？

何宣威回應道：「雖然在數字上，製造業所佔的比例不高，但這並不表示我們祇須集中發展服務業而放棄製造業。其實製造業和服務業祇是屬於生產上的不同階段而已，並不是兩個互不相干的體系，它們是息息相關的，我們祇是把生產基地移到內地，而在香港進行行政、管理、運輸和科研等工作而已。」

何宣威認為，現在的商品生產及銷售循環比過往快，新的產品很快便把市場上的舊貨品淘汰。在這次弱留強的情況下，祇有高科技和高增值產品才能在瞬息萬變的市場上競爭。他強調說：「我們最急切的任務是要在全球化的工業生產市場上佔一席位。要增強香港的競爭力，便要把我們在商業上的國際視野和一個擁有高科技和高增值的製造業結合。這才是取勝之道。」

何宣威個人檔案

何氏為港府工業署署長，負責香港的工業發展事宜。在一九七六年加入香港政府服務後，何氏曾先後參與環保、社會服務、憲制和貿易政策等範疇的政務工作。何氏持有港大理學士學位，並曾於一九八零至八一年在英國牛津大學進修公共行政高級課程。

本會赴北京及河北省代表團

本會於一九九七年十一月九日至十三日期間組織一個十二人代表團訪問北京及河北省。訪京期間，代表團出席了本會與中華全國工商業聯合會及中華台北工商企業聯合會合辦之「海峽兩岸及香港特區經貿合作研討會」，並拜會了多位國家及北京市領導。代表團隨後轉赴河北省石家莊市進行訪問和考察，並與當地領導會面及與企業代表進行洽談。

代表團由本會副會長林輝實為團長，副會長陸增端、會長助理周敏為副團長，其他團員包括香港生物科技研究院院長張彥，本會常務會董黃友嘉、會董陳福慶、何煜榮、葉志光、馮就、林慕南等。

海峽兩岸及香港特別行政區經貿合作研討會

代表團於十一月九日抵達北京，隨即獲中華全國工商業聯合會於人民大會堂設晚宴款待。中華台北工商企業聯合會代表團亦在該會理事長許勝發的率領下出席了晚宴。「海峽兩岸及香港特區經貿合作研討會」隨於翌日召開，是次會議已是第四屆，旨在探討如何促進及加強海峽兩岸和香港特區之間的經貿合作。研討會集中於三項主題進行討論，分別為科技產業

的發展與展望，生物技術的發展與合作，以及經貿發展與促進投資。三會並同時邀請了海峽兩岸和香港特區的工商及學術研究界知名人士作專題演講及參與研討。

大會首先由中華全國工商業聯合會主席經叔平、中華台北工商企業聯合會理事長許勝發及本會副會長林輝實致開幕辭。經叔平主席表示，海峽兩岸經貿合作近年來取得了較大進展，已初具規模。最新的資料顯示，截至九七年六月止，台商投資祖國大陸的項目累計已達36,850個，協議投資金額359億美元，實際投資金額逾160億美元，台資已名列祖國大陸外來資金第

二位。九七年上半年，新批准台商投資項目為1,381個，協議金額超過13億美元，實際利用台資金額達16億美元，在同年首八個月，海峽兩岸貿易金額逾120億美元，較九六年同期增長7.1%。由此可見，中國大陸（包括香港）不僅是台灣貿易順差的主要來源，也是台灣第二大出口市場。他續稱，在兩岸經濟交流與合作的成果中，目前有90%是通過香港中轉的，香港一直且繼續發揮着兩岸經貿中轉站的重要作用。

中華台北工商企業聯合會理事長許勝發致辭時亦表示，海峽兩岸關係自進入秋季後似已漸入佳境，且兩岸



本會、中華全國工商業聯合會及中華台北工商企業聯合會代表與中央統戰部部長王兆國（前排右六）合影。

分別先後舉行十五全與十五大的重要會議，確定了跨入廿一世紀的發展方向與人事布局。在政策與人事均沿續穩定中求發展的前提下，兩岸不但可以放手發展經濟，而且也將為兩岸經貿互動奠下良好的基礎。許氏指出，江克會談前後，海峽兩岸關係不斷放出和緩、解凍的訊息，有利兩岸共同致力發展經貿。

至於本會副會長林輝實則在致辭時表示，邁向世界市場、發展國際化企業是大陸、台灣及香港企業家的共同理想。在發展高科技產業方面，由於企業本身需要長期投入大量的科研經費，而回報期亦較長，因此必須具備龐大的內銷市場為後盾，以確保一定的生產規模及經濟效益，繼而拓展更廣闊的海外市場。藉着是次研討會，三地企業代表和專家能夠更具體地定立未來的合作方式，開啟長遠的合作渠道，為海峽兩岸與香港地區的繁榮共同努力。

在三會代表致辭後，會議亦隨即正式展開。第一節研討的題目為「科技產業的發展與展望」，由中華全國工商業聯合會主席經叔平主持，並由國家科委火炬計劃辦公室主任王瑞明、台灣區電機電子公會理事長劉國昭及香港生物科技研究院院長張彥（代表香港工業科技中心行政總裁劉助）分別作專題報告。第二節研討以「生物技術的發展與合作」為題，由中華台北工商企業聯合會理事長許勝發主持，講



本會副會長林輝實（右二）與中華全國工商業聯合會主席經叔平（中）及中華台北工商企業聯合會理事長許勝發（左二）聯合主持「海峽兩岸及香港特區經貿合作研討會」開幕儀式。

者包括台灣國立東華大學生物技術研究所吳宗正博士、香港生物科技研究院院長張彥及北京大學副校長陳章良。至於最後一節研討的主題則為「經貿發展與促進投資」，由本會副會長林輝實任主持人，講者包括本會常務會董黃友嘉博士、中國社會科學院台灣研究所經濟研究室主任劉映仙及中興大學經濟系教授兼系主任周添城。

拜訪國家及北京市領導 王兆國部長鼓勵港台投資大陸

研討會結束後，本會及台灣代表團拜會了中央統戰部部長王兆國。會上，王部長重中國家主席江澤民於十五大上所作的工作報告內容，強調中國的經濟將維持較高的增長。這是按照鄧小平先生所決定的路線和政策方針，以經濟建設為主，走改革開放的路線。

王部長續稱，香港及台灣不應把中國大陸龐大的市場拱手讓與外國投

資者。目前香港在拓展國內市場已佔有領先的地位，而台灣亦應努力從後趕上。海峽兩岸及香港地區應加強相互合作，充分發揮各自的優勢，從而提高三地在國際上的競爭力，有利於共同開拓本身及國際市場。

與港澳辦副主任陳滋英討論邊境運作

本會代表團於十一月十一日拜會了港澳辦副主任陳滋英，並向陳副主任表示，香港回歸祖國後與內地交往愈趨緊密，經深圳過境的人數日益增加，故建議深港兩地通關時間提前至早上六時開始，長期來說兩地邊境應全日通關，方便港商往返國內，並希望多派人員處理增加的人流。

陳副主任回應稱，中央一直非常關注港深邊境之運作情況，有關意見將交由專責小組研究。他又表示，在香港回歸之後，來港的中央及地區官員仍須接受中央審批，其他訪港的國內旅客則未有此限制。



本會副會長林輝實、全國工商聯主席經叔平及台北工商聯理事長許勝發在研討會上互贈紀念品。



拜訪外經貿部領導

同日，本會及台灣代表團並獲外經貿部副部長孫振宇及部長助理安民接待。孫副部長表示，國家為鼓勵高科技發展以及提高科技項目投資的吸引力，故此在進口設備稅項的問題上，正考慮將高科技項目投資的進口設備免稅，至於編列那些項目為高科技一事，有關部門正在詳細進行研究，稍後將按照產品類別之編碼列出，並預計在一九九八年上半年公布有關細則。

在訪京期間，代表團並獲李嵐清副總理及北京市委書記賈慶林接待。

本會與中華台北工商企業聯合會舉辦答謝宴

本會及中華台北工商企業聯合會代表團於十一月十一日晚設宴答謝北京市各界友好，應邀出席的主要嘉賓包括中華全國工商業聯合會名譽主席王光英、主席經叔平、副主席保育鈞、謝伯陽，中國紡織總會會長吳文英，貿易部副部長何濟海，外經貿部部長助理安民，北京市統戰部部長沈仁道，北京市政協副主席盧松華，北京市市

長助理衣錫群，港澳辦副司長周波，中國外商投資企業協會會長謝樹聲，中國貿易促進委員會前副會長解建群，北京市工商業聯合會副會長崔永年等。

赴河北省石家莊市訪問及考察

繼訪問北京市之後，本會代表團於十一月十二日前赴河北省石家莊市進行考察，獲河北省常務副省長叢福奎、河北省政協常務副主席張潤身及石家莊市人民政府副市長李宏英熱情款待。叢副省長稱河北省與香港關係密切，一九九七年上半年，該省與香港兩地貿易額達8億美元，而河北省國內生產總值由八零至九六年間，年均增長為14.5%，現時三資企業達6,830家，累積外商投資金額為106億美元，具備龐大的投資潛力。

代表團並參加由河北省舉辦的合作項目洽談會，出席者包括河北省政府常務副省長叢福奎、省政府副秘書長許國峰，以及省經委、計委、外經貿廳領導和該省多家企業的代表。冀港雙方企業家並互就電子、紡織、醫藥、輕工等工業項目進行洽談。

代表團一行亦參觀了石家莊國家高新技術產業開發區，並與該區管理委員會主任甘偉會面。該區產業現時總投資額達100億元人民幣，出口額達2億美元，主要工業為電子、機電加工、輕工食品、製藥等。代表團隨後參觀區內棉紡廠，木板製造廠及製藥公司等。

一九九七年廠商會獎學金頒獎典禮

第三十四屆香港中華廠商聯合會獎學金頒獎典禮已於一九九七年十二月二日在本會會議廳舉行完畢。是次頒獎典禮邀得教育統籌局副局長張建宗、本會副會長葉慶忠、楊孫西，及工業教育委員會主席鄭正訓主禮。

在頒獎典禮上，張副局長代表本會將共約43萬港元之獎學金頒贈予來自28間院校的222位傑出學生。此外，捐款人亦獲贈紀念品，以答謝他們對廠商會獎學金的鼎力支持。



(左圖)教育統籌局副局長張建宗在頒獎典禮上發表演說，介紹政府在人力策劃、教育及培訓方面的工作。



(右圖)本會副會長葉慶忠(右)致送紀念品予廠商會獎學金捐款人。

本會謹向一九九七年廠商會獎學金所有捐款人致謝，名單如下：

港幣(元)		港幣(元)	
梁欽榮會長	20,000	蜆壳電器工業(集團)有限公司	5,000
葉慶忠副會長	20,000	英泰塑膠廠有限公司	5,000
蔡章閣基金有限公司	20,000	港源實業有限公司	5,000
豐盛紗廠(香港)有限公司	20,000	龍江雞飯店	5,000
永和實業有限公司	11,000	雅琪塑膠機器製造廠有限公司	5,000
豐利洋行	10,100	新電電機有限公司	5,000
長江製衣廠有限公司	10,000	文明電子有限公司	3,000
香江國際集團	10,000	亞非紡織集團	3,000
美羅針織廠(香港)有限公司	10,000	大慶石油有限公司	3,000
榮利錄音錄影帶製造廠有限公司	10,000	華盛頓塑膠製品廠有限公司	3,000
雨時置業有限公司	10,000	豪華製造廠有限公司	3,000
聯僑企業有限公司	10,000	崔氏工程有限公司	3,000
獅球教育基金	10,000	美麗都織造廠有限公司	3,000
英輝船舶有限公司	10,000	唐宏洲會董	3,000
達成集團	10,000	柏記五金塑膠製品廠有限公司	3,000
仁興礦務有限公司	10,000	萬利布廠	3,000
昇華實業有限公司	10,000	黎明金屬製品廠有限公司	3,000
偉盈集團	10,000	富棋貿易有限公司	2,600
愛迪遜有限公司	10,000	大中實業股份有限公司	2,500
國際文具製造廠有限公司	10,000	超時有限公司	2,500
傑克金屬製品廠有限公司	10,000	立基搪瓷廠有限公司	2,500
威利馬電器有限公司	10,000	安泰集團有限公司	2,500
茂豐有限公司	10,000	香港皮革廠有限公司	2,500
新法工業集團有限公司	10,000	天光五金製造廠有限公司	2,500
雅麗織藝有限公司	10,000	鄧棧新先生	2,500
企達鐘錶有限公司	5,000	羅大行實業有限公司	2,500
南洋毛巾廠(1984)有限公司	5,000	海威東南亞時裝廠有限公司	2,500
大公布廠	5,000	步陸鞋業有限公司	2,500
		經緯製衣有限公司	2,500
		興利金塑膠廠有限公司	2,500
		歐亞機器工程有限公司	2,000
		徐秀夫常務會董	2,000
		華聯橡膠金屬製品廠	2,000
		利家安企業有限公司	2,000
		曾民昌先生	2,000
		友聯染廠有限公司	2,000
		榮信工程有限公司	2,000
		香港大華罐頭食品廠	1,000
		衛幹有限公司	1,000
		華寶實業集團有限公司	1,000
		李仲潮會董	1,000
		德成印刷有限公司	1,000
		來利鞋廠	1,000
		李琳明金屬製品廠有限公司	1,000
		林嘉南會董	1,000
		新光燈飾製品廠有限公司	1,000
		榮豐出品公司	1,000
		威達絕緣材料製造有限公司	1,000
		依時錶業	1,000
		綜合製衣廠有限公司	1,000
		文華米高織造有限公司	1,000
		義記鋼鐵電器有限公司	1,000
		利記製品有限公司	500
		利源時工業有限公司	500

外匯、口岸、國土政策諮詢研討會

本會港深事務協調委員會於一九九七年十月二十九日組織代表團赴深圳，出席由該委員會與深圳外商投資企業協會合辦之「外匯、口岸、國土政策諮詢研討會」。代表團一行三十六人，由委員會主席周敏會長助理為團長、常務會董蔡衍濤為副團長，團員包括會董李仲潮、何煜榮及各會員商號的代表。深圳市經濟發展局、外匯管理局、市口岸辦公室、市規劃國土局等單位之領導應邀出席，就海關扣車查貨、簡化過境手續、出口外匯核銷規定、加工增值率、徵收土地增值稅及房產增值稅等問題與各企業代表交換意見。

深圳市口岸辦陸路口岸處處長李林海在會上表示，該市已初步制定了一個加強深港口岸銜接的計劃，包括在旅檢方面，延長羅湖、皇崗、文錦渡及沙頭角等口岸的開放時間，並構思在皇崗口岸設立一條二十四小時通關的旅檢通道，方便旅客過境。然而，這些簡化過關手續的措施，仍須與香港特別行政區政府有關部門商討研究後，才能進一步落實。

李處長續稱，在人員進出境管理方面，深圳當局採取單邊驗放，以管進不管出的方式來加快過關程序；至於私家車進出境管理方面，該市將於今年一月起推行新措施，車輛祇要具備有效證件，便可自由選擇進出境口岸。

深圳市外匯管理局外匯綜合計劃處處長陳維華介紹了目前深圳市外匯管理的現況，對於近期有廠商指加工增值費不斷上升，陳處長解釋謂，加工增值率乃根據廠商所從事的加工貿易性質，加工工序的複雜程度及物料的質量而定，故個別廠商繳付之加工增值費上升應與其加工貿易性質改變有關。而在改善深圳市的外匯管理工作上，陳處長稱，外管局正研究與海關實行聯網，及對合資格的企業實行差額核銷。

此外，深圳市規劃國土地政處科長朱廷峰在會上就該市的土地使用費、土地增值費、土地管理、地價政策及房地產買賣等多項問題作出了詳細闡釋。



深圳市人民政府口岸辦公室陸路口岸處處長李林海(右)接受港深事務協調委員會主席周敏(左)代表本會致送之紀念品。

北京市委統戰部代表團訪會



北京市委統戰部副部長劉憲蘇(前排左二)率領該部代表團訪會時與本會會長梁欽榮(前排中)等合攝。

北京市委統戰部代表團一行十二人，由該部副部長劉憲蘇率領，於一九九七年十月十七日蒞會訪問，由本會會長梁欽榮主持接待。會上，梁會長介紹了「面向廿一世紀——北京、香港經濟合作研討洽談會」。本會並於會後設晚宴款接代表團成員。

本會婦女委員會參觀會展新翼



婦女委員會於一九九七年十月九日組團參觀香港會議展覽中心新翼，主席周陳小玲(左)致送錦旗予香港貿易發展局會議展覽中心擴建工程副高級經理陳國輝。

本會會員參觀香港會議展覽中心新翼

本會於一九九七年十月二十八日安排會員參觀香港會議展覽中心新翼。當日，本會一行三十人獲得香港貿易發展局的熱情款待，會長助理周敏並代表本會致送紀念品予該局代表陳國輝先生。此行有助會員加深對會展中心所提供的設施及服務之認識。



本會會長助理周敏(左)致送紀念品予香港貿易發展局代表陳國輝。

濟南市投資貿易代表團訪會

濟南市投資貿易代表團一行十四人，在該市副市長李華理率領下，於一九九七年十月二十七日蒞會訪問，由本會副會長呂明華主持接待。會上，李副市長介紹了該市之經貿概況及投資項目。



本會副會長呂明華(前排右二)及陸增鏞(前排右一)等與濟南市投資代表團合照留念。

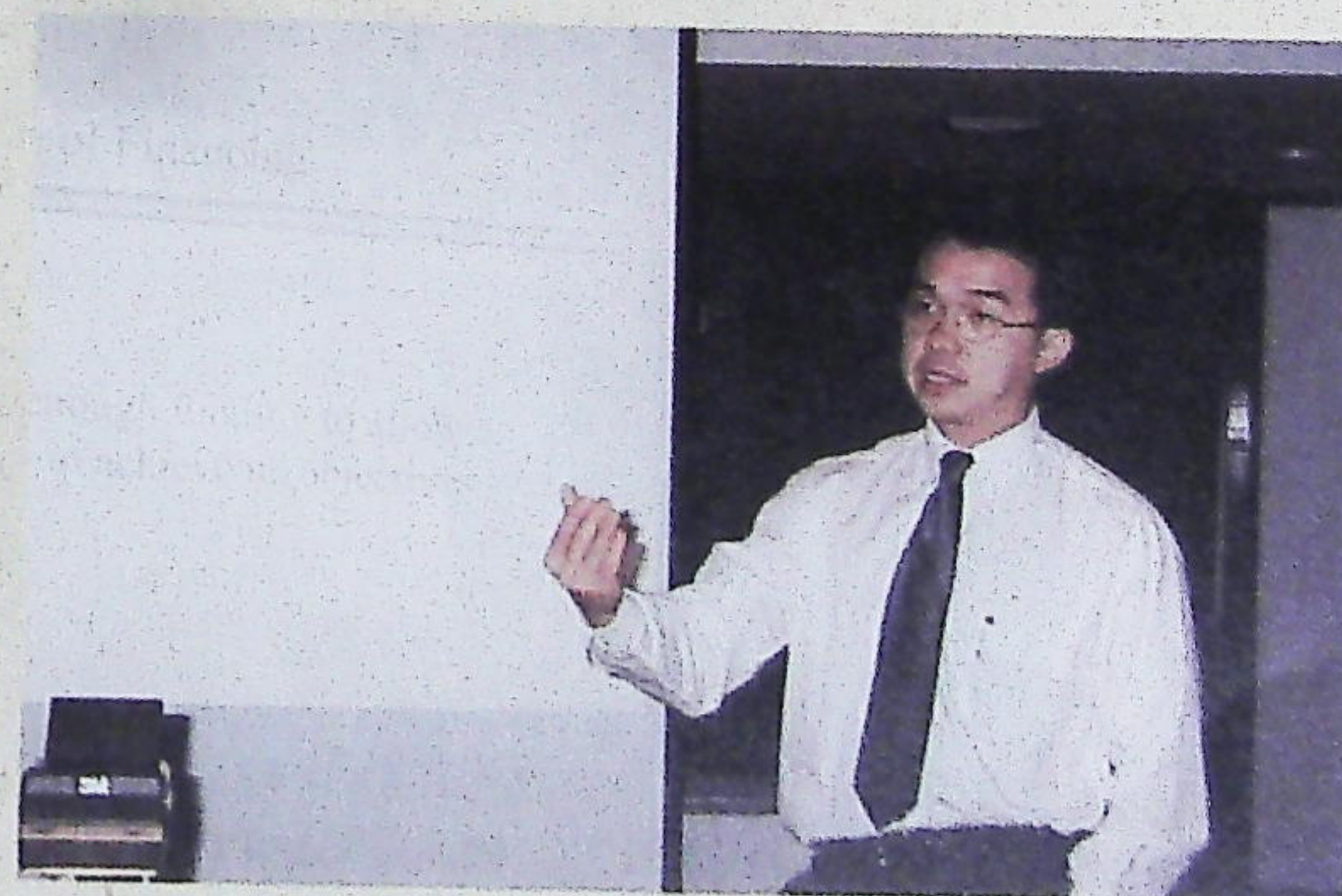
肯亞代表團訪會



本會副會長陸增鏞(中)致送紀念品予肯亞駐北京大使 H. E. Mr James Simani (左三)。

肯亞代表團一行三人，由該國駐北京大使 H. E. Mr James Simani 率領，在一九九七年十月蒞港訪問及舉行「肯亞投資、貿易及旅遊座談會」，並於十月十七日蒞會訪問，由本會副會長陸增鏞主持接待。

資產融資如何協助中小型企業發展研討會



本會於一九九七年十一月廿五日舉辦研討會，邀得東亞興業有限公司董事總經理蕭銘謙先生介紹資產融資的各種方法。

三峽工程

中國經濟發展重要一章

總施工期長達十七年， 工程造就投資良機

一九九七年十一月八日上午九時，在國家主席江澤民、國務院總理李鵬等中央領導，以及來自全國及全世界的傳媒見證下，長江三峽主體工程——大壩截流合攏工程——正式展開。

當日下午四時左右，舉世矚目的長江三峽工程，終於順利完成了大壩截流合攏工程。這標誌着為期五年的三峽工程第一階段工程已經完成，並正式進入第二期工程。

三峽工程的總施工期為17年，施工準備及一期工程始於一九九三年，施工需五年，以實現大江截流為目標，已於十一月八日順利完成；第二期工程施工需六年，預計由一九九八年至二〇〇三年，以實現首批機組發電和永久船閘



國家主席江澤民
和總理李鵬主持
截流慶典：
三峽工程歷半世
紀論證

通航為目標；第三期工程由二〇〇四年到二〇〇九年，施工需六年，以實現全部機組發電和樞紐工程全部完成為目標。

這項工程是當今世界最大的水利樞紐、水力發電和通航建築工程，按照一九九三年五月的造價計算，在長達17年的建設周期內，連本帶息，最終總投資約2,030多億元人民幣。為了籌集這個數目龐大的資金，國家採取了多渠道的集資辦法。一是國家設立三峽基金，從三峽工程的受益者、市收取發電費，每度電收取0.004元至0.007元人民幣，這個基金佔總公司資金總額的45%，作為注入開發總公司的資金。二是葛洲壩電廠作為子公司向總公司繳交稅後利潤，預計該款項可為所需投資總額提供5%資金。三是利用經貿結合取得優惠商業信貸。四是國家發行三峽工程債券。五是在適當時，把工程上市，發行股票。六是在二〇〇三年，第一批機組發電後，把得到的收入繼續用於建設。

至於三峽工程的投資周期可分為四個階段，一九九三年到二〇〇五年為純借貸期；到二〇〇六年達到收支平衡；二〇〇七年到二〇一二年為償還債務期；由二〇一二年開始，便進入收穫期。

由一九九八年開始的第二期工程，投資總額約170億元人民幣，這是設備使用需求最大的時期，為外商提供了發展和貿易的良機，特別是施工機械、金屬結構件以及電腦監控設備的使用量極高。

開發龐大電力資源， 帶來巨大經濟效益

三峽工程建成後，可以控制長江上游地區一百萬平方公里面積內的來水，基本解除長江中下游的洪水威脅。根據計劃，三峽工程將使保障華中平原的荊江大堤之防洪能力，由十年一遇提高到百年一遇，為華中平原1,500萬人口，以及150萬公頃耕地和眾多的城鎮，提供有效的保障。

三峽工程建設的另一個重要目的是發電。長江水力資源極為豐富，三峽工程興建後將形成115米高的水頭，是當今世界最大的水電站，其總裝機容量1,820萬千瓦，平均每年的發電量為847億度，相等於一九九六年本港用電量的兩倍半有多。

三峽工程的發電量極大，可以同時向華東、華中和川東地區輸送強大的電力，中國可以利用這個有利的條件，將中國四個大電網聯成一個統一的電網，這將為中國帶來巨大的經濟效益。

有助改善航運、 發展旅遊和抗禦洪災

航運是三峽工程建設的另一項重大效益。由於三峽水庫的形成，改善了峽谷河段的航道，萬噸級船隊可直達重慶市，通航能力可從現在的每年1,000萬噸提高到5,000萬噸，而且可降低航運成本30%至37%。完成後，三峽工程將成為中國的大西南和東部沿海經濟發達地區有機相聯的紐帶，而其巨大的綜合效益，將帶動和促進長江流域的經濟發展。

