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企業雄才

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香港製造業 回顧與前瞻

Hong Kong's
Manufacturing Industry:

**REVIEW &
FORECAST**



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

本港經濟發展信心所在

受到亞洲金融風暴的影響，本港經濟目前正處於低迷的狀態。然而，由於本港經濟基礎穩固，加上有利經濟進一步發展的條件不少，本會有信心香港的經濟可在短時間內復甦。這些有利的條件包括：

一、亞洲金融風暴基本上已受到控制，香港經濟將迅速復甦

雖然是次亞洲金融風暴暴露了亞洲各個國家及地區的很多問題，但由於亞洲的人力和天然資源充足、市場潛力龐大，加上在過去數十年已建立起一個穩固的工業基礎，出口能力強勁，是次金融風暴正好讓區內各個國家及地區正視和徹底改變一些不合理和不正常的情况，這對亞洲的長遠健康發展有利。本會深信，廿一世紀仍然是亞洲的世紀。目前，各種跡象顯示亞洲金融風暴基本上已受到控制，其對香港造成的負面影響亦逐漸減退，香港經濟會迅速復甦。

二、本港房屋的需求甚大，樓價將趨穩定

據政府預測，本港未來十五年的人口會增加超過150萬至810萬，這對本港的樓市會有很強的承壓力。去年樓價上升速度過急，炒風異常熾熱，近期出現的樓市調整其實是遲早會出現的事，並有助本港經濟避免陷入泡沫越來越大的危機。本會認為，香港的樓市不應亦不可能永遠急速上升，而由於有大量用家支持，樓市亦絕對不會崩潰，若樓市能在樓價升幅與生

產總值或通脹的升幅相若的情況下穩步發展，對本港整體經濟發展有利。

三、香港作為亞洲及世界金融中心的地位更為鞏固

在是次亞洲金融風暴之中，雖然本港的股匯市出現大幅波動，但香港的金融秩序保持良好，加上當局在是次金融風暴中汲取了教訓，進一步完善有關機制，外來投資者對本港的金融市場更有信心，在金融風暴後勢將成為資金再次流入的必然首選地。此外，在國家積極推動國企改革之下，國企來港上市集資的趨勢將會逐漸擴大，香港仍然是區內以至世界上一個主要的集資中心，其作為亞洲及世界金融中心的地位亦將更為鞏固。

四、大型基建項目和政府措施有利本港經濟發展

政府最近宣布了總值2,350多億元的基建和教育投資項目，有利於在現時的低潮中刺激經濟增長，亦可對香港的未來發展帶來積極的連鎖影響。而耗資1,500多億元的香港新機場將於年中正式啟用，亦有助進一步鞏固香港的交通樞紐和旅遊中心地位。此外，特區政府堅持一貫審慎的財政政策和自由經濟體系，堅決捍衛聯繫匯率，並繼續向外資提供一個有利投資的環境，這都對維持投資者的信心大有幫助。本會相信，所有這些建設和舉措對本港經濟將有正面的刺激作用。

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五、本港製造業的國際化發展有助加快經濟復甦

香港廠家在過去二十年間不斷將生產投資拓展至世界各地，而在本港發揮一個生產控制中心的作用。由於港商可靈活調配各地資源和善用比較優勢，有助分散投資風險及增加成本效益。在亞洲金融風暴中，雖然東南亞國家普遍出現貨幣匯價大幅波動和生產出口活動受到阻延的情況，但有在該等地區投資的港商則報稱其生意額有所上升和利潤增加，這與本港製造業國際化的優勢有關。展望在金融風暴平息後，本港作為區內生產控制中心的角色將進一步加強，賺取的金錢將會增加，從而帶動本港經濟進一步發展。

六、本港主要市場的經濟表現持續良好，整體出口增長得到保障

九七年，本港主要的出口市場包括中、美及歐洲各國的經濟均保持良好的勢頭，預料今年情況將會持續，而這些國家的內部需求亦有可觀的增長，這將對本港的總體出口貿易帶來重大的支持。

七、社會炒賣風氣收斂，港人重拾刻苦拼搏精神

經過今次金融和經濟波動，港人在損失金錢之餘，會醒覺到單靠炒賣絕非上策，而要確保本港繁榮穩定則必須付出相當的努力，並須維持實務實幹的社會和經濟發展基礎。此外，港人在經歷過亞洲金融風暴後，已普遍產生一種緊逼感，就是要正視香港經濟的正常健康發展。香港需要有一個多元化而均衡的經濟體系，而不能單靠某一、兩個行業長期支持本港的經濟發展。

八、港元及人民幣匯率穩定對本港經濟發展有利

固定港元匯率在穩定市場和確保經濟長期發展方面均起着積極的作用。此外，雖然面對目前區內金融波動的情況，但人民幣並不存在貶值的

壓力。香港在港元及人民幣匯價保持穩定的情況下，經濟環境亦會較為平穩，故此可以周詳地計劃如何推動經濟長遠發展。

九、十五大提出要深化國企改革，為港商帶來更多更廣泛的發展機會

在內地，很多國企具備優質資產和優良的生產基礎，惟獨缺乏對市場的觸覺和現代化管理技巧，以及足夠的資金去推行改革。這正好為在融資、管理和開拓市場方面具備豐富經驗的港商造就發展機會。我們預期，更多內地的貿易生意會經香港進行，而越來越多國企會來港進行集資或引資活動。這些都會對本港經濟進一步發展有利。

十、中央政府換屆在即，國家的經貿發展會更進一步而使香港得益

人大即將於今年三月舉行，屆時將會選出新一屆的中央政府，預料在減稅、減息等刺激經濟的措施陸續出台，以及國家可能在今年加入世貿的因素刺激下，經貿發展得以進一步加強。此外，副總理李嵐清最近指出，國家的改革開放進程不會因亞洲金融危機而放慢，在未來三年，國家將着重投資7,500億美元於基礎建設方面，以帶動就業和擴大消費需求，刺激經濟增長。國家亦會積極開拓農村購買力市場和加強中西部的開發和開放，並繼續改善環境，吸引外資到國內投資。本會相信，國家即將推出的連串刺激經濟和投資的政策，會為港商帶來更多經貿投資的發展機會，使本港的經濟得以蓬勃興旺。

綜合上述有利因素，本會相信，祇要本港社會大眾、工商各界以至特區政府能堅守信念，團結一致，齊心協力採取積極行動，本港經濟將可迅速復甦。

◎

香港工業獎

1998

HONG KONG
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歡迎參加

1998香港工業獎：機器及設備設計

香港中華廠商聯合會為「香港工業獎：機器及設備設計」比賽之主辦機構，藉以促進工業多元化，鼓勵廠商發展及改良產品。現已接受98年香港工業獎比賽的報名申請。

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4. 辦公室文儀用具(包括電腦)及通訊器材
5. 工業用之電腦軟件
6. 雜項類

獎項

比賽中最傑出之產品可獲頒發「香港工業獎：機器及設備設計」，各組別得獎產品則可獲頒發「廠商會機器及設備設計獎」，優異產品則獲「廠商會機器及設備設計優異證書」。

參賽資格

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截止報名日期

1998年4月15日

比賽現已接受報名，歡迎踴躍參加。報名表格及章程可在廠商會中環總辦事處及各分處索取。倘有查詢，請與香港中華廠商聯合會聯絡：

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香港製造業 回顧與前瞻

一九九七年是香港歷盡喜與悲的一年；既嘗透回歸祖國的興奮，又吃盡金融風暴的苦頭。在這悲喜交雜的一年，製造業同業默默耕耘，緊守崗位。為使讀者們對製造業的發展情況有更深入的了解，今期《企業雄才》特別訪問了六位分別來自玩具、電子、紡織、鐘錶、生化及電訊六個行業的本港俊彥，與讀者回顧九七，展望九八。



成衣及紡織業

香港毛織出口廠商會會長林宣武指出，本港的成衣及紡織業在一九九七年錄得穩步增長，但由於外匯格價波動和配額紛爭，加上海外市場萎縮，預計今年的情況並不樂觀。

整體而言，成衣及紡織製造商對一九九七年的業績均感到滿意。與九六年同期比較，九七年首三季的總出口增幅為2.6%，總出口值亦由九六年同期的港幣313.6億元增至321億元，比預期為多。林宣武稱，回顧過去三年業績，成衣出口業有輕微滑落的現象，主要因為配額不足，而九七年能夠有出口量微升的現象，確是比預期中理想。

林宣武表示，自九七年第三季起，亞洲貨幣匯價一直滑落，但未對成衣及紡織業構成直接影響，長遠而言，雖然鄰近亞洲國家貨幣貶值，出口價格下降，但匯價相對穩定的港元仍具一定的競爭能力。此外，比較其他行業如銀行及房地產而言，亞洲貨幣貶值對出口成衣及紡織業的影響已經較少。

林宣武補充謂，雖然亞洲鄰近國家的貨幣匯價下降，但香港的競爭能力亦不會因此而減弱，因為長遠而言貨幣貶值祇會引發通脹，損害整體經濟。

展望一九九八年，林宣武相信不少業界人士均要面對一段艱難的時期，因為除美國市場外，世界各地都出現經濟萎縮、買家不足的情況，尤其現時日本、南美及歐洲市場均表現平淡，故此美國市場將成為今年本港廠商唯一可以寄望的市場。然而，由於美國市場並不能完全吸納所供應的貨品，故預計廠商在今年甚至未來兩、三年須面對市道不景的困難情況。



玩具業

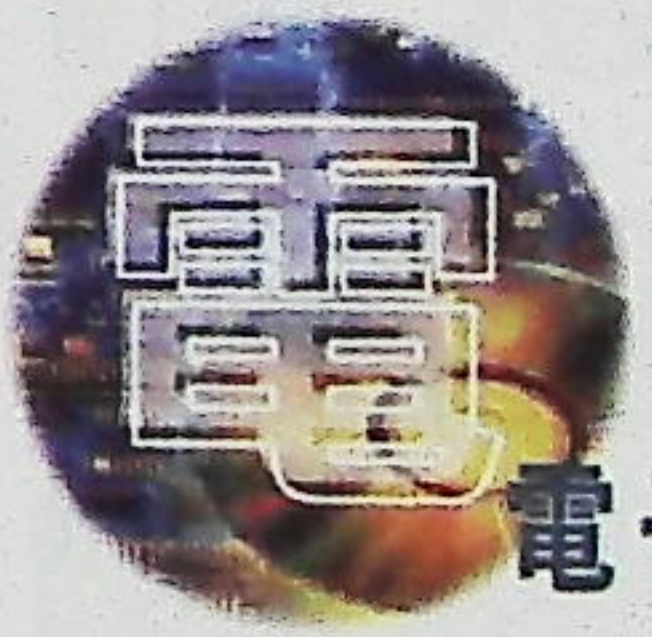
香港玩具廠商會會長陸宗霖表示，由於去年聖誕期間美國市場需求攀升，相信一九九七年的玩具總出口升幅可達7%至9%。去年首三季，玩具業的表現令人滿意，期間出口總值達港幣66億元，故此業內人士預期九七年全年的出口總值會超過九六年的港幣81.2億元。

陸宗霖指出，由於美國市場保持強勁，玩具商早已預料九七年會有較大幅度的增長，加上聖誕假期是玩具商的黃金檔期，故業內人士有信心銷量可再創高峰。

展望今年，陸氏預期上半年的增長會稍為放緩，但當市場期待已久的明星玩具熱潮來臨時，市場將迅速重拾升勢，並會再次蓬勃起來。



陸宗霖說：「剛過去的一個季度缺乏明星玩具，市場因此為傳統市場所壟斷。然而，今年的情況將有所改變。我們預期像數年前以賣座電影人物為主題的玩具如忍者龜等明星玩具會再次出現，為玩具市場再添生氣。」



電子及半導體業

摩托羅拉萬力半導體香港有限公司副總裁及總經理姚天從指出，電子製造商對行政長官董建華先生銳意提升本港製造業科技無不額手稱慶，有關舉措有助加強本港電子工業家的信心。很多業內人士更指董先生的首份施政報告在政府扶持電子工業方面是邁出了一大步。

為落實施政報告中關於協助製造業發展高科技的承諾，政府將會興建多項研究及發展設施，包括耗資以億元計的科學園及第二所工業科技中心。



姚天從說：「香港地方細小、資源缺乏，故此必須發展高科技及高增值產品，以維持在世界市場上的競爭力」。

姚天從又指出，香港人必須改變其對製造業的觀念，不應再視偌大的工廠、龐大的機器和生產線為賴以生存的必然條件，而須轉為強調意念及科技發展。他說：「設立科學園是教育社會大眾重視工業的良好方法。它讓研究人員能多與工業家合作，互相擦出進步的火花，這有助工業界建立一種積極進取的精神。若政府能吸引更多年青大學畢業生投身工業及科技研究，電子業必定獲益良多」。

鑑於高科技及高增值產品將成為製造業在下一世紀的主流，姚天從預料半導體及生化工業的發展會快人一步。他指出，相比造船業及汽車生產業等重工業，該兩種工業要求的是較高層次的科技支持和較少的土地，正好屬於政府預期發展的高科技工業。

統計數字顯示，去年首季本港的電動機械、儀器、電器用品及零件的出口總值達港幣245億元，比九六年同期上升7.9%。



鐘錶業

香港鐘錶工業協會主席梁偉浩表示，由於西方及亞洲市場持續呆滯，香港鐘錶商惟有積極開拓內地市場。他指出，受到亞洲金融風暴的影響，本港鐘錶業出口往主要西方及亞洲市場的增長微弱，成績比預期中差，故此九七年本港鐘錶業的業績並不樂觀。

梁氏解釋說：「金融風暴的後遺症，會進一步加劇經濟衰退的情況，雖然祇屬短暫影響，但



本港的鐘錶業出口必定備受打擊。金融風暴所造成的負面影響，預料會延續至九八年，相信最受影響的會是中下檔次的鐘錶製造商。」他預計鐘錶業在九八年的復元步伐緩慢，而一些科技基礎薄弱和產品質素低劣的廠商會被淘汰。

九七年一月至八月本港鐘錶出口及轉口總值為港幣195.2億元，比九六年同期下跌5%。本港鐘錶總出口在九五年錄得12%的增幅，但在九六年則祇得2%，足見鐘錶業增長放緩的情況持續，令人擔憂。

現時，雖然西方及亞洲主要鐘錶市場前景暗淡，但梁偉浩認為大陸內銷市場的潛力甚高。他指出，內地除可作為主要的生產基地外，其消費者亦十分願意花費購買香港品牌的高質鐘錶。梁氏估計內地市場的地位在廿一世紀會更加重要。

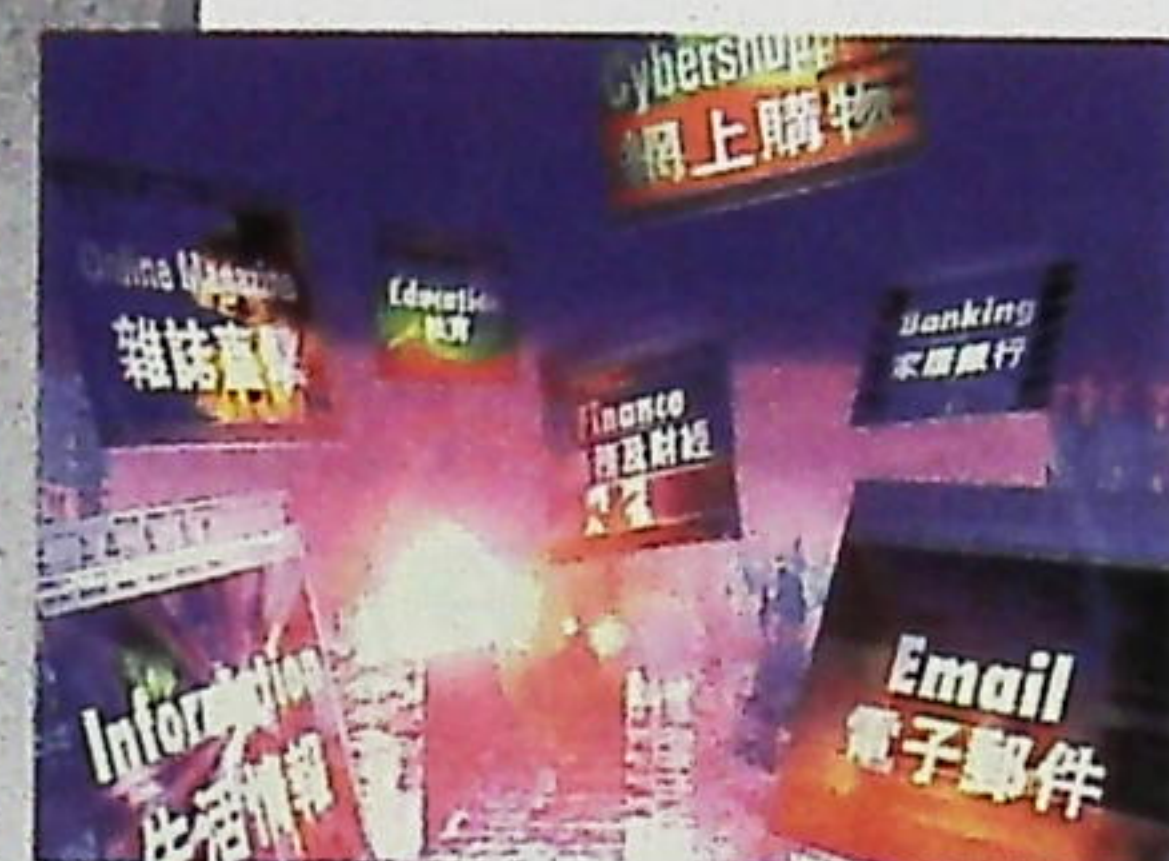


電訊業

相信不少人會認為國際電腦互聯網及其他電訊服務是徹頭徹尾的服務業，似乎與製造業有點兒風馬牛不相及，然而，香港電訊IMS董事總經理盧永仁博士卻深信國際電腦互聯網是本港製造業的發展關鍵所在。

他說：「如果人們認為國際電腦互聯網的功用祇局限於網上購物及收看互動電視，那麼他們便是以偏概全。事實上，國際電腦互聯網（internet）、內聯網（intranet）以至其他電訊服務均可在多種工業生產過程中發揮作用。」

盧博士舉例說，透過內聯網系統互相通訊，原料供應商、生產商、批發商及零售商均可省卻大量成本和往來時間，使彼此間的經貿活動進行得更為快捷方便。他估計在未來五年，本港三至四成公司會利用互聯網或各種形式的內聯網進行交易。他說：「利用互聯網做生意是更為符合成本效益的方法。商人可節省大量陳列貨品的空間，而製造商亦可對自己公司的存貨、訂單及補倉情況瞭如指掌，使他們易於控制生產時間。」



盧博士表示，網上購物服務即將面世，屆時消費者祇要安坐家中，輕按電腦或電視螢幕上的圖示，

便可選購心目中的貨品。這項方便快捷的銷售服務，是在整個製造及市場推廣過程中配合應用電訊網絡的結果。

然而，他指出，要將某些傳統的生過程與抽象的資訊科技溶為一體，尚需一段時間才能發展至成熟階段，這是由於本港製造業以中小型廠商為主，而目前他們大多數仍未普遍採用資訊科技。

無論如何，盧博士深信祇要多向社會大眾及有關人士進行推廣和教育工作，相信在數年內電訊服務的好處便會廣被受落，其被應用的情況亦會大為改觀，在廿一世紀，國際電腦互聯網及內聯網將為製造商所廣泛採用，情況會像電話般普及。



生化工業

香港生物科技研究院院長張彥博士指出，現時本港的生化工業仍處於一個萌芽階段，很多廠商仍未涉足這方面的投資，然而，該行業的發展前景一片光明。

現時，本港已發展了多種經驗證的生化先進科技，由細胞種植、無性細胞繁殖以至生物工程都有。然而，除了少數食品和製藥商外，大部分廠商對生化科技仍然感到十分陌生或抗拒。張博士說：「問題在於如何將生化科技商業化，使它能在製造藥物、食品及其他產品的生產過程中被充分應用。」

目前，本港最多使用生化科技的工業祇有食品、農業及醫藥三種，而這些行業應用生化科技的程度仍然微不足道。究其原因，是這些工業例如本港製藥業的投資成本高和處於生產程序下游位置所致。

張博士說：「利用生化科技發展一種新藥，其成本最少需三億美元，並須經過長期的研究工作，

而最初幾年根本毫無回報可言。生化工業是一項投資和風險同樣巨大的生意，很多本港廠商並不願意繆然涉足。再者，本港製藥商處於生產過程的下游位置，他們經常採用西方合作伙伴發展的方程式進行生產。嚴格而言，他們並非調製新藥，祇是將舊藥的成分重新調配而已。」

然而，張博士預期，由於很多跨國製藥商正密切注視愈益蓬勃的亞洲市場，情況可能會有所改變。這些大公司會開始將製藥基地轉移至亞洲，而較為上游的生產部分例如研製新藥的過程亦會一併被帶到亞洲，屆時本港生化專家及設施便可大派用場。

他說：「由於亞洲地區及中國越來越富庶，一些世界性的製藥商會視亞洲人為有足夠能力購買其藥物的準客戶。他們甚至有意在亞洲設廠，以滿足這地區對藥物的獨特需求。」



現時，香港生物科技研究院正與世界衛生組織合作研究一種對抗瘧疾的藥物，如果研究成功，這將是第一種由香港研製成功的藥物。該研究院亦正嘗試以生化技術提煉人蔘產品，以生產人蔘飲品。

張博士最後說：「香港要成功發展生化科技，仍有一條很長的路要走，但如果它能與商業及製造業拉上關係，必定能夠產生一些令人驚喜的化學作用。」

總結

綜合以上六位業界人士的意見，一九九八年本港製造業的經營以至整體經濟的發展，將是艱苦的一年。然而，他們均予我們一種非常強烈的訊息，就是無論經濟環境如何惡劣，祇需繼續堅守信念，盡力克服困難，製造業的前景仍然是一片光明。

三峽工程 —

中國經濟發展新機與民族文化

保存的矛盾



三峽工程大江截流示意圖

千百年來，長江氾濫對中國經濟和民生

所造成的損失實在無法估計。

在邁向廿一世紀，亞太地區發展被視為全球

焦點之際，中國政府開展為期十七年的

三峽工程，向世界顯示其推動經濟發展的

果斷決心，並為控制長江氾濫，

改善民生作出承擔。

不過，在發展經濟的同時，中國人民和

國家文化也不得不為此付出代價。

帶動長江流域的工業發展

三峽水利樞紐工程在接近長江上、中游的交界處展開。在整個長江流域180萬平方公里土地中，該工程控制着長江上游100萬平方公里面積內的來水，這對於減緩長江中、下游地區的洪水威脅，將起着重要的作用。

從三峽工程中受惠的長江中、下游大城市，包括宜昌、岳陽、武漢、九江、安慶、南京、以及江蘇省長江兩岸的工業發達地區。這些地區和城市，歷來是中國工業的重鎮，重工業和輕工業都十分發達。重工業項目包括鍊鋼工業、汽車工業、電機工業等；而輕工業項目則以紡織、製衣、食品加工等為主。三峽工程舒緩了

這些地區的洪水威脅，又大大改善了長江的航運能力，提供了便宜有效的運輸途徑，有助促進這些地區的工業發展。

就以鋼材工業為例，由四川的攀枝花、重慶、到湖北的武漢等長江上、中游城市，都是中國的鋼鐵工業重鎮，而長江下游的南京、江蘇南部以及上海等地，都對鋼材有巨大的需求。三峽工程令長江航運成本大幅下降30%到37%，通航能力可從現在的每年1,000萬噸提高到5,000萬噸，萬噸級船隊也可直達重慶市。在這樣的情況下，長江上、中游地區生產的鋼材，就能以更低的成本，運往有需求的市場，這對於內地鋼材工業發展所帶來的效益，顯而易見。

有利港商在長江流域投資生產輕工業

香港廠商雖以經營輕工業生產為主，但一樣能夠從三峽工程中開拓新的投資機會。沿江一帶的湖北、安徽、江蘇等省份，在輕工業發展方面，都有相當穩固的基礎，發展潛力十分理想。以香港的紡織製衣業為例，在江蘇省便極有發展機會。江蘇省是中國紡織製衣業的大省，紡織製衣的基礎和配套十分雄厚，國有及私營紡織製衣工業都十分蓬勃。加上江蘇鄰近上海，是全國批發採購成衣紡織產品的中心，如果港商到當地投資，前景應該十分樂觀。

然而，過去由於地理、交通等因素，到江蘇投資的港商不多。但隨着毗鄰香港的珠江三角洲地區投資成本越來越高，以及中國外商投資重心的逐步內移，三峽工程改善了長江流域廣大地區的投資環境，為港商帶來了新的投資機會。

此外，長江流域地區，都是中國人口最密集的地區，其內銷市場的輻射範圍達180多萬平方公里，輻射消費人口超過三億。三峽工程刺激了這廣闊土地的經濟發展和龐大人口的消費活動，對於外商拓展內地內銷市場製造有利條件。

事實上，本港不少以生產和銷售消費產品為主的企業，如經營手錶產品的得利集團和專營名牌服裝、服飾的預發集團等，都積極在長江流域的上海、南京、武漢、重慶等中心城市投資設點，把握三峽工程所帶來的龐大發展機遇。

得利集團主席梁偉浩指出，以拓展內銷市場的潛力來說，長江流域地區比珠江三角洲地區強得多。其中原因：一是長江流域的土地面積、人口及市場輻射範圍都遠勝於珠江三角洲；二是長江流域有很多地區的消費市場，仍處於起步發展的階段，潛力很大，這相對於漸見飽和的華南地區市場，對外商具有更大的吸引力。

另外，長江流域地區人民的消費模式，較偏重於衣着、裝飾、打扮等方面，這對於以生產輕工業消費品為主的港商而言，是一個十分

有利的市場，如服裝成衣、手錶、飾物、鞋類、皮革用品等港商專長的消費產品，在當地市場都擁有較佳的拓展銷售前景。

梁偉浩指出，三峽工程正好令長江流域地區市場的優勢，進一步擴大和發揮，令外商的投資更添方便和更具效益。

有助促進中西部地區的經濟發展

三峽工程除了有利於外商發展長江流域地區以及拓展當地市場外，更對促進中國中西部地區經濟發展，以及外商到西南地區投資，發揮很大的作用。

四川、貴州、雲南等西南內陸地區，雖然擁有極為豐富的人力及天然資源，但交通不便，運輸困難，一直令到當地豐富的木材、礦產資源無法開拓發展，有效利用。長江上游貫穿西南內陸地區，三峽工程改善了整條長江的航運能力，令處於長江上游的西南地區同樣受惠，這對於吸引外商投資，有效拓展利用西南地區資源，具有很大作用。

然而，三峽工程對中國整體經濟的最大貢獻，是其作為世界最大水電站所發出的龐大電力能源。

三峽水電站的設計容量為1,820萬千瓦，每年平均的發電量為847億度，相等於香港一九九六年全年用電量的二點六倍。如果用煤炭發電，相等的發電量每年要燒5,000萬噸煤炭，並會向大氣層排放近200萬噸二氧化碳和15萬噸灰塵，這對環境破壞之大，可想而知。