三峽工程帶來的另一項間接好處是旅遊資源的開發。工程建成後，其高聳的大壩、飛流直下的人工瀑布，本身便是一幅一幅壯觀的風景。此外，旅遊人士一直無法到達的巴東神農溪、格子河石林、紅池壩高山草場、雙溪溶洞等十多個新景點，都會因為三峽工程而得以開發。



三峽工程大江
截流示意圖

然而，三峽工程也會令三峽兩岸很多著名的文物古跡被淹沒，急須有關方面進行搬遷和搶救。

長江是中華民族發展的重要生活帶，是中國文化重要的發源地；然而，長江的洪水災害也是中華民族生存和發展的一個心腹大患。中國歷朝歷代，沒有任何一代人民可以倖免於長江的災劫。

自漢初至清末2,000多年間，長江中下游發生洪災210多次，而且氾濫之勢漸趨頻密。到了清代和民國期間，更發展到平均每五年左右，就發生一次較大的洪災。而從一一五三年到現在，長江特大洪水便達十幾次之多，造成的人命及經濟損失，實在不計其數。

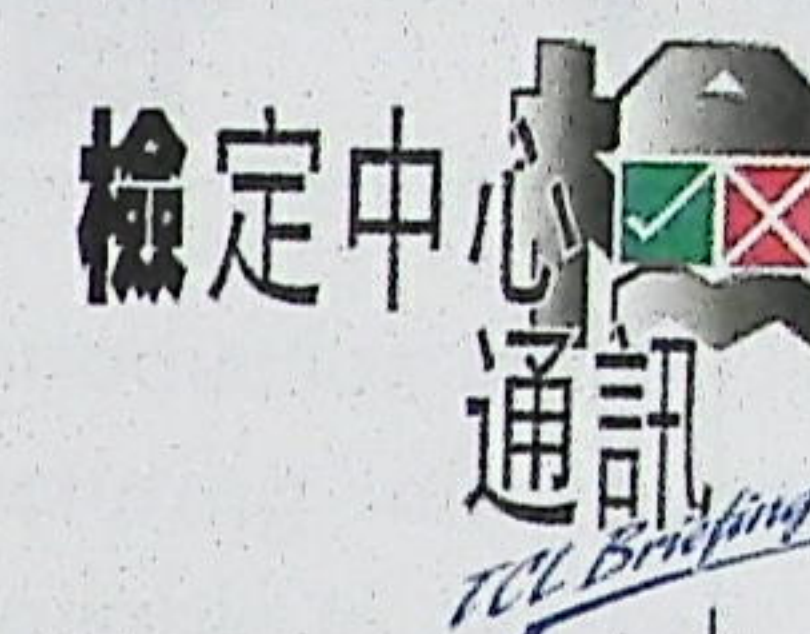
要建築一座巨型大壩，令長江永久造福人民的意念，最早是由國父孫中山先生提出。一九一八年，他曾在「建國方略」中提及三峽工程，提出「以水閘堰其水，使舟得以溯流以行，而又可資其水力。」自孫中山先生之後，大批中外專家、學者對三峽工程傾注了自己的心血。

以下，本文將以表列形式記錄三峽工程的有關大事：

三峽工程大事記

時間	大事記
1918年	國父孫中山先生在「建國方略」中提及三峽工程，提出「以水閘堰其水…，可資其水力」。當時的設想主要在改善長江航運。
1944年	美國政府派遣築壩專家薩凡奈前往三峽勘測，並提出在南津關一帶築壩，後因技術和戰亂等原因計劃遭擱置。
1954年	是年夏，長江發生巨大洪災，淹沒土地4,000多萬畝，死亡33,000多人。中國政府正式決定進行三峽開發規劃。
1960年代	中國出現經濟困難、文革動亂等事件，三峽工程遂處於停頓狀態。
1978年	中國提出「十年規劃發展綱要」，決定興建裝機容量為2,500萬千瓦的三峽水利發電站。
1984年	國務院批准「長江三峽水利樞紐工程可行性研究報告」，同意進行前期施工準備。當時任國務院副總理的李鵬宣布決定興建三峽工程，並歡迎外國提供技術、設備和資金。
1985-1988年	國內及外國專家就三峽工程展開激烈討論。
1990年	國務院召集專家匯報，多數贊同可行性報告，主張三峽工程應盡快上馬。
1991年	國務院副總理、三峽工程審查委員會主任鄒家華考察川鄂兩地，了解實情後，國務院宣布三峽工程論證完成，大多數專家贊同建設方案。審查委員會通過可行性報告。
1992年1月	國務院常務會議審議可行性報告的意見，同意興建三峽工程，並提請七屆全國人大審議。
1992年4月	七屆人大五次會議以多數票表決通過了「關於興建三峽工程的決議」，標誌三峽工程前期論證工作結束，具體建設準備工作正式全面展開。
1994年4月	三峽工程臨時船閘及升船機工程破土動工。
1994年12月	三峽工程主體工程動工典禮舉行，由國務院總理李鵬主持典禮儀式。
1997年10月	三峽工程導流明渠正式通航。與此同時，三峽壩址長江主河床航道正式封閉，所有過往三峽壩址的船舶改行導流明渠。
1997年10月14日	國務院第63次常務會議批准於一九九七年十一月八日實現長江大江截流。
1997年11月8日	長江大江截流工程順利完成，標誌著由一九九三年至一九九七年，為期五年的三峽工程施工準備及一期工程完成。
1998-2003年	二期工程，施工需時六年，以實現首批機組發電和永久船閘通航為目標。
2004-2009年	三期工程，施工需六年，以實現全部機組發電和樞紐工程全部完成為目標。

廠商會檢定中心與法國國家實驗所合作



檢定中心諮詢電話
☎ 2698 8198

本會檢定中心最近與法國國家實驗所 (LNE-Laboratoire National D'essais) 簽署合作協議，藉此提高法國入口商對該中心的認識，以協助本港廠商縮減與法國有關機構在溝通上造成的障礙，從而增進本港出口法國的玩具出口量。

法國國家實驗所 (LNE) 屬於歐洲有權簽發認證的檢定機構 (European Notified Body)，榮獲法國認可委員會 (Comite Francais d'Accreditation) - CONFRAC 之認可，專門負責各類產品測試、儀器校正、簽發產品測試證明書等服務。另外，LNE 在玩具測試方面具有二十多年經驗，更被認可簽發 NF mark (法國)、GS mark (德國)、S mark (日本)、SG mark (日本) 以及 GOST-R mark (俄國)。

在部分歐洲共同市場尤其是法國，入口玩具的程序較為繁複，但假如持有法國實驗所發出的證書，有關手續相信可以簡化。現時，凡經由廠商會檢定中心進行 EN71 和 EN50088 (兩項歐洲基本玩具測試標準) 測試的玩具，均可透過該中心申請由 LNE 發出的證書。該中心是現時本港唯一一能提供這項法國實驗所證書服務的檢定中心。

除熟悉歐洲玩具測試標準之外，該中心亦對其他國家例如美國、澳洲、日本、英國、加拿大等的玩具測試，具備多年經驗。該中心更獲得日本玩具協會委任為香港行政代理，協助本港廠商與日本方面聯絡，申請該協會之「玩具安全標籤」。任何人士如欲進一步了解有關服務，請致電與該中心向李天恩小姐聯絡。

CE Mark 與 Lion Mark

毫無疑問，玩具如不符合歐洲玩具安全要求及印上 CE 標誌 (CE Mark)，是不能進口歐洲市場的。然而，這個 CE 標誌並不能預防玩具成為贗品，亦不能確保玩具廣告是完全根據誠實、合法及適當的途徑進行設計。因此，玩具產品的安全和品質的控制便須依賴英國獅子標誌 Lion Mark。

究竟出口歐洲的玩具是否亦須附上獅子標誌 Lion Mark?

下圖表概括地展示了一般歐盟的 CE 標誌及英國玩具協會的獅子標誌 Lion Mark 之基本資料。

CE Mark (CE 標誌)	Lion Mark (獅子標誌)
— 用於出口歐盟 15 個國家的玩具產品； — 屬強制性的標誌。	— 主要用於出口英國市場的玩具產品； — 屬於消費者的標誌。
用途： — 確保產品能在歐盟國家自由流動。	— 表示產品已符合安全和品質標準。
要求： — 必須符合 EN71 的標準； — 電流操作的玩具更須通過 EMC (電磁兼容量) 測試和 EN50088 測試。	— 必須持有英國玩具協會 (British Toys & Hobby Association BTHA) 的會籍； — 與 BTHA 簽訂牌照合約。

香港公司加強在英投資

在先進國家中，英國是第二大外商直接投資國，其受歡迎程度僅次於美國。1992至1994年間，香港及其他亞洲國家每年在歐洲的直接投資總額平均達66億5,000萬港元，英國佔其中四成。

現時，共28家香港廠商在英國設廠，生產多項產品，其中包括：生產彩色電視機的Onwah公司（現為善美（環球）有限公司旗下）、傳呼機生產商冠軍科技集團、揚聲器及電池生產商金山工業（集團）有限公司、食品製造商Lion Food、針織廠商玫瑰針織有限公司、釀酒商啟祥集團，以及知名的半導體生產商品質國際企業有限公司。此外，沒有在當地建設生產基地的港商，則投資發展地產、零售、基建設施及船務業。

英國對投資者的吸引力，從近日港商在當地投資的活躍程度，可見一斑。香港的錦興集團有限公司與台灣的錄德科技合資2億3,011萬港元，在北愛爾蘭設廠生產錄音帶及通用數碼光碟（DVDs）。此外，生產錄音帶、錄影帶及鐳射光碟的昌榮電業有限公司亦會在英國東部設立新的生產及分銷基地。



香港的和黃集團在英國亦有龐大的投資，旗下的'Orange'數碼流動電話網絡，大受英國用戶歡迎，現時更成為倫敦聯交所的上市公司。此外，和記黃埔港口亦計劃於未來五年注資12億8,000萬港元，在費利克斯托港發展大型資本投資項目。最近，集團已向擁有倫敦泰晤士港的MTS集團提出收購建議，以進一步拓展業務。

投資者選擇英國為投資基地，主要原因是英國是通往歐洲單一市場的門戶，且當地生產成本便宜、勞動市場應變力強，以及基建設施齊備。此外，英語為世界共通語言，免卻投資者在語言方面的障礙。英國政府更以靈活的制度及優惠的競爭條件，締造穩定的投資環境，以鼓勵外商投資。當地政府已跟歐洲貿易伙伴修好，並不斷在科技及各種專業技術方面力求改進，以促進當地各行各業的增值能力。

有意在英國投資及查詢有關服務的港商，請聯絡英國總領事館及英國投資局區域辦事處，該處職員會樂意講解當地投資的優點，並提供以下服務：

- 籌辦參觀活動
- 實地考察
- 與供應商會晤
- 搜集租金、地價以至工資等與生產成本有關的資料
- 參觀同業機構
- 商討中央及地區政府所能給予的財務優惠（須視乎情況而定）

查詢詳情，請與英國總領事館丁蘭英或簡潔玲聯絡，電話：29013125，傳真：29013066。



MISSION TO BRITAIN 1998

An opportunity for Hong Kong Companies looking to invest in the United Kingdom



British Consulate-General



invest in britain bureau

The British Consulate-General and the Invest in Britain Bureau are now recruiting a group of Hong Kong Industrialists, including SME's, to visit Britain for a week from 13 to 21 March 1998.

The aim of the Mission is to provide companies interested in expanding their manufacturing, R&D or service facilities in Europe with the opportunity to tour the UK and:-

- Receive advice from the Government's Invest in Britain Bureau and other professional organisations on setting up in UK.
- See first hand what the regions of the UK have to offer.

■ Receive an introduction to the UK commercial, financial and manufacturing infrastructure and the financial incentives available to overseas investors.

■ Tour existing investor facilities, component suppliers, premises & sites, universities, science parks, and look at the transport and distribution infrastructure.

Fully Funded by the Invest in Britain Bureau, the Mission will provide an excellent insight for qualifying companies into the way forward for UK direct investment, an investment decision that has already been taken by over 30 Hong Kong companies.

For further details and application form please contact Elsa Ting or Kim Fahem at the British Consulate-General on Telephone: 2901 3125, Fax: 2901 3066

1998 赴英國考察 — 香港公司在英國考察投資環境的良機

英國商務專員公署及英國投資局將邀請一群香港工業家於九八年三月十三至二十一日到英國考察。

考察的目的是向那些有意在歐洲設立生產、研究與發展，以及服務等設施的公司，提供瀏覽英國的機會並且：

- 向英國投資局及其他英國專業團體諮詢有關在英國設立機構的專業意見。
- 獲取有關英國各區投資機會的第一手資料。

■ 聽取有關英國商業、金融業及製造業的基本設施及為外商而設的多種財務優惠的介紹。

■ 遊覽投資者設施、元件供應商、廠房、大學及科學園，並參觀運輸及分銷基礎設施。

考察團全部經費由英國投資局支付，這次考察實在是合符資格的公司瞭解在英國直接投資情況的大好機會。過去已有超過三十家香港公司作出在英國投資的決定。

如欲查詢詳情或索取報名表格，請致電 2901 3125 或傳真 2901 3066 與英國駐港總領事館的丁蘭英或簡潔玲聯絡。

成功實施

製造業資訊系統之要訣

要成功實施電腦化，公司必須讓員工清楚明白推行的目的；在推行之前，更應訂立目標，衡量標準及時限。

過去十年，公司在制訂生產策略時，往往從「產量」、「價格」及「品質」作考慮。今天，「推出產品的速度」(time to market)才是企業生存之關鍵。

究竟甚麼是「推出產品的速度」？「推出產品的速度」是指公司將產品適時送到客戶手上的能力。這能力顯然是對瞬息萬變的市場作出迅速反應，同時是將積壓存貨的風險減至最低之唯一方法。

換句話說，在統籌落實客戶訂單(order fulfillment)的過程中，便須借助資訊科技以簡化(simplify)及綜合(integrate)有關工作，並將有關工作自動化(automate)。祇有達致這樣的營運效率，廠商才可取得合理回報及超越同業。

根據香港生產力促進局最近進行的一項調查顯示，祇有30%香港廠商可稱得上應用了資訊系統，一九八九年另一項調查的有關比率則是6%，可見本港大部分製造企業尤其是中小型企業在資訊科技的應用方面並沒有很大的改善或突破。

雖然電腦科技的發展在過去數年突飛猛進，但在管理方面，香港企業仍然停留在石器時代。然而，問題的癥結實際上不在於怎樣管理，而是在於採用甚麼管理工具。

從無線電話以至不同類型的電子產品之使用情況來看，人家會理所當然地以為港人樂於試用科技。然而，資訊科技乃經驗證的科技，為甚麼到現在還不能為製造業的發展作出重大貢獻？這主要是由於其他科技不需大改動便可引進和使用，而資訊科技之實施則涉及工序上及思想上的改變。當商業流程得以改造創新，電腦化的好處才可完全體現。

這與一般人對電腦化的看法有所矛盾。他們以為電腦化祇是選擇適當的電腦硬件和軟件，然而，在這方面有經驗之人士可證明，推行電腦化所需的精力及心血一直以來均被低估。

本文不會討論如何為企業找尋最終之解決辦法，而會集中探討電腦化在實施方面的問題。

要成功實施電腦化，公司必須讓員工清楚明白推行的目的；在推行之前，更應訂定目標，衡量標準及時限。換句話說，假若公司的目標乃在一年內減少庫存30%，那麼公司便須按月或按時衡量及監察有關進度，以向目標邁進。

此外，公司應注意三方面，就是人力、數據及電腦。電腦系統之功能雖然重要，但它在企業的改造過程中祇佔次要位置。人們對經驗證的資訊系統的批評常有失實之處，因為如果以相同行業來說，系統在一間公司運作良好的話，沒有理由在另一間公司不能發揮作用。

有些公司在實施資訊系統上還未作好準備，因為：

- 一、缺乏編碼制度，如物料編號、帳戶表、客戶和供應商編號、物料單、文件編號等；
- 二、仍用口頭或不正規的系統處理數據；或
- 三、仍有很多文件有待處理。

廢物進－廢物出(garbage in, garbage out)是指數據在輸入系統時若沒有加以控制和確認，得出來的訊息也不可信賴。由於數據經不同部門所取得和處理，從實施到將來使用，每個部門均應作出貢獻。然而，為了達致較佳的控制及合作成果，可考慮在最初階段將數據輸入中央化，待一切穩定後再將有關工作分配到各部門。

人力資源對實施資訊系統也是很重要的。由於電腦化必須將工作重新分配，從人手操作轉變為以電腦操作，故此工作和責任的分配必須明確。

假若公司的管理是高度集權的話，在實施電腦化前，必須將部分職能重新分配或界定。這對一些專權的家庭式企業來說，會較難接受，然而，我們的着眼點應放在公司的發展上，故此日常管理須由所有部門各自負責。

即使不推行電腦化，企業重組亦是必須的。對ISO 9000有認識的人會說，企業結構是一間已確立的公司所必備的制度。

談過了一些組織架構有欠完善的公司，我們另外要討論的是一些組織架構過分完善的公司。這些公司的部門明確劃分，但是部門之間卻被一道道的牆所分隔。假若沒有電腦化，公司在改善「推出產品的速度」方面便會出現問題。

一般來說，雖然這些公司大都是有經驗的電腦用戶，但它們卻沒有將系統綜合使用。換句話說，這些公司的編碼制度還沒有統一，軟

件未有規範，數據亦須重複處理，以致未能從電腦化取得最大的好處及力量。

辦公室政治也會阻礙電腦化的推行，因為即使對公司的整體利益有好處，一個部門亦不會自願從屬於另一部門之下。另一方面，卻又沒有人請纓開展有關工作。在這情況下，有關責任便很可能會落在電腦部或財務部的身上，原因是「我不是電腦專家」，或「老闆需要更快知道公司的財政狀況」。

圖一顯示，生產／物料控制部乃最受惠的部門可說是顯而易見。若讀者還記得「推出產品的速度」之最初策略，以及明白生產／物料控制部乃製造業的靈魂，便知道這合理不過。

因此，若生產／物料控制部能帶領開展有關工作，加上專責推行小組的配合及完備的數據，實施電腦化祇是時間上的問題，而不是信心的問題。有些公司在一、兩個月內便能在使用資訊科技方面有所改善，但有些卻永遠在兜圈子，不斷找尋一套他們永不可能找到的理想資訊系統。公司在這方面的選擇其實是十分明顯的。

要成功實施製造業資訊系統其實還有很多要訣，這些工作該由專業人士處理。廠商的生產技術和經驗是不容置疑的，然而，他們是否需要超越此限，親身驗證並研究資訊科技系統？這便須由他們自行決定了。

(供稿：集信有限公司董事總經理梁峻邦博士)

有關部門	涉及的數據／電腦設備	益處／成本
工程部	物料編號	
	物料單	
	工序表	
倉務部	庫存紀錄	
生產部	生產中物料紀錄	
銷售部	銷貨單	改善送貨表現和客戶服務
採購部	採購單	按實質需要下採購單 買手有更多時間找尋物料
生產／物料控制部	生產工作單	改善庫存周期
		減少加班
		提高效率
		改善生產計劃安排
財務部	發票	
	賬戶編號	
	賬戶表	改善成本控制
	總賬結餘	
電腦部	硬件	購買成本
	軟件	維護成本
	通訊設備	更換成本

圖一：實施製造業資訊系統之情況

羅馬尼亞

羅馬尼亞位於歐洲中部的

東南面，擁有大量的天然資源，

包括肥沃的土地、石油、煤、褐煤、

天然氣、銅、石灰石、石英等；

該處四成的土地均作農業用途。



經濟

羅馬尼亞人口約為2,300萬，擁有大批熟練的工程和科技廉價勞工，是歐洲中部的第二大消費市場。由於該國處於傳統商業路線的有利地理位置，故能極易進入近二億人口的龐大歐洲消費市場。一九九六年，該國國內生產總值增長為4.1%，工業生產總值增長為9.9%。



羅馬尼亞的航運業發展相當不俗。該國擁有黑海中最的港口康士坦大，而康士坦大亦是羅馬尼亞最大的自由區域。



羅馬尼亞為投資者訂立了新的法律架構，以提供優惠。該國現有的外債，比其他東歐國家為低。

工業

一九九六年，羅馬尼亞工業生產總值比九五年增加9.9%。其中錄得增長的工業主要是工業機械建築及電工技術（27.3%），以及加工業（12.5%）。至於輕工業與食品業則分別下降2.6%和2.8%。羅馬尼亞的工業結構分布十分廣泛，由採礦至生產消費品均應有盡有。此外，該國的鑽油和有關的加工業估計是世界上歷史最悠久的。據估計，現時羅馬尼亞每年能加工及提煉超過3,000萬噸石油，而生產的煉油機器亦是遠近馳名。該國的其他傳統工業則包括鋼鐵業、機器製造業、化工產品、飛機製造業、建築材料業等。羅馬尼亞公司近年已增加了與外國公司的合作，如與英國和法國公司合作製造的飛機及汽車，便非常成功。

在輕工業方面，紡織品、成衣、鞋、皮具、水晶、瓷器等產品，已成為羅馬尼亞主要的出口產品。現時該國是世界最大的出口國之一，位列歐洲最大出口國的前五名，其製造的傢俱，有四成出口。

外商在羅馬尼亞的投資情況

祇要不妨礙該國的國防保安，以及危害該國的治安和公眾健康，羅馬尼亞對所有海外的投資均表示歡迎。羅馬尼亞對海外投資者設有以下投資保障：一、羅馬尼亞投資者及海外投資者享有同等待遇；二、海外投資者可自由地與市場接觸；三、政府極少干預經濟活動。至於海外投資者可享有的優惠則包括：一、入口生產設備不須繳付關稅；二、購入外地貨品用在發展項目之運作者，則在該項目開始後兩年享有免稅優惠。

此外，根據法例，外商無論是投資於那種工業，祇要投資金額不少於5,000萬美元，並且有六成生產工序在羅馬尼亞進行，以及最少有一半產品出口外地，亦可享有以下優惠：

- 一、由公司註冊日起的首七年內，進口的設備機器、零件及原料均可獲豁免關稅。
- 二、由賺取盈利起的首五年內，獲豁免利得稅；然而，此項優惠祇能在生產開始後的七年內生效。

近年，外商逐漸對羅馬尼亞增加信心。統計數字顯示，在1990至1996年期間，共有45,146家外資企業在該國成立，涉及的資金高達22億美元。截至1996年年底，在羅馬尼亞投資的國家主要是：韓國（2億美元）、意大利（2億美元）、德國（2億美元）、荷蘭（1億8千萬美元）、美國（1億8千萬美元）、法國（1億5千萬美元）及英國（1億1千萬美元）。

目前，羅馬尼亞的新政府決心推行經濟快速轉型和加快企業私有化，以改善羅馬尼亞人民的生活質素。新政府的政策包括以下數點：

- 一、穩定經濟：爭取在經濟上取得平衡；政府會阻止經濟急劇惡化，如減低通貨膨脹、貿易赤字等。
- 二、稅制：主要在於減少財政預算的赤字，由國內生產總值的5.7%減至3.5%；其中辦法包括向外國借貸及增加國家銀行的儲備。
- 三、貨幣及匯率政策：外幣市場已經開放，國家銀行亦已發出牌照予私人公司進行外幣買賣。
- 四、企業私有化：政府希望加快企業私有化的過程，其中小型企業會獲得優先處理。政府亦希望於1997年年底前達成3,600家企業私有化的目標。私有化的基本原則，是讓各商家可直接和在公平的情況下與買家聯繫。
- 五、價格：貨物的價格會全面開放，由市場決定。「記賬」的付款方式將不再受到鼓勵。

有關服務團體

1. 羅馬尼亞工商會
(Chamber of Commerce and Industry of Romania and Bucharest Municipality)
地址：22 N. Balcescu Blvd, 79502 Bucharest
電話：(401) 613 5271
圖文傳真：(401) 312 3830
2. 羅馬尼亞發展中心
(Romania Development Agency)
地址：7 Blvd. Magheru, Bucharest, Romania
電話：(401) 312 3311, 312 2886
圖文傳真：(401) 613 2415, 312 0371

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杜拜電子產品貿易

生機再現

過去幾年來，杜拜電子消費品市場表現大起大落，業者均須重新部署，以保持競爭優勢。

於九零年代初，杜拜的電子產品市場蓬勃發展，在本地及鄰近地區需求強勁的帶動下，進口和轉口均告飆升。然而好景不常，由一九九四年開始，市場增長回復正常速度，逼使業者密謀對策，紛紛採取嶄新急進的策略。

到了一九九五年，市場發展急轉直下，本土及外地需求滑落30%，競爭更趨白熱化，以致貿易商承受沉重的減價壓力。不過，據進口數字顯示，經過這次衰退後，過去年半至兩年來市場發展已漸趨穩定。

根據杜拜海關及港口管理機關公布的統計資料，一九九六年影音設備及家庭電器進口比一九九五年出現微升，轉口亦略高於一九九五年的水平。此外，一九九七年首幾個月的貿易數字也顯示市場發展平穩。