更大的全國性經濟效益，是三峽工程可以同時向華東、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，為中國整體經濟帶來長遠的經濟效益。

如果按每度電可以帶動的內地生產總值統計，三峽工程每年可以帶動5,200億元人民幣的經濟活動，提供300萬個就業機會。

另外，三峽工程也是中國國家大型投資體制改革的一個重要試點。一九九三年，國務院成立中國長江三峽工程開發總公司，作為三峽工程的業主，並將已建成的葛洲水電站撥入該公司作為資產營運的基礎。三峽工程的工程管理，採用了國際上通用的工程模式，並引入國際最先進的技術和設備，為中國未來的大型項目管理和發展，帶來了經驗。

引致大量移民和文物古跡遭受破壞

不過，三峽工程也為長江沿岸的居民生活和文物保護帶來一定的影響。三峽工程涉及的移民人數，和淹沒實物量在國內外水電工程建設史上，都是空前龐大的。

按正常蓄水位175米高壩方案，鄂西渝東632平方公里的陸地面積，涉及21個縣市區的127座城鎮，在長達十七年的移民遷建期內，最終安置移民總數將達220多萬人。

從一九八五年至一九九二年的八年時間裏，國家每年撥款2,000多萬元人民幣，在三峽庫區19個受淹縣市，進行大規模的開發性移民試點，取得了明顯的經濟、社會和環境效益。

另一方面，三峽工程亦對三峽兩岸著名的文物古跡造成很大的破壞。長江是中華民族發展的重要生活帶，沿江文物十分豐富。三峽庫區已探明的文物總量為1,200多處，其中重慶淹沒區的遷建區有地下文物590處，地面文物近300處，佔整個三峽工程文物總數的三分之二以上。中外著名的文物旅遊勝地，如雲陽張飛廟、奉節白帝城、巫山大昌古鎮，以及邦都鬼城、匯南漢墓群等，都分布其間。

為搶救和搬遷這些文物，三峽工程建設委員會，組織了中國文物界學術及實務兩方面的專家，組成庫區文物保護規劃組，但由於經費不足及缺乏配套政策，實際的發掘搬遷工作進展較緩慢，這是值得我們關注和憂慮的問題。

◎

浙江省的畜牧業及肉豬市場前景



本會於一九九七年十二月組織考察團赴浙江省，與該省農業廳官員會面，了解該省畜牧業的發展情況。雙方並詳細探討了當地豬隻及家禽養殖業的市場前景。

本港廠商在內地的業務投資不斷走向多元化，所涉及的行業包括批發零售、飲食、旅遊、房地產與基建等，農業亦將成為投資者另一個回報可觀的發展項目。



近年中國經濟發展蓬勃，人均收入上升，人民有較多積蓄，消費能力亦隨之有所增加。食品消費往往是家庭開支的重要一環，因此收入增加將直接導致肉類消耗量上升。根據浙江省有關政府部門代表指出，

中國人傳統愛吃豬肉比牛肉多。美國一項研究估計，在每10%的人均收入增長中，便會增加6%的人均豬肉消耗量，而鄉郊居民及居於城市的低中收入和低收入人士會是最具潛力的消費者。

為滿足市場對豬肉的需求，中國有必要增加本土的豬肉生產量或提高豬肉的入口量。基於自給自足的大方向，國家實行優惠政策鼓勵農民投資養豬業，相信會有助這行業的未來發展。正因有關當局預計畜牧業的產值佔農業總產值的比重將以每年1%增長，至公元二千年所佔比率將達到35%，而二零一零年更會上升至50%，故此畜牧業的市場前景，尤其是肉豬市場的發展將十分樂觀，港商應盡快把握這個發展潛力優厚的投資良機。

浙江優勢分析

浙江省種植業歷史悠久，產量豐富，為全國之首，其耕地面積超過160萬公頃，佔全省土地總面積16%，而浙江省北部土壤肥沃的杭嘉湖平原更是全國著名農業區之一。

在浙江著名的農產物中，金華火腿、浙江絲綢、西湖龍井茶、黃岩蜜桔、紹興黃酒均是遠近馳名的上乘佳品。近年經濟改革及農業技術的提升，更加為改善浙江省農業生產的效益奠定了基礎，例如水稻種植、茶葉、蠶繭、桑、棉、麻、禽畜、養蜂、食用菌的生產技術及加工技術，和使用沼氣、淡水養魚及小型水力發電廠等亦有進一步發展。

為加快經濟發展的步伐，政府於浙江特別成立多個設備完善的農業發展區及農業新技術發展區，以推廣農業出口及「三高」農產品。

關於肉豬市場發展方面，由於乳豬的邊際利潤飆升，優質肉類需求又不斷增加，故相信優質肉類仍會成為未來市場的主導。

下文臚列浙江農業廳一九九七年第三季報告的數項重要指標：

一、待宰活豬和豬肉價格看好，豬糧比價下降

據一項統計指出，該省待宰活豬平均價為每公斤人民幣9.7元，去骨帶皮豬肉每公斤人民幣15.5元，較上季價格分別上漲5.3%和2.5%；而飼料價格卻相對下降，玉米售價為每公斤人民幣1.3元至1.4元，育豬飼料每公斤人民幣1.72元，分別下降10%和8%；可見飼養肉豬經濟效益十分可觀。據嘉興郊區調查，肉豬每頭平均盈利為人民幣87.6元。

二、小豬價格持續上漲，促使母豬飼養量增加

小豬零售價格繼續上漲，現已突破每公斤人民幣12元，達歷史的高水平，其中九七年九月更升至每公斤人民幣12.6元，比九六年同期增加29.1%，九六年七月是浙江省小豬價格上漲的轉折點，小豬售價不斷攀升，促使九七年第二季母豬飼養量明顯增加，達83萬頭，最近更上升到90萬頭。與此同時，玉米價格回落，配合飼料價格由九六年的每公斤人民幣1.88元下

降到每公斤人民幣1.72元，降幅達10.59%，足見飼養母豬利潤豐厚。而根據調查所得，小豬每頭平均獲利人民幣250元左右。

三、衢縣成為新的母豬飼養基地

衢縣於第三季能繁母豬存欄已達5.5萬頭，僅次於嘉興市的幾個小豬生產集中地，如海鹽（7.43萬頭）、嘉興郊區（7.01萬頭），佔衢州市總量的50.46%，上季已出現新的母豬產仔高峰，品種以「長嘉」二元良種母豬為主，以生產三元瘦肉型中豬銷往福建，上季累計所售出豬隻共34萬頭，比九六年同期增加54.55%。

本季中豬與大豬的差價從九六年每公斤人民幣0.14元升至人民幣1.6元，季末中豬售價達每公斤人民幣10.04元。據該縣30個畜牧場的一項調查統計顯示，出售每頭中豬（平均體重45千克）獲利人民幣167.8元，比九六年同期的人民幣84.2元增長一倍。

四、着重三元雜交豬的養殖

由於三元瘦肉型雜交豬生長快及肉質好，銷量極高，效益良好，每擔達人民幣530元，促使農戶爭相飼養這類豬隻，特別是「規模養豬補欄」正在加快，如嘉興郊區高家埭村共有714個農戶，平均每戶飼養母豬達4.5頭，肉豬15頭，而每年賣出肉豬千頭以上的有6戶，500頭以上的有22戶，100頭以上的有150戶，相信該村九七年全年可賣出肉豬3.8萬頭，苗豬4萬頭，總收入達到人民幣2,850萬元，人均收入創人民幣3,200元新高。

發展趨勢

為保證生豬產量穩定，農牧部將對各地農戶及農場進行廣泛宣傳活動，包括加強種畜禽管理，提高母豬質量，加強小豬市場管理，積極開拓省外市場。外商可透過技術引進、資金投入及本身的海外分銷渠道，參與浙江省的豬隻養殖，利用現代管理，從事規模化生產及肉類加工製造，以迎合不同的海外市場需要，並在不斷擴大的內地優質肉豬市場分一杯羹。



一九九七年度會員大會

本會於一九九七年十二月九日舉行會員大會。會上，本會通過一九九六至九七年度核數師報告、會董報告，以及一九九八至九九年度經常費收支預算案，並通過續聘馬炎璋會計師為本會一九九八至九九年度核數師。

會長梁欽榮在致辭時表示，香港成功回歸祖國，並在「一國兩制」、「港人治港」的原則下繼續享有高度自治，社會保持繁榮穩定，這有助於加強投資者對在本港投資或增加投資的信心。

鑑於香港在回歸祖國之後與內地的經貿連繫更為密切，加上廠商會大部分會員企業均有在內地投資，為向會員進一步提供所需服務，本會於一九九七年九月至十月期間就會員企業在內地的投資情況進行了一項問卷調查。

梁會長稱，調查結果充分反映本港廠商對內地經濟穩定發展甚具信心，港商並將繼續投入資源，增加業務性的投資。廠商在內地進行的生產活動，其實是本港整體工業活動的擴展，是本港工業不可分割的一部分，故此本會定將繼續致力這方面的工作，為港商在內地各省市，開拓更多經貿合作的機會。

為加強本港與內地各主要省市的聯繫，促進兩地企業的經貿合作，本會在一九九七年相繼與內地的工商團體簽訂合作協議，向會員和業界人士提供具體服務。本會在去年十一月訪問上海市和浙江省時，便分別與上海市工商業聯合會和浙江省工商業聯合會簽訂合作協議。此外，本會過去曾分別與深圳市總商會、福建省工商業聯合會及河北省工商業聯合會等簽訂協議。

梁會長透露，在廠商會代表團訪問上海期間，曾與上海市徐匡迪市長會面。徐市長表示，上海和香港的企業其實可聯手到中西部地區拓展業務，上海市具備充裕的技術人才，且熟悉內地情況，而香港則擁有國際性市場和資金充裕的優勢，兩地企業倘能互補

長短，結合雙方的優勢，在拓展中西部的業務方面定能互惠互利，共享成果。

梁會長指出，廠商會另一項重點工作是促進中國大陸、台灣及香港特區三方面的經貿合作。現時，廠商會、中華全國工商業聯合會及中華台北工商企業聯合會每年合作舉辦有關三地之經濟發展的大型研討會。三會並決議一九九八年的研討會在香港舉行，屆時將由廠商會統籌組織各項工作。

國際方面，本會現已設立國際事務委員會，統籌本會與海外各工商團體的合作事宜。本會最近與羅馬尼亞工商會簽訂合作協議，以促進羅港兩地之間的貿易和投資合作。本會檢定中心較早前亦與法國實驗所LNE (Laboratoire National d'Essais) 簽署合作備忘錄，對出口法國或歐洲市場的產品合作提供產品測試服務，以提高服務質素和效益，及增進港商對歐洲共市在產品標準方面的認識和了解。

梁會長又透露，本會現正積極研究在一九九八年下半年再度舉辦「工展會」，並已成立委員會專責籌組有關工作。他說：「舉辦這屆『工展會』的目的，是秉承以往宣



本會一九九七年度會員大會已於十二月九日舉行完畢。
圖為本會領導及主禮嘉賓合照。

傳香港工業的優良傳統，並同時計劃吸引國內和海外企業參展，擴闊展品領域，提高工業科技層次，以促進本港工業升級，重振本港製造業雄風。」

此外，為專責跟進各項事務的發展，本會已成立特區事務委員會，以統籌和研究本會對特區政府在政制、經濟、社會、民生等各方面的意見和工作。至於工業方面，梁會長指出，由於本港經濟目前正處於結構性轉型中，工業發展必須走向高增值、高科技的生產，以提高產品質量，改善企業的管理系統和工人的技術知識。廠商會歡迎政府向應用研究基金再注資五億元，以鼓勵企業將高科技成果轉化為商品，但本會認為，與鄰近國家或地

區比較，政府在鼓勵工業高科技發展方面所投入的資源遠為不足，實有增加的必要。本會成立的工業科技委員會亦將致力研究和統籌本會對工業發展和提升高科技方面的意見和工作。

本港工業以中小型企業為主，廠商會中小型企業委員會過去一年曾舉辦多項研討會，以協助他們解決營運上的問題，包括資訊、融資、市場推廣和行政管理等。特別在資訊科技方面，本會連續兩年獲政府撥款，推行「中小型企業資訊科技」工作計劃。本會將不斷致力發展由本會設製的中小型企業資訊網絡(SME-Net)，為中小型企業提供最新的市場資訊。

一九九八年香港工業獎： 機器及設備設計比賽接受報名

「香港工業獎」獎勵計劃於一九八九年設立，今年已踏入第十年。是項獎勵計劃旨在表揚及鼓勵在不同工業表現中有傑出成就的廠商，包括以下七大類別：機器及設備設計、消費品設計、生產力、品質、出口市場推廣、環保成就及科技成就。

自一九八九年開始，香港中華廠商聯合會便主辦「香港工業獎：機器及設備設計」比賽。

參賽類別

一九九八年「香港工業獎：機器及設備設計」比賽之產品分為六個組別：

- 一、生產機器及設備 ——
供生產用途而產品為完整之機器或設備；
- 二、生產工具之配件及零件 ——
附於機器或設備上之配件及零件，用以輔助生產、提高生產效率及控制產品質素等；
- 三、科學儀器、計量儀器、控制及測試設備及其配件或零件；
- 四、辦公室文儀用具(包括電腦)及通訊器材；
- 五、工業用之電腦軟件；及
- 六、雜項類。

所有參賽產品之設計研究或製造，須在報名截止日期前一年內完全或實質上在香港進行。截止報名日期為一九九八年四月十五日。

評審標準

參賽產品均根據其性能、創新、應用新技術、方便使用、成本效益、安全性及對環境影響予以評審。

獎項

評審委員會在每個組別中選出傑出優異之產品頒發「廠商會機器及設備設計獎」，再從全部得獎者中選出最傑出之產品頒發「香港工業獎：機器及設備設計獎」。評審委員會更會從每個組別中選出其他優良產品頒發「廠商會機器及設備設計優異證書」。

頒獎典禮

一九九八年「香港工業獎」頒獎典禮訂於一九九八年十月尾或十一月初舉行。

如有查詢，請與香港中華廠商聯合會聯絡(地址：香港中環干諾道中64-66號廠商會大廈一字樓；電話：2545 6166，圖文傳真：2541 4541)。

本會宴請香港新華社社長姜恩柱

本會於一九九七年十一月二十七日宴請新華社香港分社社長姜恩柱、副社長秦文俊及各位領導。姜恩柱社長在會上致辭時，呼籲工商界支持香港實行「一國兩制」，繼續為香港的繁榮安定作出貢獻。

姜社長表示，香港是一本深奧的書，要讀懂這本書實要借助工商界的力量。他稱，廠商會作為本港主要的工業團體之一，多年來積極參與社會事務，推動本港工商業發展，並辦學培育工業人才，及就各項政府政策反映工商界的意見。廠商會更致力祖國建設，協助會員公司積極到內地投資設廠，為國家的經濟發展、改革開放而貢獻力量。

姜社長又謂，新華社香港分社是中央授權在港設立的機構，致力促進香港和內地的經貿和文化交流，及聯繫在港各中資機構。姜社長並表示，希望廠商會繼續支持新華社的工作，使香港在「一國兩制」、「港人治港」、「高度自治」的原則下繼續穩定發展。

對於姜社長初到本港履任新華社香港分社社長時曾說香港是一本難讀的書，梁欽榮認為姜社長態度謙虛，事實上姜社長非常了解香港事務。姜社長長期主管西歐事務，了解英國國情，並曾參與中英談判，又擔任香港特別行政區籌委會副主任，及出任中國駐英大使，多項工作皆涉及

香港事務，對香港在政治、經濟及社會等各方面問題均有深入研究，姜社長作為國家部級的官員，清楚了解國家政策，定能充分發揮新華社在溝通本港與內地之間的功能。

梁會長續稱，雖然香港和內地的關係密切，但國家幅員廣闊，經濟發展迅速，要徹底了解國家的發展殊不容易，可以說「中國是一本永遠讀不完的書」。他希望新華社香港分社能繼續發揮橋樑的功能，加強香港和內地的聯繫，而廠商會則會繼續為香港和內地企業拓展更多合作機會，特別是與新華社經濟部繼續合作，以推動香港與中西部地區的合作發展和國企改革。



會長梁欽榮（右）在晚宴上致送紀念品予新華社香港分社社長姜恩柱。

本會赴深圳代表團

應深圳外商投資企業協會之邀請，本會於一九九七年十二月二十三日組織一行十人之代表團前赴深圳出席該會的第四屆會員大會暨'96外商投資雙優企業表彰大會。該會於會後特設晚宴及文藝演出會款待本會代表團及其他國內外嘉賓。

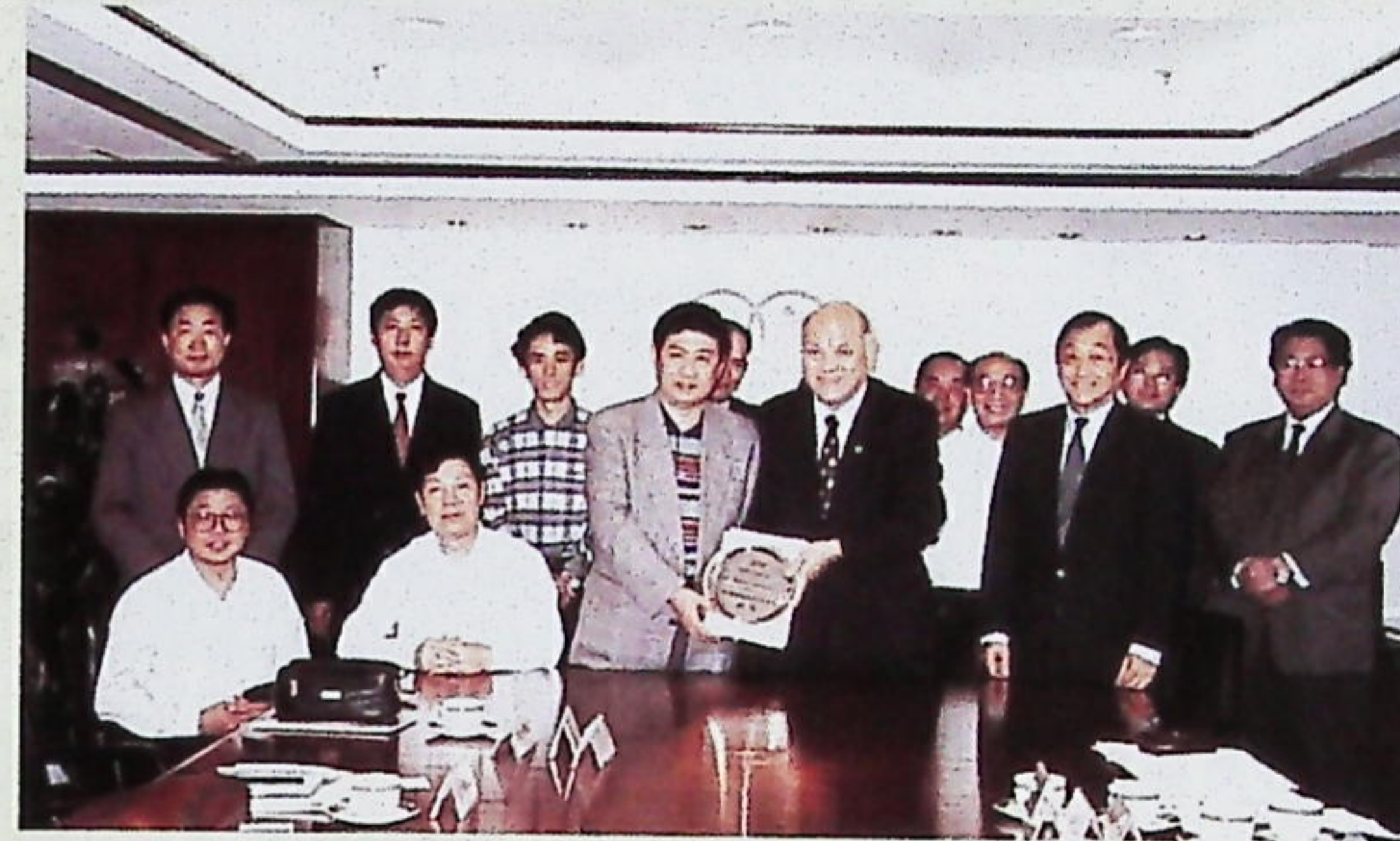
是次本會派團出席深圳外商投資企業協會的活動，是兩會於一九九六年簽訂友好商會合作協議後的交流活動之一，旨在加強聯繫，增進彼此對兩地的市場情況及投資環境之了解，並互相協助開展各項商務活動及有關經濟項目等。該會會長、深圳市市長李子彬在會上聘請本會副會長葉慶忠及名譽會長倪少傑為該會第四屆理事會的名譽會長。

本會代表團由副會長葉慶忠任團長；名譽會長倪少傑為副團長；團員包括常務會董羅展，會董馮元侃、趙耀祖、郭應道、周林邦、何煜榮，及秘書處職員等。



本會副會長葉慶忠（前排左三）、名譽會長倪少傑（前排左四）與深圳市委副書記、市長及外商投資企業協會會長李子彬（前排右四）及其他嘉賓在深圳外商投資企業協會第四屆會員大會暨'96外商投資雙優企業表彰大會上合照。

江蘇省江都市政府代表團



江蘇省江都市人民政府副市長尤克順（前排左三）於一九九七年十一月五日率領該市代表團蒞會訪問，獲本會副會長林輝寶（前排右三）等接待及致送紀念品。

江蘇省宜興市政府代表團



江蘇省宜興市副市長丁其法（左五）於一九九七年十一月五日率領該市代表團蒞會訪問，並接受本會副會長林輝寶（右四）致送之紀念品。

江蘇省射陽縣代表團



本會副會長林輝寶（右五）於一九九七年十一月五日主持接待江蘇省射陽縣代表團，並致送紀念品予該縣人民政府副縣長劉長勝（左五）。

日本海部郡愛知縣代表團



日本海部郡議會代表團一行十八人於一九九七年十一月十三日蒞會訪問，與本會代表合照。

上海市工商聯代表團



上海市工商業聯合會代表團一行七人於一九九七年十一月十一日蒞會訪問，並由該會會長任文燕（左六）致送紀念品予本會副會長盧文端（中）。

雲南省外經貿廳代表團



於一九九七年十一月十一日蒞會訪問之雲南省外經貿廳廳長王新培（中）接受本會副會長盧文端（右二）致送紀念品。

本會代表團訪問 上海及浙江省收穫豐富

本會於一九九七年十一月二十八日至十二月三日由梁欽榮會長率領一行二十人之高層代表團前赴上海市及浙江省訪問。此行主要目的是繼十五大後，就有關發展多種所有制經濟及企業改革等問題，探討香港廠商與內地企業合作的新機會。



本會會長梁欽榮（左）致送紀念品予上海市政協主席陳鐵迪。

代表團於十一月二十八日甫抵上海即拜會市長徐匡迪，雙方並談到國企改革將有助增強企業的競爭力，減輕國企對員工在社會福利方面的承擔，及給予外商更多參與經濟發展的機會。徐市長表示以上海為龍頭的長江經濟發展區，因三峽工程而帶來了不少投資合作的新機遇。基於長江沿岸的龐大市場潛力和廉宜勞動力，上海與香港可合作共同發展工業項目。由上海提供生產技術及設備、企業管理人才，結合香港的管理知識、市場網絡和資金等，將為長江一帶引進現代化的企業管理制度與解放國企的經營活力。下午代表團拜會上海市政協主席陳鐵迪。翌日，代表團出席由上海市政協舉辦的「國有企業改革與發展座談會」，由上海市政協副秘書長梁玉書主持，及由上海社會科學院經濟研究所副所長顧光青、上海市經濟體制改革辦公室綜合規劃處處長耿紅福、于煒及上海產權交易所經理高正華等作專題講解。據介紹，上海市近年進行了大量的國企改革工作，包括了企業破產、兼併及職工再就業安置等。以一九九六年為例，有43家國型企業宣布破產，裁減職工共達42萬。截至一九九七年十月止，有84家企業破產，裁減職工36萬名。改革的目標是要轉化70%的國企為有限責任公司，較優質的企業更要採用股份制及進行上市。

在訪問期間，代表團並參觀了浦東新區、昆山經濟技術開發區、上海體育場、上海博物館、東方明珠電視塔、上海圖書館、港陸廣場、嘉華山莊，及遊覽洋澄湖。

代表團隨於十二月一日離滬前赴浙江省湖州市及杭州市訪問。抵達湖州市後，代表團獲該市市委書記俞國行、代市長袁榮祥、及省委統戰部副部長徐長福熱情接待。代表團隨後並參觀了湖州市經濟技術開發區、兩家工廠企業、湖州市師範學校和湖州市師範專科學校。本會會長梁欽榮、副會長林輝實和陸增鏞更獲聘任湖州市人民政府經濟顧問。

翌日（十二月二日），杭州市經濟技術開發區管理委員會副主任張學寧為代表團舉行介紹會，詳述開發區現時之發展情況。會後，代表團到訪一家民營化工廠作實地考察。浙江省代省長柴松岳於當日下午接見代表團一行，省政協副主席耿興華及省政府秘書長黃興國等亦陪同接待。柴省長表示，浙江省之經濟發展特色在於擁有較平均多種形式的經濟體制，國有企業現時祇佔全省國民生產總值的20%左右，以工業總產值計算，更祇佔15%。商貿方面，浙江省亦以每年平均15%左右的增長率不斷擴大對外貿易。一九九七年，該省的出口貿易總額預計可達110億美元。本會會長梁欽榮回應表示，香港和浙江省兩地的工業企業發展有相類似的情況，均以中小型企業及輕工業為主。民營企業的發展潛力良好，要走上更大規模、現代化的企業行列，企業改革非常重要。為配合國家的鼓勵政策與發展方向，企業要提高經濟效益、擴大融資及引進外資，並進行股份改革，上市集資，壯大業務。浙港工商界可加強彼此連繫，交流經驗，兩地的合作前景甚為廣闊。



湖州市代市長袁榮祥（前排左三）及市委書記俞國行（前排右四）會見本會代表團。



湖州師範及湖州師專熱烈歡迎本會代表團到訪。

本會此行分別與上海市工商業聯合會及浙江省工商業聯合會簽訂合作協議書，在香港回歸以後，進一步加強香港廠商與內地工商企業的連繫，及透過兩地工商團體的聯盟，促進企業間的合作機會。簽署協議書的代表分別為本會會長梁欽榮、上海市工商聯會長任文燕及浙江省工商聯會長鈕守章。浙江省省委副書記劉楓並擔任浙港兩會合作協議書簽署儀式的主禮嘉賓。

梁欽榮會長表示，代表團在上海及浙江的訪問，得到當地政府與工商界良好的回應，本會未來將繼續積極建立與國內其他地區的合作關係，推動香港與內地工商界更廣泛的合作層面。

是次代表團由本會會長梁欽榮任團長，副會長楊孫西、林輝實、盧文端、陸增鏞及會長助理林學甫為副團長，團員包括常務會董尹德勝、會董沈漢鎮夫婦、麥雄、葉志光、馮就、蘇包陪慶、陸宗霖、唐宏洲，青年委員會委員麥森美，本會檢定中心上海聯絡處經理陳麗麗、副執行幹事劉麗斯及助理秘書梁婉婷等。