雖然杜拜市道回落，但它作為中東電子產品貿易中心的地位依然不變，進口總值超過35億美元，其中大部分均轉口往中亞各共和國、伊朗、印度、巴基斯坦及非洲。



大量進口電子產品經由杜拜機場輸入。

這些轉口影音設備及家庭電器有大量是透過直接貿易輸往外地，亦有不少經由旅客及回國渡假或定居的外僑攜帶出口。

電子產品進口龐大

杜拜祇有240萬人口，但電子產品進口卻十分龐大，充分反映出當地是一個地區性電子產品集散地。

杜拜的電子產品市場擁有不少有利條件，包括市場開放、關稅極低、貿易和金融環境靈活變通，以及牽涉多類產品的易貨貿易在當地日趨盛行等。此外，杜拜及傑貝勒阿里自由區（Jebel Ali Free Zone）又有充足的存貨，可讓貿易商以極具競爭力的價格向買家即時供貨。

廉宜的貨運費用亦是杜拜電子產品轉口貿易蓬勃發展的重要支柱。在當地，電子及其他產品主要利用巨型貨櫃船大批進口，然後採用較小的駁船或木船轉運到海灣、亞洲及非洲其他市場。此外，不少產品亦透過飛機轉運出口，主要目的地包括中亞各共和國。

阿拉伯聯合酋長國對影音產品需求殷切，亦為傑貝勒阿里自由區的發展帶來不少裨益。目前，

這個自由區已成功發展為一個以中東、非洲、土耳其、塞浦路斯及中亞各共和國為目標市場的地區性分銷樞紐，獲得不少跨國公司垂青。

自由貿易區有利投資

於一九八五年設立的傑貝勒阿里自由區是一個免稅貿易區，區內的外資公司所受限制不多，亦毋須與當地伙伴合作經營。此外，由於自由區與中東最大及設備最完善的港口杜拜毗鄰，投資者可擁有地利之便。

日本和南韓廠商看準這個自由區交貨期較短以及海空貨運成本較廉的優點，紛紛到區內投資。

於一九九五至一九九六財政年度內，傑貝勒阿里自由區的貿易大幅增長，其中進口由一九九四至一九九五財政年度的22億美元增至32億美元，上升43%。與此同時，機場自由區（Airport Free Zone）的貿易總額，亦由一億美元增至1億4,000萬美元，其中主要為電子產品。

以往，日本電子產品在杜拜及其他中東市場均佔有重要地位，但隨着九零年代初日圓兌美元匯率表現強勁，導致日本電子產品售價出現急升，促使消費者轉而購買馬來西亞、新加坡、南韓、香港、台灣及美國的產品。

然而，過去十八個月來，由於日圓兌美元貶值超過30%，市況開始逆轉，日本電子產品亦已逐漸奪回失地。據一家主要日本電子產品分銷商表示，日本電子消費品廠商雖然一度遭受日圓強勁、產品成本高漲以及競爭激烈等不利因素打擊，但沒有放棄這個重要市場。今後，這些廠商將會繼續集中力量，提供品質更佳、功能更多以及種類更多元化的產品。



杜拜當地的電子專門店是遊客搜羅價廉物美產品的好去處。

在杜拜，不同電子消費品的市道各異。舉例說，影視設備市場於九零年代初出現大幅增加，到一九九四年創下高峰，進口達100萬台，但其後銷路即急劇滑落，到一九九五年祇進口51萬7千台，跌幅幾達五成。

一九九六年首九個月，當地影視產品進口漸趨穩定，達37萬3千台，總值5,900萬美元。

目前，日本仍保持為杜拜最大的錄影機供應地，佔總進口三分之一。至於新加入這個市場競逐的中國，雖然在一九九五年對杜拜出口的這類產品微不足道，但於一九九六年卻取得了不少市場佔有率。與此同時，印尼和新加坡卻失去大部分市場。

影音器材成主要轉口產品

錄影機也是杜拜的主要轉口產品。一九九六年，杜拜對四十多個國家轉運數量不一的錄影機，包括伊朗、荷蘭、阿曼、卡塔爾及坦桑尼亞等，其中有不少經由傑貝勒阿里自由區轉運。在各轉口目的地中，由於伊朗政府實施進口限制，杜拜對該國的轉口數量有所下降；此外，俄羅斯大幅調高進口關稅，亦導致杜拜對該國轉口出現較大跌幅。

杜拜的電視機市場主要由南韓公司壟斷，佔整體市場約35%，其次為馬來西亞廠商，日本公司的佔分則約25%。一九九六年首三季，阿拉伯聯合酋長國的電視機進口額為1億4,000萬美元，較一九九五年輕微上升。

杜拜錄影機主要供應地				
供應地	1995年1至9月		1996年1至9月	
日本	113,980台	2,500萬美元	119,717台	2,210萬美元
馬來西亞	130,281台	2,460萬美元	139,726台	2,150萬美元
南韓	86,745台	1,180萬美元	72,908台	950萬美元
中國	28台	—	19,747台	230萬美元
印尼	29,627台	500萬美元	9,102台	120萬美元
泰國	300台	—	5,035台	70萬美元

據估計，一九九四年經杜拜轉口的彩色電視機數量約達100萬至120萬台（包括直接轉口及個人攜帶出口），但至今卻下跌了20%至35%。伊朗及中亞各共和國一向是杜拜的主要彩色電視機轉口市場。此外，杜拜亦對俄羅斯轉運大量彩色電視機，總值高達800萬美元。然而，俄羅斯從杜拜進口的錄影機數量卻不大。

中東對各類型收音機均有強烈需求。一九九六年，約有1,500萬台收音機輸進海灣合作理事會各成員國，其中近1,000萬台經杜拜進口。

杜拜的收音機轉口市場包括伊朗、俄羅斯、土耳其及巴基斯坦等，與電視機轉口市場大致相同。

1996年1至9月杜拜彩色電視機轉口數字統計	
國家	總值（萬美元）
伊朗	3,400
阿塞拜疆	1,000
俄羅斯	700
阿美尼亞	280
烏茲別克	250
巴基斯坦	250
坦桑尼亞	240
荷蘭	180
黎巴嫩	160
埃及	100
肯尼亞	90
土耳其	90

（資料：香港貿易發展局）

中國家電行業新寵



一九九六至一九九七年中國家電行業最熱門的產品是錄像影碟機（VCD），銷量佔各類影碟機的98.5%。VCD迅速流行的原因主要有三個：功能全、價格低，競爭激烈導致降價大戰，軟件豐富，價格適中，宜於長期保存。

VCD機從一九九四年開始進入市場，與錄影機比較，其價格較低廉，軟件豐富，圖像質量清晰；與鐳射影碟機（LD）相比，雖在音響及圖像效果方面稍遜一籌，但價格較低，特別適合工薪階層消費，因此迅速成為市場的寵兒。

一九九五年，中國VCD機產量為200萬台，九六年增至800萬台。根據目前的市場狀況，行家預測一九九七年產量將會突破1,000萬台。

中國在VCD機開發上與國外同時起步，如今一些國產VCD機，在關鍵性能、讀片糾錯能力、電源電壓適應性方面均比進口機優勝。另外，VCD的技術指標更替加快，現今已有兩個版本：1.0版和2.0版，後者具有多重功能表顯示控制指令。

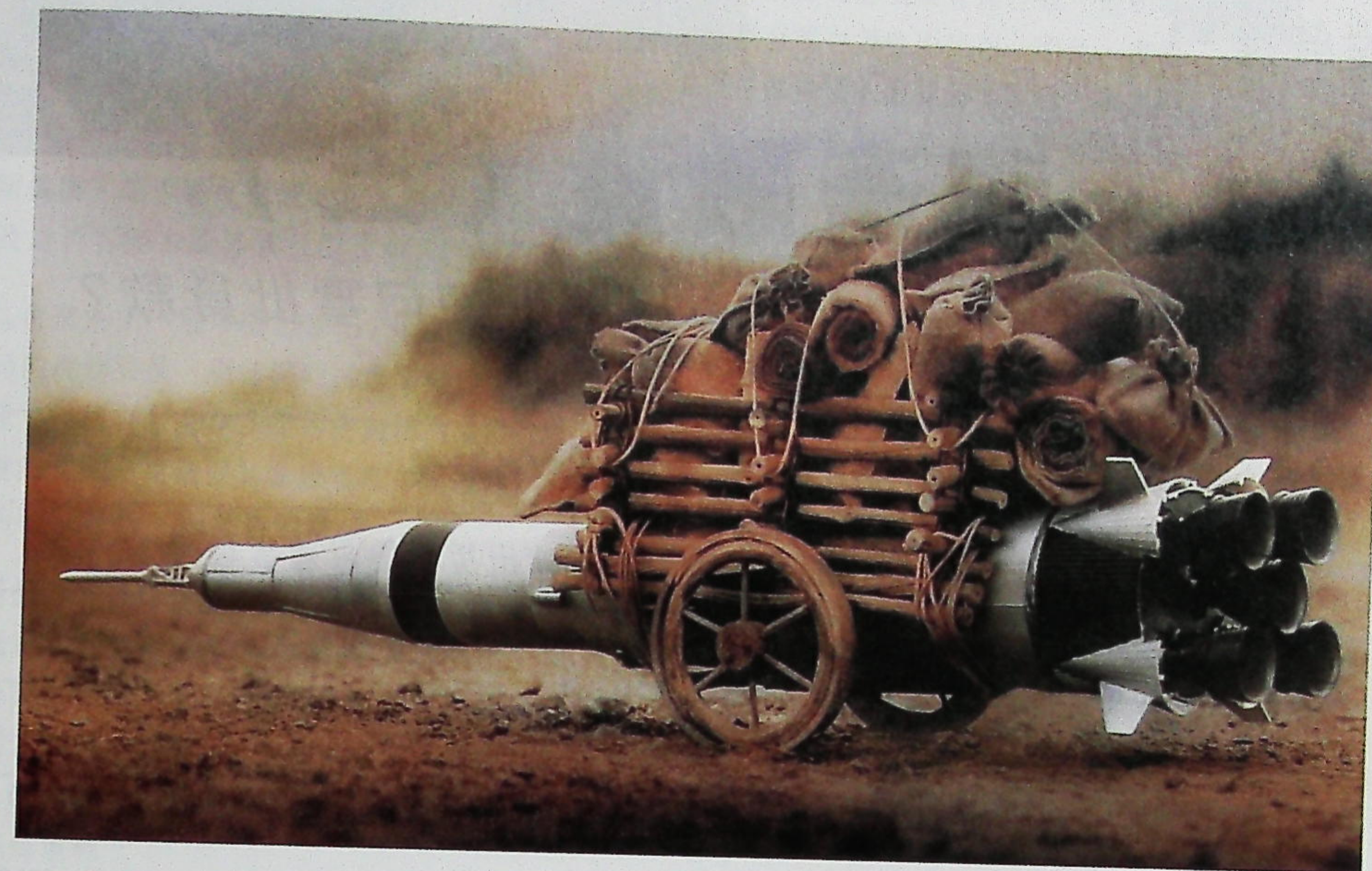


三碟控制兼具卡拉OK功能的VCD機，在中國大受歡迎。

一九九六年中國VCD市場迅速發展，國產機和進口機各個品牌競爭激烈。由於主要附件均是進口，價格策略成為主要的競爭手段。一九九五年價格約為人民幣2,000元（港幣1,860元）至3,000元（港幣2,790元）的VCD機，在一九九六年的價格則有所下跌。目前市場上國產單碟機價格在1,700元（港幣1,580元）左右，三碟控制約2,000元（港幣1,860元）以下，大多具有卡拉OK功能。合資或進口產品中，可放LD的約3,500元（港幣3,300元）左右，也較受歡迎。

雖然數碼影碟機（DVD）已面世一年多，但其價格昂貴，片源又少，因此VCD仍是家庭影院不可或缺的影音組合，並將繼續佔市場。

（資料：香港貿易發展局）



確實快人一步

如果時間就是金錢，新航的Swift rider 速遞服務絕對能夠為您省下不少開支。Swift rider 專為閣下的緊急

包裹及貨物而設，不但讓您享有優先處理及清關服務，而且截貨時間特長，擔保貨物準時到達，否則

原銀奉還。您更可透過新航的預訂及追蹤電腦系統 FORSC，查詢貨物送抵目的地的時間及索取收貨

證明。運往新加坡的貨物更能直接送到收件人手中。此外，新航擁有強大運輸網絡，速遞貨物往世界

各地包括超過四十個國家七十五個城市。Swift rider，確實快人一步。



• 詳情請與閣下貨運代理聯絡或致電新航貨運部電話 2769-8613。

資產融資 (三)

香港金融機構如何審批貸款？

在需財的時候，

未能獲得金融機構伸出援手提供適當融資，

着實令人感到氣餒。作為企業東主的您，

是否知道金融機構如何釐定和審批企業貸款的條件？

本文所指的「金融機構」包括商業銀行、限制持牌銀行、財務公司、租賃公司和金融公司。本文是針對工商企業如何向金融機構取得融資進行討論。

雖然每一家金融機構均有自己的一套貸款準則，但基本上他們均會小心審視各家申請融資的企業是否擁有下列條件：

一、優良的抵押

金融機構對抵押品的要求視乎融資種類而有所分別。以一家中小型的貿易和製造公司為例，金融機構將提供透支和出入口借貸等貿易融資。金融機構基本上會要求個人和公司以不動產或／及定期存款作有關的融資抵押。抵押品的價值愈高，金融機構所提供的融資額也會相應提高。

若碰上有關應收賬項的融資申請，金融機構會審視有關應收賬項之質量。應收賬項愈優質，金融機構可提供的融資額也愈高。

正因此如此，擁有優良抵押的企業通常可獲金融機構垂青，提供融資。然而，除了抵押品質量之外，其他條件（下列第2至第6項）亦會直接影響企業能否取得額外的融資機會。

二、具實力和稱職的管理層

金融機構每每喜歡貸款予那些他們認為具有道德、誠信和稱職管理層的公司，故應確保金融機構清楚知道公司管理人員的質素。在申請融資時預備一份有關主要管理人員的履歷，詳述各人的教育背景、行內年資經驗及成就，並附上公司架構圖，會有助金融機構對公司加深了解。

三、穩健和「妥當」的業務計劃

金融機構特別鍾愛那些進可攻、退可守和業務方向明確的公司。企業東主應定期知會金融機構關於公司的業務發展和計劃及破解競爭的策略，令金融機構了解到公司短期內不會被競爭對手取代。當公司業務陷入短暫低潮或出現虧損的時候，此點尤為重要。

金融機構關心的問題包括：

- 申請貸款公司所經營的業務會否被其他以平價促銷的競爭者所取代？
- 申請貸款公司是否過分依賴少數供應商或客戶？主要客戶和供應商是否擁有可接受的信貸條件？

四、優良的財政表現

金融機構通常比較注重財務業績。他們傾向審核由外界專業會計師進行核數的財務報告，從而衡量申請融資的企業是否擁有足夠的資金應付短期負債、是否過度借貸、對業務投入是否足夠及是否有能力維持滿意的盈利。

作為企業東主，您可能正在花盡心思希望減低公司的稅務負擔。與此同時，您又可能會感到奇怪，為何與您合作多年的金融機構並沒有對您增加支持？這是因為金融機構未能透過貴公司的財務報告，洞悉你的財技。

公司的財務報告應顯示滿意和有利可圖的業績。通過適當的稅務安排，公司全數盈利應可顯示於財務報告之上，而免卻多繳入息稅款之弊。假若財務報告顯示的盈利愈好、財政狀況愈強，則金融機構所提供的支援相對愈多、融資成本也愈輕。

如果公司業務和財政表現顯著改善，便應考慮定期向金融機構提交財務報告，以爭取更佳的融資條款。

五、行業前景秀麗

作為金融機構，密切觀察和分析市場經濟狀況及各行各業前景，是十分重要的。故此，若企業經營的行業正面對逆境，便更加難以獲得融資。若遇上此情況，企業必須主動向金融機構解釋公司並沒有受到不利之因素拖累或將作出之應對策略。

六、沒有訴訟紀錄

過往有訴訟紀錄的公司較難獲得金融機構之正面評價。如果以往曾牽涉任何訴訟，應確保所有證明文件齊存，以解釋與訟原因及和解經過。

金融機構面對的是風險管理行業，他們祇會貸款予那些有能力還款的公司。因此，借款人必須說服金融機構其借貸屬低風險，並值得以較相宜條款來提高融資額。一些公司更支付龐大的顧問費用，讓財務顧問代其撰寫業務計劃建議書，以向銀行和財務公司申請融資。

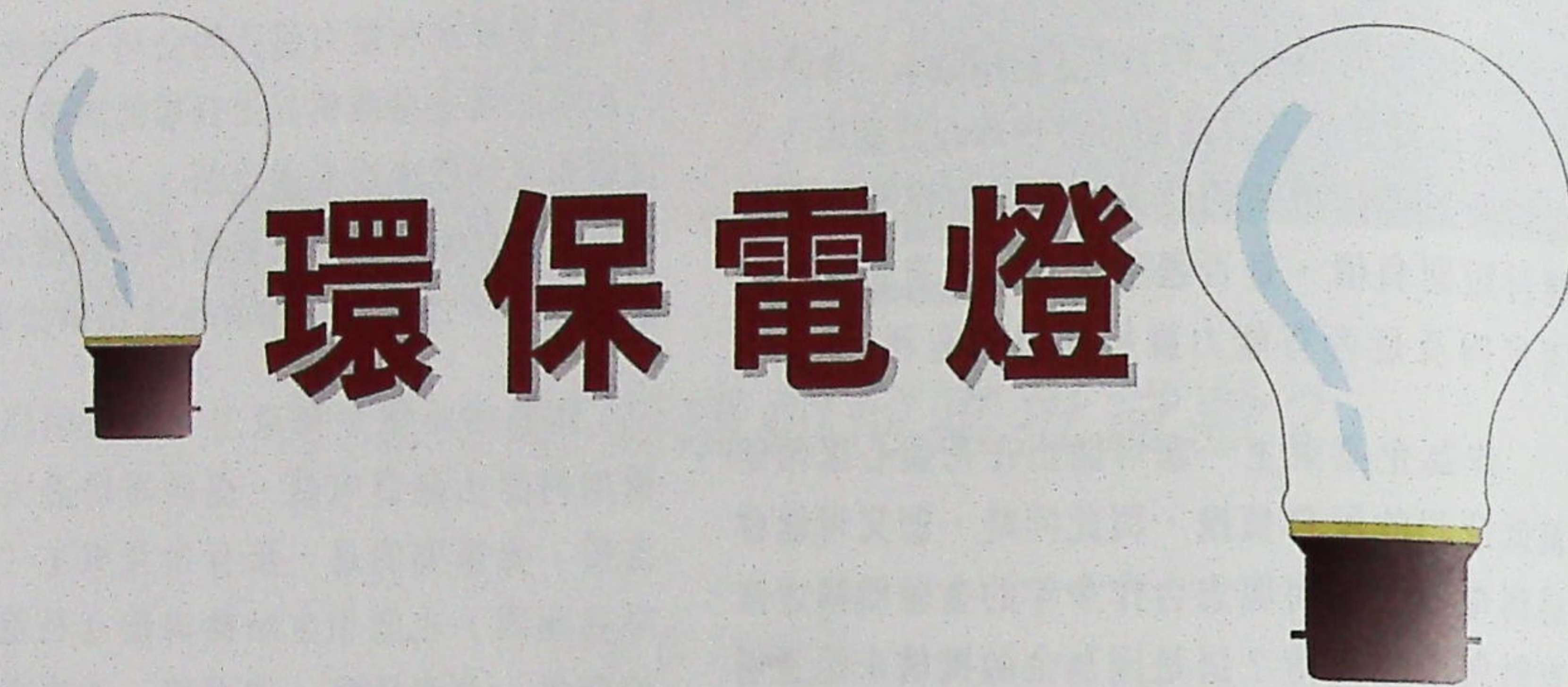
作為中小型企業東主，必須明白金融機構如何評估融資申請，從而獲得最大的財務支援。更重要的是，祇有企業東主（而並非財務顧問）才能和金融機構建立長遠和持久的關係，共商策略，從而進一步取得更大的業務成功。

表一臚列的備忘項目可讓讀者進行自我評估，以增加向銀行和其他金融機構爭取更多融資的機會。

（供稿：東亞興業有限公司董事總經理蕭銘鐸先生）

表一：向金融機構申請融資備忘項目

抵押價值
1. 抵押品價值若干？
不動產 \$ _____
定期存款 \$ _____
應收賬項 \$ _____
工廠設施 \$ _____
2. 需要若干融資？ _____
管理層
1. 有否準備公司架構圖？
2. 有否準備自己和公司各主管的最新履歷？
財政狀況
1. 有否準備最近三年經審核的財務報告？
2. 如果公司過去兩年的財政狀況明顯改善，內部有否準備最新的財務資料？
3. 公司的財務報告是否經常錄得盈利？如果不是，您是否能夠說服金融機構貴公司有 能力回復盈利？
行業前景
1. 您所經營的行業是否面對不利因素？
若然，有否準備向金融機構解釋如何破解目前的困境？
訴訟紀錄
1. 過往有否被興訟？
若然，有否準備所有證據文件顯示案件已和解，並向金融機構解釋目前的狀況？



環保電燈



個案剖析

本刊上期刊登了一篇由香港管理專業發展中心提供之個案，描述香港一間典型的小規模公司，如何在缺乏資源下與市場上實力雄厚之跨國企業競爭，並探討各種可行的市場策略。文章末段提出了七條討論問題，供讀者思考。本刊今期繼續刊登由該中心提供的問題剖析建議。

一、您認為金鷹在多大程度上是以市場為主導？您建議公司在組織架構及運作上應作出何種改變？

金鷹還沒有達到以市場為主導的階段。在產品推出之前，金鷹明顯沒有對產品市場進行分析、調查或策劃，也沒有在經營運作或消費者市場上訂定清晰的策略。改善銷售隊伍之組織管理及資訊和控制系統是公司首要的工作。金鷹是典型的小規模公司，有着產品發展迅速但根源建基於生產科技上的特點。最初由僱主或高級管理階層負責之主要市場活動應繼續發展，但各部門之功能也不可忽視。至於最重要的問題，則是公司在多大程度上以顧客服務為主導。

二、試討論金鷹公司的目標市場及市場劃分方法之選擇，並向該公司建議應採取之策略。

金鷹公司針對的是低價、中等品質的產品市場。現時，金光牌環保電燈並不聞名，而且市場已被國際級名牌所壟斷。飛利浦的環保電燈不單較金鷹的先進，而且早已佔據了貴價的產品市場。金鷹現時面對的難題，是

如何發掘產品的競爭優勢，以避免在低價產品市場中競爭。

該公司必須考慮各種用以劃分市場的方法，例如，消費者及工業用家，購買者行為或工業類別等。公司規模細小會限制可以選擇的策略種類，並會令公司在選擇市場劃分方法時更為謹慎。

三、金光是金鷹公司在市場上的一大競爭對手，您認為：

i. 金光採取了甚麼競爭策略？

ii. 金光如何改進其競爭策略？

正如其他競爭對手一樣，金鷹所提供的產品與市場上其他品牌的產品沒有多大分別，欠缺獨特和優勝之處。該公司採用的是低價政策，利用內地廉價的生產設施，以維持在市場上的競爭力。金鷹在商業用家市場上採取直接分銷法，除能提供快捷的運輸及借貸服務外，更能有效地處理訂單，並與最終用戶建立密切的關係。個人銷售是非常重要的環節，當中包括電話推銷、廣告及直接郵遞。

在決定採取何種策略之前，金鷹必須首先訂立目標市場，並推行互相配合的市場活動。金鷹的優勢是其總部設於香港，能更快地應付本港市場的需要，尤其是能即時取得市場的反應。金鷹在商業用家市場上所採取的直銷方法，是其獲取市場回應的有效渠道。從現時的形勢來看，金鷹應積極在市場上建立地位。雖然，金鷹在產品科技上落後於市場的領導者，但卻能集中資源改善對本地顧客的服務質素。

四、現在金鷹公司正同時向商業用家及一般消費者銷售產品，您認為金鷹祇集中發展商業用家市場或一般消費者市場之優點及缺點何在？

上述兩個市場擁有不同的特點和要求，金鷹大可仔細加以研究，以製訂不同的市場推廣策略。在消費者市場上，品牌及宣傳策略非常重要；而在商業用家市場方面，金鷹則需要花較長的時間與客戶建立及維持良好關係。為發展消費者市場，金鷹必須鼓勵批發商儲存及推銷其產品。

金鷹公司祇集中發展商業用家市場或一般消費者市場之好處是能集中有限資源。現時，該公司對兩個市場在策略及分工方面均沒有明顯的差異。金鷹若全力發展消費者市場，則須耗用龐大的資源，以建立品牌及有效的分銷渠道。然而，這個市場細小，發展潛力不大，利潤亦不多。至於集中資源發展商業用家市場，相信是比較可取的做法，這個市場不單銷售量大，更可利用個人推銷法，正好與公司的組織及技術融合。

五、如果您被委任為金鷹公司之銷售部經理，您會建議公司怎樣改善銷售部之組織及表現？

祇要改善金鷹現時銷售部門之組織、管理方式、培訓及佣金福利制度，銷售部門之運作效率將獲得大大提升。建立一支具備高度自發性的專業銷售隊伍非常重要，而為了提供支援予銷售部門，有效的行政程序也不容忽視，因此，金鷹必須推行一個周詳的策劃及控制系統，訂定服務對象，並且有系統地施行初步接觸、跟進訂單及回覆客戶之程序。公司亦須對客戶負責，為了證明每一位客戶的問題祇由一位營業代表負責跟進，而不會有重覆的現象出現，他們還須分開商業用家或消費者市場的營業代表之負責範圍，同時訂立有效的福利制度。

六、試就低價促銷法乃進入市場最適合之方法一點，闡述您的看法和意見。

環保電燈是一項高科技產品，低價促銷法可能會令消費者誤以為這種品牌的產品質素差劣，而對產品的銷售量有不良的影響。消

費者在購買任何產品時，必會比較各個品牌的價格。假若產品價格與其他品牌如飛利浦等有超過35%至45%的差異，那麼消費者必會認為這個品牌的質素差劣。如果金鷹產品的質素可與領導市場的品牌媲美，那麼釐訂一個較高的銷售價錢（但較領導市場的品牌略為便宜）會較有利。提高銷售價格會減少消費者對產品質素之誤解，並能增加收入，以用作增加銷售部門人手、晉升機會和提高採購表現，從而改善金鷹的市場效率。總括而言，產品價格訂得過低會影響消費者對產品之信心，以及金鷹的市場佔有率。

七、現在金鷹有20%的環保電燈是出口的，您認為增加出口的百分比是否恰當？您的目標市場又是甚麼？您認為金鷹應採取市場集中抑或是市場分散的策略？

香港是一個很小的市場，所以其發展潛力不大。此外，香港對環保電燈的接受程度較其他國家為低，因此市場潛力也不及後者大。不過，發展世界性市場必須與生產計劃配合。金鷹也有涉足貿易生意，須與海外市場經常接觸，故此，金鷹可藉此獲取海外具發展潛力的市場資料，從而選擇發展目標。在決定發展那一個市場之前，金鷹應考慮一些重要的因素，如該市場是否曾與公司接觸等。此外，全面的市場分析以獲取有關的資料亦非常重要。

一般公司傾向採用的政策，是集中資源發展少數市場，以深入了解該等市場的情況，從而建立產品形象及市場佔有率。假若現正進行的貿易活動能成功鼓勵現有客戶購買環保電燈，那麼採取一個分散的市場策略則會對金鷹更有利。這不單能增加金鷹的利潤，亦不用花費太多資金在發展市場上。然而，這祇可以是一個短暫的策略，若其他競爭對手積極發展這些市場的話，他們便會從市場增長和市場佔有率中獲得相當利益。

西藏



西藏位於中國的西南面，與印度及尼泊爾接壤，

並為喜馬拉雅山、崑崙山、塘古拉山脈圍繞。

西藏佔地123萬平方公里，佔青藏高原的一大部分，

而人口祇得239萬，是中國人口密度最低的地方。

天然資源

西藏含有豐富礦物，如鉻、硼砂、鋰、金、銅等。其中硼砂在西藏的蘊藏量為全球之冠，而全球差不多近一半的鋰藏也是在西藏。

另外，中國近期在青藏高原進行的一系列大規模地質勘探，已初步證實了西藏是廿世紀中國繼塔里木盆地之後的第二個油氣資源戰略接替區。在藏北，目前已在姜塘盆地劃出四個一級油氣遠景區和一個二級油氣遠景區。在藏南，崗巴盆地1萬平方公里的區域內，生油厚度大，油氣遠景可觀。多年來，世界權威的地質學家一般認為西藏地區有着很好的成油地質條件，他們更稱西藏為「陸地上最後和最大的一塊生油帶」。現時，在中國石

油工業實施「穩定東部、發展西部」方針之前提下，國家將逐步加大對西藏的地質勘探力度，而西藏作為廿世紀石油資源的後備勘探基地，很可能有重大的發現。

西藏現時大約有八成的收入來自務農和畜牧。該區主要的農作物包括大麥、小麥、豆等，出口的農產品包括豆、大蒜、磨菇及蘋果，亦有出產部分中藥。

基礎設施

該區擁有多達700個小至中型的水力發電站，以及全國最大的地熱發電廠。在二零零零年前，西藏地區希望所有發電站每小時能提供360,000千瓦電力。除了地熱發電之外，西藏的太陽能資源亦十分豐富，每年平均享有3,100至3,400小時的陽光照射。

交通方面，以拉薩為中心樞紐點，已形成青藏、川藏、新藏、滇藏和一條聯結尼泊爾首都的國際公路為骨架之公路網，中尼兩國貨物

直達運輸已於一九九五年開通。航空運輸已開通拉薩至北京、成都、重慶、西安和昌都至成都的航班，以及拉薩至加德滿都的國際航線。而西藏，兩個機場的擴建工程亦已先後進行。

在通訊方面，全區已建成80多座衛星地面通信站，開通了國內國際直撥、流動電話、電視電話等業務。

對外貿易

一九九六年西藏的國內生產總值為64億7,600萬元人民幣，比一九七八年增長3.4倍。該區的對外經濟貿易和旅遊業等亦從無到有；一九八六至九六年，進出口貿易總額為8億924萬美元，批准外商投資企業79家，協議利用外資4,500多萬美元。西藏的主要貿易伙伴為香港、日本、尼泊爾、泰國、新加坡、德國、法國及巴西。在過去五年，西藏與尼泊爾及印度等的邊境貿易達5,790萬美元，主要產品為土畜產品、食品及輕工業產品。以西藏的潛質與地理優勢而言，該區最適宜發展紡織及輕工業。該兩項工業現時在西藏正佔據着頗重要的位置。

在西藏的發展計劃中，已把西藏分成四個經濟發展區域，計為中區、西區、東區及北區。中區覆蓋着拉薩及日喀則市，主要方向為發展

高質素及高回報率的農業，改善開採能源及加快興建基建。西區由於與13個縣及五個國家接連，所以會集中發展對外貿易。東區擁有西藏最大的森林，故此會發展伐木業。至於北區則會集中在畜牧及開採石油和天然氣方面。

西藏自治區黨委副書記、西藏自治區政府副主席列確於較早前表示，西藏要充分發揮資源優勢，進一步完善吸引國內外投資的優惠政策，改善投資環境，形成全方位開放的格局。該區會盡快建設一批出口生產基地，積極做好中亞洲口岸的恢復開放工作，擴大對印度、尼泊爾、不丹、緬甸等國家的貿易，並加強對外聯絡，把接受國際援助的重點放在農業開發、環境保護、人畜飲水、鄉村道路、教育衛生等方面。同時，西藏亦會大力發展國內旅遊和國際旅遊，以及加強景點建設和設施建設。

有關服務團體

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洽談會／展覽會

日期	項目	地點	洽談會／展覽項目	主辦機構
一九九七年 二月五日至十一日	Spielwaremesse International Toy Fair Nuremberg	德國盧森堡	各類玩具及手工藝品	漢諾威國際展覽有限公司 香港代表處 電話：(852) 2526 5481 圖文傳真：(852) 2810 6093
二月十七日至十九日	第三屆國際軌道設備與技術展	香港會議展覽中心	各類列車設備及服務	Interfama Brooks Exhibitions Pte Ltd 電話：44 (0) 1707 275641 圖文傳真：44 (0) 1707 275544
二月十七日至二十日	第四屆中東國際電子產品展覽會	杜拜國際展覽中心	各類電子產品	香港貿易發展局 電話：(852) 2584 4307 圖文傳真：(852) 2583 9955
二月十九日至二十二日	Leather Turkey	土耳其伊斯坦堡 世界貿易中心	各類化學品及染料、機器、 鞋具、皮具系列、部件、 皮革、成衣、首飾	富文(亞洲)有限公司 電話：(852) 2827 5121 圖文傳真：(852) 2511 7063
二月二十七日至三月二日	九八廣州國際鞋業展覽會	廣州新會展中心	各類鞋類、原料、配件、 機器及設備	廣州國際展覽會有限公司 電話：(852) 2561 5566 圖文傳真：(852) 2811 9156
二月二十八日至三月三日	一九九八年香港國際 毛皮時裝展覽會	香港會議展覽中心	各款毛皮、皮製成衣、 配件及機器	香港毛皮協會 電話：(852) 2367 4646 圖文傳真：(852) 2739 0799

研討會／訓練課程

日期	項目	地點	主辦機構	聯絡人／電話
一九九七年 二月十六日	初級管理人員遙距課程	香港灣仔活道27號 職業訓練局大樓11樓	香港管理專業發展中心	黎景培先生 電話：(852) 2836 1828 傳真：(852) 2572 7130
二月二十二日至五月四日	商業英語證書	香港金鐘法院道3號	英國文化協會	商業英語組 電話：(852) 2913 5583 傳真：(852) 2913 5512
二月二十二日至五月四日	商業寫作課程	同上	同上	同上
二月二十二日至五月四日	綜合商業英語課程	同上	同上	同上

新會員 NEW MEMBERS

永遠會員 PERMANENT MEMBER

英傑織造(歐中代理)有限公司
總裁：梁英傑
業務：紡織品代理公司
Stephen Leung & Agencies (Euro-China)
Managing Director: Mr Leung Ying Kit, Stephen
Nature of business: Textile commission agent

普通會員 ORDINARY MEMBERS

萬利行
東主：陳波儀小姐
業務：電子產品、工模設計及製作
Emanuel Trading Company
Owner: Ms Chan Por Yi
Nature of business: Electronic product & components,
OEM design

廣州新會展有限公司
董事長：容裕仁先生
業務：展覽服務
Guangzhou Super Show Centre Ltd
Managing Director: Mr Yung Yu Yan
Nature of business: Exhibition services

金滿泰實業有限公司
董事：賴獻忠先生
業務：塑膠製品、玩具、鞋、袋及出口
Golden Moon Industrial Ltd
Director: Mr Lai Hin Chung
Nature of business: Plastic products, toys, shoes,
bags and export

俊達製衣出入口有限公司
總經理：蘇柏荃
業務：成衣
Litex Limited
General Manager: Mr So Pak Chuen
Nature of business: Garment and export

欣南企業有限公司
經理：陳錦棠
業務：製衣
Team Light Industrial Ltd
Manager: Mr Chan Kam Tong
Nature of business: Garment

其生(集團)有限公司
總經理：葉桂彬
業務：制服及出口、物業代理
The Living (Group) Limited
General Manager: Mr Yip Kwai Pan
Nature of business: Uniform manufacturing and
export, property agent

福聯製造廠有限公司
總經理：彭崇華
業務：變壓器、插頭轉接器製造及出口
Ford Link Manufactory Limited
General Manager: Mr Pang Sung Wah, Frank
Nature of business: Transformers, adapter
manufacturing and export

海貿有限公司
董事：鄭家裕先生
業務：成衣及出口
Ocean Trade Enterprises Ltd
Director: Mr Cheng Chia Jung
Nature of business: Garment and export

百好織造廠有限公司
董事：譚衍慶
業務：針織品製造
Pak Ho Knitting Factory Limited
Director: Mr Tam Huen Hing
Nature of business: Knitting and sweater
manufacturing

贊助會員 ASSOCIATE MEMBERS

智邁企業(香港)有限公司
董事：曾緯順
業務：出口貿易
Atico International (HK) Limited
Director: Mr Wilson Chan
Nature of business: Export trading

Brutus (Far East) Limited
董事：陳建三
業務：織造品出口
Director: Mr Chan Kin Sam
Nature of business: Woven export



Location: <http://www.sme-cma.org.hk/xxxx.html>

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在一年內（平均每日 HK\$3.3）落實國際宣傳策略？
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- 本會將在不同類型的展覽會中展示 SME-Net，有關企業之公司網頁同時會收到宣傳之效。

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公司名稱：_____

聯絡人姓名：_____ 職銜：_____

地址：_____

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意見
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OVERCOME THE PRESENT ECONOMIC TURMOIL WITH CONFIDENCE AND CONCERTED EFFORTS

Financial turmoil seriously eroded Asian economy in the second half of 1997. As 1998 just begins, there are signs that the situation will get worse. On the first several transaction days of this year, the exchange rates of many southeast Asian currencies repeatedly hit low records, and the Hong Kong stock market also experienced an abrupt drop with the Hang Seng Index plunging down below 8,000. In light of the ever-surging interbank rate, the Hong Kong Banks' Association has decided to lift the interest rate again, resulting in a further blow to our economy.

Under the current international economic situation and the instability of the financial market, we believe the maintenance of the Hong Kong dollar peg is crucial to the stability of Hong Kong and our economy. We should firmly adhere to this policy, lest Hong Kong will be harmed even more tremendously. Meanwhile, we are deeply concerned in the huge negative impact incurred by the sustained high interest rate to our industrial and business sectors. We hope that the interest rate would drop soon so that our economy could regain its vitality.

In face of the existing economic difficulties, although we cannot control the external economic factors and the ever-fluctuating worldwide financial market, yet we can further strengthen our own economic foundation and stability. Most importantly, we should be confident in our economy and join hands to overcome all hardships. We must keep our belief and spare no effort to prevent our economy from being seriously affected by psychological factors.

We should bear in mind that Hong Kong still has a very sound economic foundation and enjoys optimistic prospects. We have a well-established administration structure and an effective financial monitoring system. Our foreign exchange reserve now exceeds US\$95 billion and we are able to resist against any speculation. Most importantly, we have China to back us up. In China, agricultural yields in the past several years have been most satisfactory. There is now an adequate stock of agricultural products and food supply. Inflation has been successfully contained and maintained at a low rate of 1.5%. In addition, the strong exports at a sustained high growth rate of more than 20% has contributed to the surging of China's foreign exchange reserve to exceed US\$130 billion now. With all these favourable factors,

we do not see any possibility that Renminbi will be devaluated, nor the Hong Kong dollar.

Nevertheless, we must keep on monitoring the current situation carefully. We have to look into and tackle those economic problems surfaced amidst the Asian financial turmoil. The Association believes this financial and economic crisis has cultivated among Hong Kong people a sense of urgency in looking into ways of keeping the robust growth and stable development of Hong Kong economy.

The Association recognizes that a diversified and balanced economic structure is crucial to our social and economic stability. Financial investment is comparatively easier to be affected by external factors. The inflow and outflow of capital is rapid and high, easily resulting in great economic ups and downs. Industrial investment, on the other hand, can help attain a more stable economic environment.

Moreover, the Association regards the Asian financial turmoil a good opportunity for Hong Kong and mainland China to come together to study and plan for the economic development of the two places. Proclaiming the reforms of state-owned enterprises at the 15th Communist Party Congress, China has determined to let these enterprises face market competition through improved productivity and management efficiency. The Association believes that this would provide many investment opportunities to Hong Kong's manufacturers amidst the world's crippled economy.

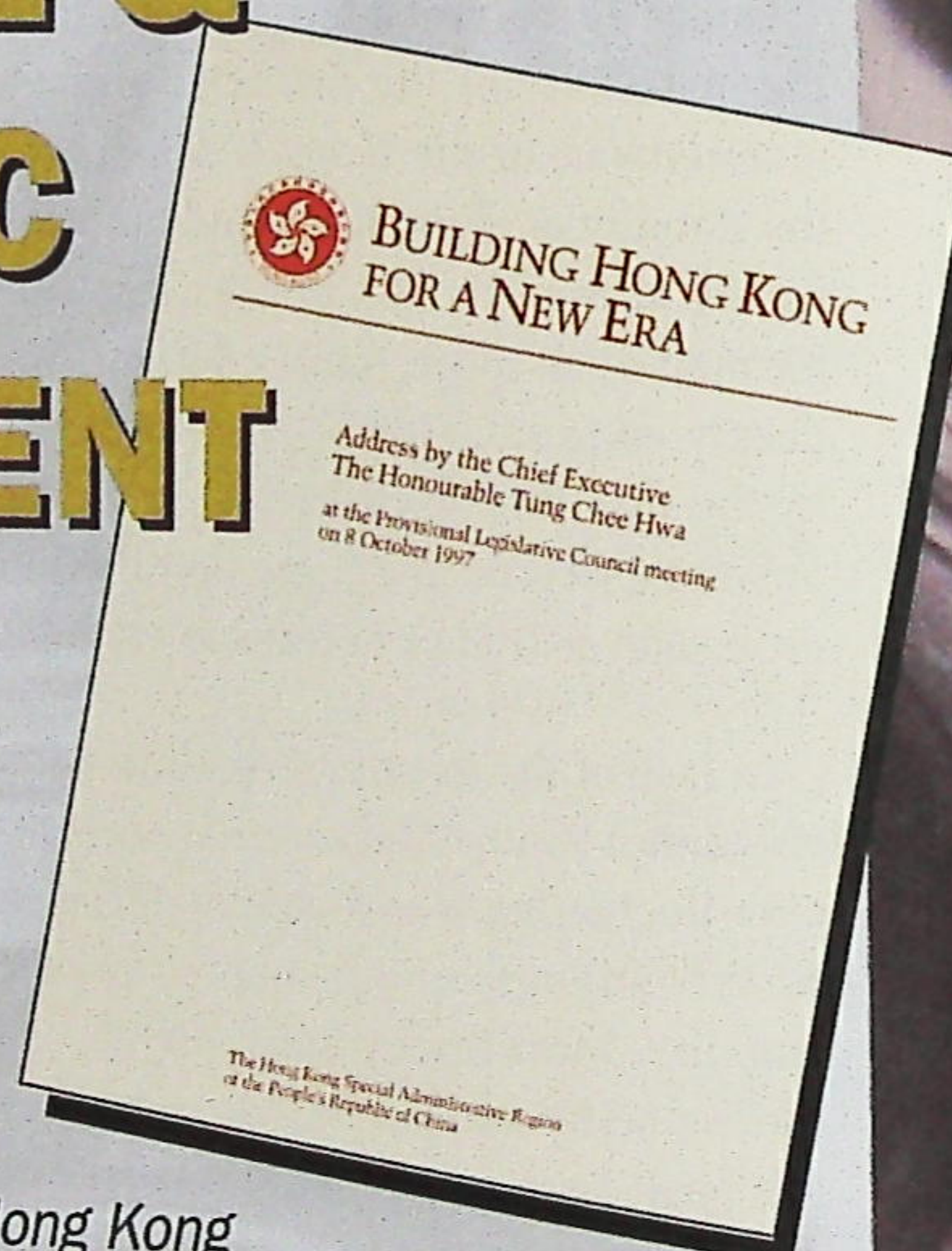
Hong Kong investors can work with stated-owned enterprises to develop viable traditional industries and new hi-tech industries so as to further explore the mainland market. They can also act as stated-owned enterprises' agents to carry out comprehensive national and international marketing promotion programmes, or provide these enterprises with professional management services.

Hong Kong people are flexible and highly adaptable. The Association believes that if we can continue to keep our confidence in Hong Kong and our economy, we can certainly turn 'crisis' into 'opportunity', overcome the present economic hardships and gear Hong Kong into another stage of economic development.



1997 Policy Address —

CMA's VIEWS ON INDUSTRIAL & ECONOMIC DEVELOPMENT



In his maiden policy address on 1997 October 8, the Chief Executive, the Honourable Mr Tung Chee Hwa gave an account of the future administration plan of the Hong Kong Special Administrative Region (HKSAR) Government under the theme of "Building Hong Kong For a New Era." The policy address outlined the government's policies and measures in various areas of concern. The tasks set out include providing support for all kinds of industries and businesses, developing information technology, solving housing problems, upgrading education, delivering social welfare services and medical and health care, coping with the problem of Vietnamese boat people, keeping judicial independence, upholding the law and setting up a political structure in accordance with the Basic Law. This article will concentrate on the Association's opinions towards the parts of stimulating the development of Hong Kong manufacturing industry and the overall economy.

CMA SUPPORTS THE POLICY ADDRESS

The Chief Executive Mr Tung Chee Hwa, in his first policy address, put forward some practical administration policies and measures for issues of public concern. The part on industrial and commercial development is especially encouraging. It set out a major direction and sound foundation for future development, which is crucial and beneficial for the unceasing healthy and prosperous development of Hong Kong economy. The Association regards the policy address as a comprehensive and concrete blueprint for the further development of HKSAR and an indicator of the government's aggressiveness and commitment. We accept and support the policy address.

Mr Tung Chee Hwa also announced the establishment of a strategic development commission which will be chaired by himself to study on Hong Kong's economy, human resources, housing, land supply, environment, relations with the mainland and other related issues. We opine that this is an extremely essential measure and believe that the work of the commission will help ensure better use of resources as well as achieve social stability and more flourishing economy in Hong Kong.

GOVERNMENT'S ATTENTION TO INDUSTRIAL DEVELOPMENT IS WELCOME

For industrial development, the policy address clearly pointed out the importance of developing high value-added and hi-tech

industries and paying equal attention to the needs and further development of the traditional manufacturing industries. The Association welcomes this policy and would like to see the government play a more leading, facilitating, supporting and encouraging role. Explicitly speaking, existing industries should be reinforced, further developed and expanded and more domestic and foreign investments should be attracted and introduced to Hong Kong industry.

The Association recognizes that there is much room for the development of both existing and hi-tech industries. In this regard, we suggest the government to pay attention to some existing industries with development potential, especially those non-retail industries yet at their initial development stage as well as some new technology industries, including materials for garment making, machinery for industrial use, construction materials, parts and accessories, software development, bio-technology, Chinese and western medicine, electronics and micro-electronics, information technology, etc. The government should consider rendering assistance to manufacturers to further develop their ability in product improvement, product innovation as well as research and development.



NEED FOR A SPECIFIC BODY TO PROMOTE HI-TECH INDUSTRIES

The Association supports and urges the government to set up a high-level committee to advise the Chief Executive on the necessary measures and organizational structure for the development of hi-tech industries. Hong Kong needs an organization with appropriate authority and adequate resources to co-ordinate for the overall development of our industry and carry out necessary work to integrate industry and technology. Such an organization can plan and monitor the allocation of government subsidies to scientific research and development projects, scrutinize the government's implementation of infrastructural construction projects for promoting industrial technologies, promote Hong Kong's potential on the development of hi-tech and high-skill industries to multinational corporations, involve and give advice to the government on the formulation of incentive programmes for hi-tech and high-skill industries, facilitate the communication between government departments of HKSAR and relevant mainland authorities, tertiary institutes, scientific research institutes and hi-tech enterprises so as to share the results of scientific researches of the mainland and draw more mainland technological professionals. In this regard, we suggest the government and the high-level committee which will be established shortly to

consider the expansion of the scope of work of Hong Kong Industrial and Technology Development Council.

POPULARIZE APPLIED RESEARCH AND DEVELOPMENT

We welcome the government's injection of another HK\$500 million to the Applied Research Fund to support the commercialization of high technologies. We believe this measure can facilitate the development of Hong Kong industry towards hi-tech production. The government should thoroughly review the operation of those funding schemes such as the Industry Support Fund and Applied Research Fund which aim to promote industrial technologies. If necessary and appropriate, the goals of these funding schemes should be re-defined, their operations re-designed, application procedures simplified and approval criteria loosened so that more members of the industry could be benefited. In so doing, the development of our industry towards high value-added and hi-tech production could be expedited.

The Association also suggests the government to strengthen the technical support role of the Hong Kong Productivity Council and Hong Kong Industrial Technology Centre by substantially increasing the allocation of funding to them. The government should encourage these organizations to provide low-price technical support services to manufacturing enterprises, especially small- and medium-sized companies, so that the technological and technical level of our industry could be upgraded. In addition, these organizations

should render enough and appropriate assistance to hi-tech industrial enterprises to strengthen and implement their research and development projects. In the policy address the exact construction work commencement date of the Science Park and the opening date of the second Hong Kong Industrial Technology Centre were confirmed. We welcome this and hope the government could announce the operation details of these large-scale industrial technology facilities as soon as possible. We also hope that the needs of the small- and medium-sized enterprises could be carefully considered during the course of formulating the operation details concerned.

PROMOTE INDUSTRIAL TECHNOLOGIES

Pursuing the upgrading of our industry, we are required to attract more large multinational hi-tech enterprises to invest in hi-tech and high-skill industries in Hong Kong. To achieve this goal, the government should offer some incentive programmes such as preferential tax, less restriction on land allocation in industrial estates, adequate low-price land supply for housing staff particularly the executives and hi-tech and high-skill professionals, 50% salary sponsorship for staff undertaking research and development projects, etc. The government should also be enthusiastic in receiving and helping foreign investors who are interested in Hong Kong industry.

The Association supports the government's focused efforts in developing information technology in Hong Kong. We believe that information technology can help our industry develop towards high value-added and

hi-tech production, increase productivity and operation efficiency, and further explore the world market. In this regard, we urge the government to take up the responsibility or finance local manufacturing associations to promote information technology, e.g. Internet, among members of our industry which comprises largely of small- and medium-sized enterprises. By so doing, Hong Kong's industrial enterprises can easily access to the most up-dated information on world market and technological development, etc. and can promote their companies and products to potential buyers and business partners all over the world. To encourage wider application of information technology and create an atmosphere of pursuing high technologies among members of the industry, the government should allocate enough resources to set up a 'distributed' Science Park before the large-scale, physical Science Park commences operation, through a network of information technology linking tertiary institutions, research institutes, technological and technical support organizations as well as technology enterprises concerned.