本會會長梁欽榮（左）與浙江省工商業聯合會會長鈕守章於簽訂合作協議後互相握手道賀。

大連高新技術產業園區 管理委員會代表團



本會會長助理周敏（右四）於一九九七年十一月十四日接待訪問本會之大連高新技術產業園區管理委員會代表團，並致送紀念品予該委員會主任張世臣（左四）。

北京市政協副主席沈仁道訪會



北京市政協副主席沈仁道（前排左二）於一九九七年十一月十七日蒞會訪問，與本會會長梁欽榮（前排中）及其他代表合照。

大連市代表團



大連市人民政府副市長李永金（中）於一九九七年十一月十七日率領該市政府代表團訪問本會，獲本會副會長盧文端（右四）等接待和致送紀念品。

本會宴請中國外交部駐港特派員公署領事部主任戴昌世



本會常務副會長梁乃榮（右）於晚宴上致送紀念品予戴昌世先生。

本會於一九九七年十二月十八日設宴款接中國外交部駐港特派員公署領事部主任戴昌世先生。戴主任在晚宴上就香港特區護照問題發表簡短講話，並向與會者介紹了公署領事部的職能和工作，及總結該部成立半年以來所處理的事務。

戴主任指出，公署的工作宗旨，是在外交部之領導下，維護國家主權和利益，包括維護香港特區的利益，保護香港同胞的合法權益，支持香港特區發展與各國、各地區之間在經貿等方面的關係，及促進香港的長期繁榮穩定。

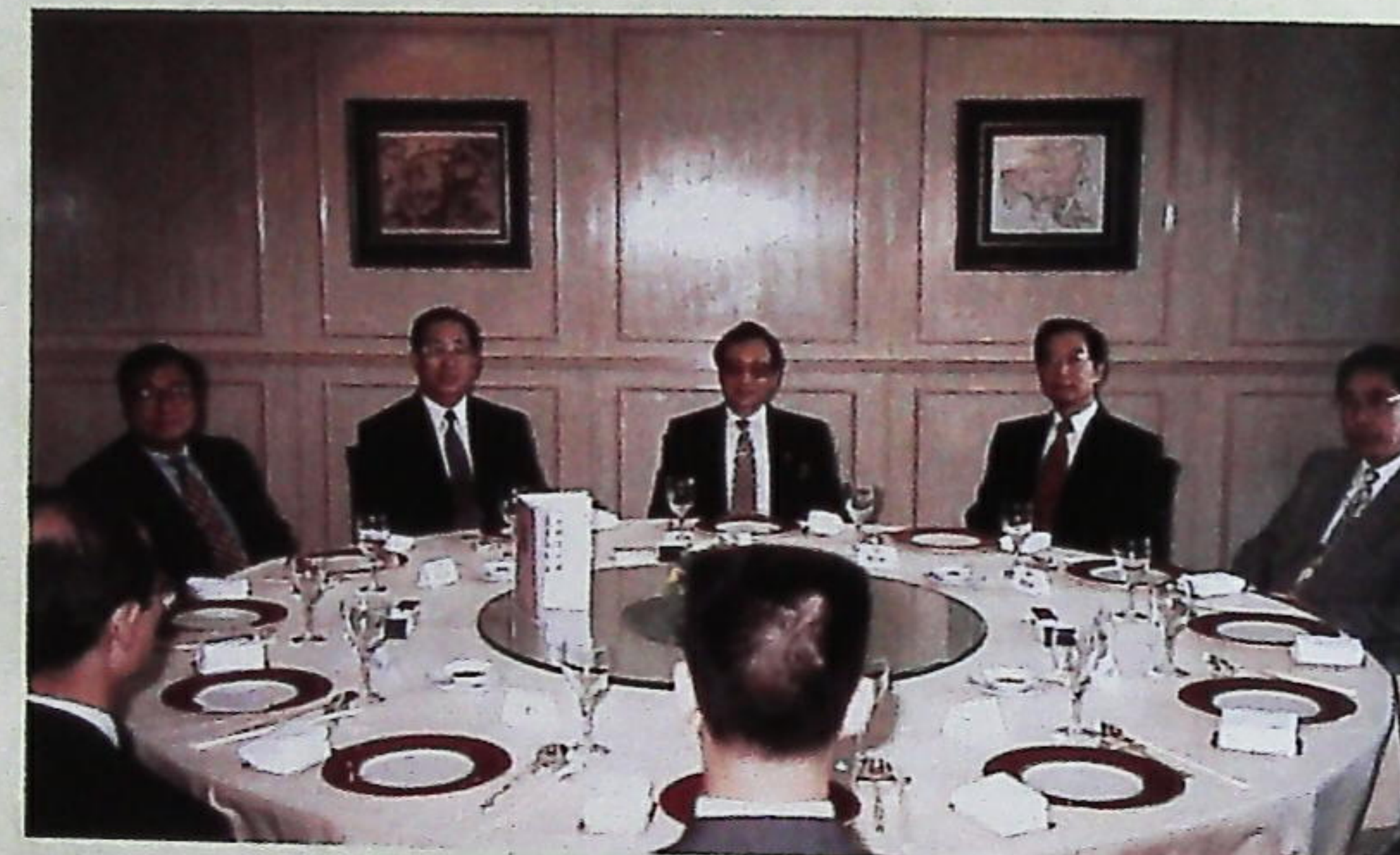
關於公署和特區政府在處理香港特區的外交和對外事務上的職責劃分，目前大致上可分為兩大類。第一類是根據基本法的規定明確由中央人民政府負責管理的外交事務，主要是有關主權、外交和安全等方面的涉港事務，將由公署在中央人民政府領導下處理，處理時或通報特區政府，或徵詢其意見。第二類是中央人民政府授權特區政府根據基本法自行處理的對外事務，則由特區政府自行處理，公署給予協助和支持。

有關申請特區護照的輪候時間方面，戴主任表示，自特區政府成立以來，入境事務處每天可簽發1,800至4,000本特區護照，至一九九七年十一月十五日已受理申請376,000多份，已簽發235,000本。符合條件的香港同胞申請特區護照通常需等候四至五個工作天，如果申請人持有有效的「英國國民(海外)護照(BNO)」，「香港身份證明書(CI)」或「香

港簽證身份書」(DI)，而不急於領取特區護照者，則要等候八個星期。如果申請人沒有其他旅行證件而又急於出國旅行，也可在一、兩天之內取得特區護照。

到目前為止，通過簽訂互免簽證協議給予特區護照持有人免辦簽證待遇的國家有24個，如泰國、埃及等。此外，包括美國等七個國家向特區護照持有人和「英國國民(海外)護照」持有人同等給予特區護照免簽證待遇。中央政府和特區政府都在繼續努力，爭取更多國家給予特區護照持有人免簽證待遇。

宴請對外貿易經濟合作部



本會於一九九七年十一月二十日設宴款接對外貿易經濟合作部一行七人，本會會長梁欽榮（中）與該部部長助理孫廣相（左二）等合照。

廉政專員任關佩英訪會



廉政專員任關佩英女士（左一）於一九九七年十一月二十七日到訪本會，梁欽榮會長（中）建議廉署透過本會聯絡及召集中小型企業舉辦防貪研討會。

北京市政府代表團



於一九九七年十二月四日蒞會訪問之北京市政府代表團與本會代表合照。

中國國際人才交流協會代表團



中國國際人才交流協會副秘書長兼國家外國專家局副局長張宇杰（左六）於一九九七年十二月四日率團蒞會訪問，並接受本會會長梁欽榮（右六）致送之紀念品。

「卓越管理才能」證書課程

本會於一九九七年十二月一日至十七日期間舉辦「卓越管理才能」證書課程，由職業訓練局香港管理專業發展中心兩位高級顧問負責主講，就現代管理人員所須具備的各種管理技巧進行深入剖析，並提供個案實例，與學員分析討論。為期六節的證書課程，共吸引五十人參加。

97新會員座談會



為新會員而設之97新會員座談會已於十二月八日完滿舉行，新會員反應熱烈，出席者眾。

江蘇省徐州市及丹陽市代表團訪會



副會長陸增鏞（右九）於一九九七年十二月八日代表本會致送紀念品予蒞會訪問之江蘇省徐州市及丹陽市商會代表。

外經貿部台港澳司副司長訪會



本會會長梁欽榮（前排右三）等於一九九七年十二月十一日接待中國對外貿易經濟合作部代表團一行，雙方合照留念。

廣東省外經貿委代表團



廣東省對外經濟貿易委員會代表團一行於一九九七年十二月十二日蒞會訪問。圖為本會副會長葉慶忠（中）致送紀念品予該委員會人事教育處副主任秦和洲（右三）。

福建省總商會代表團



本會於一九九七年十二月十三日接待到訪的福建省總商會代表團，由副會長楊孫西（左四）致送紀念品予該會會長李祖可（左三）。

本會青年委員會參觀新機場



本會青年委員會於一九九七年十二月十三日組團參觀赤鱗角新機場，以了解新機場的建造過程及先進設施。

浙江省工商聯代表團



本會副會長葉慶忠（前排中）及其他代表於一九九七年十二月十六日與蒞會訪問之浙江省工商業聯合會代表團一行合照。

中華海外聯誼會代表團



本會副會長葉慶忠（右四）於一九九七年十二月十五日主持接待中華海外聯誼會代表團，並致送紀念品予該會秘書長覃志剛（左四）。

武漢市總商會代表團



本會副會長葉慶忠（右五）於一九九七年十二月十八日主持接待武漢市總商會代表團，並致送紀念品予該會副會長王道理（左六）。

山東省泰山區人民政府代表團



本會會長梁欽榮（中）於一九九八年一月五日主持接待山東省泰山區人民政府代表團一行，並與該區區長閻新建（左三）等合照。

中國科學院代表團



本會副會長林輝實（中）於一九九八年一月六日主持接待中國科學院代表團，並致送紀念品予該院院長路甬祥（左四）。

河北省人民政府代表團



本會會長梁欽榮（前排右二）於一九九八年一月九日主持接待河北省人民政府代表團，與省政府副秘書長許國峰（前排左二）等合照。

北京市平谷縣工商聯代表團



北京市平谷縣工商業聯合會代表團於一九九八年一月十五日蒞會訪問，與本會代表合照。

廣東省外經貿委副主任廖國濟訪會



廣東省外經貿委副主任廖國濟（左二）於一九九八年一月十六日蒞會訪問，由副會長葉慶忠（中）主持接待。會上廖副主任闡釋了國家對外資企業進口設備及原材料免稅優惠的最新政策。

美國St. Ambrose大學工商管理學碩士學生訪會



美國St. Ambrose大學工商管理學碩士學生代表團於一九九八年一月九日蒞會訪問時接受本會副會長陳永棋（左七）致送之紀念品。

「中小型企业資訊網絡」 (SME-Net)的誕生和發展

「中小型企业資訊科技應用 專責工作計劃」總結報告

引言

根據一份港府在一九九五年發表的調查報告顯示，本港共有中小型企业291,117家，佔全港註冊企業98.2%。無論在提供就業機會，以至從本港本地生產總值(GDP)和國際貿易方面的佔分着眼，中小型企业絕對是香港經濟的支柱和命脈。然而，它們卻面對着高地價、高工資，以及缺乏融資渠道和商業資訊等經營問題。本會在一九九五年曾就有關問題向會員進行一項調查，結果顯示超過八成被訪的中小型企业都受到這些問題的困擾，經營日漸吃力，而有近七成被訪的中小型企业希望本會能為他們提供更多商業資訊，例如供應商及買家等資料。

為協助本港中小型企业面對和解決各種經營問題，本會於一九九五年成立中小型企业委員會，以專責探討可行辦法和推行所需工作。在資訊科技的應用方面，本會中小型企业委員會於一九九六年獲得政府「工業支援資助計劃」撥款推行一項為期一年的「中小型企业製造企業資訊科技應用專責工作計劃」，藉此推廣及協助本港中小型企业製造企業正確了解及應用電腦資訊科技，從而提高其生產力和競爭力。

計劃內容

該「專責工作計劃」的內容包括一項有關中小型企业運用資訊情況的問卷調查，透過展覽會和研討會宣傳推廣，替中小型企业製作網頁，及以試驗性質設計和發展「中小型企业資訊網絡」(SME-Net)。

問卷調查旨在了解中小型企业資訊運用方面的情況、需要和問題。本會得以從調查中知道中小型企业對各種商業資訊的需要，從而初步製訂SME-Net的發展方針和架構，以及適當地分配資源。本會亦透過多個研討會及展覽會，向業界人士推介資訊科技及SME-Net的應用。

除此以外，本會更以優惠價錢替50家中小型企业設計和製作公司網頁，並存放在SME-Net內，透過國際電腦互聯網(Internet)向世界各地發放，藉此協助參與計劃的中小型企业作世界性的市場推廣，以開拓海外市場。

至於SME-Net的設計和發展工作，本會更聯同香港生產力促進局合作進行。此外，本會亦透過不同渠道收集業界人士對設立該個資訊網絡系統的各方面意見，例如直接到訪各廠商作面對面式的訪問，以收集他們對SME-Net的意見等，務求向本港的中小型企业提供最能配合他們日常運作所需的網上資訊和服務。

設立SME-Net的原因

本港中小型企业對各種資訊尤其是市場資訊的需求甚大。然而，本港目前並沒有一個專設的傳播媒體或機制為工業界全面提供所需資訊和服務。面對國際市場日趨激烈的競爭，中小型企业若能迅速及準確地掌握商業資訊，對其維持業務健康運作和發展至為重要。一般而言，中小型企业並沒有足夠的資源可應用在搜集資料方面；就算資源充足，若中小型企业各

自進行同樣的工作，是極為浪費資源之舉。故此，最有效的辦法是設立一個中央資訊網絡系統，以統籌有關資訊的收集、處理和發放工作。本會深信，這樣的一個資訊網絡系統對本港工商業以至整體經濟的發展會有幫助。

本會選擇以國際電腦互聯網作為SME-Net的發展基礎，主要是由於互聯網能聯通世界每個角落，有助中小型企业輕易獲得世界各地的商業資訊，加上互聯網的「互動」特性，本港的中小型企业除可身處香港而向世界各地的準客戶和合作伙伴發放他們的資料外，亦可以接收他們的訊息，最終在不用長途跋涉的情況下達成交易協議，省回大量時間、金錢、人力和物力。另外，互聯網的收費比國際長途電話甚至傳真服務便宜，絕對是一件適合中小型企业用以對外通訊的工具。

中小型企业資訊方面的需要

為了解中小型企业對資訊的需求，以設計SME-Net的基本架構，及製訂發展網絡系統各個部分的先後次序，本會於一九九六年底向全港不同行業的中小型企业進行一項問卷調查，以收集他們在運用資訊方面的情況，及對電腦資訊科技應用的意見。

調查結果顯示，本港的中小型企业對多種資訊包括買家賣家資料、市場趨勢、融資渠道、科技發展及內地資訊等均有需要。至於他們最希望SME-Net提供的，則是市場和內地資訊。除此以外，個別中小型企业更表示需要一些其所屬行業專有的資訊，例如成衣業的配額和原材料價格走勢等。

此外，調查結果亦顯示有接近八成被訪的中小型企业已在辦公室內安裝了電腦，但大部分祇將電腦應用於一些簡單的工作，例如文書處理、算數表等。祇有低於兩成的被訪企業利用電腦來處理一些較高層次的工作，例如資料搜集、物料管理、對外通訊和研究及發展等。

故此，一些推動和鼓勵中小型企业善用電腦及資訊科技的活動，例如本會推行的「中小

型製造企業資訊科技應用」專責工作計劃是必要的。

SME-Net

SME-Net是一個透過國際電腦互聯網向中小型企业提供各種日常運作所需資訊及有關服務的資訊網絡系統。由於資源有限，本會在過去一年祇可以為該個資訊系統設計出一個雛型架構。現時，SME-Net仍然處於一個祇擁有骨架的試行版階段，在內容方面有很多地方仍有待改善、充實和發展。然而，業界人士、本港其他工商機構以至政府均對有關工作表示歡迎和支持，特區政府更再次批准本會一項為期十二個月的工作計劃之撥款申請，以進一步發展該個資訊網絡系統。

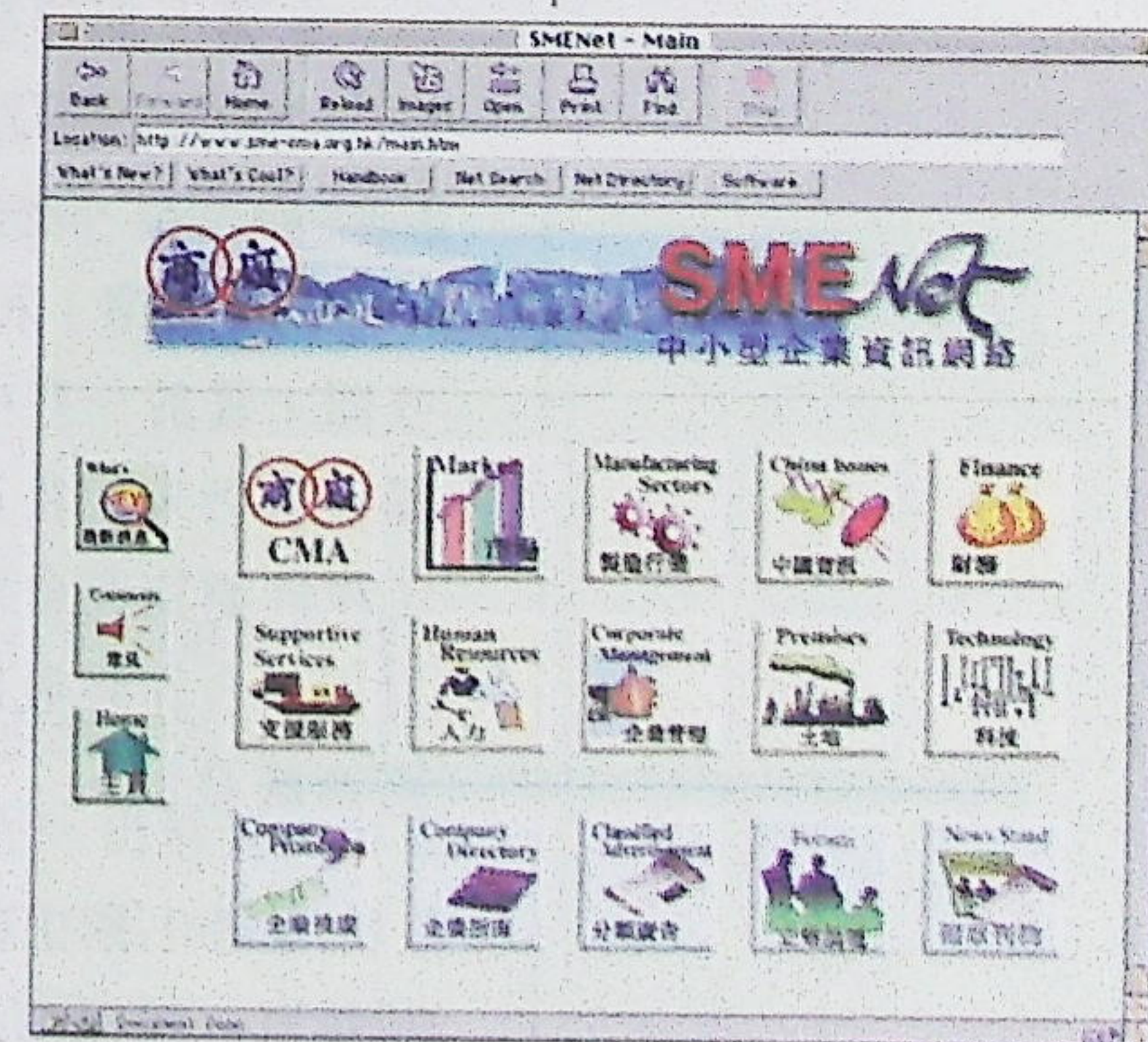
服務宗旨

長遠而言，本會希望能將SME-Net發展成為一個主要為全港中小型企业提供資訊和服務的網絡系統。這項長期工作的具體宗旨分別為：

- 一、向中小型企业提供不同種類的網上商業資訊、專業及支援服務。
- 二、幫助中小型企业推廣他們的公司及產品至世界各地的準客戶和業務伙伴。
- 三、向中小型企业提供一個快速而有效的通訊渠道，並設立論壇讓中小型企业可以就不同領域的問題互相討論、發表意見。

SME-Net的架構

目前，SME-Net的架構主要由十五個大類目所組成。為做到一目了然的效果，及讓中小型企业可更為容易地使用該個網絡，這些類目分別由十五個不同圖案代表。(圖一)



圖一：中小型企业資訊網絡的基本架構

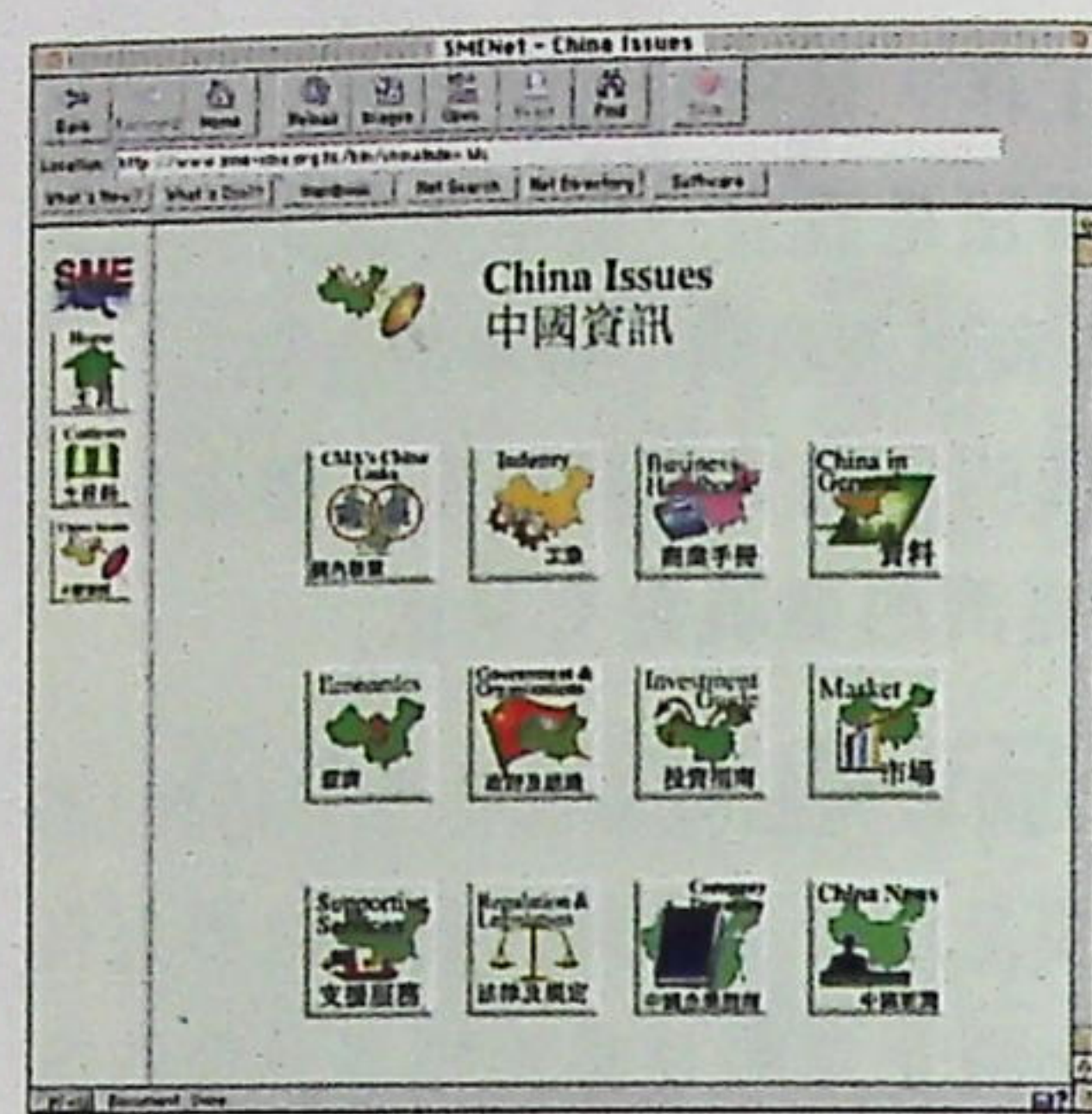
在內容結構方面，該網絡大致上可分為三大部分。第一部分是一些中小型企業最需要知道的資訊，例如「中國資訊」、「市場」、「製造行業」、「財務」等。第二部分則為一些中小型企業日常運作所需的專業和支援服務之資訊，例如「支援服務」、「人力」、「企業管理」、「土地」、「科技」等。至於第三部分則為一些方便和協助中小型企業利用互聯網進行宣傳推廣、互通消息、彼此交流和表達意見的功能範疇，例如「企業推廣」、「分類廣告」、「企業論壇」等。SME-Net日後的發展工作，將繼續在這三大範疇進行。

第二期發展工作

本會在第一期的發展工作中，已大致規劃出SME-Net的基本架構。其中「中國資訊」是本港中小型企業極希望本會能為他們提供的資訊之一。現時，香港工商界在內地的投資金額龐大，地域方面更遍布全國，其中本港廠家在鄰近華南地區設立的廠房超過50,000家，僱用着近5,000,000名工人。香港和內地的經貿投資關係早已非常密切，而有關的資訊無論對港商或是內地的工商企業來說，均十分重要。有見及此，本會第二期工作計劃的重點，是發展「中國資訊」部分，希望能協助在內地尤其是在華南地區有投資的港商發展業務，並希望日後內地的工商企業亦同樣地能享用該個網絡系統所提供的資訊和服務。

在第一期的發展工作中，本會已大致將有關內地的現有網頁以「書籤」(bookmark)形式與SME-Net串聯起來，並劃分為十二大類，包括如圖二所示的「工業」和「市場」等，以供中小型企業查閱。鑑於一些中小型企業極之需要的最新有關資料仍未能在互聯網中找到，本會在第二期工作計劃期間會聯絡內地各大小有關單位，商討如何合作將最新最快最可靠的資訊透過該網絡系統發放。

現時，網上的中國資訊來自不同單位，包羅萬有，頗能滿足各方用戶的需要。然而，由於資料來自不同網頁，彼此間因缺乏協調而在



圖二：
「中國資訊」
的基本架構

格式上以至資料的編排上均有出入，令本會在嘗試組織一個能方便用戶搜尋有關資訊的架構時遇到困難。故此，本會認為必須制訂出一套統一的基準，以供各資訊供應單位能根據該基準編排和組織資訊，然後透過互聯網加以發放。整體而言，本會希望SME-Net的架構，能作為日後各有關機構編製和發放資訊的基準，使資料更有系統，更易被中小型企業取用。

在現正進行的第二期工作計劃中，本會正致力邀請內地大小單位協助提供有關的資訊，並透過SME-Net向本港中小型企業以至世界各地企業發放，讓本港工商界及外國投資者更能了解我國的投資環境。本會相信，在加深了解、增進認識的情況下，本港中小型企業及外國企業必定會對在我國投資興趣大增。這樣，國家便能吸引更多外資，從而進一步推動國家企業改革和整體經濟發展。