OPTIMIZE THE UTILIZATION OF LAND RESOURCES AND IMPROVE PRODUCTION ENVIRONMENT

We welcome the government's plan to re-develop existing old urban industrial areas and re-zone them for housing purpose. This can result in a better use of the limited and valuable land resources in the urban areas and help improve urban environment. Presently in some old urban industrial areas, the ill-equipped industrial buildings, poor



hygiene, and the long-existed traffic congestion problem constitute extremely unfavourable factors for manufacturers' production and operation. Their desire to invest or re-invest is therefore weakened a lot. The Association supports the government's determination to re-develop old urban industrial areas and hopes that enough resources could be allocated to re-plan and re-zone these areas. In view of the distributed ownerships of industrial buildings in the existing old urban industrial areas, re-development work may be hindered since property developers may come across difficulties in assembling land and collecting premises. The government should handle this matter seriously and introduce related legislation as soon as possible so that property developers and major owners of industrial buildings can smoothly carry out re-development work and turn the old industrial buildings into commercial and residential properties. In addition, we urge the government to speed up the re-development of old urban industrial areas by delegating power to the departments concerned, the Land Development Corporation or the Urban Renewal Authority to be set up in 1999 for collecting premises and assembling land. We believe that all these related measures can help manufacturers achieve further business expansion through capitalization, relocation of production to new industrial areas, purchase of new machinery, improvement of production skills and plant management. This will be beneficial to the further development of Hong Kong industry.

To ensure an adequate supply of land for industrial use and the availability of modern plants, we suggest the government to

conduct a comprehensive land use review and re-planning in the New Territories and change the use of some arable land to industrial use according to the need. The government should also allocate resources to develop a modern industrial district with well-equipped premises for rent or for sale to manufacturers at low prices. In addition, the government should assist those manufacturers currently operating in the old urban industrial areas to relocate their production to the proposed new industrial area in the New Territories. As regards to the fourth industrial estate in Tuen Mun, the Association hopes that it can be ready for use by 2004 as scheduled and the application and approval criteria for land allocation be further eased to cater the needs of small- and medium-sized industrial enterprises.

IMPORT LABOUR AND PROFESSIONALS ACCORDING TO THE NEED

The policy address pointed out that the government would consider the need of importing labour to ease the long-term labour shortage problem in specific sectors and posts in case of necessity. The Association agrees and opines that importing labour can help develop and maintain the competitiveness of specific sectors which are always lacking of sufficient labour. Allow these sectors to import labour so that they can continue operating is beneficial to the further development of Hong Kong economy as a whole.

The Association also welcomes the government to review the pilot scheme on the introduction of mainland professionals into Hong Kong. The 36 mainland

universities now appear on the list under the scheme mainly provide generalist graduates rather than graduates specializing in manufacturing or engineering. We believe this is the reason why the quotas offered was not fully used. In this light, we propose the government to consult members of the industry on the inclusion of more appropriate mainland universities into the list. Based on the consultation results, the government should review the operation of the scheme with mainland authorities and organizations concerned and revise the list of recognized mainland universities for higher effectiveness. Moreover, the government may also consider the implementation of a rating system and offer incentive package with low-cost quality housing to attract more scientific researchers, technology management professionals and technicians from the mainland and foreign countries to contribute their expertise and skills in our industrial development, especially in hi-tech industries.

To ensure adequate labour supply for industry in the proposed new industrial area in the New Territories, the government should allocate enough land bank for the provision of low-price housing and community facilities to workers and their families. This measure can help attract workers and new immigrants to reside nearby the proposed new industrial area and work for the manufacturers there.

REINFORCE INDUSTRIAL TRAINING PROGRAMMES

We are pleased to learn that the government has reviewed the role and future development direction of Vocational Training

Council and Employees Retraining Board. Courses will be revised and new ones developed to respond robustly to the ever-changing market needs. We support this and hope that the two organizations can fully perform their role to meet the changing needs on human resources of our industrial development. In addition, these organizations should consider to conduct some training courses at venues nearby the proposed new industrial area in the New Territories in order to recruit more participants with the training need. On the other hand, the government should encourage enterprises to organize more internal training programmes for their staff particularly in the areas of new technology, new production and management skills through direct subsidies or tax incentive measures.

In order to encourage and attract more young people to develop their career in the industry, we suggest the government to actively and positively launch some related publicity programmes. Besides, the government should encourage and help increase communication between the engineering departments of tertiary institutes and the industrial sectors so that technical and management personnel needed by the industry can be available. The government should also regularly revise the curriculum of some secondary schools which mainly provide technical education so as to nurture enough manpower for the industry.



SUPPORT THE GOVERNMENT IN TACKLING MANUFACTURERS' FINANCING PROBLEM

The Association strongly supports the government to allocate HK\$500 million for the establishment of a pilot credit guarantee scheme. It can help small- and medium-sized enterprises seek loans from commercial banks to finance pre-shipment activities. In the past years, the Association has made many suggestions to the government in this regard. We think that this measure will be a great support and encouragement to the small- and medium-sized enterprises. We hope that the government can work out a time table for the pilot run and conduct a comprehensive review afterwards. If proves effective, the scope of the scheme should be expanded so that every kind of business activities of small- and medium-sized enterprises could be benefitted.

We welcome the government's support to the Stock Exchange to study the establishment of a 'Venture Board'. We believe that if such a new financing channel would be available, small- and medium-sized enterprises especially those hi-tech enterprises could have enough capital for further development. The development towards hi-tech production of Hong Kong industry as a whole would then be resulted. We also suggest the government to offer some

interest-free or low-interest credit schemes with long repayment period to members of the industry, so that they can have enough capital to purchase new machinery and implement computerization.

In addition, we welcome the government to review the profits tax and suggest a comprehensive review of the current taxation regime be conducted. The government should consider to offer special tax incentives to industrial investment especially in the development of hi-tech industries. Huge increase in the depreciation rate of machinery for production may be one of the options. We also believe that the government should enter into taxation agreement with the mainland and other trading partners of Hong Kong in order to avoid double taxation by manufacturers. By so doing, much capital could then be reserved by manufacturers for their business development.

ASSIST MANUFACTURERS TO EXPLORE INTERNATIONAL MARKET AND ENGAGE IN FAIR TRADING

We support the government's measures on maintaining free trade, fair competition and protecting intellectual property rights. At the same time, we believe that the government should be active in achieving reasonable and fair bilateral trade agreement with trading partners all over the world. This will protect Hong Kong manufacturers from the negative impact of trade protectionism and help them maintain their competitive edge in the international market. Moreover, we believe that the government should co-ordinate and help local industrial

enterprises especially small- and medium-sized enterprises to build up Hong Kong brands and trademarks in international market, so that they will not be too dependent on OEM production. Government assistance should also be rendered to local manufacturers to explore the huge mainland market. In this respect, we propose the government to conduct a comprehensive review on the role, function, current responsibilities and future development direction of the Hong Kong Trade Development Council. The existing resources of the Council should be fully utilized to help local manufacturers explore both the mainland and world markets. We also suggest the government to sponsor local manufacturing associations to execute international marketing promotion programmes for small- and medium-sized enterprises. These programmes may include arranging manufacturers to participate in large international trade fairs, and co-ordinating collective corporate marketing communications to potential buyers and business partners all over the world by means of multimedia.

STRENGTHEN CO-ORDINATION AND CO-OPERATION WITH THE MAINLAND

We agree to the government's intention to strengthen the co-operation with nearby mainland provinces and cities in various matters, such as the establishment of a higher level organization with Guangdong authority to study and co-ordinate major issues, and the re-establishment of the 'Hong Kong and Mainland Major Infrastructure Projects

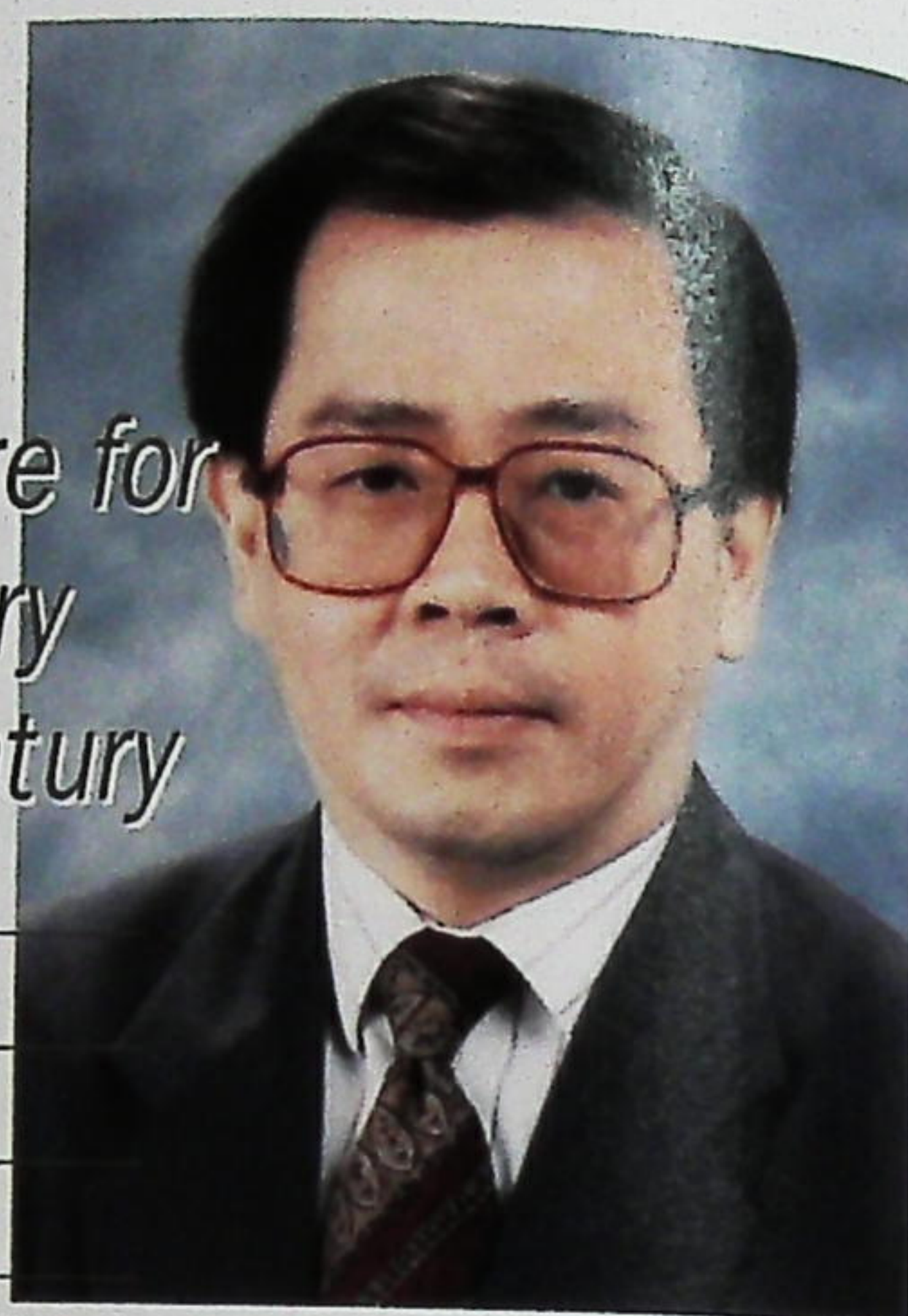
Co-ordinating Committee'. On the other hand, since a majority of Hong Kong manufacturers have production plants in the mainland, the government should cater their needs in upgrading the technological and technical level. The government may liaise and co-operate with relevant mainland authorities, tertiary institutes, scientific research institutes and hi-tech enterprises to provide technical support and applied science research results to Hong Kong-owned enterprises. Since the economic and trade relations between Hong Kong and the mainland especially neighbouring regions are getting closer after the re-unification of Hong Kong with China, the government should strengthen the co-operation with relevant mainland government departments for robust economic growth of both Hong Kong and the mainland.





Francis Ho

*Expects a Promising Future for
Hong Kong's Manufacturing Industry
in the 21st Century*



*Can manufacturing industry continues to
excel in Hong Kong as the territory's economy
relies more and more on the service sectors?*

*The answer given by Francis Ho, Director-General of Industry,
is a definite and reassuring yes. The reply seems to tread on
the official party line but is hardly anything without supporting
grounds as Mr Ho explains with a beaming smile.*

ID SCIENCE PARK

The key lies in the HKSAR Government's determination to upgrade technology used by the manufacturing sectors, says Mr. Ho. In so doing, Hong Kong products can maintain its competitiveness and be able to join the bandwagon of hi-tech manufacturing hobs in other developed countries.

"When we look at the first HKSAR Government's policy address given by the Chief Executive Mr Tung Chee Hwa, there is no doubt that the government stresses on the development of advanced technology in the manufacturing industry," Mr Ho says.

Concrete actions have been taken by the government in hope of boosting technology used by local manufacturers. The Chief Executive has unveiled plans to build the Science Park, the second technology centre and the fourth industrial estate in his policy address.

A pilot credit guarantee scheme which offers a total of HK\$500 million to assist small- and medium-sized enterprises may also be in the pipeline. The government is considering the implementation of the scheme to help these enterprises to obtain financing for their pre-export expenses from authorized lending institutions.

"Our policy is obviously to facilitate the building of hi-tech infrastructures in order to lure more private investments into hi-tech industries. Hong Kong's capital needs to be ventured in that direction," Mr. Ho says.

ID CREAT A 'HI-TECH' CULTURE

The vision to have Hong Kong evolved into a technologically advanced manufacturing centre is grand. The macro-plan may well have far-fetching impact in securing the territory's competitive edge in the next century. But the way to achieve this goal can be an uphill battle.

To build up hi-tech industries is more than just launching a couple of flamboyant infrastructures, Mr. Ho believes. The key is to foster a 'hi-tech' culture — a way of thinking among industrialists and workers to embrace creative usage of advanced technology.

"Just a few people can never build up the hi-tech industries for Hong Kong society, nor can the government alone. What we need is a culture," Mr. Ho says.

"If Hong Kong is to develop our very own hi-tech industries, we need to create a culture of using high-level technology and emphasizing research and development in the manufacturing industry," he adds.

Mr. Ho envisages the Science Park will be a catalyst to arouse such a culture. It will be a place where economic resources meet scientific expertise. The resulting pool can then look at ways to utilize science to improve daily productivity and management efficiency.

"The Science Park, for instance, is in itself a hi-tech infrastructure. It is also a place where we can generate research and develop technology," Mr. Ho explains.

"The idea is to group together some hi-tech companies which are eager to generate new research and development works in the Park. It is these dynamic interactions which will facilitate the growth of a 'hi-tech' culture."

"We have a dream to see companies financing hi-tech development and advancing themselves in the state-of-the-art technology and be able to use it in their daily manufacturing routines," Mr. Ho says.

ID TECHNOLOGY TRANSFER

Despite sporadic efforts made by a few leading manufacturing plants, most local manufacturers are, at the moment, far from enthusiastic in the use of advanced science and technology. High investment cost is the major setback which thwarts the breeding of 'hi-tech' industry.

Nevertheless, ingenious but affordable technology is only a doorstep away as the mainland possesses all the top expertise needed by Hong Kong, Mr. Ho says.

Negotiations have already taken place between Hong Kong manufacturers and mainland universities and research institutes for joint ventures involving technology transfer.

"Many military units in the mainland want to transform some of their technologies into civilian use," Mr. Ho says. "And they are eager to attract capital from Hong Kong to develop joint ventures."

Ample technologies are available to be exported to the manufacturing realm. The challenge, however, lies in choosing the commercially viable scientific works. And even more mind-boggling is to decide on how the technology can be applied in productions.

As Mr. Ho put forward a witty analogy: "Buying the right technology is like buying a piece of jade which is never an easy task. After buying a particular piece of jade, you have to polish it and make it shine."

Another problem hindering the technology hunt is a lack of communication between potential investors from Hong Kong and the technology providers in the mainland.

"Mainland and Hong Kong have different cultures. They, the mainland research institutes, have their own views and very often prefer others to follow them. More communication between the two places is needed," Mr. Ho explains.

Despite the odds, technology transfer has been taken place. Mr. Ho cites the joint venture between the prestigious Ching Hwa University in Beijing and a local electronic dictionary manufacturer as an example of a successful 'hi-tech' joint venture.

Globalization in world business means that manufacturing hobs are becoming more mobile as multi-national firms continue to move their production lines to Asia and other off-shore regions. The same thing occurs in Hong Kong too where a lot of production plants have been relocated to the mainland and neighbouring southeast Asian countries.

MANUFACTURING INDUSTRY SHOULD NEVER BE NEGLECTED

Latest government figures show that manufacturing industry only accounts for 8.81% of Hong Kong's GDP. An overwhelming 83.82% of the GDP is contributed by the service industry.

"That does not mean we are abandoning our manufacturing industry and only focusing on the so-called 'services'. Actually, it is hard to delineate which are the manufacturing activities and which are the services," Mr. Ho stresses.

"They actually belong to the same stream where the manufacturing plants are located mainly in southern China while the

administration, management, transport, research and development take place in Hong Kong."

Life-cycles for products have also been shorten. New products are quickly removed only after a brief display on the shelves. The situation means hi-tech and high value-added products are gaining the edge in the world market.

"We have to position ourselves in the globalized business world. We should concentrate on areas where we have the comparative advantages. That is the communication and service sectors.

"Having said that, we should not forget our manufacturing industry which is also a pillar of our economy. We have to make bold steps to combine our international vision in doing business with hi-tech and high value-added manufacturing sectors," Mr. Ho concludes.

FRANCIS S.W. HO's Personal Profile

Mr Ho is the Director-General of Industry of the HKSAR Government, responsible for Hong Kong's industrial development. Mr Ho joined the civil service in 1976. Since then, he has held senior administrative posts in the constitutional affairs, social services, environmental protection and trade policy fields. Mr Ho was born and educated in Hong Kong. He has a Bachelor degree in Science. From 1980 to 1981, he pursued advanced studies in Public Administration at the Oxford University, United Kingdom.

CMA DELEGATION TO BEIJING AND HEBEI PROVINCE

From 1997 November 9 to 13, the Association organized a 12-member delegation to Beijing and Hebei Province. In Beijing, the delegation attended the 'Mainland China, Taiwan and HKSAR's Trade and Economic Co-operation Forum', jointly organized by the Association, the All-China Federation of Commerce and Industry (ACFIC) and the Taiwan Chamber of Commerce and Industry (TCCI), and met with a number of senior state and Beijing municipal government officials. Afterwards, the delegation paid a visit to Shijiazhuang of Hebei. A symposium was also held with entrepreneurs in Hebei to foster mutual economic co-operation.

The delegation was led by CMA Vice-President Mr Lin Fai Shat, with Vice-President Mr Eddie Lu and Assistant to President Mr Tony Chau as deputy leaders. Other delegates include

Director of Hong Kong Institute of Biotechnology Mr Albert Chang, CMA Executive Committee member Dr David Wong, General Committee members Mr Thomas Chan, Mr Ho Yuk Wing, Dr Dennis Yip, Mr Fung Chow, Mr Lam Mo Nam, etc.

MAINLAND CHINA, TAIWAN AND HKSAR'S TRADE AND ECONOMIC CO-OPERATION FORUM

Upon the arrival in Beijing on November 9, the delegation was invited to a dinner reception hosted by the ACFIC. The TCCI delegation led by the Chamber's Chairman Mr Hsui Sheng Fa also attended the dinner. The 'Mainland China, Taiwan and HKSAR's Trade and Economic Co-operation Forum' was held on the following day. This is the fourth time the three organizations co-organize this annual forum, which aims

at providing a platform to discuss the ways to strengthen trade and economic co-operation between mainland China, Taiwan and HKSAR. The forum focused on three major topics, namely, 'development and outlook for hi-tech industries', 'development and co-operation in biotechnology' and 'economic/trade development and investment promotion'. The organizers also invited prominent representatives from the industrial, commercial and academic sectors of the three regions to speak at the forum and participate in the discussion sessions.

The opening ceremony was officiated by ACFIC Chairman Mr Jing Shu Ping, TCCI Chairman Mr Hsui Sheng Fa and CMA Vice-President Mr Lin Fai Shat. In his opening speech, Mr Jing pointed out that trade and economic co-operation between the mainland and Taiwan had achieved significant progress in the past few years, and a basic structure of economic collaboration had been formed. As revealed by recent statistical figures, up to 1997 June, Taiwan-investors had participated in 36,850 investment projects in mainland China, with contract capital investment of US\$35.9 billion and actual capital investment of US\$16 billion, which made Taiwan the second largest foreign investor in China. In the first half of 1997, there were 1,381 newly approved Taiwan investment projects, with contract capital investment of over US\$1.3 billion and actual capital investment of US\$1.6



Vice-Premier Mr Li Lan Qing (2nd from right) and Director of UFD Central Committee of CCP Mr Wang Zhao Guo (1st from right) meet with CMA Vice-President Mr Lin Fai Shat (1st from left) and TCCI Chairman Mr Hsui Sheng Fa (2nd from left).



CMA Vice-President Mr Lin Fai Shat (4th from right) presents a souvenir to CPPCC Hebei Committee Executive Vice-Chairman Mr Zhang Run Shen (5th from left).

billion. In the first eight months of 1997, the total trade between mainland China and Taiwan reached US\$12 billion, an increase of 7.1% as compared with 1996. These statistical figures show that mainland China (including Hong Kong) is not only a major trading partner of Taiwan, but also Taiwan's second largest export market. He further expressed that over 90% of the economic activities between the two places was conducted through Hong Kong at present. Hong Kong plays an important role in the economic and trade relationships between mainland China and Taiwan.

TCCI Chairman Mr Hsui Sheng Fa expressed his optimism over the relationship between mainland China and Taiwan as indicated by gradual significant improvement in the strait's talk since autumn of the year. The conclusion of the KMT's 15th National Congress in Taiwan and CCP's 15th National Congress in mainland China is a milestone determining the direction of development and leadership structure toward the 21st century. Both areas have the common focus on stability and economic development. This also laid

down the favourable conditions for trade and economic interactions between mainland China and Taiwan. Mr Hsui believed that the friendly relationship across the strait before and after China's President Mr Jiang Ze Min's meeting with US President Mr Bill Clinton was beneficial to the economic co-operation between the two areas.

In his speech, CMA Vice-President Mr Lin Fai Shat pointed out that the exploration action of international market and the development of global business were the common goals of mainland China, Taiwan and Hong Kong. Concerning the development of hi-tech industries, since enterprises needed to invest huge resources in technological research which had a long pay back period, a sizable domestic market should be well developed to enable the economy of scale and ensure economic efficiency before the international market could be explored. He said that the forum was a good opportunity for entrepreneurs and experts from the three regions to meet together, formulate future co-operation strategies and establish long-term co-operation channels so as to foster

economic prosperity for the three regions.

The forum was divided into three sessions and well attended by over 100 participants.

MEETINGS WITH STATE AND BEIJING MUNICIPAL OFFICIALS

MEETING WITH MR WANG ZHAO GUO

After the forum, the CMA and TCCI delegations were received by the Director of United Front Department Central Committee of China Communist Party Mr Wang Zhao Guo. At the meeting, Mr Wang reiterated the essence of President Jiang Ze Min's report made in the 15th National Congress of CCP, emphasizing that China would enjoy a relatively fast pace of economic growth. This conforms to the policy objectives laid down by Mr Deng Xiao Ping.

Mr Wang reminded that Hong Kong and Taiwan enterprises should take a more active role in exploring the huge market of mainland China. Hong Kong has achieved a leading position in opening up the mainland market, and Taiwan should put in more effort in this regard. Mainland China, Taiwan and HKSAR should strengthen mutual linkages and fully utilize the relative advantages of each other in order to increase their competitiveness in the world market.

MEETING WITH MR CHEN ZI YING

On November 11, the CMA delegation met with Mr Chen Zi Ying, Deputy Director of the State Council's Hong Kong and Macau Affairs Office. Delegates expressed their concerns in the growing number of travellers across the Shenzhen-Hong Kong border as a

result of the intensified linkage between the two places after Hong Kong's re-unification with China. They proposed to lengthen the opening hours of the border and in the long run 24-hour operation should be introduced. They also opined that more staff should be employed in handling the cross-border traffic.

Mr Chen replied that the central government always keep a close watch on the cross-border traffic and the proposal given would be referred to authorities concerned for their consideration. He also explained that after Hong Kong's re-unification with China, visit of central and local government officials from the mainland to Hong Kong must obtain approval from the central government, while other visitors were not bounded by this regulation.

VISIT TO THE MINISTRY OF FOREIGN TRADE AND ECONOMIC CO-OPERATION

On the same day the CMA and TCCI delegations were received by Vice-Minister Mr Sun Zhen Yu and Assistant to Minister Mr An Min of the Ministry of Foreign Trade and Economic Co-operation. Mr Sun revealed to the delegates that the Ministry was

considering a tax exemption scheme for the import of equipment for hi-tech industries. This aimed to encourage and increase the profitability of hi-tech investment projects. Various government departments concerned are now working out the details, and it is expected that the types of industry/product that are defined as 'hi-tech' will be listed according to product codes and details announced in the first half of 1998.

During the stay in Beijing, the CMA delegation was also received by Vice-Premier Mr Li Lan Qing and Secretary of Beijing Committee of Chinese Communist Party Mr Jia Qing Lin.

THANK-YOU BANQUET

Co-organized by CMA and TCCI, a thank-you dinner was held on November 11. Over 150 prominent guests from various government departments and organizations were invited to attend.

STUDY MISSION TO SHIJIAZHUANG OF HEBEI

On November 12, the CMA delegation left Beijing for Shijiazhuang of Hebei according to the itinerary. They were warmly received by the Executive Vice-Governor of Hebei

Province Mr Cong Fu Kui, Executive Vice-Chairman of CPPCC Hebei Committee Mr Zhang Run Shen and Vice-Mayor of Shijiazhuang Municipal Government Mr Li Hong Ying. Mr Cong told the delegates that close economic ties between Hebei and Hong Kong had been established and the bilateral trade of the two regions amounted to US\$800 million in the first half of 1997. He also stated that from 1980 to 1996, the average annual growth rate of GDP in Hebei was 14.5%. At present, there are 6,830 foreign-invested enterprises in the province, with accumulated investment of US\$ 10.6 billion.

While in Hebei, the delegates attended a trade and investment symposium. They met with Executive Vice-Governor of Hebei Province Mr Cong Fu Kui, Vice-Secretary Chief of Hebei Province Mr Xu Guo Feng, government officials responsible for economic, planning and trade affairs, as well as representatives of local enterprises. Fruitful discussions were held among entrepreneurs of Hong Kong and Hebei Province in the fields of electronics, textile, pharmaceuticals and other light industries.

The delegation also paid a visit to the Shijiazhuang National High & New Technological Industrial Development Zone and met with its director Mr Gan Wei. Mr Gan introduced that with major industrial establishments in such areas as electronics, machinery, food processing and pharmaceutical products, the Development Zone had attracted a total investment of RMB 10 billion, with export value amounted to US\$200 million. The delegates were then arranged to visit a weaving factory, a timber factory and a pharmaceutical products company in the zone.



Executive Vice-Governor of Hebei Province Mr Cong Fu Kui (right) and CMA Vice-President Mr Lin Fai Shat (left)

Seminar on 'Foreign Exchange, Cross-Border Transport and Land Policy'

In 1997 October 29, the Hong Kong-Shenzhen Affairs Coordination Committee organized a delegation to Shenzhen to attend the Seminar on 'Foreign Exchange, Cross-Border Transport and Land Policy' jointly organized by the Committee and the Shenzhen Association of Enterprises with Foreign Investment. The 36-member delegation was led by the Committee Chairman, CMA Assistant to the President Mr Tony Chau, with Executive Committee member Mr Choi Hin To as deputy leader. Other delegates include General Committee members Mr Lee Chung Chiu, Mr Ho Yuk Wing and representatives from member companies. Officials from Shenzhen government departments concerned were invited to speak at the seminar to explain the latest policy issues, and addressed problems concerned by Hong Kong investors.



The Section Chief of the People's Government of Shenzhen Port Office (Country Port) Mr Li Lin Hai (right) receives a souvenir from Mr Tony Chau, CMA Assistant to President and Chairman of Hong Kong-Shenzhen Affairs Coordination Committee.

Visit to HKCEC New Extension



CMA Assistant to President Mr Tony Chau (left) presents a souvenir to Mr Chan Kwok Fai, representative of Trade Development Council.

A visit to the new extension of the Hong Kong Convention & Exhibition Centre (HKCEC) was organized on 1997 October 28. Participants included CMA Assistant to President Mr Tony Chau and some 30 representatives of member companies. They were enthusiastically received by Mr Chan Kwok Fai of the Trade Development Council. On behalf of the Association, Mr Tony Chau presented a souvenir to Mr Chan as a gesture of thankfulness. Through the visit, members could have a better understanding on the facilities and services provided by HKCEC.

Delegation from the United Front Work Department of Beijing Committee of the Chinese Communist Party



CMA President Mr Herbert Liang (2nd from right) presents a souvenir to Ms Liu Xian Su, Deputy Director of the United Front Work Department of Beijing Committee of the Chinese Communist Party (2nd from left).

CMA & Donors Scholarship Presentation Ceremony 1997

The 34th CMA & Donors Scholarship Presentation Ceremony, officiated by Deputy Secretary for Education and Manpower Mr Mathew Cheung, CMA Vice-Presidents Mr Yip Hing Chung, Mr Jose Yu and Chairman of CMA Technical Education Standing Committee Mr Graham Cheng, was held at CMA Conference Hall on 1997 December 2.

On behalf of the Association, Mr Cheung presented scholarships amounting to HK\$430,000 to 222 outstanding students from 28 educational institutes at the occasion, and souvenirs were also presented to donors for their support to the scholarship programme.



Deputy Secretary for Education and Manpower Mr Mathew Cheung presents a scholarship to a student representative.

CMA Ladies Committee Visited the New Extension of HKCEC



A group photo of the members of the CMA Ladies Committee at the new extension of the Hong Kong Convention and Exhibition Centre on 1997 October 9.

Delegation from Kenya



Ambassador of Kenya Embassy to Beijing, China H. E. Mr James Simani (middle) leads a delegation to visit the Association on 1997 October 17.

Seminar on 'Capital Financing and the Development of SMEs'



Mr Siu Ming Wah, Managing Director of East Asia Heller Ltd, introduces various ways of assets-based financing to members on 1997 November 25.

Delegation from Jinan



Mr Li Huali (2nd from right), Vice Mayor of Jinan City, introduced the investment projects of the city during a visit to the Association on 1997 October 27.

THE THREE GORGES PROJECT —

*An Important Chapter of
China's Economic Development*

THE 17-YEAR PROJECT BRINGS MANY BUSINESS OPPORTUNITIES

At 9am on 1997 December 8, President Jiang Zemin, Premier Li Peng and other Chinese leaders, together with journalists from all parts of China and all over the world, witnessed the start of the final blocking of the Yangtze River - the core of the huge Three Gorges Dam Project.

The blocking of the river was completed at 4 pm on that day. It signified the completion of the five-year first phase work and the beginning of the second phase of the world's biggest hydropower project.

The massive Three Gorges Dam project is expected to complete by three phases in 17 years. The blocking of the Yangtze was completed as scheduled on 1997 December 8 since the preparation work for construction and the first phase project started in 1993. Then the dam will begin generating power and building a diversion channel with a lock system in the second phase, due for completion in 2003. The whole project is due for completion in 2009 when all units of generators and pivotal projects are completed.

This is the world's biggest project of controlling the flood, generating hydropower and building a dam for bigger ships to ply the river. The total cost of such ambitious project was estimated at more than 203

billion yuan in 1993 terms. Financial arrangements for the project were multifaceted. First is to set up the Three Gorges Fund that will come from a government fee levied on electric power users of the provinces at 0.004 - 0.007 yuan per kWh. Occupying 45% of the total investment of major company, the fund will be injected into the capital pool of the development corporation. Second is to levy the profit after tax of the Gezhouba Dam Electricity Factory, a subsidiary company of the major corporation for 5% of the total investment of the project. Third is to capture funding in form of credit at preferential rate brought by positive impact of integration of trade and economic activities. Fourth is to issue Three Gorges Dam bonds. Fifth is to offer new shares at the right time. Sixth is to further invest in the equipment of hydroelectricity after the first batch of generators making profit by 2003.

The investment cycle of the project is divided into 4 stages. It is expected to seek credit arrangement during the period of 1993 to 2005 and will break even by 2006. The repayment period will fall from 2007 to 2012 and afterwards a fruitful result will come.

The second phase of the project will be set off from 1998, with a total investment of about 17 billion yuan, providing foreign investors an golden opportunity for development and trade as demand on equipment is the greatest during the period. In particular, the using rate of construction machinery, metal structure parts and computer monitoring equipment is high.

President Jiang Zemin and Premier Li Peng witnessed the start of the final blocking of the Yangtze River.



THE DEVELOPMENT OF AN ABUNDANT ELECTRICITY SUPPLY MEANS HUGE ECONOMIC BENEFITS

After the dam's completion, the midstream and downstream of Yangtze will be free from the danger of inundation as the dam is capable of controlling the incoming water within 1,000,000 square kilometres of the upstream of the river. The project will induce China's capability of anti-flooding by reducing the flooding frequency to once every 100 years from every 10 years, protecting 15 million people of the plains in Central China, 1.5 million hectares of farmland and many other cities along the river as well.

Another major objective of the dam construction is to generate hydroelectricity with the abundant supply of the river water. The Three Gorges Dam project, after completion, will be the world's largest hydroelectric power station with a total capacity of 18.2 million kilowatts and an annual average generating capacity of 84.7 billion kWh, more than 2.5 times of Hong Kong's consumption level of electricity in 1996.

The power generated from the project will be transmitted to eastern China, central China and the eastern Sichuan. An integrated network of power transmission is then resulted and it will finally bring vast economic efficiency to China.

THE PROJECT HELPS IMPROVE NAVIGATION, DEVELOP TOURISM AND PREVENT FLOODING

Improved navigation of the Yangtze is another major achievement of the Three Gorges Dam. The dam will create a reservoir that upgrade the ability of raising a ship from 10 million tonnes to 50 million tonnes, making fleet of millions tonnes reachable to Chongqing. It also helps lower the shipping cost by 30% to 37%. The completed dam, as a linkage between the southwest China and

more developed regions at eastern coast, will accelerate the economic development of the area.

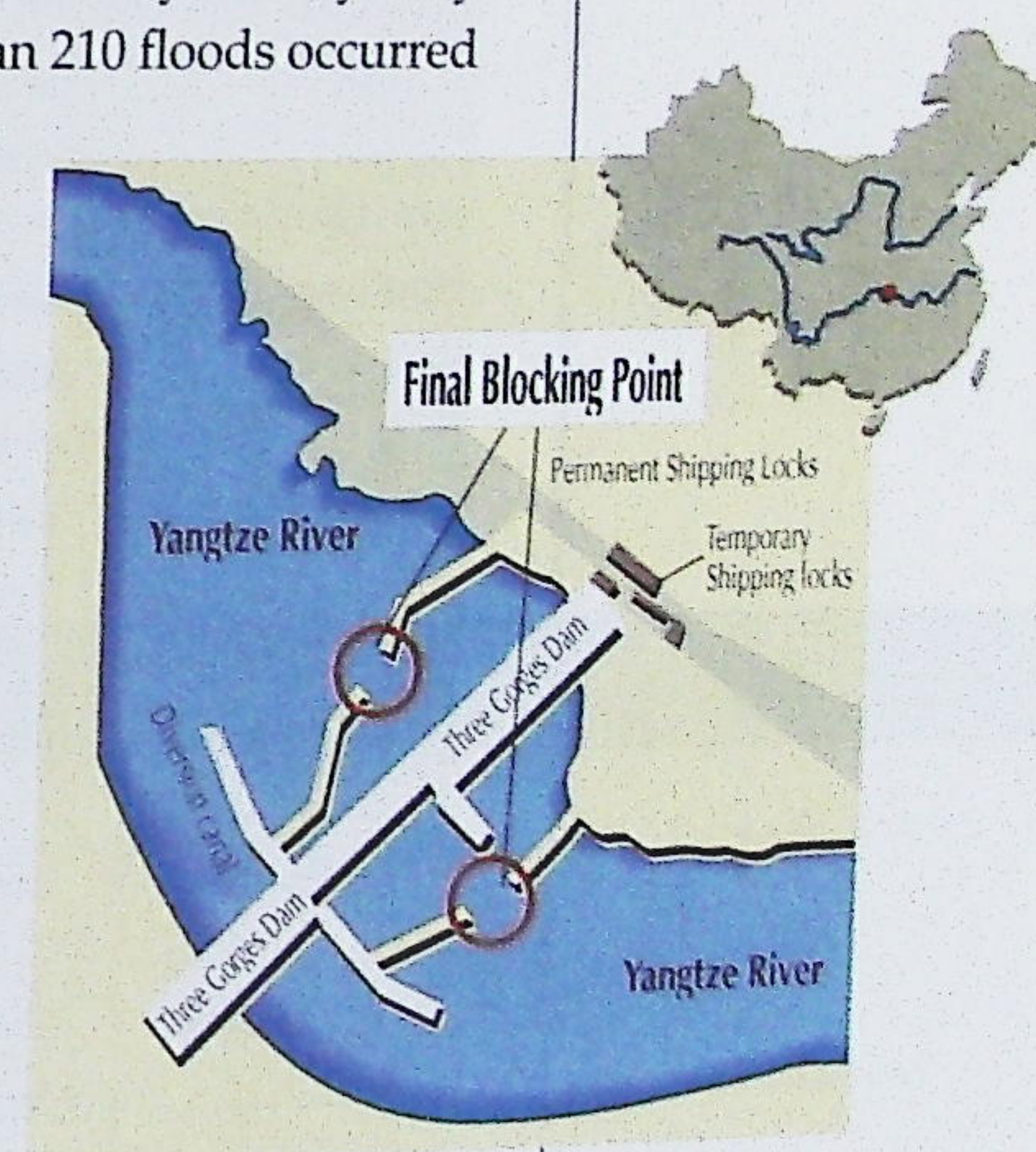
The development of beautiful scenic spots is another value indirectly brought by the project. After completion, the mighty dam with the rapid artificial waterfall constituted the spectacular view. In addition, many scenic spots that have never been accessible will now be developed to attract more tourists.

However, the project will also submerge the renowned cultural relics and historic sites so that relocation and rescue work are urgent.

Yangtze River is the birthplace of Chinese culture and a significant inhabited area of Chinese people while its flooding have jeopardized the lives and development of people from dynasty to dynasty, generation to generation.

Over 2,000 years from the early Han dynasty to the late Qing, more than 210 floods occurred in the upper and middle reaches of the Yangtze. Flood became more frequent and a destructive flood happened in every five years from the Qing onwards. From 1153 up till now, over 10 times of flash floods were recorded and the innumerable loss on lives and economy was resulted.

To build a mighty dam for the eternal blessing of Chinese people, Dr Sun Yat-sen was the first one to propose the damming of Yangtze. In 1918, he suggested the Three Gorges Dam project in his 'Strategy of Nation Building' to end serious flooding of the Yangtze River, to improve navigation and to increase the power generation in China. Afterwards, many local and international experts make every effort to study the dam project.



Three Gorges
Project Label
Diagram

Events calendar of the Three Gorges Dam project is given hereinafter:

Year	Events
1918	Dr Sun Yat-sen suggested the Three Gorges Dam project in his 'Strategy of Nation Building' to end serious flooding of the Yangtze River, to improve navigation and to increase the power generation in China.
1944	An American expert was sent to China to study the dam project. The World War II and some technical problems resulted in a suspension to the project.
1954	In summer, the inundation of the Yangtze flooded more than 4,000 hectares of farmland and killed over 30,000 people. The Chinese Government was determined to develop the Three Gorges Dam project.
1960's	The economic depression and Cultural Revolution ceased the Three Gorges Dam project.
1978	The Chinese Government proposed the 'Ten Year Development Plan' with a decision to construct the hydroelectric power station with a total capacity of 25 million kilowatts.
1984	With the approval of the report of a feasible study on the Three Gorges Dam Project by the State Council, an initial preparation for construction, the then Vice Premier Li Peng announced the Three Gorges Dam project and encouraged international participation in providing technical support, equipment and capital for the project.
1985-1988	Chinese and international experts argued on the Three Gorges Dam project.
1990	The State Council recommended immediate launching of the project.
1991	The State Council agreed to the construction proposal favoured by a majority of experts. The Three Gorges Construction Committee approved the feasible report of the project.
1992 January	The feasible report of the project was tabled in the meeting of the 7th National People's Congress (NPC) for discussion.
1992 April	The 5th plenary session of the 7th National People's Congress (NPC) passed the resolution of the Three Gorges Dam project with majority vote, signifying official launch of the concrete work for construct preparation in full.
1994 April	The temporary dam and the lift for raising ships started to break the ground.
1994 December	Premier Li Peng officiated the ground-breaking ceremony for the core project of the Three Gorges Dam.
1997 October	The mainstream of the Yangtze was closed and a diversion channel alongside the dam was built and operated for ships to pass through.
1997 October 14	The 63rd general meeting of the State Council approved the blocking of the Yangtze to be completed on 1997 November 8.
1997 November 8	The blocking of the Yangtze was completed, indicating the completion of the five-year preparation and first phase work of the project.
1998-2003	The second phase of the project is expected to achieve with the objectives of completing the first batch of generators and the permanent dam.
2004-2009	The whole project is expected to complete with completion of all units of power generation and the dam for preventing flooding.

CMA TCL ENTERED INTO CO-OPERATION AGREEMENT WITH LNE



TCL Enquiry
☎ 2698 8198

CMA Testing & Certification Laboratories (TCL) recently signed a partnership agreement with Laboratoire National D'essais (LNE). It is expected that the agreement can help raising the level of awareness of TCL among French importers and, as a result, minimize the possible communication problems between local manufacturers and their French clients. The Association hopes that this action can result in an increase to the number of toys export to France.

LNE, a French national laboratory, is also an European Notified Body with identification number:0071. LNE is accredited by Comite Francais d'Accreditation (the French Committee of Accreditation, abbreviated as CONFRAC) in numerous fields of testing, calibration and product certification.

LNE's reputation is well known and recognized within Europe. Not only is it officially recognized for a long time by many public authorities including Ministere de l'Industrie, Direction des Douanes, LNE is also able to grant NF mark (France), GS mark (Germany), S mark and SG mark (Japan), and GOST-R (Russia). Its 20 years' experience in toys testing and certification is believed to be a valuable asset to many toys manufacturers and importers.

Through the co-operation with LNE, TCL not only can provide one-stop testing and certification service to local manufacturers by conducting EN71 and EN50088 tests in Hong Kong, but also an EU Notified Body certificate from France. Manufacturers concerned can then save a lot of time, money and be free from all the hazzles arising from those complicated procedures in communicating with overseas organizations.

Apart from the above mentioned tests, TCL also has rich experience in other countries' toys

testing, e.g. the US, Australia, Japan, UK, Canada, etc. TCL is the administrative agent of Japan Toy Association and can help manufacturers apply for the 'Toy Safety Mark.' Interested parties are welcome to contact Miss Jenny Lee for further details at tel. no.: 2698 8198.

LION MARK VS CE MARK

It is well known fact that toys without a CE Mark would not be acceptable in European market. However, such a mark will not prevent the toy from being a counterfeit, nor can it guarantee the honesty, legality and decentness of the toy advertising. Anything has to do with the safety and quality of the toy can count on Lion Mark.

Manufacturers always queries about the necessity to affix the Lion Mark on their products as well. For readers' reference, the chart below summarizes some basic information of EU's CE mark and BTHA's Lion Mark.

CE Mark	Lion Mark
— a mark for enforcement officer in the EU (15 countries)	— a consumer symbol mainly for British market
Usage: — ensuring the free movement of product throughout the EU	— denoting safety and quality of the product
Requirement: — fulfill the EN71 standard; — Electronic toys must comply with Electromagnetic Compatibility Test (EMC) and EN50088 requirement	— being a member of Mark display of the British Toys & Hobby Association (BTHA); — obtain a licence agreement with BTHA

HKSAR COMPANIES REINFORCE BRITAIN'S INVESTMENT APPEAL



After the US, the UK is the developed world's second largest recipient of foreign direct investment (fdi) and Hong Kong companies have played an important role in the development of Britain as a base for fdi. Direct investment in Europe by Hong Kong and other Asian countries reached a yearly average of HK\$6.65 billion between 1992 and 1994, about 40% of which went to the UK.

At present, 28 Hong Kong companies manufacture a wide range of products in the UK. These include colour televisions by Onwah, pagers by Champion Technology, speakers and batteries by Gold Peak



Industries, foodstuffs by Lion Food, knitwear by Rose Knitting, brewing by Dransfield Holdings and semiconductors by the hugely successful QPL. A number of Hong Kong companies that do not have manufacturing bases in the UK have nevertheless invested in property, retail, infrastructure and shipping.

Some recent investments by Hong Kong-based companies have reinforced Britain's appeal as an attractive place to invest. Hanny Holdings of Hong Kong and Ritek Incorporated of Taiwan are to establish a HK\$230.11 million joint venture company in Northern Ireland to manufacture recordable compact discs and digital versatile discs. Cheong Wing Electric Ltd, a producer of audio and video cassettes and compact discs, will manufacture and distribute from a new base in Eastern England.

In addition, Hong Kong's Hutchison Whampoa Group has substantial investments in the UK. Hutchison Orange digital mobile telephone system, now listed on the London Stock Exchange, has proved to be popular

with British consumers and Hutchison Ports has underlined its commitment to the Port of Felixstowe by embarking on a large capital expenditure programme involving HK\$1.28 billion over the next five years.

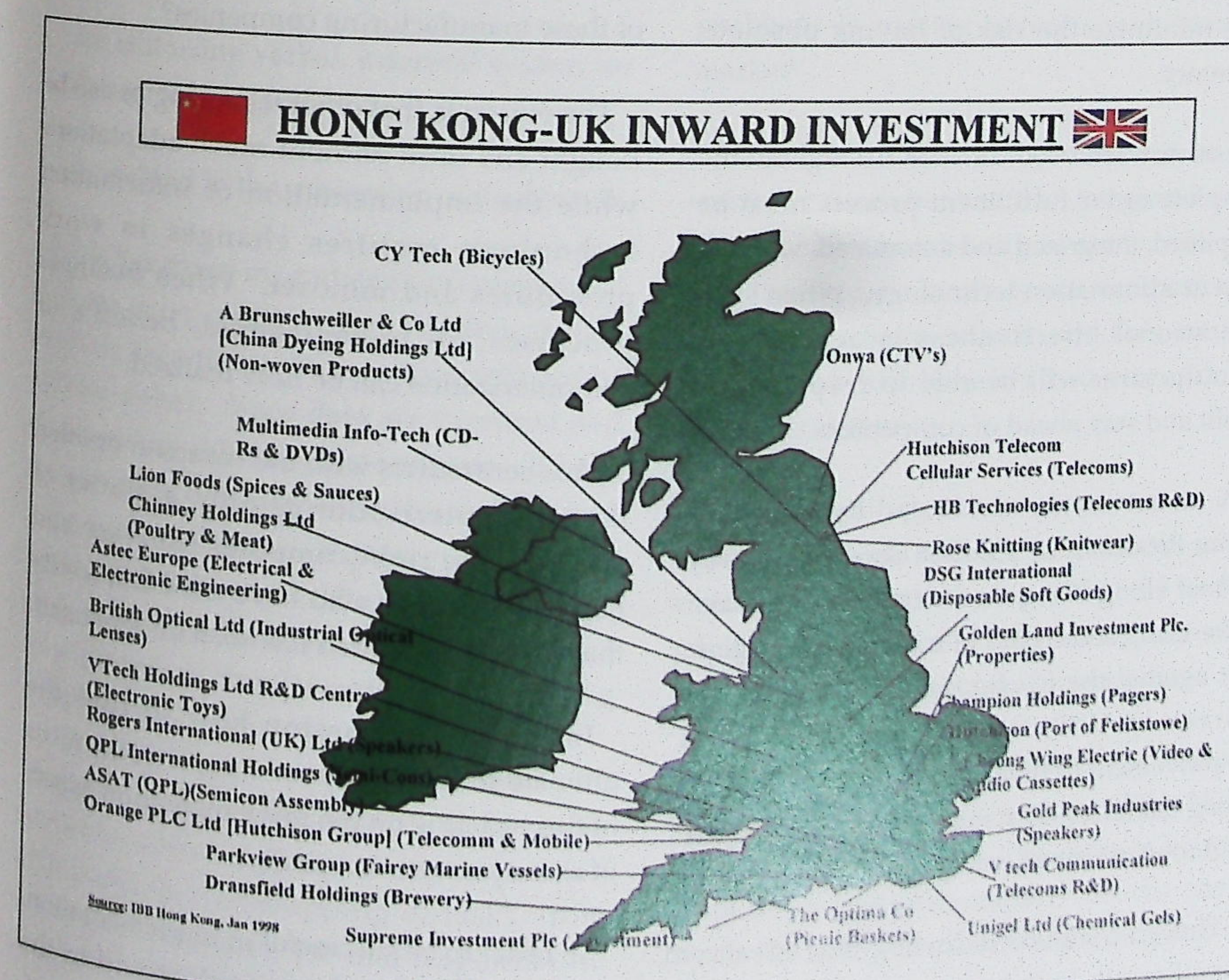
Investors are attracted to the UK by its access to the European single market, competitive costs and labour flexibility, sophisticated infrastructure, and the English language. The British Government is strongly committed to encouraging further investment and maintaining stable conditions through flexibility and competitiveness. It has introduced a positive new relationship with the UK's European partners and is promoting added value through improvements in science, technology and skills.

How does the system work and how can Hong Kong companies receive assistance? Staff from the British Consulate-General and

the IBB's Regional Office can explain the benefits of a UK location and give practical assistance on the following:

- arranging visit programmes
- looking at sites
- meeting suppliers
- checking a wide range of costs from rentals and land to labour rates
- visiting companies operating in the same sector
- discussing financial incentives provided by central and local government, where appropriate

For further information please contact Elsa Ting or Kim Fahem at the British Consulate-General at tel: 2901 3125 or fax: 2901 3066.



Successful Implementation of

MANUFACTURING INFORMATION SYSTEM

In order to be successful, the objective of computerization

must be very clear within the whole company.

Goals, measurements and time frame

must be in place before the project is launched.

In deciding manufacturing strategy for the past decade, 'quantity', 'price' and 'quality' were popular choices. Today, 'time to market' is the key for survival.

Just what does it mean by 'time to market'? It is the ability of a manufacturer to deliver the goods timely to his customers. This is obviously the only way to react quickly to changing market conditions and at the same time minimize the risk of having obsolete inventory.

In other words, coordination throughout the complete order fulfillment process must be simplified, integrated and automated, with the help of information technology. When such operational effectiveness is achieved, a manufacturer will be able to reap healthy profit and stay ahead of competitors.