具體而言，本會計劃製作一些華南地區及國家重點發展地區的企業指南，以方便本港中小型企業及外國企業從這些網上企業指南中，找尋合適的內地企業，以合作生產或進行經貿投資活動。

SME-Net備受各界支持

當本會完成SME-Net初步架構的設製工作後，便立即在「香港科技展覽'97」中展出和示範其運作情況，並收集到場人士的意見。結果共有八成被訪者認為SME-Net對他們公司的業務發展有幫助，並有近九成被訪者指出，當SME-Net發展到更成熟階段，他們會使用。

另外，本會工作人員亦到訪參加「中小型企業網頁製作計劃」的50家中小型企業。當被問及會否考慮使用SME-Net所提供的服務時，有八成被訪企業的答案是肯定的。另外，共有八成被訪企業認為SME-Net的基本架構完整，相信能切合他們的需要。

整體而言，本會曾經接觸的業界人士、其他工商機構以至政府部門，均對SME-Net表示支持，並普遍認為其會對本港中小型企業的日常運作有幫助。因此，本會決定繼續發展SME-Net，讓更多中小型企業能夠受惠。在香港特別行政區政府繼續撥款支持下，第二期工作計劃亦已於去年十月展開。

SME-Net未來整體發展方向

一、提供更多服務

除加強內容外，很多中小型企業認為SME-Net最好能提供更多網上服務，例如網上貿易、顧問、勞工或業務配對等服務。此外，本會將致力改善現有的網頁設計、製作及寄存、分類廣告及企業指南等服務。

二、搜集更多資訊

為提供更多資訊給中小型企業，本會將致力從多方面搜羅更多資訊，包括從互聯網、報章及刊物搜集有關資料。另外，本會亦正努力聯絡其他有意為中小型企業提供服務的機構，以統一的模式製作資訊網頁或編製有關的網上資訊，以進一步方便中小型企業透過該資訊網絡系統找尋所需資訊。

三、為更多不同行業服務

由於資源上的限制，本會在第一期工作計劃中，祇能針對十五個主要製造行業提供業內資訊。在日後的發展工作中，我們希望可令更多行業包括服務業受惠。在本港，製造業和服務業的關係可謂唇齒相依、密不可分，兩者之間的互相支持和彼此促進發展，對推動本港整體經濟進一步繁榮非常重要。

四、循序及富彈性的發展

SME-Net的涉及面甚廣，加上市場和科技環境的不斷變化，故此它的發展工作是長遠和需要龐大人力物力的。為確保資源不會被浪費和盡量減低發展風險，本會將以循序漸進的方式，因應市場變化、科技發展速度之快慢及中小型企業的需要轉變，分階段進行有關的發展工作。

本會對發展資訊科技的建議

一、建立一個資訊主導的社會

資訊的掌握及運用，對中小型企業而言極為重要。然而，由於中小型企業規模所限，若要精確而迅速地獲得所需資訊，例如市場、財務及內地資訊，以及一些對日常運作極有幫助和需要的資訊，例如運輸及最新科技發展等，中小型企業便需花費大量的成本和時間。故此，若能設立一個簡單易用、省時、國際性及互動性的資訊網絡，以提供各類商業資料、訊息，及容許中小型企業能與準客戶和業務伙伴進行通訊，將對他們的經營運作產生巨大的輔助作用。此外，現今世界資訊瞬息萬變，若能善用先進科技，第一時間掌握重要資訊，企業便能大大提高生產力和競爭力。故此，一個能向任何機構和個人提供各類有效資訊的社會環境，會對經濟以至整體社會發展有着莫大的裨益。

二、建立一個地區性的資訊環境

若要成功地建立一個地區性資訊環境，必須考慮到現有社會在電腦、通訊、資訊內容及法例管制四方面的情況。

(i) 電腦方面

這個「專責工作計劃」進行的一項問卷調查顯示，接近80%回覆的中小型企業已裝置了電腦設備，但他們在電腦應用方面，仍然局限於簡單的文書處理及計算工作，甚少用作資訊傳遞和取用。相反，祇有28%回應企業表示已將電腦接駁了國際電腦互聯網。故此，我們需要花更

大的努力鼓勵中小型企業善用電腦，並大力提倡企業電腦化或電腦網絡化，達至大部分企業最少有一部電腦能夠連接電子網絡的目標。

(ii) 通訊方面

眾所周知，香港的通訊設備先進程度在亞洲地區中位居前列。然而，許多在內地擁有生產設備或與內地有緊密聯繫的中小型企業，在與內地通訊方面仍然存着很多問題。故此，建立一個先進而有效的地區性通訊網絡，以增強香港與內地之間的通訊聯繫非常重要。以目前中小型企業繁重的日常事務來看，利用低容量電話線路作為數據或圖像傳送已不敷應用，故此必須考慮採用另類高容量的線路或網絡以傳送資訊。

(iii) 資訊內容方面

問卷調查同時發現，大部分回應的中小型企業認為國際電腦互聯網是找尋資訊的良好工具，但他們同時指出若要在國際電腦互聯網內找尋相關的商業資訊卻非易事。此外，許多工商界人士指出，國際電腦互聯網內有關商業或工業資料並不足夠，且資料雜亂，缺乏適當編排，找尋又費時。他們希望在國際電腦互聯網內有一條新通道，讓使用者能夠將各項相關資料有系統地儲存起來，並可擔當互動媒體的角色。此外，在電腦軟件及硬件配合方面，本地發展商可考慮設計適合本地企業的軟件或硬件，以彌補外國設計不足之處，並切合本地企業的特別需求。

(iv) 法例管制方面

除了科技及資訊內容的改善，資訊環境的建立亦有賴於一套有效及可靠的法律支持。縱然香港過往有一套完善的法律機制，但部分內容可能要隨着時代變化作出相應修改，以配合新科技環境。同時，有關自由發放資料的保障及限制、資料保密法及知識產權的保障等，均需要進行檢討，以配合資訊環境的建立。

三、提倡電子商業及國際電腦互聯網的應用

利用最新資訊科技進行商業活動，可以大大減低企業與客戶和業務伙伴的運作成本，並有助增加效率，減少人為錯誤。若能夠在電子商業的運作上，配合國際電腦互聯網的應用，將令交易或貿易範圍大大擴闊，對資源極之有限的中小型企業而言，是一項開拓新市場的良好工具。故此，本港有必要大力提倡中小型企業善用電子商業及國際電腦互聯網進行商業活動，並同時鼓勵電子商業運作中不可缺少的支援機構，例如銀行、財務公司等，全力支持電子商業活動，以營造一個電子商業化的環境。

四、為中小型企業提供更多有關資訊科技的教育及訓練

員工不懂或未能使用電腦、國際電腦互聯網或電子郵件等新興資訊科技，是導致中小型企業未能全面採用電腦及資訊科技的主要原因，並因而拖慢企業的運作效率和增加成本。故此，我們認為有必要提供適當的訓練予中小型企業東主及其員工，以實用的示範形式向他們灌輸資訊科技的真正好處和用途，並教導他們正確的操作程序。同時，本港亦可仿效外國的教育制度，從少開始向學生灌輸適當的資訊科技知識，以增加他們對電腦及資訊科技的認知，並消除普遍市民對使用電腦的恐懼。

五、加強支援機構之間的合作

本港各個支援機構對中小型企業的援助，有着不同的優勢及限制，若能善用各個機構的長處及優勢，增加機構之間的合作，取長補短，必能節省資源，並達至更理想的效果，使中小型企業獲得更佳的援助。以SME-Net的發展工作為例，網絡架構欲包含各類型的資料與訊息，為中小型企業提供一個較為全面的資訊中心，故資料內容覆蓋面應盡量擴大。要找尋眾多並切合中小型企業需要的不同資訊，絕非單一支援機構能夠獨力承擔的工作。故此，本會將尋

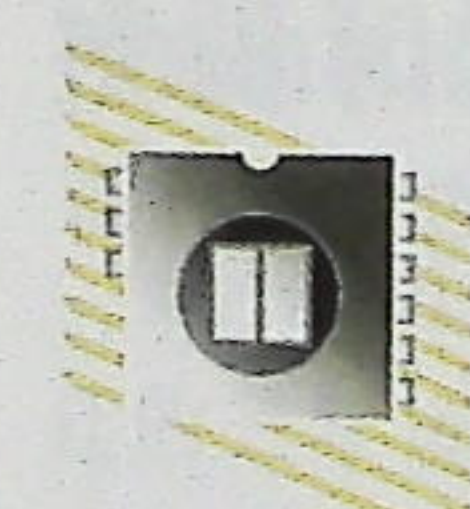
求與各個有關機構或人士共同合作發展網絡內容。例如網絡內的「中國資訊」部分，本會便須聯絡內地提供各種最新資料的有關機構，以充實該部分的內容，讓中小型企業可加深對內地情況的認識。

六、政府的支援

縱然香港特別行政區政府承諾對本港工商企業尤其是中小型企業提供支援，但在本會接觸及被訪的中小型企業當中，大部分企業仍然表示政府的支援不足，並希望政府能夠提供更多實質支援。他們指出，政府提出的援助方案

或措施均有遙不可及的感覺，相反直接及實質的援助仍然十分缺乏。他們認為本會推行這項「專責工作計劃」，實地到其廠房或辦公室訪問，為他們即時解決電腦裝置或技術方面的難題，並為他們製作網頁和教導其員工使用國際電腦互聯網及SME-Net，反而來得較為實際和見效。透過這些有形及實質的援助，他們的得益會較大。故此，本會認為政府若能增強對中小型企業的直接實質援助，及致力在香港建立一個資訊環境，並向他們提供適當的電腦資訊科技教育和訓練，再輔以一套扶助中小型企業發展的長遠策略，必定能令本港的中小型企業暢順運作、健康成長，並對整體經濟發展作出貢獻。

求職資訊站



為讓求職人士獲取最新之職位空缺和再培訓資料，及協助僱主聘請合適的員工，本會與勞工處、僱員再

培訓局及本地五個僱主團體於一九九七年十月十四日及二十二日分別在沙田大會堂及尖沙咀文化中心舉辦了兩次大型求職招聘活動——「求職資訊站'97」。

兩次活動共有32個來自不同行業的僱主及五間培訓機構參加，共提供逾3,000個由中上層至下層之職位空缺供求職者申請。主辦機構亦安排了連串求職講座及錄影帶欣賞，藉此加強求職人士對培訓課程和職位空缺及各種求職技巧之認識。此外，僱主亦獲安排與求職人士即場進行面試。

「求職資訊站'97」反應熱烈，共有逾4,000名人士到場參觀。



求職人士在「求職資訊站」中積極找尋合適工作。

阿根廷科多巴省

科多巴位於阿根廷中部，太平洋及大西洋流域之間，佔地168,766平方公里，人口約280萬。該省天氣為大陸性氣候，夏季氣溫為40℃，冬季則為0℃。由於具備地理優勢，該省是阿根廷主要生產及出口地區，提供優越之生產基地及投資環境。

經濟基礎

能源

透過21個中央發電站，該省電力可傳送到省內任何地區。值得一提的是，科多巴省是一個在能源方面自給自足的省份；除自用外，更有盈餘資源售與國家互聯系統(National Interconnected System)。

交通系統

科多巴省的道路網絡四通八達，現時該省擁有75,000公里道路，省內外的交通都十分方便。由科多巴省通往大西洋不同港口的道路設備十分完善；而該省亦可從陸路連接智利通往太平洋。科多巴省的鐵路系統四通八達，總長度達10,000公里，連接南美各國。另外，該省的國際機場除有服務國內的航班之外，亦有國際航線通往鄰近國家。

經濟結構

農業與畜牧

由於科多巴省的氣候溫和和土地肥沃，故十分適宜種植和畜牧。在1,250萬公頃被開發的土地中，其中25%是作農業用途，其餘則用作畜牧。

科多巴省主要生產花生和蜀黍，其次是粟米、向日葵、穀麥等。畜牧方面，該省有80%的生產是飼養牛隻，其飼養的牲口質素是屬於頂級水平。

在出產牛奶方面，科多巴省亦是全國之冠。該省每年平均提供160萬升牛奶，佔全國的32%。現時，該省已開始採用先進的科技推動農業發展，例如利用人工繁殖以提高牲口的生產數目等。這些投資項目給予外商眾多參與和共同發展的機會。

對於非傳統的生產例如生果，科多巴省亦有很大的發展空間。這是投資者另外一個很大的發展機會。該省重點發展的農作物是桃，有關當局希望透過改善桃的品質，使省內出產的

農作物能比國內其他省份的產品優勝，從而進佔世界市場。投資者必須知道，農業在科多巴省極具發展潛力，足以滿足海外市場的需要。至於另一個可發展的項目為樹林開發；現時，該省約有45萬公頃的地方用作種植針葉樹。

工業

由於得到科技與技術的配合，科多巴省的汽車及有關零件的生產正在高速發展。至於該省的食物加工業，亦憑着出口在過去數年上升400%，得以達到國際增長的水平及被認可。此外，該省的金屬結構工業在出口方面繼續有所增長，而汽油化工業及建築業亦同時在擴張中。

科多巴省的紡織及造鞋業之發展亦十分理想。該省每年可生產22萬雙鞋，並能夠成功打進國際市場。由於該省擁有大量的羊、狐狸、水獺等動物，其皮革業在先天環境協助下，亦有相當不俗的發展。在過去十年間，該省的出口不斷穩步上揚。

投資和貿易保障

阿根廷保證海外投資者可於資金流入阿根廷的三年後，隨時把資金撤走。由於阿根廷是世界銀行的會員之一，所有海外投資均獲得世界銀行屬下組織的保障。此外，阿根廷的商業政策亦提倡多與其他國家或城市進行自由貿易。這些條件均有助向科多巴省的海外投資者提供充足的投資和貿易保障。

海外市場

現時科多巴省的對外貿易主要是出口農產品、食物、食用油等，而一些零件、機器、電器、電子產品的出口量亦正逐步增加。這顯示該類產品已成功開闢國外新市場。此外，省政府正積極推廣該省的國際貿易，包括舉辦各類型的展銷會，邀請公司出席特備商貿節目，以及加強當地公司與外商的合作機會等。

投資優勢

科多巴省擁有不少投資優點，包括：

- 一、健全的司法制度及穩定的經濟；
- 二、與港口接近的有利位置；
- 三、與不少地方有貿易經驗，省內設有40個國際性商業聯會；
- 四、擁有四個「科多巴商務中心」，每年該省有多於二億美元的國際貿易；
- 五、有效的管理、現代化科技和有效率的運作；
- 六、擁有充裕並受過高等教育的人才，可協助各行業的發展；
- 七、單是在一九九五年，投入工業、商業及服務性行業的資金已經超過五億美元；
- 八、通過立例，消除對外商資金的限制，這顯示政府對有建設性的投資非常重視。



有興趣到科多巴省投資者，可與以下機構或負責人聯絡：

Coordinadora Camara Industrial Alimenticia
地址：Av. Maipu 250 Córdoba (5000)
電話：051-224382
圖文傳真：051-237986；

Camara de la Industria del Calzado
地址：Ayacucho 72. Piso 6. Of. 610 Córdoba (5000)
電話：051-229581/215825/240258
圖文傳真：051-240258/229581；

Consejo Federal de la Industria
地址：Av. Colon 350 Piso 2. Of. 8 Córdoba (5000)
電話：051-244956/243214
圖文傳真：051-244956/243214/694670；及

Mr Horacio Osvaldo Babini,
International Trade Director
地址：Belgrano 247, 5000 Córdoba, Argentina
電話：054-51-221349/212380
圖文傳真：054-51-230710



外商到中國投資的 用工制度

內地工資比較低廉，不少外商願意到內地投資設廠，以減低生產成本，提高產品競爭力。

中國政府對外來投資的管理制度，與內地企業有些不同。一九九四年制定的《勞動法》和《外商投資企業勞動管理規定》（以下簡稱《規定》），是規範外商投資勞動用工的主要文件。

《規定》適用於在內地設立的中外合資經營企業、中外合作經營企業、外資企業和中外股份有限公司及其職工。

《規定》對企業的用人、培訓、工資、保險福利待遇和勞動安全衛生等，都有詳盡的規範，主要包括：

- 一、招聘職工的時間、條件、方式、數量均可由企業自主決定。
- 二、招聘地點可在企業所在地合法的職業介紹中心。如要直接招聘或跨地區招聘，則須經當地勞動局同意。但不得招聘在其他企業未解除勞動合同關係的職工和未滿十六歲的未成年人。
- 三、企業應當在中國境內招聘中國職工。如確需招聘外籍及台灣、香港、澳門地區的人

內地一家生產電子琴的中外合資企業



員，必須經當地勞動局批准，並辦理就業許可證等有關手續。未取得就業證者，企業一律不得僱用。

四、企業應當與職工本人訂立書面勞動合同。合同必須具備的條款有：1.勞動合同期限；2.工作內容；3.勞動保護和勞動條件；4.勞動報酬；5.勞動紀律；6.勞動合同終止的條件；及7.違反勞動合同的責任。合同簽訂後應在一個月內向當地勞動局申請鑒證。

五、企業的工會組織（或工人代表）可以代表職工與企業就勞動報酬、工時休假、勞動安全衛生、保險福利等事項，通過協商訂立集體合同。集體合同訂立後應報當地勞動局備案。

六、企業應當建立職業培訓制度。對從事技術工種或有特殊技能要求的職工，須經過培訓後持證上崗。

七、企業必須參加養老、失業、醫療、工傷、生育等社會保險，按當地政府規定的標準向社會保險機構繳納社會保險費。職工個人也應繳納養老保險費。

八、企業可以按照勞動合同的條款或徵求工會意見後解除勞動合同，但應按規定發給生活補助費和醫療補助費。

九、企業應按當地政府的規定，提取使用中方職工住房基金。

十、企業因訂立集體合同與工會（或工人代表）發生爭議，雙方協商不能解決，可由當地勞動局組織爭議雙方協商處理。如因履行集體合同發生爭議，雙方協商不能解決，可以向當地的勞動爭議仲裁委員會申請仲裁，不服仲裁可向法院提出訴訟。

（資料：香港貿易發展局）

空氣處理器

漸受英國家庭歡迎



過去五年，英國各大城市均錄得破紀錄的空氣污染量，很多時污染物質更在空中結集成為煙霧，令當地人日益關注空氣質素下降的問題。

除戶外污染外，室內的污染情況也備受重視。假如室內空氣流通不足，污染物質會積聚起來，無法消散；此外，吸煙或使用清潔劑和噴霧劑所釋放出來的有毒氣體，亦會令污染情況惡化。由於人體無法過濾這些微粒，一旦有害物質被吸進內，可對身體造成損害。

現時，英國每七名兒童便有一名患上哮喘，而呼吸系統毛病更成為當地最普遍的病症，平均每四人便有一人患上這類疾病。因此，人們對於空氣污染所帶來的威脅倍感憂慮。

儘管如此，能夠淨化污濁空氣的空氣處理器，在英國以至整個歐洲的市場卻十分細小，主要原因是效能欠佳和噪音太大。不過，隨著英國消費者越來越希望擁有一個空氣清新的家居環境，這個市場勢將出現一番新景象。



香港製造的汽車用離子淨化器。

目前，英國有更多家庭使用離子淨化器、冷氣機以及裝有高效微粒濾網的空氣清新機（優質的濾網可隔除室內空氣中99.97%的微粒）。此外，二合一離子空氣清新機以及能減少濕氣和去除霉菌的抽濕機亦需求殷切。

隨著空氣處理器的市場不斷擴大，廠商必須為產品引進新功能，才能保持競爭力。對於消費者來說，恆溫和紅外線遙控等功能最具吸引力。

（資料：香港貿易發展局）

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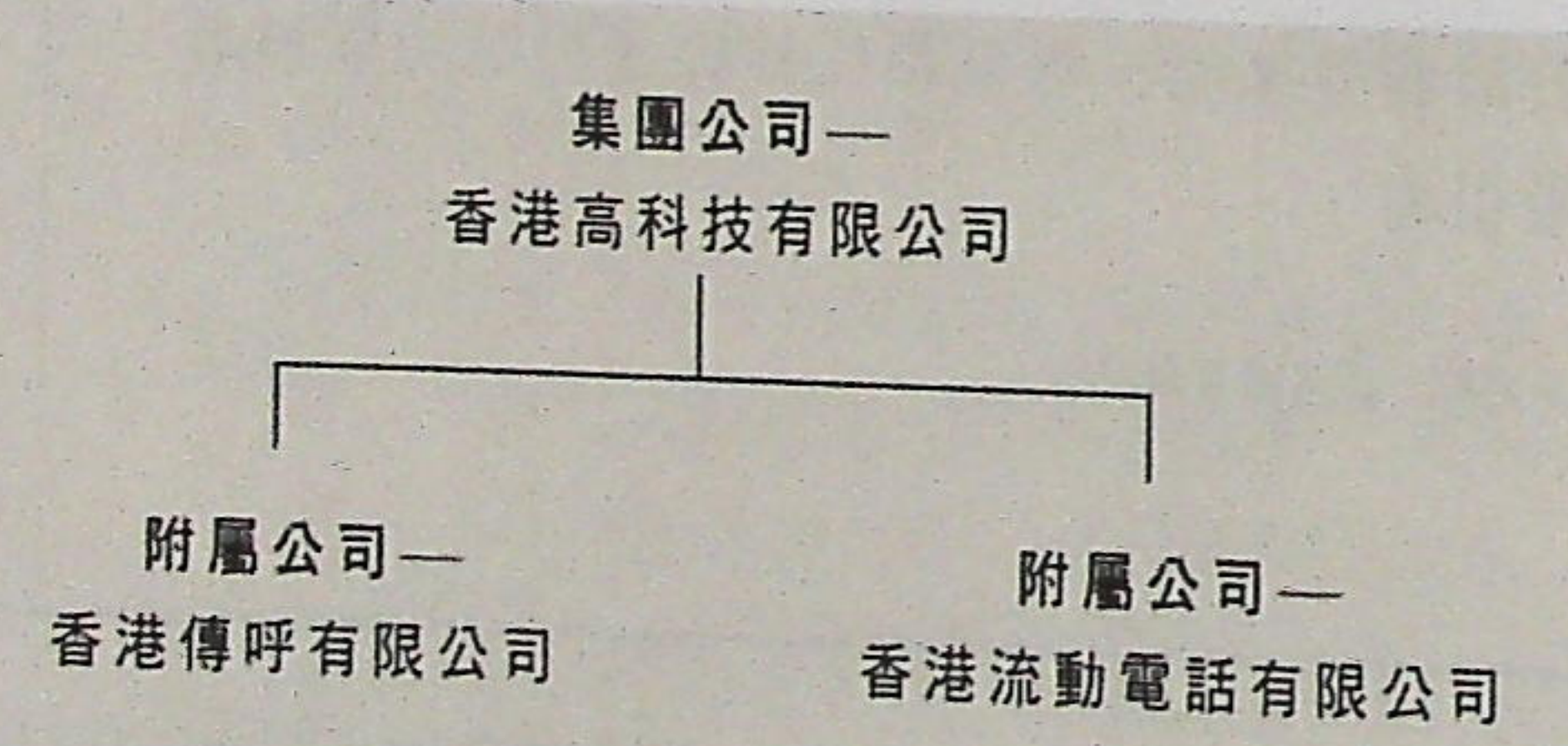
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培訓計劃推行失敗

本刊今期刊載由香港管理專業發展中心提供的管理個案——「培訓計劃推行失敗」。個案講述一間電訊集團公司培訓計劃未如理想，並在末段提出兩個問題讓讀者思考。本刊將於下期刊登問題剖析。

背景

香港傳呼及香港流動電話雖然同屬一間電訊集團公司，但是兩者運作獨立，各有不同的市場推廣、人事和行政管理等政策。



集團於一九九六年將兩間附屬公司合併，以提高工作效率及更有效地運用資源，更重要的是向全球顧客建立一個鮮明的公司形象。由於本地以及東南亞各地的電訊市場競爭激烈，顧客要求不斷提高，集團若要保持過往彪炳的成績，便須維持香港作為業務中心，而集團重組更是必須的。

在推行重組計劃之前，兩間公司已各自設立兩套不同且已推行達五年的見習生培訓計劃。兩套計劃的目的均是向新招募的大專畢業生提供一個機會，以接受有關公司業務活動的訓練和取得工作體驗，藉此在財務、推廣及人事管

理等工作範疇發展他們成為專業人士。兩個計劃在本港均獲得良好的口碑，而且每年更吸引不少有潛質的投考者參加。

集團重組之後，很多負責相同工作的部門會合併，而兩間附屬公司的培訓部門也不例外，故此遣散是無可避免的。李瑪琍是香港傳呼公司的培訓經理，專責見習生的培訓工作。在培訓部合併後，重新設計見習生培訓計劃成為她的主要職責，而且她更要立刻進行招聘工作。根據以往成功的經驗，她設計了一個以舊計劃為本的新培訓計劃。

舊計劃的架構

所有見習生必須經過一個為期兩年半的培訓課程。這個培訓課程分為三部分。

第一部分約為期九個月，主要是讓見習生了解公司的活動範圍，包括實地深入了解銷售、市場推廣、銷售支援、顧客服務、網絡工程、網絡設計、人事管理、公共關係、金融及運作等十個部門的工作。雖然見習生祇獲聘請擔任某一特定的專業工作，但出席整個由培訓部主辦的培訓課程是必須的。

成功完成第一部分課程後，見習生開始另外九個月的課程。見習生可藉此深入研究這些部門的工作是否與他們最初選擇的專業相近。這部分更包括推行專責工作項目，而見習生必須在各部門輪流工作四至六個星期。

最後一部分是一項為期十二個月的課程，在成功完成第二部分訓練後正式開始。這部分

主要讓見習生接受正式的工作訓練。在整個課程成功完成後，部門經理會作出委任某一位見習生於其部門工作的建議，並須取得部門主管的同意，才可落實。

在培訓期間，各部門的經理或一名被推選的職員須向培訓部提交一份有關見習生的進度報告。

這個計劃獲得所有部門的支持，因為他們歡迎這些經過培訓的前線行政人員。與其他從外招聘而來的合資格和具經驗的職員比較，這些受過訓練的見習生較為優勝之處，是他們對集團有更深的認識，與同事相處得更好，而且對公司更有歸屬感。

見習生也滿意這個計劃，因為他們的事業發展會較有保障，因而可以穩定地發展。這從見習生每年平均流失率低於百分之十可見一斑。

從個人而言，李瑪琍在公司工作十年，並與各部門的經理建立了良好的關係，因此她很容易便能獲得他們的支持。

新的計劃

公司以往會為各個部門招聘見習生，但重組計劃實施後，公司祇為市場推廣和銷售兩個即將擴充的部門聘請見習生。

李瑪琍在草擬新培訓計劃和與各部門商討有關安排的同時，亦開始招募見習生的工作。新計劃吸引了不少人士報名參加，結果公司共聘請了二十名見習生。這個計劃的目的，是透過深入及全面的培訓課程，讓各個新招聘的見習生獲取管理技巧和專業知識，以便向市場推廣及銷售部門提供所需人手。

這個計劃在開始時運作良好，但隨着時間轉變，問題逐漸發生。首先，是李瑪琍在完成第一部分培訓課程後，在找尋有關部門提供專業訓練方面遇到困難。各部門均不願意為見習生提供訓練，因為他們認為這項投資沒有回報。以前，當第三部分的培訓課程完成後，各部門均有機會將見習生轉為其部門的永久員工，但

現在他們似乎祇為市場推廣及銷售部培訓員工。適值人手緊張，很多部門很難大力支持這個見習生計劃。然而，有些人仍然歡迎這個計劃，因為他們認為這些見習生在人手緊張的時刻可以提供額外援手。

但當最後一部分的專業訓練開始時，其他問題也開始發生。有些提供訓練的部門投訴見習生不合作和不願多做日常工作，而見習生亦投訴沒有獲得真正的工作經驗，因為他們要不是被委派擔任一些行政或文書工作，便是充當一個額外助手。有關部門則解釋在四至六個星期的實習時間內，很難委派他們擔任重要的工作。

正面和反面的評語

其中一位見習生陳東尼說：「我的主管是一個富有經驗和專業知識的經理。在我實習期間，他讓我負責辦理一個小型展覽會。這種經驗有助改善我在計劃、組織和人際關係方面的技巧。我的主管也給予我很有建設性的意見。」

另一位見習生黃凱倫說：「我認為這個實習計劃完全沒有意義，因我祇被委派負責一些簡單的工作，例如更新顧客資料，而沒有機會學習新事物。」

部門經理張大偉則說：「在我部門實習的見習生發揮很大作用，我讓他負責電話傳銷計劃，在短期內獲得了良好的成績。」

在新計劃推行以後，有三位見習生在培訓期間請辭了，最後祇有十七位完成整個計劃，但他們並不滿意新的工作安排。

雖然不是所有評語也是負面的，但新的培訓計劃成績未如理想，令李瑪琍感到非常失望。

問題

- 一、為甚麼集團在重組後推行的培訓計劃，未能如以往般成功？
- 二、集團應如何設計培訓計劃，以適應新的工作環境？



吉林省

吉林省佔地187,400平方公里，人口約為2,600萬。該省位於中國東北部，與俄羅斯及北韓接壤，其西面為一大草原，東面則被長白山圍繞。吉林省擁有豐富的天然資源，木材的全年生產總量是全國第二位。此外，其出產的礦物多達70餘種，包括硅灰石、硅藻土、石油、硼及金等。至於吉林油田，亦是中國八大油田之一；以一九九五年為例，產量達340萬噸原油。



而吉林在生產穀物方面，亦在中國佔有很重要的地位。該省主要出產的農作物包括粟米、黃豆、高粱、米、向日葵等。其著名出口貨物還包括人蔘、鹿茸及黑貂皮。

工業

吉林省現有約17,200家工業企業。主流工業包括汽車製造業、鋼鐵業、機器製造業、紡織業及食物加工業等。其中汽車製造業以長春一號汽車廠為龍頭公司，亦為國家生產汽車的基地。該公司主要生產「解放」五噸貨車及兩噸貨車。該廠亦與德國出產多類型汽車。另外，吉林亦有超過220家工廠生產汽車零件。此外，由於吉林省擁有大量林木，所以在造紙方面的發展也很發達。現時該省有17個森林工業局及多間造紙廠，其中吉森造紙廠在國內的造紙業佔着很重要的位置。

在科學研究方面，吉林省的發展也很先進。該省有189家獨立的縣級科學研究所，共有394,000個自然科學技術工作人員。現時，該省在視光學、化學應用及汽車研究等方面都有卓越的成績，這些行業的發展潛力實在不容忽視。

交通通訊

吉林省現有27條鐵路，連接着瀋陽、天津、北京、大連及秦皇島等多個大城市，更可到達獨聯體國家及歐洲。此外，該省的內陸航空亦十分發達，可與瀋陽、哈爾濱及北京往來。該省大量的基礎設施工程亦已完成，其中包括連接長春、四平及吉林市的高速公路，而長春市的地下鐵路工程亦在籌備當中。另外，吉林省內各大城市可透過通訊網絡與28個國家及地區直接聯繫，包括美國、英國、法國、日本、新加坡及香港。

對外經濟貿易

吉林省的主要出口產品包括粟米、鋼鐵產品、水泥、成衣、人蔘、汽車等。其主要市場包括香港、日本、獨聯體國家、新加坡、美國及北韓。直至現時為止，該省已與超過140個國家及地區有貿易往來。

入口方面，該省主要入口產品為汽車零件、肥料及機器等。其貨品主要來源地為德國、日本、北韓、美國及香港。

截至一九九五年底，已有3,884家外資企業在吉林省內成立，其中1,210家已開始營業。至一九九五年，該省新批准的投資項目達677項，合同投資金額達8.47億美元，而實際利用外資金額亦達4.08億美元。海外投資在初期主要集中在省內的大城市，如長春、吉林及延吉等，但現時很多投資項目已擴展至小城市，並分布在47個城市及縣內。該省的海外投資者來自多個國家及地區，如香港、韓國、日本、新加坡、加拿大、泰國及澳洲等。

吉林省現有16個發展區域，其中包括四個國家級發展區域，如長春經濟及科技發展區及12個省級發展區域。長春經濟及科技發展區可算是該省發展區域的成功例子。該區於一九九三年四月成立，佔地30平方公里，鄰近長春市，擁有着完善的運輸系統及基礎設施，加上省政府所提供的優惠政策，海外投資金額每年都在增加。

主要城市

長春

該市人口超過650萬，為吉林省之省會。長春市是該省主要工業基地，所生產之汽車產量佔該省整體生產的一半。其他主要工業包括機器、電器、食物及建築材料等。

吉林

該市是吉林省第二大城市，亦是中國30個大城市之一。吉林市為一開放城市及已發展的工業基地，主要工業包括化學品、冶金、汽車製造、紡織、電器及藥物等。該市與50多個國家及地區有貿易及經濟上的合作，其中包括香港、台灣、日本及美國。



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三月五日至八日	香港春季精品展	同上	國際精品、工藝、時計及 裝飾擺設展覽會	同上
三月五日至八日	香港博覽會（中國重慶）	重慶展覽會議中心	紡織及配件、服飾、成衣等	香港貿易發展局中國事務組 電話：(852) 2584 4196 圖文傳真：(852) 2827 8837
三月九日至十一日	國際室內設計裝飾展	香港會議展覽中心	家居紡織用品、室內布置及 設計、照明系統、浴室及 廚房設計	香港貿易發展局 電話：(852) 2584 4333 圖文傳真：(852) 2824 0249
三月十日至十三日	中國國際啤酒及飲料 工業展覽會及中國國際包裝 工業展覽會	廣州市中國對外貿易中心	釀酒設備及材料、各類容器 生產設備、過濾設備、 測試設備及儀器、 汽水加工機械、各類包裝機械 及材料、打印機及 素描器材、檢測設備	雅式展覽服務有限公司 電話：(852) 2811 8897 圖文傳真：(852) 2516 5024
三月十三日至十六日	一九九八北京國際禮品暨 家用品展覽會	中國北京展覽中心	嬰兒用品、時鐘、消費電子產品、 化妝品、傢俬、禮品、手工藝品、 家庭用品、首飾、皮具、 照明系列、文具、體育用品、 餐具及玩具	捷達展覽事業有限公司 電話：(86) 886 2 7849623 圖文傳真：(86) 886 2 7557624
三月十九日至二十五日	CeBIT '98	Messe Gelände D-30521, 德國漢諾威	資訊科技、電腦網絡、保安系統、 電子通訊設備及顧問服務等	漢諾威國際展覽有限公司 香港代表處 電話：(852) 2532 1231 圖文傳真：(852) 2810 6093
三月二十四日至二十七日	COMDEX/CHINA '98	中國國際展覽中心	各款最新資訊技術產品、 服務交流、網絡計算、互聯網及 多媒體的專題演講	世展博覽（亞洲）有限公司 電話：(852) 2527 9338 圖文傳真：(852) 2529 9956
三月二十六日至二十八日	第二屆東莞全國鞋材、 鞋類商品及工業設備交易會	東莞市鞋業市場	各款鞋類、部件、原料及機器	創藝策劃有限公司 電話：(852) 2950 9333 圖文傳真：(852) 2950 9692

研討會／訓練課程

日期	項目	地點	主辦機構	聯絡人／電話及傳真
一九九八年 三月四日	領導技巧	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	屈麗嫻小姐 電話：2836 1941 傳真：2572 7130
三月五日	卓越管理指引	同上	同上	黃昭欽博士 電話：2836 1930 傳真：2572 7130
三月十日	管理技巧：管理職系人力規劃	同上	同上	同上
三月十一日至三十日	「人事管理」證書課程	廠商會大廈27樓	香港中華廠商聯合會	黃淑儀小姐 電話：2542 8633 傳真：2541 4541
三月十二日	指導與輔導	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	鄭彭碧蓮女士 電話：2919 1402 傳真：2572 7130
三月二十八日	卓越服務之道	同上	同上	同上

新會員 NEW MEMBERS

普通會員 ORDINARY MEMBERS

富昇（香港）有限公司
總經理：羅永波
業務：成衣製造
Fortune Rise (HK) Ltd
General Manager: Mr Law Wing Por
Nature of business: Garment manufacturing

K's International (HK) Ltd
經理：姚道勵
業務：電器製造及出入口
Manager: Mr Allen Yiu
Nature of business: Manufacturing electrical
appliances, import and export

中南實業（國際）有限公司
經理：李綺芬
業務：工藝、蠟燭製造及出口
Zhong Nam Industrial (Int'l) Co Ltd
Manager: Ms Li Yee Fan
Nature of business: Manufacturing and exporting
of handicrafts, candles

合俊實業有限公司
船務部經理：江思慶
業務：玩具製造及出口
Smart Union Industrial Ltd
Shipping Manager: Mr Kong Si Hing
Nature of business: Toys manufacturing and
exporting

建林貿易有限公司
董事：林淑嫻
業務：成衣製造及出入口
King Forum Trading Ltd
Director: Ms Lam Suk Han
Nature of business: Garment manufacturing,
import and export

美亞鋁廠有限公司
總裁：鄭建平
業務：鋁合金短路製造
Meyer Aluminium Ltd
President: Mr James K.P. Cheng
Nature of business: Manufacturing aluminium
short circuits

聯成塑膠模具有限公司
董事：蕭嘉盈
業務：塑膠模具製造及出入口
Luen Shing Plastic Mould Co Ltd
Director: Ms Shiu Ka Ying
Nature of business: Manufacturing plastic mould
and trading

彩龍製衣廠有限公司
執行董事：楊士英
業務：成衣製造及出口
Choi Lung Garment Mfg Ltd
Managing Director: Ms Yeung Sze Ying
Nature of business: Garment manufacturing and
exporting

東源家庭用品有限公司
製造總監：蔡衛倫
業務：電器產品製造及出口
Eastern Sources Housewares Ltd
Manufacturing Director: Mr Choy Wai Lun
Nature of business: Manufacturing and exporting
of electrical appliances

FULL CONFIDENCE IN HONG KONG'S ECONOMIC DEVELOPMENTS

The Asian financial turmoil has driven Hong Kong's economy into a downturn. However, in view of our sound economic foundation and a handful of favourable conditions, the Association strongly believes that Hong Kong's economy will soon quickly rebound. These favourable elements include:

1. The Asian financial crisis has basically been controlled, and Hong Kong's economy will re-vitalize quickly.

The recent financial crisis has surfaced quite many economic problems in the Asian countries and regions. However, Asia still has an abundant supply of human and natural resources, a huge market, a sound industrial base established in the past decades, and robust strengths in exports. The recent incident aptly triggers Asian countries and regions to seriously look into any unreasonable and abnormal behaviour, and make rectifications for the benefit of Asia's long-term healthy developments. The Association believes the 21st century will still be an Asia's century. Currently, traces reflect that the Asian financial crisis has basically been contained. Its adverse impact on Hong Kong is diminishing and a quick rebound of Hong Kong's economy is expected.

2. Housing demand in Hong Kong is great and property prices will soon stabilize.

According to government's estimation, in the next 15 years the population of Hong Kong will increase by 1.5 million to 8.1 million. This constitutes a strong support to the local property market. Last year, property prices over-escalated and speculative sentiments were rife. The recent downward adjustment of the property market is merely a matter of time, and should help prevent Hong Kong from entering into the crisis of a blowing 'bubble' economy. The Association opines that it is improper and impossible for the Hong Kong property market to stay on an ever-surging trend. Nevertheless, the property market is supported by a large number of end-users and would never collapse. We believe that if the local property market could develop steadily, with prices increasing at a rate roughly the same with that of our economic growth or inflation, it would then be more favourable to the development of Hong Kong's economy as a whole.

3. Hong Kong will consolidate its status as a major Asian and worldwide financial centre.

Despite the fact that the Hong Kong stock market and foreign exchange market have experienced ups and downs during the Asian financial turmoil, our fiscal system remains in an orderly manner. Moreover, the Administration has taken a valuable lesson and further improved relevant mechanisms. This can help enhance foreign investors' confidence in Hong Kong and make Hong Kong the first choice for directing their investments again after the Asian financial turmoil. In addition, the Chinese Government is currently actively promoting reforms of its state-owned enterprises. Many of these enterprises will come to Hong Kong to get listed in the stock market for attracting investments, and Hong Kong will remain as a major financial centre in Asia and the world, thereby consolidating its status as such.

4. Large-scale infrastructural projects and government measures favour Hong Kong's economic developments.

Recently, the government announced a plan of launching infrastructural and educational projects with a total investment value of HK\$235 billion. These projects can stimulate economic growth at the current low tide and create positive chain effect on the future development of Hong Kong. The new airport which costs more than HK\$150 billion will commence operation in July this year. This can also help consolidate Hong Kong's status as a transportation hub and a tourist centre. In addition, the government's unceasing efforts in upholding its prudent financial policy, a free economic structure, the currency peg and a favourable investment environment all contribute towards keeping up the confidence of our investors. The Association believes that all the above factors are positive elements stimulating Hong Kong's economy.

5. The internationalization of Hong Kong's manufacturing industry expedites our economic rebound.

During the past two decades, Hong Kong manufacturers have unceasingly diversified their manufacturing investments to places all over the world, and operate as a production control centre in Hong Kong.

By doing so, they can flexibly allocate resources in different places and fully utilize the comparative advantages of these areas, acquiring minimal risks and maximum cost effectiveness. During the course of the Asian financial crisis, many Asian countries experienced abrupt depreciation of their currencies, or some hindrance in their exporting activities. Hong Kong manufacturers with investments in these countries, however, claimed that both of their business volume and profits have increased. This is attributed to the internationalization of Hong Kong's manufacturing industry. Looking ahead, when the financial crisis is over, Hong Kong's role as a regional production control centre will be strengthened, more money will then be earned and Hong Kong's economy will be further developed.

6. The sustained economic prosperity of Hong Kong's major export markets ensures the growth of our total exports.

In 1997, Hong Kong's major export markets including mainland China and the US have experienced good economic performances. We expect the trend will continue in 1998, and so Hong Kong's total exports will be strongly supported by the significant growth in domestic demand in these markets.

7. Speculation in the community has subsided and Hong Kong people will resume their hardworking spirit.

Monetary losses by Hong Kong people during the financial and economic turmoil have made them recognize the fact that speculation is not the best means to earn money. To ensure Hong Kong's prosperity and stability, we should work hard and maintain a social and economic foundation based on real undertakings. In addition, most Hong Kong people now feel a sense of urgency to seriously address the unhealthy developments of our economy. Hong Kong needs a diversified and balanced economic structure, and cannot afford to rely on one or two particular industries to sustain our long-term developments.

8. Stable currency exchange rates of the Hong Kong dollar and the Renminbi favour our economic developments.

The stable exchange rate of the Hong Kong dollar helps stabilize the market and ensure our long-term development. Moreover, despite the devaluation of many Asian currencies, Renminbi still stands firmly and experiences no pressure for depreciation. Stable exchange rates of both the Hong Kong dollar and the Renminbi can maintain a

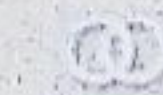
stable economic environment for Hong Kong, enabling more detailed development plans to be mapped out.

9. The policy on strengthening state-owned enterprises' reforms at the 15th Communist Party Conference will create ample development opportunities to Hong Kong businessmen.

Many state-owned enterprises in the mainland have high-quality assets and good production bases. They only lack marketing perceptions, modern management skills and sufficient capital for reforms. This is exactly where opportunities arise for Hong Kong businessmen who have substantial experiences in financing, management and marketing. We expect more trading activities in the mainland to be conducted through Hong Kong, and more state-owned enterprises will come to Hong Kong to seek sources of financing or foreign investments. Hong Kong's economy will certainly benefit.

10. Hong Kong will benefit by China's economic development upon the transition of a new term of office of the Central Government.

The Central Government will experience a new term in the coming National People's Congress in March. It is expected that some tax reduction and interest rate reduction measures will be implemented to boost economic growth. Also stimulated by the possibility of China's accession to the WTO later this year, the economic developments in China will definitely be strengthened. Vice-Premier Mr Li Lanqing recently pointed out that the pace of China's reforms and opening up will not be decelerated by the Asian financial crisis. Instead, China will invest US\$750 billion in the next three years in infrastructural construction projects to increase job opportunities and enhance consumption capabilities, so as to boost economic growth. China will also actively explore the rural buying market, strengthen the development and opening up of mid-west regions, and continuously improve the investment environment so as to attract foreign investors. A series of measures facilitating investments and economic development will be implemented in China. This will provide abundant opportunities to Hong Kong businessmen, and boost Hong Kong's own economy.

Based on the abovementioned favourable factors, the Association believes that if the general public, our industrial and commercial sectors, and the government could keep up our confidence, Hong Kong's economy will quickly rebound under our concerted efforts. 



Hong Kong's Manufacturing Industry: Review and Forecast

1997 is a year full of contradictions when Hong Kong went through the bliss of re-unification with mainland China and the woe of the Asian currency turmoil. In the past exciting year, the manufacturing industry could still remain strong in facing all the odds. In order to give readers a full picture of the development, we have interviewed six industrialists from six industries respectively, including toy, electronic, textile and clothing, watch and clock, biotechnology and telecommunication. Let's hear what they said about last year and 1998.



CLOTHING AND TEXTILE INDUSTRY

The clothing and textile industry has weathered through a year of currency turmoil and quota rows. It has enjoyed a stable growth in 1997 but the forecast for this year is far less optimistic due to shrinking foreign markets, says Mr Willy Lin, Chairman of the Hong Kong Knitwear Exporters and Manufacturers' Association.



Garment and knitwear manufacturers are broadly satisfied with the performance in 1997. Overall increase in exports stand at a flat 2.6% for the first three quarters when compared with the same period in 1996. Total value of exports over the period amounted to HK\$32.1 billion as compared to HK\$31.36 billion a year ago. The result is better than expected.

"If you look at the past three years, there is a slight drop in garment exports," says Mr Lin. "This is mainly due to the quota problem as we do not have enough quota. In 1997, there is a flat rise which is better than expected."

Asian currencies which keep on plummeting since the third quarter in 1997 has not posed any significant adversity to the industry. Depreciation

may lower export prices for some Asian rivals but the relatively stable Hong Kong dollar will have a competitive edge in the long run, according to Mr Lin.



"The industry is less hard hit by the currency turmoil than other industries such as banking and properties," Mr Lin believes.

"Although the currency in other south-east Asian markets have depreciated, Hong Kong's competitiveness will not be weakened since in the long run depreciation will bring inflation which is devastating to the economy," he adds.

As for 1998, Mr Lin braces for a difficult time as many garment manufacturers are targeting at the US market while the rest of the world fails to provide sufficient clientele.

"The Japanese and South American markets are falling flat. Performance in Europe looks gloomy. I suppose the only thriving market is the US," Mr Lin says.

"Unfortunately, the US cannot absorb all the supply so I am expecting a very tough year ahead. Things may not be improved in two or three years' time," he notes with a pessimistic smile.



TOY INDUSTRY

The toy industry is expecting a fabulous growth of 7%-9% in the total exports of 1997 as the US market rebounds during Christmas time, says Dr Luk Chung Lam, President of the Toy Manufacturers' Association of Hong Kong.

Toy manufacturers are looking forward to a prosperous year-end result as performance in the first three quarters of 1997 proves to be satisfying. The total exports over the period stand at about HK\$6.6 billion and the market is expecting the total annual exports to exceed last year's HK\$8.12 billion, according to Mr Luk.



"We are expecting quite a generous growth in 1997 as the US market remains strong," Mr Luk says. "The Christmas holidays are our peak season and we are confident in seeing another sales boom."

Looking ahead, Mr Luk reckons the industry will experience a slower growth in the first half of 1998. But the market will soon pick up again as the long-awaited star toy frenzy will bring about another major boom.

"There isn't any star toy in this festive season while conventional toys dominate the market," says Mr Luk. "Things will change as we are anticipating some celebrated toys coming from characters in hit movies, just like the Ninji Turtle a couple of years ago."



ELECTRONIC AND SEMI-CONDUCTOR INDUSTRY

Manufacturers from the electronic industry have applauded actions taken by the Chief Executive to upgrade the territory's manufacturing technologies. The policy will boost confidence among electronic industrialists, comments a high-level executive from Motorola.

Joe Yiu, Vice President and General Manager of Motorola Semiconductor Products Sector (Asia Pacific Region) sees the first policy address made by Chief Executive Mr Tung Chee Hwa as a giant step forward to support local electronic industry.

The address emphasized government's efforts to help develop advanced technology among manufacturing sectors. Several research and development facilities will be built, including the multi-million dollars Science Park and the second Industrial Technology Centre.

"Hong Kong is a small place with little resources. We have to develop hi-tech and high value-added products in order to maintain our competitiveness in the world market," says Mr Yiu.

People's concepts on what is the manufacturing industry should be changed, as pointed out by Mr Yiu. Gigantic factories with large machines and assembly lines are no longer a must for the survival of the industry. Instead, it has evolved into a stream of sophisticated business with emphasis lies on concept and technology developments.

"The Science Park is a good way to educate the public about the importance of industry within the society. It will create a dynamic and robust spirit for the manufacturing sectors as more researchers are at work with industrialists. They will enlighten each other," Mr Yiu says.

"If the government can attract more young university graduates to engage in technology and industrial research, surely the electronic industry will benefit," he adds.

Pondering into the new era where hi-tech and high value-added products dominating the manufacturing sectors, Mr Yiu predicts the semi-



conductor and biotechnology industries will enjoy a head start.

"Both industries require high-level technology and relatively little land compare to the heavy industries such as ship building or car making," he says.

"They are ideal candidates for the hi-tech industries envisaged by the government."

Total exports of electrical machinery, apparatus, appliances and other electrical parts stand at the value of HK\$24.5 billion during the first three quarters of 1997, representing a 7.9% rise compared with the same period a year ago.



WATCH AND CLOCK INDUSTRY

Hong Kong watch and clock makers are looking inward to capture purchasing powers from the mainland as western and Asian markets remain sluggish, Chairman of the Hong Kong Watch and Clock Council says.

The Council Chairman Mr Eddie Leung poses a bleak outlook on 1997's performance as exports to major western and Asian markets continue to grow thin. The aftermath of the Asian financial turmoil is to blame for the less than satisfying results.

"Due to the effects of the financial turmoil faced by south-east Asian countries, the slackening situation may be further aggravated. The turmoil will definitely batter Hong Kong's watch and clock exports, albeit the impact can be temporary," Mr Leung explains.

The adverse impact brought by the currency turmoils is expected to be carried into the year of the tiger, Mr Leung believes, with middle- and low-end watch makers suffer most.

He also forecasts a relatively slow revival for the industry in 1998 and manufacturers with weak technological base and of poor product quality will lose out.

Total exports and re-exports of watch and clock products from January to August in 1997 stand at the value of HK\$19.52 billion, a slash of 5% when compared with the period a year ago.

The daunting results represent a continuous slowdown in the growth of the industry. Total exports on watch and clock grew by 2% in 1996 as compared to the staggering 12% rise throughout 1995.



Despite the gloomy outlook for major western and Asian markets, Mr Leung does see a high potential growth for domestic demands in the mainland.

Apart from being the major manufacturing base, mainland customers are ready to dip into their pockets for high quality watches and clocks manufactured by the Hong Kong brands. Mr Leung estimates China market will assume a more important role right through the next millennium.



TELECOMMUNICATION INDUSTRY

Internet and other telecommunication services belong to the realm of the neat and tidy service sectors which have nothing to do with the less surreal manufacturers. No one will disagree more to this statement than director of Hong Kong Telecom IMS Dr William Lo. He is likely to stand up head to toe to argue that the internet is the crucial facet in Hong Kong's manufacturing industry.

"You are just seeing the tip of the iceberg if you talk about internet being used in cybershopping and interactive TV. Both internet and intranet, together with other telecommunication services can be involved in a wide range of manufacturing processes," stresses Dr Lo.

To give but a simple example, communication between the raw material suppliers, manufacturers, wholesalers and retailers can be done through an intranet system which save all the costs and time for traveling.

Dr Lo estimates that in five years' time, 30%-40% of the companies in Hong Kong will make their trading transactions through the internet or intranet of some forms.

"Internet is a more cost-effective way of doing business. You can save a lot of space for displaying the goods. It is also good for time management in production as manufacturers can keep stock of every inventory and order for re-stocking the items once they are out," he says.

With the upcoming cybershopping facilities, customers can simply make their purchases at home by clicking the right icons. The result is an integrated telecommunication network in force under the entire manufacturing and marketing processes.

The wedding between the more abstract information technology and the traditional hard core manufacturing processes may need some time to come to maturity. Most of the local manufacturers are of small to medium size so their employment of information technology is not massive at present.

Nevertheless, Dr Lo believes with more education on the merits of telecommunication, the picture can be very different in a few years' time.



In the next millennium, internet and intranet will be widely available in the manufacturing sectors which only see their usage as common as making phone calls.



BIOTECHNOLOGY INDUSTRY

Though at its infancy stage, industries involving sophisticated biotechnology could be a field with promising future and yet still not ventured by many local entrepreneurs, says **Dr Albert Chang**, director of the Hong Kong Institute of Biotechnology Ltd.

From incubating cell culture to gene cloning and bioengineering services, all the state-of-the-art laboratory technologies are already available in Hong Kong. Nevertheless, most manufacturers, except for the minor number coming from the food and pharmaceutical industries, still regard biotechnology as a novel if not alien term.

"The question lies in how to commercialize biotechnology and be able to apply it to actual manufacturing of drugs, food and other products," explains Dr Chang.

In Hong Kong, the biggest application of biotechnology is largely rendered at the realms of food, agricultural and drug. But even for these specific fields of industries, contribution made by biotechnology remains dismal.

High investment cost and the downstream nature of local drug manufacturing industries offer an explanation.

"The cost of using biotechnology to develop a new drug can add up to at least US\$300 million and decades of vigorous research works with no initial yielding," says Dr Chang.

"It is a risky business involving substantial investments which many local manufacturers are not willing to jump into the bandwagon."

Besides, most of the local pharmacies are operating at the downstream of the manufacturing cycle. They often use formulas developed by their western counterparts to make up the portion. The process is not about developing new drugs so much so as to mix up the ingredients for the old ones.

The tide, however, may be changing as more multinational drug manufacturers are now keeping an eye on the increasingly prosperous Asian markets.

The giant firms may start moving their drug manufacturing bases into Asia, together with the more upstream procedures such as the cultivation of a novel drug. That is when local biotechnology experts and facilities are on demand, Dr Chang envisages.