A recent survey conducted by the Hong Kong Productivity Council shows that only 30% of Hong Kong manufacturers can claim to be using some kind of information system. Set against the 6% figure found in another survey in 1989, there is not much of an improvement or breakthrough for most Hong Kong manufacturers, in particular those small- and medium-sized enterprises (SMEs).

Though computer technology has advanced significantly in the past years, Hong Kong

companies are still operating in the stone-age in terms of management. The issue here is not how to manage, but what tools to use.

From the use of mobile phone and all kinds of electronic gadgets, one can easily come to the conclusion that Hong Kong people are willing to try technologies. But information technology is proven technology, why hasn't it taken off in contributing to the well-being of these manufacturing companies?

The reason is that other technologies can be bought and used without much adaptations while the implementation of information technology requires changes in work procedures and mindset. When business processes are re-engineered, benefits of computerization can be fully realized.

This contradicts with the common opinion that computerization is only a matter of selecting the right computer software and hardware. Those who have tried can testify that the effort required has been under-stated.

Instead of discussing how to find the ultimate solution for your company, the focus of this article is on the implementation aspect of a computerization project.

In order to be successful in implementation, the objective must be very clear within the

whole company. Goals, measurements and time frame must be in place before the project is launched. That is, if a company's goal is to reduce inventory by 30% in one year, a monthly (or periodic) basis review/ measurement should be conducted so as to monitor progress towards that goal.

There are also three factors to be considered, namely, people, data and computer. Functionality of a computer system is important, but it only plays a supporting role in transforming the company. Blames on any proven system are usually untrue, as there is no reason why it functions well for one company and not the other in the same business.

Some companies are not ready for implementing information system because they:

1. are lacking of numbering systems such as stock numbers, chart of accounts, customer or vendor codes, bill of materials, document numbering, etc.,
2. are still using verbal, informal system for data processing, or
3. are behind in the processing of documents.

GIGO(garbage in, garbage out) means that if there is no control or validation of data entering into the system, output will not be reliable either. Since data are captured and processed by different departments, all have to contribute during the implementation and subsequent phases. However, for better control and teamwork, data entry can be done centrally at an initial stage, and relocate to each individual department when everything is stabilized.

People is the most important factor in implementation. Since computerization essentially is a re-mapping of tasks, from manual to computer, job and responsibility distribution must be well defined.

If a company is top-heavy in the organizational structure, some of the responsibilities may have to be re-distributed and delegated before computerization takes place. This may not hold well for some of the autocratic or family businesses. But we are really talking about the growth of a company, and operations management should be the responsibility of all departments.

This step in re-organization takes place even if a company is not computerizing. Those who are ISO-9000 literate will say that organizational structure is part of the policies of any established company.

We have had enough discussion on companies which are not organized. On the other end of the spectrum, there are those which are too organized. That is, departments are in-place, with walls segregating these units. Without computerization, these companies do have problems in coming to terms with 'time to market'.

Very often, these companies are heavy computer users, but not in an integrated way. That means numbering systems are not standardized, software is not standardized, data have to be re-entered, and they are not getting the full benefits and strength of computerization.

Politics can get into the way as no department would willingly submit to the other department, even to the benefits of the whole company. But on the other hand, nobody wants to take the lead in the project either.

In this situation, the responsibility would very likely fall on the shoulder of the EDP department, or finance. The reasons being, 'I am not a computer expert,' or 'the boss needs to find out about the company's finance quicker'.

Figure 1 clearly shows that the one to get the most benefits is PMC (Production/Materials Control). This has to be, if you remember, the initial strategy of 'time to market' and PMC being the heart of a manufacturing company.

So, if PMC can lead out, implementation task force is in-place, the data are ready, the move towards computerization is just a matter of time and not a matter of doubt. There are companies which get an upper hand with information technology in just a month or two, and companies going around in circles chasing the ultimate system that they will never find.

Which would you rather be? Any company's choice is obvious.

Further expertise is required in successful implementation of a manufacturing information system. This job should be left to the professionals. There is no question about manufacturers' technical skills and experience, but is there a need to reach beyond and try their luck in doing information technology through trials and errors? Manufacturers must be the judge of that.

(Article written by: Dr Ricky Leung, Managing Director of Integrated Solutions Limited)

Departments Concerned	Data / Computer Required	Benefits / Cost
Engineering	Part Number	
	BOM	
	Routings	
Warehousing	Inventory	
Production	WIP's	
Marketing	Sales Orders	Improve delivery performance & customer service
Purchasing	Purchase Orders	Issue P.O. to valid due dates Buyers have more time to locate sources
Production/ Materials Control (PMC)	Job Orders	Improve inventory turns Reduce overtime Increase productivity Execute more realistic production schedule
Finance	Invoices Account Numbers Chart of Account Account Balances	Facilitate better cost management
Electronic Data Processing (EDP)	Hardware Software Comm. Facilities	Initial Purchase Cost Maintenance Cost Disposal Cost

Figure 1: The Implementation of Manufacturing Information System

THE ULTIMATE PROOF



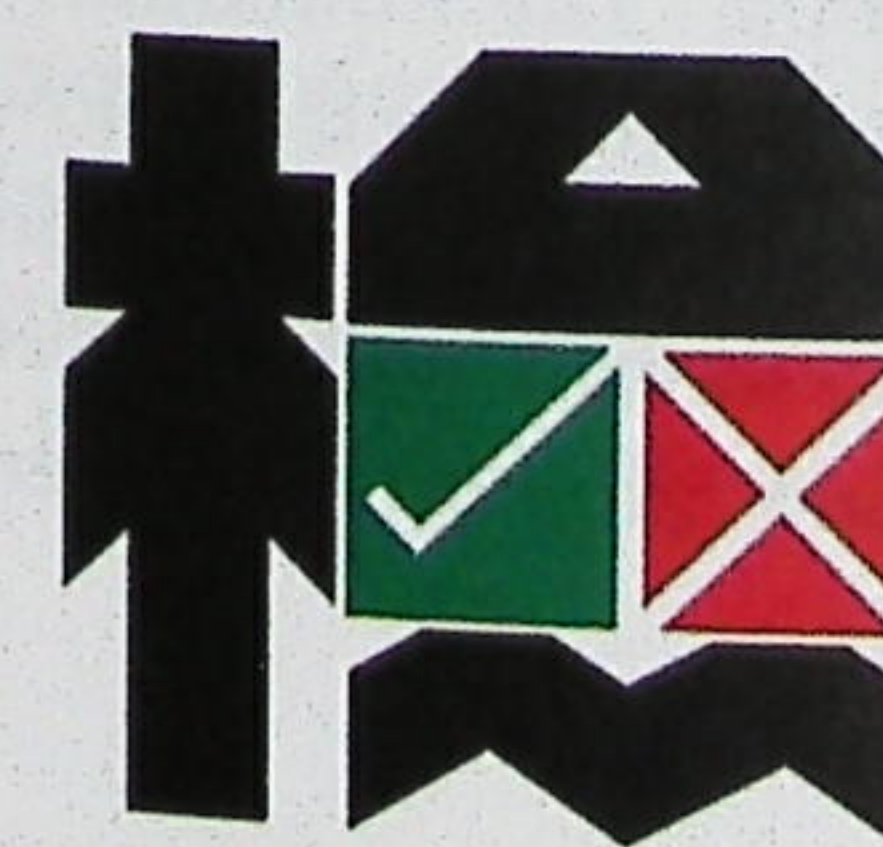
The CMA Testing and Certification Laboratories (TCL)

is an independent and non-profit making testing institute accredited under the Hong Kong Laboratory Accreditation Scheme (HOKLAS) for a specified range of tests listed in HOKLAS Directory under registration No.4.

TCL specializes in testing of Toy. We can provide a wide range of physical and chemical tests in accordance with national or international standards such as ASTM F963, EN71, EN50088, CPSC, BS 5665, JIS, AS1647 etc..

TCL is designated as the testing agent for ST Mark, which is a Safe Toy Marking Scheme administered by the Japan Toy Association.

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ROMANIA

Situated at the south-eastern part of Central Europe,

Romania is endowed with a wide range of

natural resources, amongst which are

a fertile agricultural base, oil, methane gas coal and

lignite, copper, limestone, etc.

Farmland accounts for 40% of the country's territory.



ECONOMY

Romania has a population of 23 million and an abundant supply of cheap but skillful engineering and technology labour. Its consumer market is the second largest in Central Europe. Since Romania has a strategic geographical position at the crossroads of traditional commercial routes, it enables free access to a larger market of more than 200 million customers. In 1996, the growth of GDP rate was 4.1% and the gross industrial growth was 9.9%.

A lot of maritime and river navigation facilities are available in Romania. Constantza of Romania is the largest port at the Black Sea, and is also the largest free zone in the country. Romania has recently established a new legal framework for the provision of incentives to investors. Moreover, the foreign debt of the country is relatively low as compared to other Eastern European countries.

INDUSTRY

In 1996, Romania's industrial output was 9.9% higher than that of 1995. Increases were concentrated in machine building and electrotechnics (27.3%) and the processing industry (12.5%) while light industry and food industry decreased by 2.6% and 2.8% respectively. Romania has a comprehensive industrial structure with industries ranging from mining to consumer products production. The country has a historical tradition in oil extraction and processing, its

oil industry is considered the oldest in the world. Romania has now a potential in processing and refining oil of more than 30 million tons annually and is worldwide known for producing the specialized equipment in the field. Other major industrial sectors of tradition include mining, iron and steel, machine building, chemical products, building materials, aircraft production, electrical engineering, transportation means, agricultural machinery, etc. The cooperation of Romanian producers with British and French companies in producing aircraft or cars is well-known. In the light industry, textile, garments, footwear, leather goods, glassware and china are already significant source of export earnings. Romania ranks as one of the largest exporters in the world and among the first five exporters in Europe. At present, furniture export represents more than 40% of the country's annual furniture production.

FOREIGN INVESTMENT CLIMATE IN ROMANIA

In Romania, foreign investment may be effected in all economic sectors provided that they shall not infringe the regulations in force for protecting the environment, shall not affect Romania's national security and defense interests, and shall not harm the public order, health and morals. The Romanian law on foreign investments provides the followings as basic principles: equal treatment granted for both Romanian or foreign investors, free access to the market, and minimum intervention of

the government in economic activities. The law also provides for various incentives for foreign investors. Capital equipment imported as contribution or purchased from the equity cash contribution of any foreign investor to a venture is exempt from customs duties, while imported supplies for operating the investment are exempt for a two year period from the date the project is commissioned.

Moreover, industrial enterprises with foreign participation established according to the Romanian law having a minimum foreign capital of US\$50 million deposited in the company's account, carrying out, in conformity with the company contract, production activities with a minimum 60% integration level in Romania and minimum export share of 50% within annual turnover, will be granted the following incentives:

- starting with the registration date of the enterprise, a 7-year exemption from custom duties for all necessary imported equipment, machines, outfits, considered to be contribution in kind or paid from own sources, drawn or borrowed;
- exemption from tax on profit for a period of 5 years from the date of achieving profit, but no more than 7 years from the commencement of production.

As a consequence to the enforcement of the present legislation the confidence level of foreign investors in Romania has raised in recent years. There were totally 45,146 foreign-funded enterprises set up from 1990 to 1996, and the capital involved was US\$2.2 billion. At the end of 1996, the leading investing countries in Romania were: Republic of Korea (US\$200 million), Italy (US\$200 million), Germany (US\$200 million), Holland (US\$180 million), the US (US\$180 million), France (US\$150 million), Britain (US\$110 million).

The new government of Romania is now committed to a faster transition, the only way to get the real privatization and further uplift in the living standards of the Romanians.

The main targets of the new government policy are as follows:

1. **Economic macrostabilization** which consists of restoring the main economic balance. The government has to stop the rapid deterioration of the economy, reflected in inflation, poor balance of payments, budget deficit, etc.
2. **Taxation policy.** The main goal is to reduce the budget deficit from 5.7% of the GDP to 3.5%. Financing will be exclusively made on non-inflationist means. Foreign financing to the deficit is correlated to the service of foreign debt, as well as to the need for increasing the hard currency reserves of the National Bank of Romania (NBR).
3. **Monetary and exchange rate policy.** The market is liberalized and NBR has issued dealers' licenses of currency operation to Romanian and foreign banks.
4. **Privatization.** Immediate actions consists of accelerating the privatization process of all categories of companies, especially small enterprises. The government targets to have 3,600 enterprises privatized by the end of 1997. The basic principle of the privatization programme is the access and equal treatment to all potential buyers.
5. **Administered prices.** The prices will be completely liberalized. Credit accumulation will no longer be encouraged.

Servicing Organizations:

1. Chamber of Commerce and Industry of Romania and Bucharest Municipality (CCIR)
Address: 22 N. Balcescu Blvd, 79502 Bucharest
Telephone no.: (401) 613 5271
Fax: (401) 312 3830
2. Romanian Development Agency
Address: 7 Blvd. Magheru, Bucharest, Romania
Telephone no.: (401) 312 3311, 312 2886
Fax: (401) 613 2415, 312 0371

ELECTRONICS BUSINESS IN DUBAI PICKS UP

Major players in Dubai's consumer electronics market have to adopt new marketing strategies in what is one of the toughest trading environments.

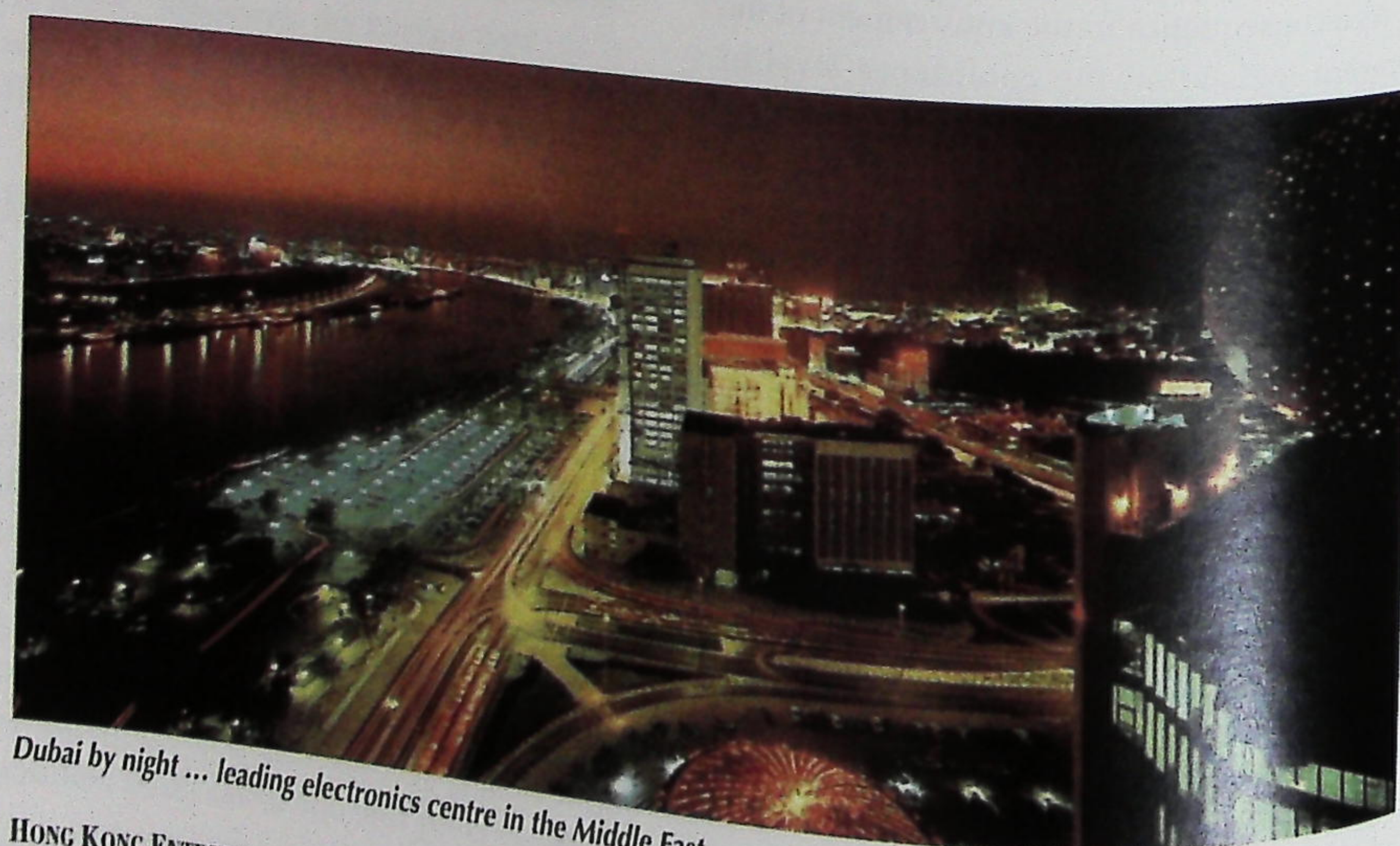
During the boom years of the early 90s, rising demand in local and neighbouring markets led to a huge increase in Dubai's imports and re-exports of consumer electronics. Since 1994, however, they have faced difficulties as the market returned to a normal, steady growth pattern that has led to ever more aggressive marketing campaigns and the adoption of innovative marketing strategies.

Import figures show that the market was relatively stable during the past one-and-a-half to two years, following a sharp decline in 1995. The decline was accompanied by strong downward price pressure, due to heated competition between traders in market where local and external demand dropped by 30%.

According to statistics released by Dubai customs and ports, imports of audio-visual equipment and appliances were up slightly in 1996, compared with 1995, while re-exports were only marginally higher. Initial figures for 1997 show a fairly stable market.

Despite this adverse development, Dubai remains a leading electronics centre in the Middle East, with imports in excess of US\$3.5 billion. Most of the imports are re-exported – mainly to the central Asian republics, Iran, India, Pakistan and Africa.

While a large volume of audio-visual equipment and appliance is re-exported through direct trade deals, thousands of units find their way out of Dubai every year in the baggage of tourists and expatriates going home either for holidays or for good.



Dubai by night ... leading electronics centre in the Middle East

A REGIONAL CENTRE OF ELECTRONICS GOODS

The relatively big imports in a country of 2.4 million inhabitants tell a lot about the city's role as a regional centre for the electronics market.

Dubai's electronics market benefits from many favourable factors – such as its open market, minimal customs duties, flexible trade and financial environment, and a growing volume of barter transactions involving a wide range of products. Furthermore, the large inventory available in Dubai and Jebel Ali Free Zone (JAFZ) allows traders to accommodate orders immediately and at a very competitive price.

Dubai's re-exports of electronics are backed up by relatively cheap shipping rates. Electronics and other products are imported to Dubai in large consignments on board giant container ships and re-exported on board smaller feeder vessels, or wooden dhows, to other markets in the Gulf, Asia and Africa. A substantial amount of such products are also re-exported via air freight, mainly to central Asian republics.

The UAE market for audio-visual electronics also benefits the JAFZ, which has successfully promoted itself to multinational companies as a regional distribution hub, serving markets in the Middle East, Africa, Turkey, Cyprus and central Asian republics.

TAX-FREE ZONES ATTRACT MORE INVESTMENT

Established in 1985, the JAFZ offers a tax-free environment where foreign companies face few restrictions and no obligation to take on a local partner. Investors in the JAFZ also benefit by being situated next to one of the biggest and best equipped ports in the Middle East.

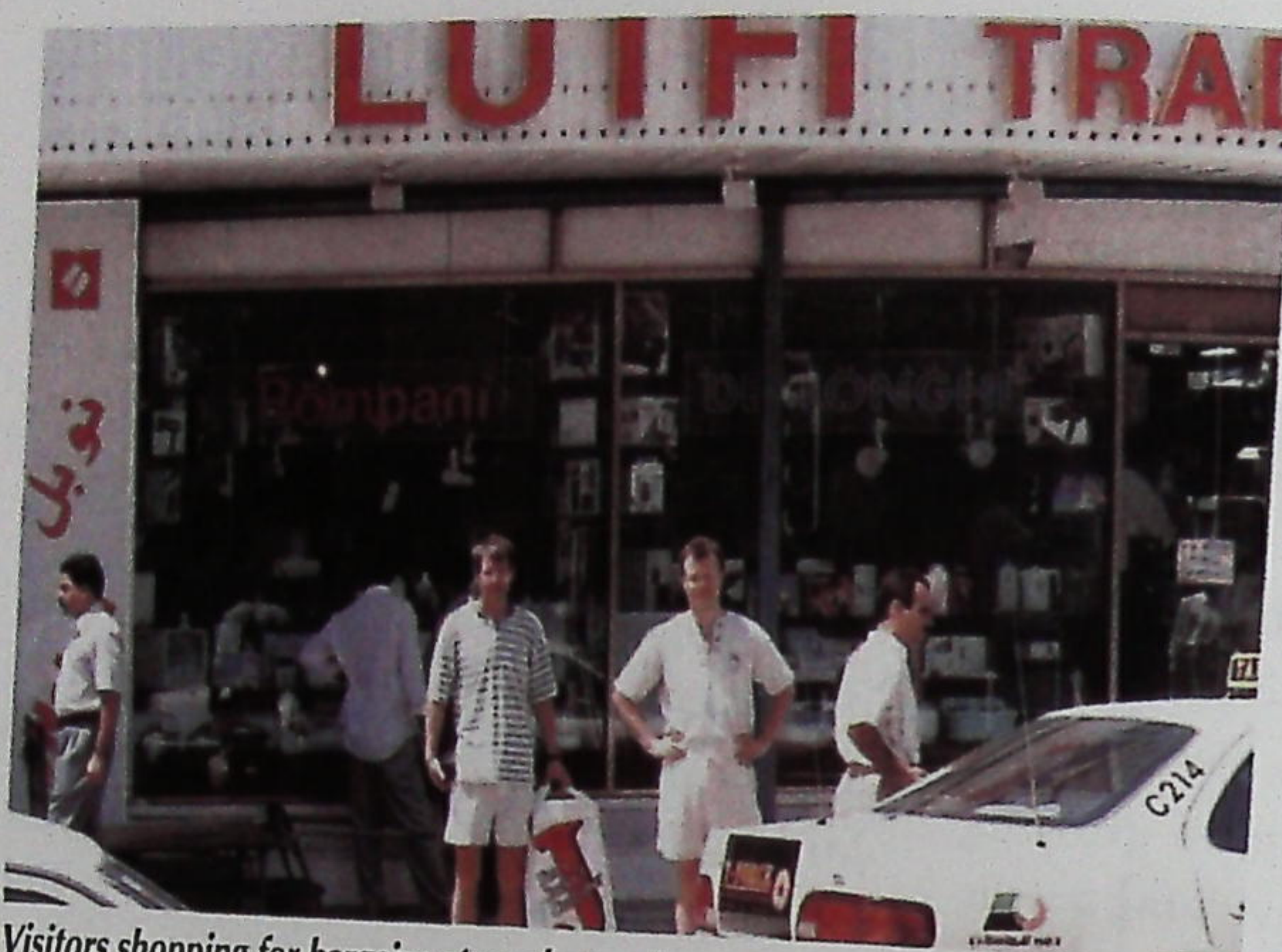
Japanese and South Korean manufacturers quickly took advantage of the JAFZ's shorter delivery times and lower sea and air freight costs.

Trade through the JAFZ registered substantial growth throughout fiscal year 1995-1996. Imports rose 43% to US\$3.2 billion from US\$2.2 billion in fiscal year 1994-1995. Meanwhile, trade through the Airport Free Zone, mainly in electronics, went up from US\$100 million to US\$140 million.

In the past, Japanese electronics had a prominent position in Dubai's electronics market as well as markets throughout the Middle East. But an unfavourable yen exchange rate against the US dollar in the early 90s increased the cost of buying Japanese electronic goods considerably. In response, consumers shifted to the purchase of electronics made in Malaysia, Singapore, South Korea, Hong Kong, Taiwan and the US.

This trend reversed over the last 18 months as the yen depreciated by more than 30% against the US dollar and Japanese electronics have managed to regain some of their lost share of the marketplace. According to a leading distributor, "Japanese consumer electronics manufacturers – though buffeted in the past by a strong currency, higher product cost and severe competition – are not abdicating the mass market segment. They will continue to concentrate on product differentiation, better quality, additional features, further miniaturization and bigger screens and find commercial solutions to problems not solved until now."

TOP EXPORTERS OF VCRs TO DUBAI				
Exporter	Jan-Sept 1995		Jan-Sept 1996	
Japan	113,980 units	US\$25.0 million	119,717 units	US\$22.1 million
Malaysia	130,281 units	US\$24.6 million	139,726 units	US\$21.5 million
South Korea	86,745 units	US\$11.8 million	72,908 units	US\$ 9.5 million
China	28 units	–	19,747 units	US\$ 2.3 million
Indonesia	29,627 units	US\$ 5.0 million	9,102 units	US\$ 1.2 million
Thailand	300 units	–	5,035 units	US\$ 0.7 million



Visitors shopping for bargains at an electronics store

Within Dubai's consumer electronics market, different products face different situations. The market for video equipment underwent extraordinary growth in the early 90s, peaking at more than one million units in 1994. However, the market then shrank almost in half in 1995 when the number of units imported fell to 517,000 units.

Then, in 1996, the market stabilized with imports during the first nine months, reaching 373,000 units with a value of US\$59 million.