"As the Asian region and China become rich, some global drug manufacturers will see the

Asians as their potential clients who can afford the drugs. They may even intend to produce the drugs right here in Asia because of the unique pharmaceutical needs in this region. They can target the diseases prevalent in Asia," Dr Chang says.

The Hong Kong Institute of Biotechnology are in co-operation with the World Health Organization to develop a new vaccine against malaria. If successful, the drug will be the first of its kind being cultivated entirely in Hong Kong. The Institute is also developing a biologically engineered ginseng products which can be used to make ginseng beverages.

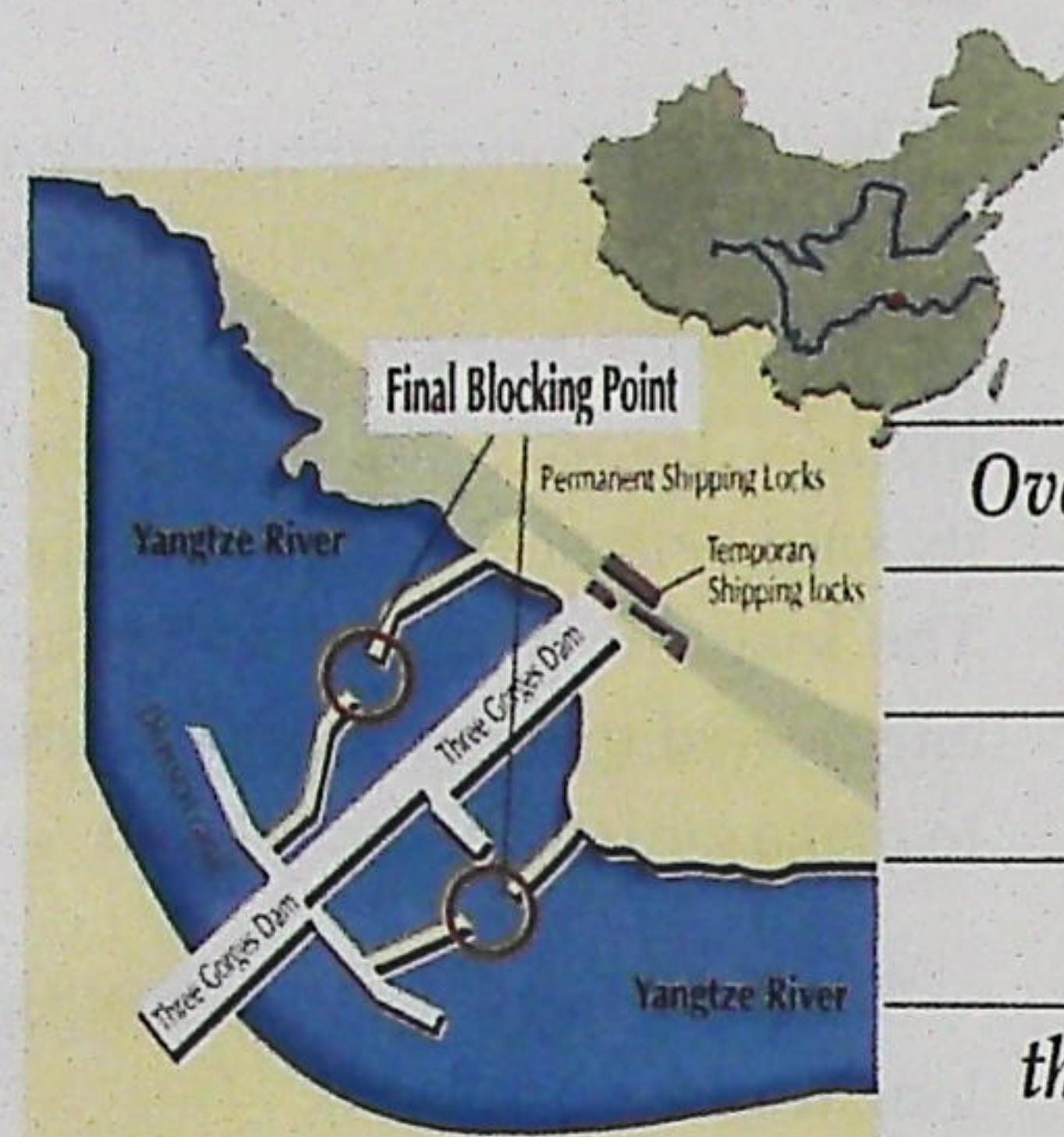
"Biotechnology has a long way to go in Hong Kong. But surely it will stir up some interesting chemistry when it comes to terms with the commercial and manufacturing sectors," Dr Chang comments.



Conclusion

Integrating the forecast for 1998 by the six industrialists, 1998 seems to be a tough year for the manufacturing industry and Hong Kong economy as a whole. Nevertheless, every one of them does relay a very strong message: no matter how adverse the economic environment will be, once we can keep our confidence and work hard, we can overcome all the difficulties and contribute for the promising future of our manufacturing industry.

THE THREE GORGES PROJECT — A Dilemma Between China's Economic Development and the Preservation of Cultural Relics



Three Gorges Project
Label Diagram

Over thousand years, floods in Yangtze River have imposed unmeasurable damages to the economy and people's living in China. At the turn towards the 21st century when the focus of the whole world rests on the development of Asia, the embarkation of the 17-year Three Gorges Project shows the determination of the Chinese Government to pursue economic development, and its pledge to tame the Yangtze's floods so as to improve people's livelihood. Nevertheless, the Chinese and their culture inevitably have to sacrifice for the economic development.

A DRIVE FOR INDUSTRIAL DEVELOPMENT ALONGSIDE YANGTZE RIVER

The intersection of Yangtze's upstream and midstream was earmarked for the pivotal construction work of the Three Gorges Project. Out of the total areas of 1,800,000 sq km that the Yangtze flows through, the incoming water of 1,000,000 sq km of the upstream areas will be controlled upon the completion of the project. This can help alleviate the threat of inundation to the midstream and downstream areas of Yangtze.

Along the midstream and downstream of the Yangtze, many cities will be benefited from the project, including Yichang, Yueyang, Wuhan, Jiujiang, Anqin, Nanjing and industrialized regions at the banks of the

Yangtze in Jiangsu. These cities and areas have been China's key industrial zones with flourishing heavy and light industries. Steel, automobile and electrical engineering are major heavy industries while textiles, garments and food processing are key light industries. The Three Gorges Project will result in less hazard of inundation in these areas, better navigation of Yangtze and more effective transportation with lower cost. Industrial development in these areas can thus be promoted.

Take steel industry as an example, cities at the upstream and midstream areas of the Yangtze such as Panzhihua in Sichuan, Chongqing and Wuhan in Hubei are China's major iron and steel production centres while Nanjing, southern Jiangsu and Shanghai at the downstream areas have

large demand on steel. The project helps lower the shipping cost by 30% - 37%, upgrade the annual navigation capacity from 10 million tonnes to 50 million tonnes, and allow fleet of millions of tonnes to acquire access to Chongqing directly. Under such circumstances, steel produced in the upstream and midstream areas could be transported to downstream potential markets with lower cost, bringing definite benefits to the development of steel industry in the mainland.

AN OPPORTUNITY TO INVEST IN LIGHT INDUSTRY BY HONG KONG BUSINESSMEN

Hong Kong manufacturers who have their businesses mainly in light industry can avail of the new investment opportunity created by the project. In provinces along the Yangtze like Hubei, Anhui and Jiangsu, light industry has a sound foundation and a very promising prospect. Jiangsu, for example, is an ideal investment location for textiles and garments manufacturers. As a major province of textiles and garments in China, Jiangsu has a strong garments production foundation and facilities, and a very flourishing textiles and garments industry, both stated-owned and private. Moreover, due to its proximity to Shanghai, a national centre for wholesale and procurement of garments and textiles commodities, Jiangsu provides promising investment prospect for Hong Kong textiles and garments manufacturers.

Due to geographical and transportation reasons, yet there is few Hong Kong investments in Jiangsu. However, as the investment cost at the neighbouring Pearl River delta area is getting higher, and the focus of foreign investments in China is gradually relocating to inland areas, the Three Gorges Project which helps improve the investment environment of the large areas alongside the Yangtze can lead to more new investment opportunities for Hong Kong manufacturers.

The Yangtze River flows through the most densely populated regions in China, covering an area of more than 1,800,000 sq km and a domestic consumer market of over 300 million people. The project can help stimulate the economic growth and people's consumption on this large piece of land, thus creating favourable conditions for foreign investors to explore the domestic market in the mainland.

Indeed, a lot of Hong Kong enterprises which mainly involves in the production and selling of consumer products have already actively started their businesses at some major cities of the Yangtze River area, including Shanghai, Nanjing, Wuhan and Chongqing. Among these enterprises are the Dailywin Group in the watch industry and the Chaifa Holdings Limited which specializes in branded fashion and accessories.

"In term of developing the domestic market in the mainland, the potential of the Yangtze River area is much stronger than that of the Pearl River delta area due to several reasons. First, the Yangtze River area has a larger land area, population and radiated market area. Second, the development of many consumer markets in the Yangtze River area are still at their infancy stage, so the potential there is larger than that of the gradually saturated market in south China. Third, the consumption pattern of the people at the Yangtze River area emphasizes more on clothing, decoration and outlook, it provides a favourable market for Hong Kong businessmen who mainly produce light industrial consumer products. Since Hong Kong manufacturers specialize in consumer products such as apparel and garments, watches, accessories, footwear and fur products, their sales prospect at Yangtze River area is promising," said Mr Eddie Leung, Chairman of the Dailywin Group.

He added that the Three Gorges Project further enhance favourable market conditions of the Yangtze River area, making foreign investments more convenient, effective and beneficial.

A CATALYST FOR ECONOMIC DEVELOPMENT IN MID-WEST CHINA

The project will bring better investment environment and greater domestic market potential at the Yangtze River area to foreign investors. Equally important, it plays a vital role in prompting the economic development in the mid-west region and drawing foreign investments into southwest China.

In the inland areas of southwest China such as Sichuan, Guizhou and Yunnan, human and natural resources are plentiful. However, due to inconvenient transportation, the exploration and effective use of the rich timber and mineral resources is impossible yet. The project will improve navigation of the entire Yangtze River. Upon its completion, these southwest inland areas which are located at the upstream of the Yangtze will also be benefited. More foreign investments can then be attracted to these areas and resources can be effectively explored.

The significance of the project to the Chinese economy is the construction of the world's largest hydroelectric power station which has a high power-generating capacity. The designated power-generating capacity of the station is 18.2 million kilowatts and the annual average generating capacity is 84.7 billion kWh, equivalent to 2.6 times of Hong Kong's electricity consumption in 1996. If charcoal was used to generate the same volume of electricity, 50 million tonnes of charcoal would be required each year and 2 million tonnes of carbon dioxide and 150,000 tonnes of dust and ashes would be released to the atmosphere during the combustion process. The environment would thus be seriously destroyed.

More importantly, the station can transmit the electricity it generates to eastern China, central China and eastern Sichuan simultaneously. With this favourable condition, China can integrate the existing four national electricity supply networks into a centralized network. This will bring long-term benefits to the Chinese economy as a whole.



On the basis of Gross Domestic Product (GDP) per kWh, the project can activate RMB 520 billion of economic activities and create 3 million job opportunities in China.

The project is also an important experiment to the reforms of China's large scale national investment system. In 1993, the State Council set up the China Yangtze River Three Gorges Project Development Corporation to own the project, and the completed Gezhouba Dam Electricity Factory was injected into the corporation as the base of assets for operation. In the context of project management, a worldwide applicable management mode was adopted and the world's most advanced techniques and facilities were utilized. This can help China acquire the necessary experience in the management and development of large projects in future.

INEVITABLE MIGRATION OF PEOPLE AND DESTRUCTION OF RELICS

Despite its economic benefits, the project affects the livelihood of people living alongside the Yangtze and damages the relics to a certain extent. The large scale of migration and the great number of cultural relics and historic sites being submerged have never been found in the world's history of any hydroelectric construction project before.

According to the construction plan of the 175-metre-high water dam, during the period of the 17-year project, a total of more than 2.2 million people in 127 towns of 21 counties

and cities in an area of 632 sq km at western Hubei and eastern Chongqing will be migrated.

During the 8-year period from 1985 to 1992, the state has allocated more than RMB 20 million each year to construct new resettlement areas for 19 submerged counties and cities. Since then, significant economic, social and environmental benefits have been resulted.

The Three Gorges Project has also caused tremendous damages to some renowned relics and historical sites on both the banks of the Yangtze. Being a major inhabited belt of Chinese ethnics, the Yangtze River area has plentiful of relics. There are 1,200 identified sites with invaluable relics nearby the dam

area. Of which 590 underground sites and about 300 on-the-ground sites are in the submerged and re-constructed areas in Chongqing, representing over two-third of the total. In addition, many internationally renowned tourist spots are located in the area.

To save and relocate these invaluable relics, the Three Gorges Construction Committee has mobilized both the academics and practitioners of the archaeological sector in China to form a dam area relics conservation planning group. However, due to insufficient fund and the lack of supportive policies, the work of excavating and relocating the relics is in slow progress that really deserves our concerns and worries.

The Prospect of ANIMAL HUSBANDRY AND PORK MARKET IN ZHEJIANG PROVINCE



A CMA study mission to Zhejiang province was organized in 1997 December and a useful meeting with the representatives of the province's agricultural department was held to better understand the prospect of animal husbandry, in particular pork and poultry farming, in the province.

It has been an increasing trend for Hong Kong manufacturers to diversify their business into other areas, such as wholesale and retail, catering, tourism, property development, and infrastructural construction, etc. in China. Commercial agricultural production is yet another profitable venture that manufacturers can explore.

As China's economy expands, the per capita income will also increase, resulting in more

saving and higher consumption power of the people. Taken that food consumption has always been a major item in the household expenditure, increase in income will directly enhance the level of meat consumption. According to Zhejiang officials, Chinese culture has made pork a more preferred meat than beef. In addition, a research study in the US estimated that every 10% increase in per capita income could result in 6% increase in per capita pork consumption, and the largest potential was among rural consumers and lower-middle income and low income urban consumers.





To meet the ever-rising need of pork, China has to either increase the local pork production or raise its pork imports. It is very likely that investment in pork production will be encouraged and incentives will be given to pig farmers as self-sufficiency is emphasized by the state. It is decided that the proportion of the animal husbandry output value to the overall agricultural output value should increase by 1% every year, to reach 35% by the year 2000 and around 50% by 2010. The prospect for animal husbandry, in particular pork production will be a lucrative business potential that Hong Kong businessmen should look into in the near future.

THE ZHEJIANG ADVANTAGES

Zhejiang has a long history of farming culture and is indeed among the top yielding agricultural production areas in China. There are more than 1.6 million hectare of arable land making up some 16% of the province's total land area. The Hangzhou-Jiaxing-Huzhou Plains in northern Zhejiang is one of the famous agricultural regions in the country.

To name just a few of the well known farm produces of Zhejiang, Jinhua ham, Zhejiang silk, West Lake Dragon-Well tea, Huangyan citrus, Shaoxing rice wine, one will immediately recognize the vast and high quality farm produces of the province. Recent economic re-structuring and the emphasis

placed on agricultural technologies have paved the way for greater efficiency and profitability of the agricultural production in Zhejiang. For instance, the production technologies and processing skills of paddy rice, tea and silk cocoon and mulberry, cotton and jute, livestock and poultry, bee-raising and edible fungus, and the utilization of biogas, fresh water fish farming, and small hydro-electricity power stations are relatively more developed.

In order to speed up the pace of economic development, several comprehensive agricultural development zones and new agricultural technology development zones have been established to promote the development of export-oriented agriculture and 'high-quality, high-yield and high-efficiency' farm produces.

With respect to the potential of pork production in the province, recent development has boosted the profit margin for piglets and the demand for quality meat is expected to play a major determinant in the market.

According to the third quarterly report of Zhejiang's Agricultural Department in 1997, several salient trends are identified hereinafter.

1. Rising price of pork and pigs versus sliding rate of animal foodstuff

In the province, the average price of pigs and boneless pork was RMB 9.7 per kg and RMB 15.5 per kg respectively, a 5.3% and a 2.5% rise over prices of the second quarter in 1997. Conversely, price of animal foodstuff dropped to RMB 1.3-1.4 per kg for corn and RMB 1.72 per kg for pig food, representing a drop of 10% and 8% respectively. Profit margin has increased making pig farming a popular investment choice. A survey in the Jiaxing district indicated that each pig could bring in an average profit of RMB 87.6.

2. Strong piglet price boosts the raising of sows

Sustained growth of piglets' price are recorded. It now exceeds RMB 12 per kg. It has once reached the record highest of RMB 12.6 per kg in 1997 September, a 29.1% rise over the same period in 1996. The continued growth of piglets' price prompted household raising of sows, amounting to 830,000 heads in the second quarter of 1997 and even more to 900,000 heads in the third quarter of 1997. In the meantime, the corn price fell as the price of animal foodstuff fell to RMB 1.72 per kg from RMB 1.88 per kg in 1996 with a drop of 10.59%, revealing high profit yield of raising sows pigs. A piglet can now fetch a profit of about RMB 250.

3. Quxian County as a new pig farming base

Having raised 55,000 heads of pigs in the third quarter of 1997, Quxian County was only second to a few pig farming bases in Jiaxing City such as Haiyan County (74,300 heads) and Jiaxing's rural area (70,100 heads), sharing 50.46% of the city's total output. In the second quarter of 1997, the sows had reached a new peak of fertility rate with 'Chang Jia' pig as the major breed. For triple-bred medium-sized pigs, the total sales volume to Fujian in the second quarter of 1997 was 340,000 heads of pigs, a 54.55% rise over the same period in 1996. The price gap between medium-sized pigs and large-sized pigs grew to RMB 1.6 per kg from RMB 0.14 per kg in 1996. The selling price of medium-sized pigs was RMB 10.04 per kg by the end of the second quarter in 1997. A survey of 30 pigs farms indicated that profit of selling each medium-sized pig (average weight 45 kg) was RMB 167.8, which doubled the price of RMB 84.2 of the same period in 1996.

4. Popularity of the Triple-bred pigs

Due to the rapid growth and high quality of meat provided by the triple-bred pigs, the sales and economic efficiency are fairly good

at a price of RMB 530 per dan (1 dan = 50 kgs). Farmers are quick to seize the opportunity by enlarging their operation for raising triple-bred pigs. In the rural areas of Jiaxing, there are altogether 714 farming households, each with an average of 4.5 heads of sows and 15 heads of consumable pigs. Among these households, six of them sold more than a thousand heads of pigs, 22 sold over 500 heads of pigs and 150 sold more than 100 heads of pigs, possibly making almost a total annual sales of 38,000 heads in 1997. This brought a total income of RMB 28.5 million and a new record high of RMB 3,200 per capita income.

DEVELOPMENT TREND

To ensure stable pig production, the Zhejiang's Agricultural Department will carry out a wide range of publicity activities to farming households and pig farms in the province, that include improving livestock and poultry management, upgrading quality of sows, stepping up management of piglets and actively developing markets outside Zhejiang Province. Foreign investment is invited to participate in the province's pig farming through the introduction of technology, capital and sales and distribution networks of their own. By applying modern management, the farmers can increase their place of operation for pig production and pork processing to meet market needs abroad and at home, in which Zhejiang aimed at gaining a lucrative share of the continuously growing domestic market of quality pigs.





1997 ANNUAL GENERAL MEETING

The Association held its 1997 Annual General Meeting (AGM) on 1997 December 9. At the AGM, the Association received and endorsed the statement of accounts, reports of the General Committee and auditors for the year ended 1997 March 31, and the budget for 1998-99. The meeting also passed the motion to re-appoint Charles Man & Co as the Association's auditor for 1998-99. The speech that CMA President Mr Herbert Liang delivered at the occasion is summarized as follows:

Hong Kong has successfully returned to China this year (1997), and Hong Kong continues to enjoy high degree of autonomy and social stability under the principles of 'One Country, Two Systems' and 'Hong Kong People Ruling Hong Kong.' These policies not only uphold the confidence of Hong Kong people but also enhance that of those from the rest of the world in making or increasing their investments in Hong Kong.

In the view that the relationship between Hong Kong Special Administrative Region (HKSAR) and the mainland becomes much closer after the handover, and that most of the Association's members have investment in the mainland, the Association conducted a questionnaire survey among members in 1997 September and October to collect more information on the situation of CMA members investing in the mainland.

The survey reflects that local manufacturers have strong confidence towards the steady economic development in the mainland, and they are prepared to put in more resources to



CMA President Mr Herbert Liang addressed at the Annual General Meeting held on 1997 December 9.

increase their business investment there. Local manufacturers' production activities across the border are in fact an expansion as well as an inseparable part of Hong Kong's overall manufacturing industry. The Association would continue to explore more economic and trade opportunities between HKSAR and the mainland, especially the mid-western provinces and cities.

The Association will continue to devote efforts in strengthening economic and trade co-operation between HKSAR and major provinces and cities in the mainland. Through the signing of co-operation agreements with industrial and commercial chambers of these provinces and cities, the Association can provide concrete services to the business sectors of the two places to promote investment and trade co-operation. The Association have signed agreements with the Shanghai Federation of Commerce and Industry and the Zhejiang Federation of Commerce and Industry respectively during our recent visits there. In 1997 September, the Association has also signed an agreement with Fujian General Chamber of Commerce, and with Hebei Federation of Commerce and Industry when their delegation visited Hong Kong some months ago. The Association has organized a delegation to visit Shanghai and Zhejiang Province at the end of 1997 November. During the stay in Shanghai, the delegation met with Mr Xu Kuang Di, Mayor of Shanghai. Mr Xu opined that enterprises in Shanghai and Hong Kong could join hands to expand business in mid-western regions. Shanghai has a rich supply of technical expertise and is familiar with the country's domestic conditions, whereas Hong Kong is privileged by its international market and abundant capital. Close co-operation between enterprises in the two cities in exploring business in mid-western regions of the mainland will certainly benefit each other.

The Association also makes special efforts in promoting the economic and trade co-operation between mainland China, Taiwan and Hong Kong. An annual symposium is jointly organized by the Association, the All-China Federation of Industry and Commerce and the Chinese Chamber of Commerce and Industry. The three organizations have agreed to stage the fifth symposium in Hong Kong in 1998 and the Association will be responsible for all preparations.

On the international front, the Association has set up an International Affairs Committee to co-ordinate co-operation between the Association and overseas counterparts. The Association has signed a co-operation agreement with the Chamber of Commerce and Industry of Romania and Bucharest Municipality to promote trade and investment co-operation between the two regions. The CMA Testing and Certification Laboratories (TCL) has also signed a Memorandum of Understanding with LNE (Laboratoire National d'Essais) to strengthen the testing services for Hong Kong products exporting to France or to the European markets. This joint venture can greatly enhance the quality of TCL's service and the cost effectiveness, and deepen Hong Kong businessmen's understanding on European product standards.

Regarding the Association's activities, the Association is now devoting efforts in staging the 'Industrial Products Exhibition' again, and a committee has been set up to take up the task. The Exhibition this time will follow the traditional theme to promote Hong Kong industry, and will at the same time attract mainland and overseas enterprises to join, thereby expanding the range of exhibits, enhancing the level of industrial technology, and rejuvenating our manufacturing industry.

To keep pace with the development of the HKSAR, the Association has set up the HKSAR Affairs Committee to study and reflect our views to the HKSAR Government on such areas as political system, economy, social issues and livelihood

in Hong Kong. Concerning our industrial development, since the economy is now undergoing structural transformation, our industry must also transform towards high value-added and hi-tech production, as well as upgrade product quality, improve corporate management systems and enhance workers' technical know-how. The Association welcomes the HKSAR Government to inject another HK\$500 million into the Research and Development (R&D) Fund so as to encourage enterprises to commercialize R & D achievements. However, compared with our neighbouring regions, the amount to promote R & D activities is far from adequate and the government needs to invest much more. The Association's newly set-up Industrial Technology Committee aims to study and reflect our views on ways to promote industrial and technological development for Hong Kong.

A majority of our manufacturing enterprises are small- and medium-sized enterprises (SMEs). During the year, the Association's SMEs Committee has organized various seminars in such areas as information technology, financing, marketing and management to assist SMEs to solve their operational problems. The Association has successfully applied funding from the government in two consecutive years to implement information technology-related projects for SMEs. We will continue to spare no efforts in developing the SME-Net which was designed and developed by the Association, making it a network that provides useful and up-to-date information to local SMEs.

1998 HONG KONG AWARD FOR INDUSTRY: MACHINERY AND EQUIPMENT DESIGN COMPETITION INVITES APPLICATIONS

The Hong Kong Awards for Industry was an award scheme established in 1989 and enters its tenth anniversary this year. The scheme, with an objective to recognize and encourage excellence in different aspects of industrial performance, is divided into seven categories, namely, Machinery and Equipment Design, Consumer Product Design, Productivity, Quality, Export Marketing, Environmental Performance and Technological Achievement.

The Chinese Manufacturers' Association of Hong Kong (CMA) has been the organizer of the Hong Kong Awards for Industry: Machinery and Equipment Design since its inception in 1989. It aims to promote and upgrade the design of industrial machineries and related products, and to enhance the application of high technologies. Encouraging responses were received in the past years. The awarded products were highly recognized both locally and internationally. This year's competition was launched in January 23, and the closing date for application is April 15.

CATEGORIES

Under the Machinery and Equipment Design Competition, entries will be divided into six categories:

- A. Production Machinery / Equipment - machinery / equipment which in itself is a complete unit and is used for production purposes;
- B. Device and Add-on Accessory for Production Machinery / Equipment - device and add-on accessory which are designed as part of the machinery or add-on gadget to facilitate production processes and to improve / upgrade productivity, efficiency and quality control;
- C. Scientific, Measuring, Controlling and Testing Equipment and its Parts and Accessories thereof;
- D. Office Machine / Equipment (including Computers) and Communication Equipment;
- E. Computer Software for Industrial Application;
- F. Miscellaneous.

All entries must be wholly or substantially designed or developed in Hong Kong in the year prior to the closing date for entries.

Dinner Reception In Honour of Mr Dai Chang Shi, Director, Consular Department of the Commissioner of the Ministry of Foreign Affairs of the PRC in HKSAR



Mr Dai Chang Shi, Director, Consular Department of the Commissioner of the Ministry of Foreign Affairs, People's Republic of China in the Hong Kong Special Administrative Region addressed at the dinner reception.

JUDGING CRITERIA

All entries will be judged according to their functionality, innovation, application of technology, ergonomics, cost-performance, safety and environmental impact.

AWARDS

The CMA Machinery and Equipment Design Award will be granted to product(s) of outstanding merit selected from each category by the judging panel. The most outstanding product of the CMA Machinery and Equipment Design Award winners will win the HONG KONG AWARDS FOR INDUSTRY: MACHINERY AND EQUIPMENT DESIGN. CMA Certificates of Merit in Machinery and Equipment Design will also be granted to other products from each category at the discretion of the judging panel.

PRESENTATION CEREMONY

The presentation ceremony of the 1998 Hong Kong Awards for Industry will be held in late October or early November.