Japan remains the biggest supplier of video cassette recorders, with one-third of the total imports. Relative newcomer China captured a healthy share of the marketplace in 1996, compared to 1995 when it supplied virtually no units. Meanwhile, Indonesia and Singapore lost most of their market shares.

AUDIO-VISUAL EQUIPMENT IS THE MAJOR RE-EXPORT ITEM

Re-export of video cassette recorders is also a major business in Dubai. In 1996, video cassette recorders were re-exported to more than 40 destinations (including Iran, the Netherlands, Oman, Qatar and Tanzania) in varying numbers. In particular, hundreds of thousands of recorders were re-exported throughout the JAFZ. However, re-exports to Iran suffered from import restrictions imposed by the Iranian Government, while

re-exports to Russia also dropped quite considerably, following a sharp rise in import duties.

The television market is dominated by South Korean companies, which jointly control a market share of about 35%, followed by Malaysian manufacturers. The Japanese companies together have a market share of around 25%. As regards to the total television market in the UAE, there was a slight increase in the first three quarters of 1996, when compared with the same period of 1995.

Re-exports of colour TVs from Dubai (either directly or through individuals) were around 1.0 - 1.2 million units in 1994, according to estimates. Since then, volumes dropped by 20 - 35%. Iran and the central Asian republics remain the main destination of colour TVs re-exported from Dubai. In addition, Russia,

DUBAI'S RE-EXPORT OF COLOUR TVs	
Country	Value (US\$ Million)
Iran	34.0
Azerbaijan	10.0
Russia	7.0
Armenia	2.8
Uzbekistan	2.5
Pakistan	2.5
Tanzania	2.4
Netherlands	1.8
Lebanon	1.6
Egypt	1.0
Kenya	0.9
Turkey	0.9

while not receiving so many video cassette recorders, imported a phenomenal US\$8 million of colour TVs from Dubai.

Radios in all shapes and sizes are a great favourite in the Middle East. Again, Dubai is the leading port of entry with about 15 million radios imported into the Gulf Co-operation

Council (GCC) in 1996, with nearly 10 million of those through Dubai.

Dubai's re-export markets for radios include Iran, Russia, Turkey and Pakistan — almost the same as TVs.

(Source: Hong Kong Trade Development Council)

CHINA: HOUSEHOLDS SNAP UP VCD PLAYERS



In 1996, VCD players were the hottest item in China's consumer electronics market, with sales accounting for 98.5% of all types of video disc players sold. The rapid boom of the VCD market can be attributable to their versatile functions, affordable prices, and the availability of a great variety of reasonably-priced software.

VCD players first entered the China market as home entertainment equipment in 1994. Although they cannot compare with laser disc (LD) players in terms of sound and image quality, they are cheaper than both LD players and video cassette recorders and they support a wide selection of software, has made them much sought after by working class households.

China produced two million VCD players in 1995. Output soared to eight million in 1996 and is expected to hit the 10 million mark in 1997. Chinese manufacturers started developing VCD players at about the same time as their foreign counterparts. Today, the technical capabilities of the leading Chinese brands — such as Shinco, Idall, Malata and SMC — are superior to those of imported products. In line with the rapid development of VCD technology, there are now two versions of VCD players available — the 1.0 version and the 2.0 version. The latter has multi-menu display and a remote control.



Three-disc VCD player with karaoke function is very popular in China.

Competition between different domestic and foreign brands was fierce in 1996. While a low-price VCD player cost about RMB 2,000 - 3,000 (HK\$1,860 - \$2,790) in 1995, the price dropped to only RMB1,000 (HK\$930) in 1996. At present, a China-made single-disc player is sold for around RMB1,700 (HK\$1,580), and the price tag of a three-disc player is less than RMB2,000 (HK\$1,860). Most of the machines include karaoke.

Among the joint-venture and imported products, VCD player which can also play LDs and costs RMB 3,500 (HK\$3,300), is quite popular.

Meanwhile, the launch of digital video discs more than a year ago has not posed any real threat to VCDs. The high price and limited software are main hurdles to the popularization of DVDs. Thus, VCDs will continue to dominate the China market as an indispensable item for home entertainment.

(Source: Hong Kong Trade Development Council)

ENERGY SAVING LAMP

In the last issue, we have published a case supplied by the Hong Kong Management Development Centre on how a small company competes with well-established international enterprises with limited resources and what possible marketing strategies can be adopted. Seven questions were also raised for readers' consideration. The suggested solutions are hereinafter.

1. To what extent do you consider the company to be market-oriented? What changes, if any, would you propose in the company's organization and operations?

The company has not yet reached the stage of market orientation. There is no evidence of market analysis or research before the launch of products, nor evidence of marketing planning. Improvements are needed in sales force organization management, and information and control systems. There is no clear strategy on how to tackle its business or consumer markets. The company is typical of many small businesses, growing rapidly but with their origins based on production technology. Major marketing activities initially done by the owner or by top management have to be developed and recognition has to be given to developing functional specialization. However, a more important question is the degree to which the company as a whole is committed to a customer orientation.

2. Discuss the company's choice of target market and market segmentation. What would be your recommended strategy?

The chosen market segment is the low-price, medium-quality segment. At present the brand is not prestigious or well-known. The market is already dominated by international brands. Philips' product is much more advanced than Bright Light and is occupying the premium price segment. Some difficulty exists in finding the appropriate competitive advantage that would avoid the need to compete on low-prices.

The company has to consider different ways in which the market could be segmented, say, by consumer and industrial users, by buyer behaviour, or by industry sectors. The small size of the company will restrict the range of possible strategies and it is likely that the company will be more selective in choosing and in market segmentation.

3. The Bright Light brand is a challenge to established competitors.

i. What competitive strategy has Bright Light adopted?

Like its competitors, the company is offering similar products but without any product superiority. It is

competing on a low price strategy by making use of cheaper production facilities in China. The company uses direct distribution for the business market and is able to provide prompt delivery, offer credit, control order processing, and build a closer relationship with end-users. Personal selling is important, including telemarketing which is supported by advertising and direct mailing.

ii. How can the competitive strategy be improved?

We must first determine target markets before we can decide on any competitive strategy. However, integration of marketing activities is important. The company has the advantage of being local and can respond to local needs more effectively and more quickly, especially if it is able to obtain faster feedback from the marketplace. It has the advantage of direct selling to business customers and this channel is a source of market feedback. From its present position it must develop a niche in the market. It is unlikely that its products can seriously challenge those of the market leaders due to their technical superiority, but it can improve its service levels to local customers.

4. At present the company is selling to business users and consumers. What do you see as the advantages and disadvantages of concentrating on either the business market or the consumer market?

The two markets have very different characteristics and requirements. These could be examined in detail to show the different marketing requirements. The importance of the brand name and

promotional strategy is greater in the consumer market. In the business market, longer time is needed to develop and maintain personal relationships. To reach the consumer market, the dealers must be persuaded to stock and promote the product.

An advantage of concentrating on either the business market or the consumer market is that all efforts could be centralized on one market. At present there appears to be no differentiation in strategy or division of organizational responsibility between the two major market segments. The consumer market would require heavy expenditure to establish the brand name and gain distribution. The proportion of sales to the consumer market is small and the growth potential is not apparent, so it may remain unprofitable. The arguments for concentrating effort solely on the business market are stronger: it is the major market, unit sales are large, personal selling can be used, and the company organization and skills are better suited.

5. Assume that you have just been appointed sales manager of the company, what would be your proposals for improving the sales organization and its performance?

It is possible that the effectiveness of the sales operation could be improved by better organization of the existing sales operations, better management, better training of the sales force, and better commission-linked remuneration packages. It is important to have a highly motivated, professional sales operation. In support of the sales operation, administrative procedures need to be efficient. A planning and control system must be introduced. Customers need to be targeted. The procedures of initial calls, follow-up of orders, and customer call-backs should be systematic.

The responsibility for customers should be made clear such that there is no overlap of customers/territories. The company should also try to ensure that each customer deals with only one salesman. Salesmen for business and consumer markets may be separated and remuneration packages developed accordingly.

6. Critically evaluate the view that using the low price strategy is the most logical way for the company to penetrate the energy saving lamp market.

The energy saving lamp is a high-technology product. Selling at a low price may have an adverse effect on demand if it is perceived to be too low, for it will be thought of as an inferior product, and its performance will be in doubt. Prices are usually judged on a comparative basis and the 35-45% price differential between De'feu and Philips may be too great and this may lead to customer perception of an inferior product. If the De'feu product is comparable to major brands in performance, a higher price (less price differential between leading brands) may be advantageous. Raising the price would lessen the likelihood of such an inferior product perception, and would generate more revenue to be used in improving marketing effectiveness by increasing sales presence, promotions and merchandising. In general, a product which is low priced will have difficulty in gaining brand loyalty or market share against leading brands.

7. Currently only 20% of the energy saving lamps are exported. What would be your proposals for increasing sales abroad? Which would be your target markets? Would a strategy of market concentration or market spreading be more appropriate?

Hong Kong is a small domestic market, so its potential is limited. Acceptance of energy

saving lamps may also be less promising than in other larger countries with larger market potential. However, an international expansion plan must be matched with plans to increase production. The company is already engaged in trading and therefore should have gained experience in selling in overseas markets. Information could be obtained on potential of overseas market and a choice made about which markets to enter. Some evaluative criteria could be used. Entering those markets in which the company has experience may be preferred. A thorough analysis is required and hard data will have to be acquired to justify the decision.

Companies often prefer a concentration strategy: intensively developing a small number of markets, gaining familiarity with markets and procedures, then building up brand awareness and market share. If existing buyers can be persuaded to take the energy saving lamp through present trading activities, then a market spreading strategy may achieve higher profitability, for no investment is needed in market development. However, this is likely to be a short-run strategy and competitors more actively developing these markets will benefit from growth in markets and market share.



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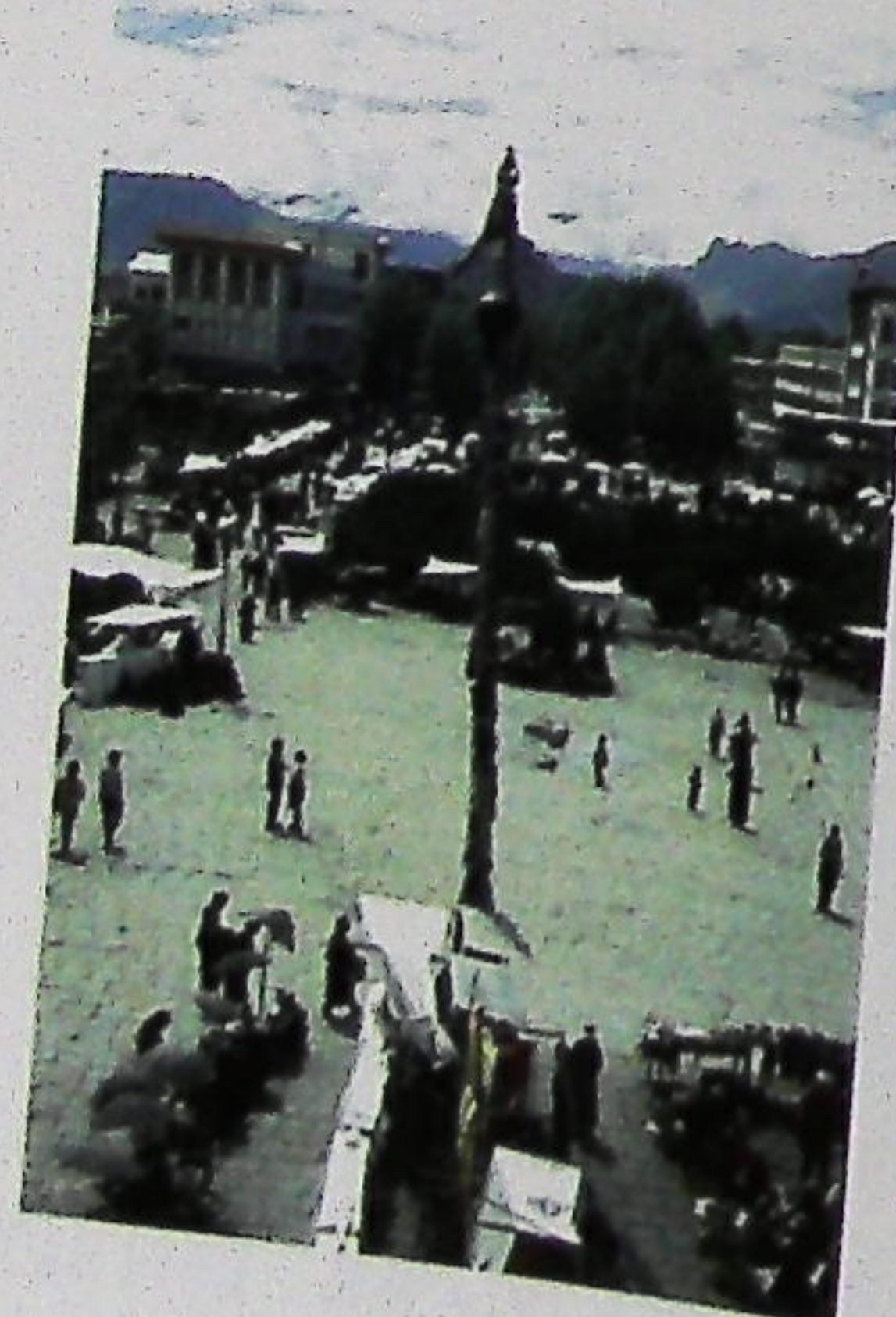


Tibet

*Tibet is situated in southwestern China,
neighbouring Nepal and India. Surrounded by the Himalayas,
the Kunlun Mountains and the Tanggula Range,
the Tibet Autonomous Region forms the main part of Qinghai-Tibet Plateau.
With a population of 2.39 million residing
in an area of 1.23 million sq km, Tibet has the lowest population
density among all provinces and regions in China.*

NATURAL RESOURCES

Tibet is rich in natural resources, especially minerals. Verified mineral deposits include chromium, borax, lithium, gold, copper, etc. Tibet has the largest deposits of borax in the world, and almost 50% of the world's lithium deposits are also there.



Recent massive geological prospecting exercises in Qinghai-Tibet Plateau has proved that Tibet will become China's another oil and gas resources strategic region in the 21st century, following the Tarim Basin. In northern Tibet, five oil and gas exploitation zones have been mapped out in Jiangtang Basin, four of them are first class and one second class. In the Gangba Basin of southern Tibet, the oil production potential in the area of more than 10,000 sq km is huge and the

prospect for oil and gas exploitation is promising. Over the years, world-renowned geological experts generally recognize that Tibet has favourable geological conditions for oil formation, and they even label Tibet as 'the last and the biggest oil field on earth.' The Chinese Government is now adopting the 'stabilizing the East and developing the West' strategy, so more efforts in carrying out geological prospecting will be gradually made in Tibet for the development of oil industry. Since Tibet is the backup oil exploitation base in the 21st century, major discovery is likely to be resulted.

Agriculture and animal husbandry account for 80% of Tibet's domestic output value. The region's main crops include highland barley, wheat and broad beans. Farm produces for export include broad beans, garlic, mushrooms and apples. Some famous Chinese medicinal herbs are also produced.

INFRASTRUCTURE

The region has about 700 small- and medium-sized hydropower stations and the largest geothermal power plant in the country. By the year 2000, the total installed capacity of power stations in Tibet is expected to reach 360,000 kWh. In addition to geothermal energy, the region is also rich in solar energy as most areas in Tibet enjoy an average sunshine rate of 3,100-3,400 hours per year.

As regards to transportation, a road network system with Lhasa as the centre point has been established. It comprises of highways linking Tibet with Qinghai, Sichuan, Xinjiang and Yunnan and an international highway leading to the capital of Nepal as well. As a result, direct transportation of goods between Nepal and China began in 1995. For air transportation, flight services from Lhasa to Beijing, Chengdu, Chongqing, Xian, Kathmandu and from Changdu to Chengdu are operating. Phased expansion work to the two airports in the region has been carried out. In addition, there are now over 80 on-the-ground satellite stations in Tibet providing services of domestic and international direct dial, mobile phone and videophone, etc.

FOREIGN TRADE

In 1996 the GDP of Tibet was RMB\$6.476 billion, 3.4 times that in 1978. Tibet has also developed its foreign trade and tourism from nil within the period. From 1986 to 1996, Tibet has a total import/export amount of US\$892.4million, approved 79 foreign-invested enterprises and agreed foreign capital of US\$45billion. Major trading partners are Hong Kong, Japan, Nepal, Thailand, Singapore, Germany, France and Brazil. In the past five years, the volume of Tibet's border trade with neighbouring countries such as Nepal and India totalled US\$57.9 million. Major commodities were animal by-products, native produce, foodstuffs and light industrial products. Tibet has the potential and geographic advantages to develop textiles and light industries, which have played an increasingly important role there.

Development plans have been mapped out for four new economic development zones in Tibet—the middle zone, the western zone, the eastern zone and the northern zone. The middle zone covers the Lhasa city and the Xigaze city. Its main task is to develop high-yielding and high-quality agriculture, improve mining of energy resources and expedite infrastructure construction. The western zone, with 13 border counties and five neighbouring countries at its doorstep, mainly engages in the development of inter-region and international trade. The eastern zone has the biggest forest area in Tibet, and therefore focuses on the development of timber industry. The northern zone concentrates on animal husbandry and petroleum and natural gas exploitation.

According to the Deputy Secretary of the Chinese Communist Party Committee of Tibet Autonomous Region and the Vice-President of Tibet Government Mr Lie Que, Tibet will fully utilize its advantage on natural resources, further improve the investment incentive policies, provide a better investment environment and work towards an all-open economic structure. Moreover, Tibet will establish some export and production bases shortly, actively work to re-open the cross-border check points at middle Asia, expand the foreign trade with India, Nepal, Bhutan and Burma, strengthen international relations and direct international aids on agricultural development, environmental protection, water supplies, rural paths, education, hygiene, etc. Tibet will also put more efforts to develop domestic and international tourism, as well as strengthen the construction of facilities at scenic spots and related infrastructure.

Servicing Organization

China Tibet Qomolang Ma Travelways Ltd.
37/F Times Tower, 393 Jaffe Road,
Hong Kong
Tel: 2838 3391
Fax: 2838 0291

CONFERENCES / EXHIBITIONS

Date	Event	Venue	Items	Organizer
1997				
Feb 5-11	Spielwaremesse International Toy Fair Nuremberg	Nuremberg, Germany	Handicraft articles, toys	Deutsche Messe AG Hannover, Hong Kong Representative Office Tel: (852) 2526 5481 Fax: (852) 2810 6093
Feb 17-19	The 3rd International Exhibition of Railway Technology for the Asian Markets - Exporail (Asia) '98	Hong Kong Convention & Exhibition Centre	Railway equipment & services	Interfama Brooks Exhibitions Pte. Ltd Tel: 44 (0) 1707 275641 Fax: 44 (0) 1707 275544
Feb 17-20	The 4th Middle East International Consumer Electronics Show	Dubai World Trade Centre, Dubai, UAE	Electronic products	Hong Kong Trade Development Council Tel: (852) 2584 4307 Fax: (852) 2583 9955
Feb 19-22	Leather Turkey	World Trade Centre, Istanbul, Turkey	Shoes, leathergoods, components, accessories, chemicals, dyes, machinery	Miller Freeman Asia Ltd Tel: (852) 2827 5121 Fax: (852) 2511 7063
Feb 27-Mar 2	Guangzhou International Footwear Fair '98	Guangzhou Super Show Centre, China	Footwear, raw materials, accessories, machinery & equipment	Guangzhou International Trade Fairs Ltd Tel: (852) 2561 5566 Fax: (852) 2811 9156
Feb 28-Mar 3	1998 Hong Kong International Fur and Fashion Fair	Hong Kong Convention & Exhibition Centre	All kinds of fur and leather garments, accessories, machinery, etc.	Hong Kong Fur Federation Tel: (852) 2367 4646 Fax: (852) 2739 0799

SEMINARS / TRAINING COURSES

Date	Event	Venue	Organizer	Contact Person/Tel
1997				
Feb 16	Junior Management Programme Talk - Introduce the Junior Management Programme	VTC Tower	The Management Development Centre of Hong Kong	Mr Lucius Lai Tel: (852) 2836 1828 Fax: (852) 2572 7130
Feb 22-May 4	Business English Courses	Admiralty Centre, 3 Supreme Court Road	The British Council	Business Communication Unit Tel: (852) 2913 5583 Fax: (852) 2913 5512
Feb 22-May 4	Business Writing Courses	-ditto-	-ditto-	-ditto-
Feb 22-May 4	Business Combination Courses	-ditto-	-ditto-	-ditto-

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You've heard about how the internet, EDI and other technologies will revolutionise global trade. But how can they make a difference to your business?

If you are in importing or exporting, *ASM Group* products and services will make your operation work better, faster, and more efficiently.

Asian Sources On-Line and *CD-ROMs* put 7,000 of Asia's leading manufacturers and more than 36,000 of their products at your fingertips.

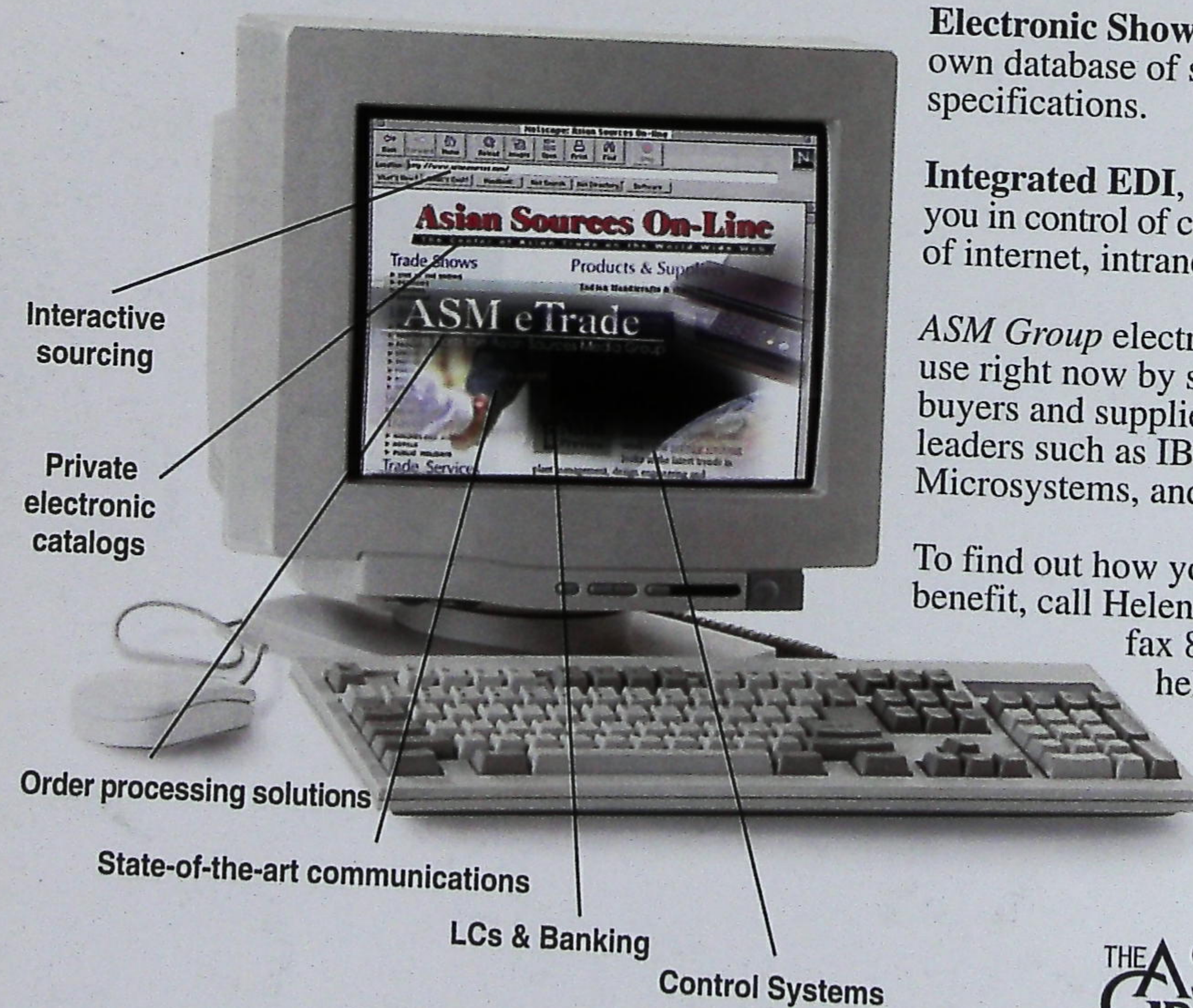
Trade management software from *ASM eTrade* eliminates clerical errors, saves time, and adds manageability to even the largest purchasing operations (just ask Reebok, the world renowned sporting goods company).

Electronic Showrooms let you maintain your own database of suppliers, products, styles, and specifications.

Integrated EDI, e-mail and automated fax put you in control of communications, over your choice of internet, intranet or private network (VAN).

ASM Group electronic commerce solutions are in use right now by some of the world's leading buyers and suppliers. And supported by industry leaders such as IBM, AT&T, Oracle, DHL, Sun Microsystems, and Hongkong Bank.

To find out how your real-world business can benefit, call Helen Lam at 852-2555-5008, fax 852-2553-0998, or e-mail helenlam@asiansources.com



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