For further information, please contact the Association (address: 1/F, CMA Building, 64-66 Connaught Road, Central, Hong Kong. Tel. no.: 2545 6166, fax no.: 2541 4541.)

The Association hosted a dinner reception on 1997 December 18 in honour of Mr Dai Chang Shi, Director, Consular Department of the Commissioner of the Ministry of Foreign Affairs, People's Republic of China in the Hong Kong Special Administrative Region (HKSAR). Mr Dai spoke on the matters regarding the HKSAR passports at the occasion. He also introduced the major working areas and job duties of the department and what it has done over the last half a year.

Mr Dai said the department aims to safeguard the sovereignty and interests of the country under the lead of the Ministry of Foreign Affairs, and at the same time protect the interests of HKSAR, support the future development of economic and trade co-operations between Hong Kong and other regions and countries, as well as maintain the long-term stability and prosperity of Hong Kong.

The division of labour between the ministry and the HKSAR Government with reference to foreign and external affairs is on two aspects. First, as stated clearly in the Basic Law, the Central Government will be responsible for dealing with foreign affairs, which mainly include matters relating to sovereignty, foreign

affairs and safety. These duties will be carried out by the Ministry under the lead of the Central Government. The HKSAR Government may be informed or asked for opinions during the process. Second, the Central Government may authorize the HKSAR Government to handle foreign affairs according to the Basic Law. In this case, the Ministry will give advice and support to the HKSAR Government.

As regards to the processing time of HKSAR passports, Mr Dai said the Immigration Department has issued 1,800 to 4,000 HKSAR passports daily since the establishment of the HKSAR Government, and more than 376,000 applications were processed until 1997 November 15, of which 235,000 passports were issued. Normally, it takes four to five working days for the Department to process eligible applications of Hong Kong

residents. In addition, it takes about eight weeks to issue a HKSAR passport to an applicant with either a valid 'British National (Overseas) Passport (BNO)', 'Certificate of Identity (CI)', or 'Document of Identity (DI)'. In exceptional cases, applicants can get their HKSAR passports in one to two days if they have an urgent need to travel abroad but no other travel documents to do so.

Twenty four countries, including Thailand and Egypt, have granted visa-free entry to HKSAR passport holders so far. In addition, seven countries including the US are now offering the same treatment to both HKSAR and BNO passport holders. Mr Dai said the Central Government and the HKSAR Government will continue to strive for more visa-free entries for HKSAR passport holders.

CMA Delegation to Shenzhen

Upon the invitation by Shenzhen Foreign Investment Enterprises Association, the Association organized a delegation to join its 4th General Meeting and the Awards Presentation Ceremony of Elite Foreign-Invested Enterprises in China on 1997 December 23. Delegates also enjoyed the dinner and cultural and arts performances with other mainland and overseas guests.

The delegation was one of the exchange activities after the signing of a co-operation agreement between the two associations. It aimed to foster stronger economic ties, improve the mutual understanding of the market trend and investment environment between the two places, and enhance the co-operation in launching various kinds of business activities and economic projects. At the occasion, Mayor of Shenzhen and President of Shenzhen Foreign Investment Enterprises Association Mr Li Zibin appointed CMA Vice-President Mr Yip Hing Chung and Honorary President the Hon Ngai Shiu Kit as Honorary Presidents of the Association.

The CMA delegation was led by CMA Vice-President Mr Yip Hing Chung, with

Honorary President the Hon Ngai Shiu Kit as the deputy leader. Other delegates included Executive Committee member Mr Lo Chin, General Committee member Mr Fung Yuen Hon, Mr Paul Chu, Mr Kok Ying Dao, Mr Chow Lam Boon, Mr Ho Yuk Wing and working staff of the Association.



CMA Vice-President Mr Yip Hing Chung (front row, left) and Honorary President the Hon Ngai Shiu Kit (front row, centre) presented trophies to winners of Elite Foreign-Invested Enterprises in China '96.

CMA Delegation to Shanghai and Zhejiang Province

A 20-member CMA high-level delegation led by President Mr Herbert Liang visited Shanghai and Zhejiang Province from 1997 November 28 to December 3. The delegation aimed at exploring new business opportunities between Hong Kong and mainland enterprises, following the advocacy of developing a diversified economic structure and reforms of company ownership and management in the 15th Communist Party Congress.

The CMA delegation arrived at Shanghai on November 28 and was warmly received by the Mayor Mr Xu Kuang Di. Both parties discussed on how reforms could enhance the competitiveness of state-owned enterprises, reduce their social burden, and provide more opportunities in economic development for foreign investors. Mr Xu expressed that the Three Gorges Construction Project had brought many investment opportunities in the inland areas along the Yangtze River. Tapping the huge market potential and cheap labour cost along the Yangtze River, Hong Kong and Shanghai businessmen could co-operate on a much wider platform to explore the plentiful industrial endeavours together. Shanghai could make use of its advantages in production facilities, know-how and management expertise to develop in the Yangtze River area and, together with Hong Kong's management knowledge, market network and capital, help introduce modern business management system



Mayor of Shanghai Mr Xu Kuang Di (2nd from right) met with CMA President Mr Herbert Liang (2nd from left) and Vice-President Mr Lin Fai Shat (1st from left).

and vitality to state-owned enterprises. At the afternoon, the delegation visited Chairman of Shanghai Committee, Chinese People's Political Consultative Conference (CPPCC), Ms Chen Tie Di.

On the following day, the delegates attended a seminar organized by CPPCC Shanghai Committee on 'State Enterprises' Reforms and Development'. Deputy Secretary-General of the Committee Mr Liang Yu Shu hosted the seminar, and enlightening speeches were delivered by Mdm Gu Guangqing, Director of Department for Micro-economic Studies Institute of Economics, Shanghai Academy of Social Sciences; Mr Geng Hong Fu and Mr Yu Wei, Directors of Comprehensive Department, Economic System Reform Commission of Shanghai Municipal People's Government; and Mr Gao Zheng Hua, Manager of Trade Department of Shanghai Assets and Equity Exchange. State-owned enterprises in Shanghai have undergone extensive reforms and re-structuring, including bankruptcy, merger and acquisition, and re-allocation of workers, etc. In 1996, 43 state-owned enterprises declared bankrupt and laid off about 420,000 workers. By 1997 October, 84 state-owned enterprises have declared bankrupt and laid off about 360,000 workers. The objectives of the reforms are to convert 70% of state-owned enterprises into limited companies and encourage superior enterprises to adopt shareholders system and be listed in the stock market.

In Shanghai, the delegates also visited Pudong New Area, Kun Shan Economic and Technological Development Zone, the Shanghai Sports Coliseum, the Oriental Pearl Tower, the Shanghai Library, and some joint-venture land development sites.

On December 1, the delegates left Shanghai for Huzhou and Hangzhou in Zhejiang Province. They were warmly received by Secretary of Huzhou Municipal Committee of the Communist Party of China Mr Yu Guoxing, Acting Mayor of Huzhou Mr Yuan Rong Xiang, and Deputy Minister of the United Front Work Department of the Zhejiang Provincial Committee Mr Xu Cheng Fu. The delegation then visited Huzhou Economic and Technological Development Zone, two factories, and the local colleges of education. CMA President Mr Herbert Liang,



Acting Governor of Zhejiang Province Mr Chai Song Yue (right) and CMA President Mr Herbert Liang

Vice-Presidents Mr Lin Fai Shat and Mr Eddie Lu were appointed Economic Advisors of Huzhou Municipal Government.

On the following day, the delegates were briefed by Mr Zhang Xue Ning, Vice-Director of the Management of Commission of the Hangzhou Economic and Technological Development Zone on the latest development of the Zone. A visit to a privately-owned factory was then organized. After the visit, the delegation met with Mr Chai Song Yue, Acting Governor of Zhejiang Province who gave an introduction on the economic environment in Zhejiang. Zhejiang has a very healthy and balanced economic structure with state-owned enterprises constituting only 20% of the GDP and 15% of total industrial production in the province. As regards to external trade, Zhejiang enjoyed an average growth rate of about 15% per year since the economic reforms. In 1997, total exports are forecasted to reach US\$11 billion. CMA President Mr Herbert Liang expressed that Hong Kong and Zhejiang were similar in having a majority of small- and medium-sized enterprises and light industries. He also opined that the development potentials of these private enterprises were tremendous and future expansion would depend a lot on the successful reforms of the enterprises. In compliance with the state's policy and incentive regulations, enterprises should strive to increase their economic efficiency, develop more financing channels and attract more foreign capital. The industrial and business enterprises of the two places should keep close contact, regularly exchange information and experience in order to promote mutual understanding and co-operation.

During the trip to Shanghai and Zhejiang, CMA President Mr Herbert Liang signed co-operation agreements with Mdm Ren Wen Yan, Chairman of Shanghai Federation of Industry & Commerce and Mr Niu Shou Zhang, Chairman of Zhejiang Federation of Industry & Commerce respectively. After the return of Hong Kong's sovereignty to mainland China, the Association plans to enhance the co-operation with trade and industrial associations of various places in China.

"The trip to Shanghai and Zhejiang is very fruitful," said Mr Liang. "We have received enthusiastic responses from and established useful contacts with the industrial and commercial sectors in both places." He reiterated that the Association would continue to develop closer relationships with counterpart associations in China and would carry on working for the mission to seek out lucrative opportunities for Hong Kong manufacturers.

The delegation was led by CMA President Mr Herbert Liang, with Vice-Presidents Mr Jose Yu, Mr Lin Fai Shat, Mr Lo Man Tuen, Mr Eddie Lu, and Assistant to President Mr Lam Hok Po as deputy leaders. Other delegates include Executive Committee member Mr Paul Yin, General Committee members Mr and Mrs Joseph Sin, Mr Mak Hung, Dr Dennis Yip, Mr William Fung, Mrs Anna Pao Sohmen, Mr Luk Chung Lam and Mr Tony Tong, CMA Youth Committee member Ms Joanne Mak, Manager of Shanghai Office of CMA Testing and Certification Laboratories Ms Anita Chan and staff of the Association.



CMA President Mr Herbert Liang (right) and Ms Ren Wen Yan, Chairman of Shanghai Federation of Industry and Commerce congratulated each other at the co-operation agreement signing ceremony.

Dinner Reception in Honour of Mr Jiang En Zhu, Director of Xinhua News Agency HKSAR Branch

The Association hosted a dinner reception on 1997 November 27 in honour of Mr Jiang En Zhu, Director of Xinhua News Agency HKSAR Branch, Mr Qin Wen Jun, Vice-Director and other officials. At the dinner reception, Mr Jiang urged Hong Kong industrial and commercial sectors to support the implementation of 'One Country, Two Systems' principle, and continue to contribute for the prosperity and stability of Hong Kong.

"Hong Kong is a book difficult to read, we need the help of the industrial and commercial sectors," said Mr Jiang. He commended that the Association, as one of the major industrial organizations in Hong Kong, has been actively participating in social affairs, as well as promoting industrial and commercial development in Hong Kong. The Association also runs schools to foster future industrialists and reflects industrial and commercial sectors' concerns and opinions on government policies. In addition, the Association contributes to China's economic reforms and development by helping members to invest in the mainland.

Mr Jiang added, the Xinhua News Agency HKSAR Branch is an official body set up in Hong Kong by the central government, aiming at facilitating the economic, trading and



(From right) CMA Vice-Presidents Mr Lo Man Tuen, Mr Lin Fai Shat, President Mr Herbert Liang, Director of Xinhua News Agency HKSAR Branch Mr Jiang En Zhu, CMA General Committee member Dr Dennis Yip, Vice-President Mr Yip Hing Chung, General Committee members Mr James Cheng and Mr Chui Siu Chuen at the dinner reception.

cultural exchanges between HKSAR and the mainland, and at the same time co-ordinating various China-funded enterprises in Hong Kong. He hoped that the Association can continue supporting the work of the Agency, thereby ensuring the stable development of Hong Kong under the 'One Country, Two Systems', 'Hong Kong People Ruling Hong Kong' and 'High Autonomy' principles.

In response to Mr Jiang's saying that 'Hong Kong is a book difficult to read', Mr Herbert Liang said that Mr Jiang was too humble. In fact, Mr Jiang has a thorough understanding on Hong Kong affairs. He has been in charge of western-Europe affairs for a long time, participated in the Sino-British affairs negotiations and is familiar with national affairs of Britain. Also, Mr Jiang has been the Vice-Director of HKSAR Preparatory Committee and Chinese Ambassador in Britain, he knows well about the political, economic and social affairs of Hong Kong. As a minister-grade official, Mr Jiang can surely contribute to the effective communication between HKSAR and the mainland with his sound knowledge on national policies.

Mr Liang added, despite the close relationship between HKSAR and the mainland, it is difficult to fully understand the progress of development in such a large country with rapid economic development as in China. "China is a book that one can never completes his reading on it," he said. He hoped that the Xinhua News Agency HKSAR Branch could continue to perform the function as a bridge between HKSAR and the mainland and assist in strengthening the communications between the two places. The Association will continue to explore more co-operation opportunities for Hong Kong and mainland enterprises. In this context, the Association will strengthen the co-operation with the Economic Affairs Department of Xinhua News Agency HKSAR Branch to promote the joint development of Hong Kong and the mid-western regions and facilitate the reforms of state-owned enterprises.

Delegation of the People's Government of Jiangdu City, Jiangsu Province



CMA Vice-President Mr Lin Fai Shat (2nd from right, front row) chaired the meeting with the delegation of the People's Government of Jiangdu City, Jiangsu Province on 1997 November 5.

Delegation from Yixing City, Jiangsu Province



Mr Ding Qi Fa (right), Deputy Mayor of the People's Government of Yixing City, Jiangsu Province led a delegation to visit the Association on 1997 November 5.

Delegation of the People's Government of Sheyang County, Jiangsu



CMA Vice-President Mr Lin Fai Shat (5th from right) received a souvenir from Mr Liu Chang Sheng (5th from left), Vice-Magistrate of the People's Government of Sheyang County who led a delegation to visit the Association on 1997 November 5.

Delegation from Amagun Aichi, Japan



Mr Akira Suzuki (2nd from right), President of Miwa Public Office, Amagun Aichi, Japan was received by CMA General Committee member Mr Patrick Cheng (2nd from left) and others on 1997 November 13.

Delegation of Shanghai Federation of Industry and Commerce



CMA Vice-President Mr Lo Man Tuen (centre) received a souvenir from the President of Shanghai Federation of Industry and Commerce Ms Ren Wen Yan (6th from left) who led a delegation to visit the Association on 1997 November 11.

Delegation of Yunnan Provincial Bureau of Foreign Trade and Economic Co-operation



CMA Vice-President Mr Lo Man Tuen (2nd from right) presented a souvenir to the Director of Yunnan Provincial Bureau of Foreign Trade and Economic Co-operation Mr Wang Xinpei (centre) who visited the Association on 1997 November 11.

Delegation of Administrative Committee of Dalian Hi-Tech Industrial Zone



CMA Assistant to President Mr Tony Chau (4th from right) presented a souvenir to Executive Director of Administrative Committee of Dalian Hi-Tech Industrial Zone Mr Zhang Shichen (4th from left) who led a delegation to visit the Association on 1997 November 14.

Visit by Vice-Chairman of CPPCC Beijing Committee Mr Shen Ren Dou



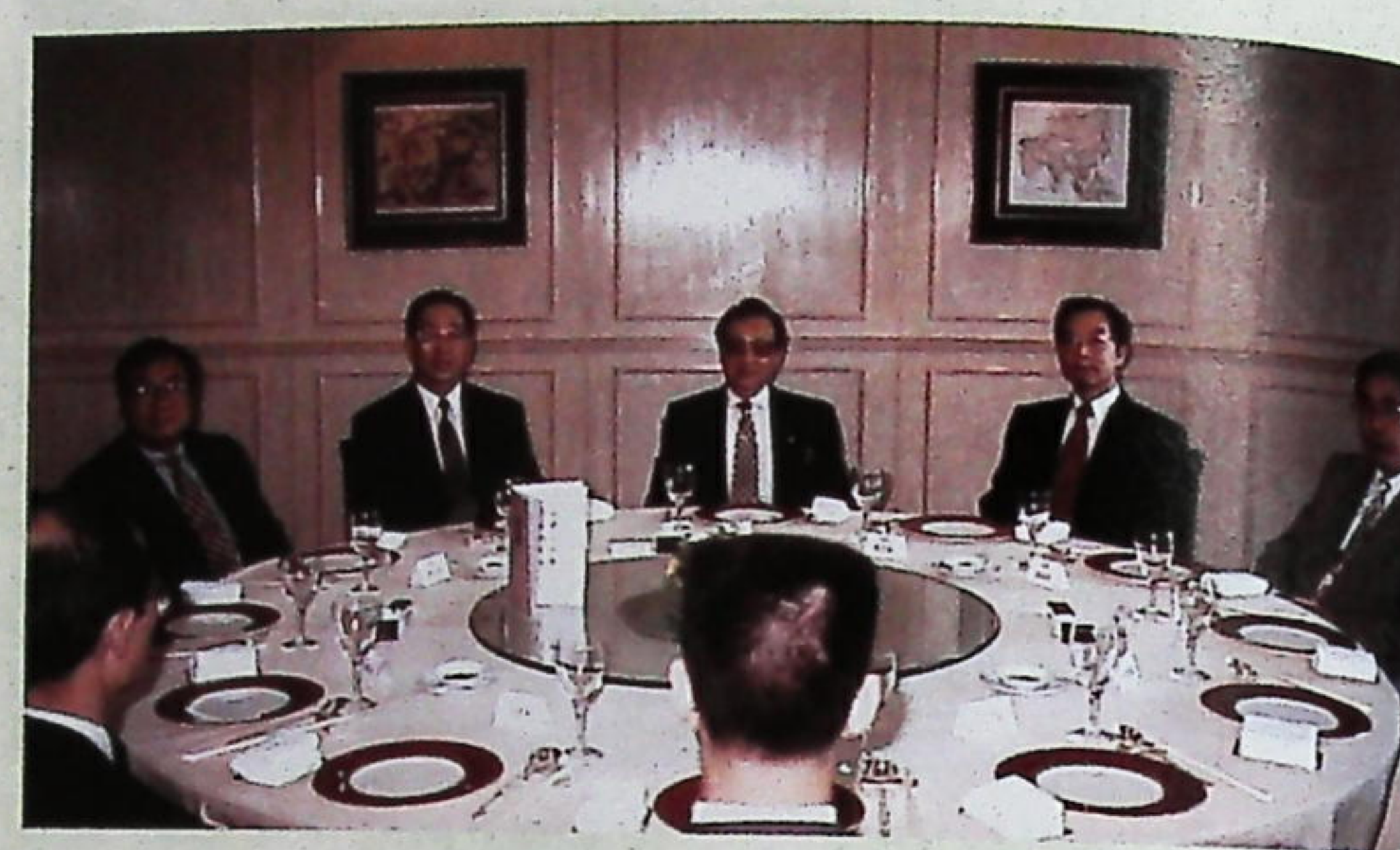
Vice-Chairman of Beijing Committee of the Chinese People's Political Consultative Conference (CPPCC) Mr Shen Ren Dou (centre) visited the Association on 1997 November 17.

Delegation from Dalian



Vice Mayor of Dalian Municipal People's Government Mr Li Yongjin (2nd from right) led a delegation to visit the Association on 1997 November 17.

Luncheon Meeting with Officials of the Ministry of Foreign Trade and Economic Co-operation



Mr Suen Guang Shong (2nd from left), Assistant to Minister, Ministry of Foreign Trade and Economic Co-operation posed with CMA President Mr Herbert Liang (centre) and others at a luncheon meeting hosted by the Association on 1997 November 20.

Meeting with the Commissioner of ICAC



(From left) CMA Executive Vice-President Mr Leung Nai Wing; Mrs Lily Yam, Commissioner of ICAC; CMA President Mr Herbert Liang; Mr K P Chan, Group Head of the Advisory Services Group, Corruption Prevention Department; and CMA Vice-President Mr Yip Hing Chung at the meeting held on 1997 November 27.

'Excellent Management Skill' Certificate Course

A certificate course entitled 'Excellent Management Skill' was organized by the Association from 1997 December 1 to 17. Two senior consultants of the Management Development Centre were invited to explain different kinds of management skill in details, and case studies were also conducted during the class. The course totally comprised of six sessions and there were 50 participants.

Delegation from Beijing



Beijing Vice-Mayor Mr Hu Zhao Guang (centre) led a delegation to visit the Association on 1997 December 4.

Delegation of Pizhou and Danyang Commercial Chambers



(From right) Vice-President of Danyang Industrial and Commercial Federation Mr Qian Jin Long, CMA Vice-President Mr Eddie Lu, Deputy President of Pizhou Chamber of Commerce Ms Zhang Yong Mei and CMA General Committee member Mr Joseph Sin at the meeting held on 1997 December 8.

Delegation of Ministry of Foreign Trade and Economic Co-operation



Mr Li Baonian (centre), Deputy Director-General of Department of Taiwan, Hong Kong & Macau Affairs, Ministry of Foreign Trade and Economic Co-operation, PRC led a delegation to visit the Association on 1997 December 11.

New Members Briefing '97



New members of the Association showed great interest in CMA services and activities at the briefing held on 1997 December 8.

Delegation of China Association for International Exchange of Personnel



Members of the delegation of China Association for International Exchange of Personnel posed with CMA representatives.

Delegation of Guangdong Foreign Trade and Economic Committee



Vice-President Mr Yip Hing Chung (centre) presented a souvenir to Mr Qin Hezhou, Vice-Chairman of the Education and Personnel Department of Foreign Trade and Economic Committee of Guangdong Province, who led a delegation to visit the Association on 1997 December 12.

Delegation of Fujian General Chamber of Commerce



Mr Li Zu Ke (centre), President of Fujian General Chamber of Commerce led a delegation to visit the Association on 1997 December 13.

CMA Youth Committee Visited the New Airport



Members of CMA Youth Committee visited the new airport at Chap Lap Kok on 1997 December 13 to understand the construction process and advanced facilities.

Delegation of the Overseas Chinese United Friendship Association



Secretary General of the Overseas Chinese United Friendship Association Mr Qin Zhi Gang (4th from left) led a delegation to visit the Association on 1997 December 15 and received a souvenir from CMA Vice-President Mr Yip Hing Chung (4th from right).

Delegation of Zhejiang Federation of Industry and Commerce



Vice-Chairman of Zhejiang Federation of Industry and Commerce Mr Chen Bao Nian (right) led a delegation to visit the Association on 1997 December 26.

Delegation of Wuhan General Chamber of Commerce



Mr Wang Dao Li (2nd from right), Vice-President of Wuhan General Chamber of Commerce led a delegation to visit the Association on 1997 December 18.

Delegation from Tai Shan, Shandong



Director of Shandong Tai Shan Proper People's Government Mr Yan Xinjian (centre) led a delegation to visit the Association on 1998 January 5.

Delegation of the Chinese Academy of Science



President of the Chinese Academy of Science Mr Lu Yong Xiang (centre) led a delegation to visit the Association on 1997 December 6.

Delegation from Hebei



Vice Secretary Chief of the People's Government of Hebei Province Mr Xu Guo Feng (centre), introduced the Hebei Province (Hong Kong) Investment Fair '98 at a meeting with the Association on 1998 January 9.

Delegation of St. Ambrose University



CMA Vice-Presidents Mr Chan Wing Kee (centre) and Mr Eddie Lu (left) received a delegation comprising of MBA students of the US's St. Ambrose University on 1998 January 9. The delegation was led by the University's lecturer Mr Patrick O'leary (right).

Delegation of Ping Gu County Chamber of Commerce and Industry



Mr Ding Qing Ping (centre), General Committee Member of the Beijing Chamber of Commerce and Industry and Chairman of the Ping Gu County Chamber of Commerce and Industry led a delegation to visit the Association on 1998 January 15.

Visit by Officials of Foreign Economic Relations & Trade of Guangdong Province



Mr Liao Guoji (right), Deputy Director General of the Commission of Foreign Economic Relations & Trade of Guangdong Province visited the Association on 1998 January 16.

THE DEVELOPMENT OF SME-NET —

A Report on the 'Information Technology Application Task Force Programme for SMEs'

INTRODUCTION

According to government statistics in 1995, there were totally 291,117 SMEs in Hong Kong which constituted 98.2% of enterprises in Hong Kong. They are vital to Hong Kong in many regards including employment, international trade and GDP contribution. SMEs are both the foundation and backbone of Hong Kong economy. However, they are facing ever-increasing operational difficulties such as high land and labour cost, lacking of financing sources and business information, etc. According to a survey conducted by the Association in 1996, more than 80% of SMEs claimed that they were deeply troubled by these problems. Nearly 70% of the respondent SMEs suggested the Association to provide them with business information on, say, overseas buyers and suppliers.

In order to explore an efficient and effective way to provide SMEs with the information they need in their daily operations, the Association established the SME Committee in 1995 to address the problems encountered by SMEs. As regards to information technology, a funding was given by the government to launch a 1-year project entitled 'Information Technology Application Task Force Programme for Small and Medium Manufacturing Enterprises' from 1996 October to 1997 September. It aimed to help SMEs better understand and apply information technology (IT) in their daily operations so as to enhance productivity and competitiveness.

THE PROJECT

It covered a questionnaire survey for users' needs identification, seminars and exhibitions for promotion purpose, and the development of an information network for SMEs, SME-Net, as a case implementation.

The questionnaire survey aimed at understanding and identifying the needs, situation and difficulties of SMEs on information access and IT applications so as to define the structure and decide the priority of content development of SME-Net according to the results. The Association also made efforts to promote IT and the application of SME-Net by means of seminars and exhibitions.

In addition, the Association helped 50 SMEs to design and produce company homepages at discounted cost. These homepages were also hosted on SME-Net so as to help SMEs explore the world market through Internet.

The Association collaborated with Hong Kong Productivity Council to carry out SME-Net design and development work. Additionally, the Association solicited opinions from members of the industry by visiting factories and conducting face-to-face interviews with manufacturers. Their perception and expectation on IT and the need on information in their daily operations were understood.

WHY SME-NET

SMEs need business information very much. However, there is currently no medium which can cater for their needs in this regard. As SMEs in Hong Kong are facing ever-increasing fierce competition from overseas competitors, the need of establishing an information network or a channel through which SMEs can access accurate and timely information is indispensable. However, SMEs are not comparable with large enterprises which have more-than-enough resources to collect and organize any kind of information they need. Furthermore, even if SMEs did have the resources, it would not be justifiable and cost-effective for them to do so individually due to their comparatively small scale and the possibility of duplicating efforts. The solution is to set up a centralized information network to collect and organize information for SMEs. In this regard, the Association strongly believes that SME-Net can facilitate the development of Hong Kong commerce and industry as well as the overall economy.

The main reason for the Association to choose Internet as the technological platform for SME-Net is that it is a global network linking every corner of the world which allows SMEs in Hong Kong an easy access to any kinds of market information from all over the world. Besides, Internet can allow bi-directional communications. SMEs not only can send out their own information and messages to overseas business partners and buyers but also vice-versa. Internet can help SMEs effectively reduce the communication cost as its cost is much lower than that of IDD and facsimile. It is indeed a very ideal communication tool for SMEs.

SMEs' NEEDS ON INFORMATION

To effectively allocate resources, some questions of the questionnaire survey were designed with the purpose to identify the information mostly needed by SMEs and the

corresponding priority for the content development of SME-Net. A questionnaire survey was conducted among Hong Kong SMEs from different sectors at the end of 1996 to collect their opinions on IT applications and understand their actual situation.

Survey results show that SMEs need a wide range of information, including buyers and sellers, market trend, financing sources, technological development and China information, etc. Among them, market and China information rank the top two. Some of the respondent SMEs also express their need on industry-specific information. One example is information on quotas and raw materials prices for the garments industry.

Survey results also show that 82% of respondent SMEs have computer installed in their companies. However, most of them only use computer for some comparatively simple jobs such as 'word processing and spreadsheets'. There is only a small proportion of them using computer to process complicated jobs such as 'inventory control', 'material resources planning', 'R&D' and 'information access'.

It is concluded that efforts are necessary to promote and encourage SMEs to make use of IT. The 'Information Technology Application Task Force Programme for Small and Medium Manufacturing Enterprises' launched by the Association can serve the purpose to a certain extent.

SME-NET

SME-Net is an Internet-based information network designed and constructed with the intention to provide business information and services to SMEs in Hong Kong. However, it is yet at its pilot stage. In the first project year, the Association could only construct a very preliminary structure for SME-Net due to limited time and resources. Take the building of a house as an analogy, SME-Net now is just like an incompletable house with

only some thin walls to temporarily separate the sitting room and bed rooms, etc., but all the furnishings and decorations are non-existent. However, the project is highly supported by members of the industry, other local trade and industrial associations, and the government as well. The Association has successfully applied government funding to launch another 1-year project to further develop SME-Net.

OBJECTIVES

In the long run, SME-Net is developed with the following objectives:

- To provide useful on-line business information and professional, practical supportive services to SMEs.
- To help SMEs promote their business and/or products to potential business partners and customers worldwide.
- To provide a fast, efficient communication channel as well as a forum for SMEs to voice out their opinions on various issues.

INFORMATION STRUCTURE OF SME-NET

At present, the information structure of SME-Net basically includes 15 categories illustrated by 15 user-friendly and state-of-art icons. Broadly speaking, these 15 categories can be classified into three main groups. The first one comprises of such categories as 'CMA News', 'Market', 'Manufacturing Sectors', 'China Issues', and 'Finance' which provide the mostly needed information to SMEs.

The second group consists of 'Supportive Services', 'Human Resources', 'Corporate Management', 'Premises', 'Technology' which

intend to provide information related to SMEs' daily operations and the services they need. The third one includes some functional areas, namely 'Company Promotion', 'Company Directory', 'Classified Advertisement', 'Forum', 'News Stand' which allow SMEs to promote their businesses, communicate, advertise and voice out their opinions through Internet.

SECOND PHASE OF DEVELOPMENT WORK

The Association has set up a preliminary framework for SME-Net in the first project year. On the content side, many SMEs have expressed their wish to see more China information be provided on SME-Net. Hong Kong investments in the mainland are substantial in monetary term and scattered throughout the whole country. As far as the neighbouring regions in South China are concerned, there are now more than 50,000 Hong Kong-owned plants, employing about 5 million workers. The economic and trade ties between Hong Kong and the mainland has long been close and related information is vital to both Hong Kong businessmen and their counterparts in the mainland. In view of this, the second phase of SME-Net development work will focus on 'China Issues' with an objective to facilitate the business development of Hong Kong businessmen in the mainland particularly in south China regions. The Association hopes that commercial and industrial enterprises in the mainland can also make use of SME-Net to access to the information and services they need in future.

In the previous development work, the Association has already bookmarked some existing homepages about China on Internet and hyperlinked them to SME-Net. Under the category of 'China Issues', there are now 12 sub-categories including 'Industry' and 'Market', etc. Since some of the information needed by SMEs is still unavailable on



Information Structure of 'China Issues'

Internet, the Association has planned to approach various government departments and organizations in the mainland to explore the possibility of providing the most up-dated and reliable information by the parties concerned on SME-Net.

Currently on Internet, information about China is provided by many different organizations. There is a diversity of information which can meet the needs of different users. However, the lack of co-ordination among these information providers leads to very inconsistent presentation of information, hindering the Association from setting up a user-friendly information searching system for users. The Association thus recognizes that a universal standard or framework is required for all information providers concerned to follow. We hope that the framework and presentation format of SME-Net can become a reference guideline for all information providers so that the information can be provided to users in a more systematic and more easily accessible manner.

In the second project year, the Association will invite different organizations in the mainland to provide relevant information to Hong Kong SMEs and enterprises all over the world through SME-Net, so that Hong Kong industrial and commercial sectors and foreign investors can better understand the investment environment in the mainland. By doing so, the Association believes that both Hong Kong SMEs and foreign enterprises will be more interested in investing in China, and more foreign investments can then be

capitalized for the reforms of state-owned enterprises and further development of the national economy as a whole.

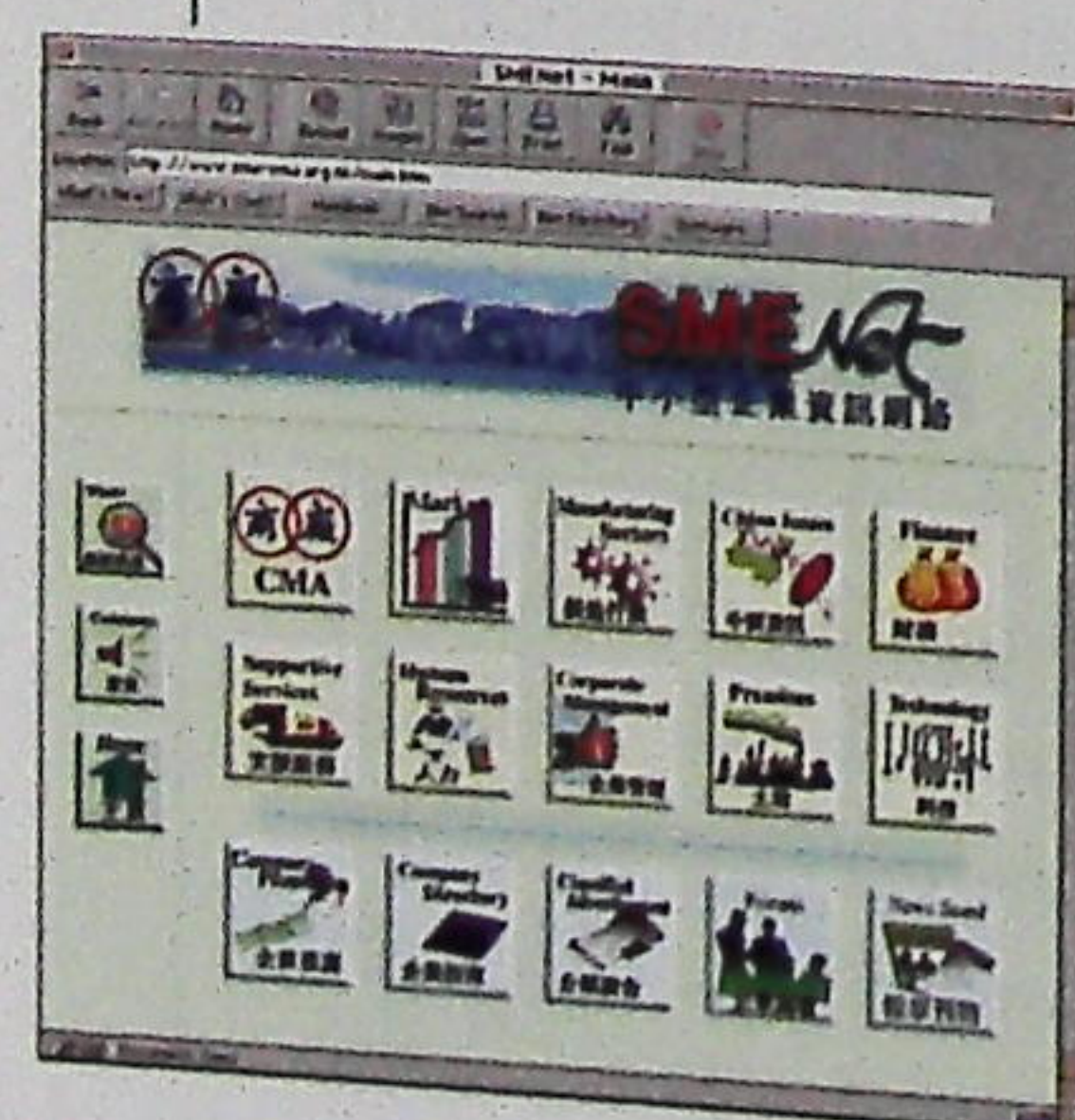
Concretely speaking, deliverables of this second project will include the production of a company directory in south China regions and some other key development areas announced by the state. By searching the company directory of China on SME-Net, Hong Kong SMEs and foreign enterprises can identify business partners for mutual co-operation on production or trade and economic investment activities.

POSITIVE RESPONSE OF SME-NET

The Association has displayed the pilot version of SME-Net at the 'Hong Kong Technology Exhibition '97' for demonstration and promotion purpose. During the exhibition period, trial use of SME-Net by visitors (some of them were SMEs' representatives and IT expertise) was encouraged and their opinions and feedback collected. About 80% of them said that SME-Net would be helpful in the daily operations and business development of SMEs and about 90% of them said they would use SME-Net if it would be more developed.

The Association has also conducted a questionnaire survey during the field visits to factories. According to the survey results, about 80% of the respondents said the information structure of SME-Net is good. Moreover, over 80% respondents believe that the infrastructure of SME-Net is comprehensive and can meet their needs.

Generally speaking, SME-Net and the concept behind are welcomed by SMEs. Many of them have shown their beliefs on the usefulness of SME-Net. The Association strongly sees the need to further develop SME-Net so as to benefit more SMEs. With government's funding, another 1-year project has commenced in October 1997.



DIRECTION FOR FUTURE DEVELOPMENT

1. MORE SERVICES

Apart from strengthening the content, many SMEs commented that SME-Net should provide more services they need, for example, on-line trading, consultancy, personnel and business matching services, etc. The Association will improve the quality of the existing services such as homepage design, production and hosting services, classified advertisement and company directory.

2. MORE INFORMATION

In order to provide more information to SMEs, the Association will explore as many information sources as possible. They include the information available on Internet, information available in mass media such as newspapers and magazines, as well as circulars and publications issued by other organizations. Moreover, efforts will be made to liaise with other organizations for the construction of more new web sites so as to provide more necessary and specific on-line information to SMEs. This aims to provide necessary information in a more comprehensive and unified standard so that SMEs can access a wider variety of information more easily and efficiently.

3. SERVE AS MANY INDUSTRIAL AND COMMERCIAL SECTORS AS POSSIBLE

Due to limited resources, the Association could only organize the information of 15 manufacturing industries in the first project year. There are many other manufacturing industries which need to be included indeed. Moreover, concerning the diversified nature of Hong Kong economy and the ever-increasing interdependence between manufacturing and service industries, it is expected that service industries will also be

added into the information structure in future. By doing so, the communications between SMEs from both the manufacturing and service industries will be enhanced and the business ties be strengthened. This can further facilitate the overall economic development of Hong Kong.

4. GRADUAL AND FLEXIBLE DEVELOPMENT TO COPE WITH THE EVER-CHANGING ENVIRONMENT

The scope of SME-Net is so wide that efforts required for its full development will be tremendous. Moreover, it is a long-term task and should be closely coped with the changing business and technology environment. To minimize the risk of resources mis-allocation and wastage, it is safer and wiser to carry out the development work of SME-Net phase by phase according to the priorities of SMEs' needs, the development of IT and some other factors such as the global economic environment, etc.

CMA'S VIEWS ON IT DEVELOPMENT IN HONG KONG

1. ESTABLISHMENT OF AN INFORMATION-LED SOCIETY

IT application is crucial for SMEs' development. Lack of resources hinder SMEs from obtaining accurate and timely information on market, financing, industrial sectors, and China issues, etc. Therefore, a simple, user-friendly, time-saving and worldwide interactive Internet should be set up to help SMEs access to business information and communicate better with potential customers and business partners. Nowadays, information is ever-changing in the world. If an enterprise could make use of the advanced technology to grasp the most up-to-date information, it is more likely for it to enhance the productivity and competitiveness. If we could have a social

environment that provides any organization or individual with different valuable information, the development of the economy and the community as a whole could definitely be benefited.

2. CONSTRUCTING AN EFFECTIVE REGIONAL INFORMATION INFRASTRUCTURE

On establishing the information infrastructure, various aspects have to be considered. These can be summarized with three 'C' - 'computer', 'communications' and 'content' along with the legal framework.

i) COMPUTER

A survey on the IT Application Task Force Programme for SMEs showed that nearly 80% of the respondent SMEs are using computers. However, it is also found that many SMEs are using standalone computers mainly for word processing, spreadsheets and less in EDI and information access. Among the 'computerized' respondent SMEs, only 28% have their computers connected to Internet. Hence not only do we need to encourage computer use among SMEs but more strategic computerization and networking should be promoted. Our vision is that every enterprise will have at least one computer connected to electronic network such as Internet.

ii) COMMUNICATIONS

As regards to communications, one should admit that Hong Kong has one of the best telecommunication infrastructures in Asia. However, as many local enterprises have their manufacturing base or market in the mainland, cross-region communications may be a problem to them. Hence we should have an overall view on the infrastructural establishment within the region including the information infrastructure across Hong Kong and the mainland. In order to ensure seamless interaction and harmonious flow of information across the infrastructure, Hong

Kong should select the communication standards suitable for its own environment based on the existing international standards.

iii) CONTENT

The questionnaire surveys and field visits conducted in the first project year show that many SMEs regard Internet a good tool to look for information. However, many of them complain that they cannot easily find the relevant business information they need on Internet because the information is insufficient and in a disarray. What enterprises want is a dedicated 'channel' for local industry and Internet can provide an interactive media for the channel. In addition, many overseas software packages may not be immediately ready and suitable for local business use. It is suggested that local IT developers should be encouraged to develop customized packages which can cater for specific needs of local firms.

iv) LEGAL FRAMEWORK

In addition to the technology and content aspects, our information infrastructure should also include a trust and effective legal framework in relation to information issues. Although we have long had a good legal framework in Hong Kong, some legal policies or regulations have to be updated to cope with the new technology environment. In the meantime, the protection and restriction on free flow of information, safeguard to intellectual property right and ordinance in respect of information confidentiality are required to review to complement the new technology environment.

3. PROMOTE ELECTRONIC COMMERCE AND INTERNET

The application of advanced information technology in business can provide companies with new, less human error, more cost-effective and time-efficient means for working with customers, suppliers and business partners. Electronic commerce on Internet is

available to improve the effectiveness of trading relationships and culture. It is also a good mean for SMEs with limited resources to explore new markets. Considering the vast benefits of electronic commerce and what Internet brings to SMEs in terms of its efficiency, effectiveness, international linkage, richness of information and affordable pricing, it is recommended that electronic commerce and Internet be highly promoted in Hong Kong. At the same time, banks and financial institutions which facilitate and monitor the transactions, are indispensable supporting organizations to create an environment of electronic commercialization.

4. IT EDUCATION AND TRAINING FOR SMES

Many SMEs are unable to implement a full usage of IT mainly because their working staff does not know how to use computers, Internet, e-mail and homepages, making a slowdown of operation efficiency and surging production cost. Therefore, IT training to SME staff is quite important for optimizing the use of Internet in their business operations and decision making. The training can be achieved by providing practical and case demonstration. In the meantime, Hong Kong may follow the education system of overseas countries to promote IT education from the primary schools, enhancing people's IT knowledge and sweeping away the public fear of using computer.

5. DRAWING SYNERGY FROM VARIOUS SUPPORTING ORGANIZATIONS

Synergy from various organizations, with both advantages and disadvantages, can be drawn together with optimization of their resources and complementing their advantages with each other for SMEs development. Citing the development of the SME-Net project, various kinds of information should be covered as much as possible so as to act as a well-established information centre

for SMEs. To achieve this goal, the Association will seek co-operation with various related organizations or experts to develop the content. Concerning China information, the Association will liaise with various concerned organizations in the mainland that can provide the most up-dated information to enrich the content. It helps SMEs have a better understanding on the development of the mainland.

6. GOVERNMENT SUPPORT

Although the HKSAR Government pledged to provide assistance to local SMEs, most of them approached and interviewed by the Association said that the government support is yet insufficient and they demand more practical assistance from the administration. They pointed out that what the government suggested is unrealistic and no direct and practical option can be offered. Instead, they appreciate the practicality of the 'IT Application Task Force Programme for SMEs' launched by the Association. The programme consisted of site visits to SMEs' factories and offices, immediate solutions to computer installation and the associated technical problems, homepage production, internet training to working staff and the development of SME-Net that they believed to be practical and useful. They can be benefited much more from such intangible and attainable aids. All in all, we believe that if the government could make efforts to provide practical support to SMEs, establish a IT environment, provide SMEs with appropriate IT education and training, and map out a long-term strategy to support SMEs' development, SMEs in Hong Kong would definitely have smooth operations and robust growth. They could then contribute to the development of Hong Kong economy as a whole.

JOB INFORMATION POSTS

The Association, in collaboration with the Labour Department, Employees Retraining Board and five other local employers' associations, organized two territory-wide recruitment activities entitled the 'Employment Information Posts 97' at Shatin Town Hall and Hong Kong Cultural Centre at Tsimshatsui on 1997 October 14 and 22 respectively. It aimed to assist job seekers to solicit the latest vacancies and retraining information and help employers recruit the right staff.



A crowd of job seekers at the Job Information Posts 97.

A total of 32 employers from different trades/industries as well as 5 local major retraining institutes participated in the two events. Over 3,000 vacancies ranging from middle-high to low ranks were available for application. In order to facilitate job seekers to access to further details of retraining courses

and vacancies, and the skills and techniques in job searching, a series of talks and video shows were arranged. On-the-spot interviews were also conducted by individual employers.

The events drew enthusiastic responses with more than 4,000 visitors.

新科技培訓資助計劃

引入先進科技 培育社會精英

由職業訓練局屬下技師訓練委員會負責策劃及推行的《新科技培訓計劃》，其目的在於向本地僱主提供資助，鼓勵他們讓僱員學習有助業務發展而未在香港廣泛應用的新科技。

訓練津貼分為：

- 甲類：海外訓練課程或在職實習。
- 乙類：本地培訓課程，包括預先認可由本地訓練機構舉辦之課程。（預先認可的本地培訓課程目錄，可參閱互聯網。）
- 丙類：符合計劃宗旨的其他訓練方案，例如個別公司所設計的訓練課程。

獲資助者之訓練津貼最高可達訓練開支的四分之三，更不設任何上限。請即把握領先一步的機會。

受訓僱員必須符合以下資格：

- (1) 香港永久居民。
- (2) 具有訓練所需的教育程度/經驗。
- (3) 由公司資助。
- (4) 並非政府或其資助機構的僱員。

僱主需於訓練開始前，將填妥的表格，連同受訓僱員的香港身份證副本，交回職業訓練局，欲查詢有關詳情，歡迎致電：2836-1715 或傳真：2574-3759

僱主得資助 員工可受益
熱線 2836-1715

互聯網：<http://www.vtc.edu.hk/it/it.htm>



Córdoba of Argentina

Córdoba is located in the middle of the Argentine Republic, intersecting the Atlantic and Pacific Oceans. It has an area of 168,766 km², a population of 2.8 million, and a warm continental climate with the temperature ranging between 40°C during the summer months and 0°C during winter. Córdoba, due to its geographic location and its being one of the main producers and exporting provinces of the country, offers great advantages and possibilities for investment not only in new activities but also in the expansion of the productive capacity of the existing ones.



ECONOMIC INFRASTRUCTURE

ENERGY

Power is mainly supplied through 21 central generating stations distributed in different regions. It is also worth mentioning that Córdoba is self-sufficient in energy supply and that its surplus is sold to the National Interconnected System.

TRANSPORTATION SYSTEM

Córdoba has an arterial system of roads which allow communication with all regions of the province and with the rest of the country. Today, Córdoba has a road network

with a total length of 75,000 km. It allows access to different ports of the Atlantic oceans. It is also possible to have an outlet to the Pacific Ocean by means of roads which connect with provinces where the main mountain passes to Chile are located. As regards to railway transportation, Córdoba has 10,000 km of railways that connect the province with the rest of South America. Air transportation takes place through Córdoba's international airport. Besides the domestic flights, there exists other regional ones which allow travel direct to other neighbouring countries.

STRUCTURE OF ECONOMY

LAND AND CATTLE SECTOR

The characteristics of its climate, topography, phytogeography and soil have

made Córdoba one of the main land and cattle producing provinces. Out of the 12.5 million hectares of land exploited, 25% is used in agriculture, and the rest is covered by cattle.

The major agricultural produces in Córdoba are peanut and sorghum, supplemented by corn, soybean, sunflower and wheat, etc. In addition, the activities of breeding and fattening of the bovine cattle represent 80% of the total cattle production. The Cordobese livestock is outstanding for its excellent quality in the round-ups at a national level.

The province enjoys the first place as a milk producer, with an average annual production of 1.6 million litres, which represents 32% of the nation's total. Regarding cattle, the adoption of new practices in technology such as artificial insemination and pregnancy diagnosis will result in a surge to the production levels. These investment items offer tremendous business opportunities to foreign investors.

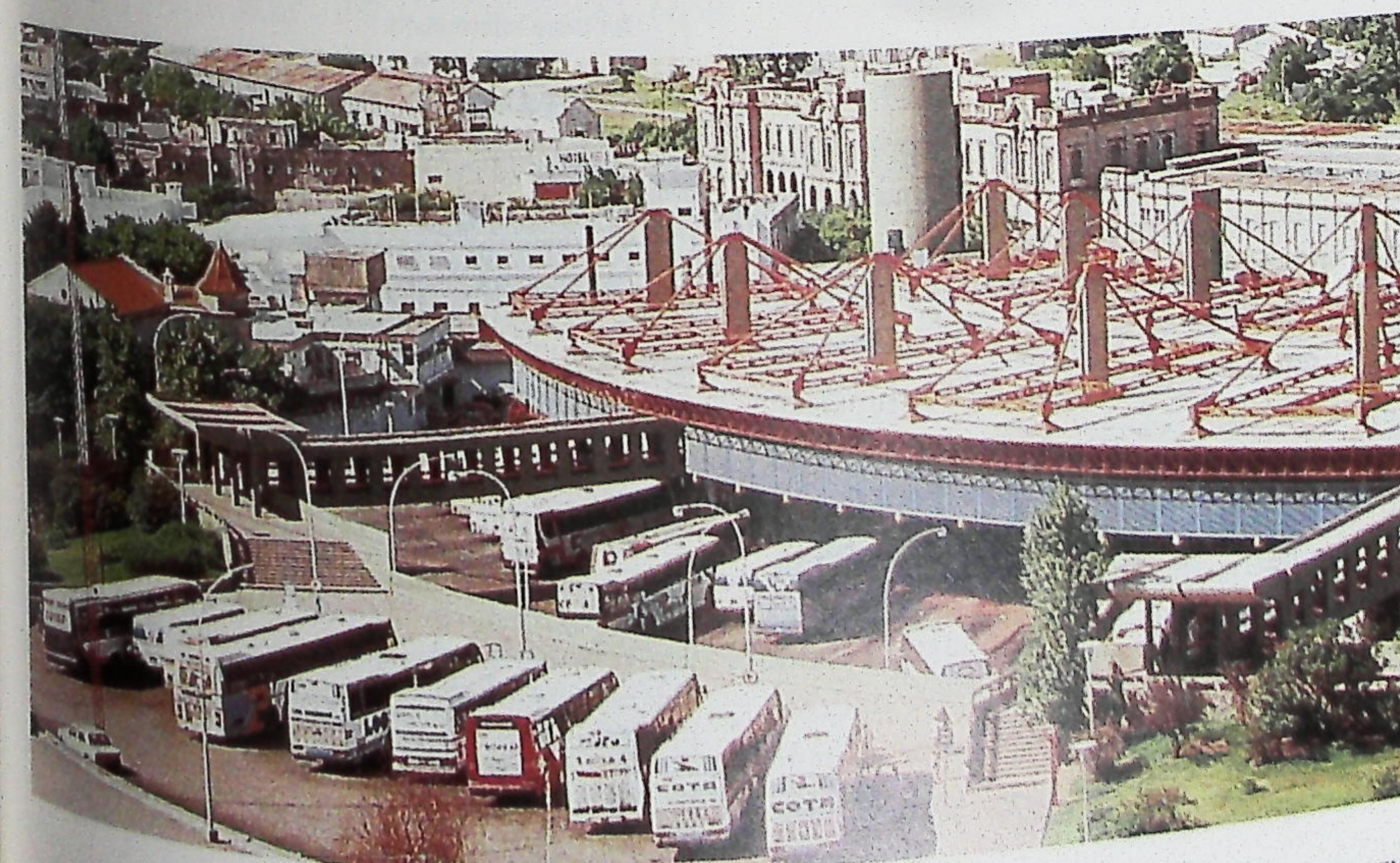
As regards to non-traditional activities, like the fruit industry, there exists a great power of expansion and, as a result, it offers a great opportunity for investment. Peaches are the main crop, though a greater diversity and improvement of quality is expected for

competing with the productions of other areas of the country and for entering foreign markets. It is worth mentioning that being undeveloped, it is an area with great possibilities of expansion to satisfy the needs of foreign markets. Another interesting area of expansion is forest exploitation. About 450,000 hectares are now being planted with an exotic conifer species and other autochthonous varieties.

INDUSTRY

Nowadays, Córdoba has great automotive and spare parts plants at the height of their production with a scientific and technical potential. The food industry has achieved international growth and recognition (exportation has increased 400% in this area in the last few years) and the metal-mechanic industries are continuously expanding.

The prospect of textile and shoe industries is also promising. The latter has an annual production of 220,000 pairs, which has allowed it to enter successfully into the international market. The fur industry is also significant, taking advantage of native species from Córdoba and the rest of the country such as goat, fox, otter and sheep. In the last ten years the industrial sector of the province has a steady growth in export.





INVESTMENT AND TRADE SECURITY

Argentina guarantees to all foreign investors the repatriation of their capital after the third year of entering the country. Foreign investments are backed up by the MIGA (Investment Guarantee Multilateral Agency) within the structure of the world bank, of which Argentina is a member. The Argentine commercial policy's aim is to increase and promote an internal and external free trade area.

FOREIGN MARKETS

Foreign sales are characterized mainly by the importance of farming products, food and edible oils and fats. However, there has been a steady increase in the exportation of spare parts, transportation materials, machineries, appliances and electrical material. The increase in exports was reflected in the opening of more new foreign markets. Concurrently, the provincial government actively organizes international fairs and encourages representatives of private companies to join business missions so as to strengthen the co-operation between domestic and foreign investors.

INVESTMENT ADVANTAGES

Córdoba has many investment advantages:

1. judicial security, economic and social stability;
2. strategic location between main ports;
3. worldwide experience, with 40 international trade organizations;
4. four 'Córdoba trade centers' and more than 2 billion dollars in international business per year;
5. efficient management, modern technology and fast operating activities and services;
6. an abundant supply of labour with high educational level which facilitates the development of various sectors;
7. investments in industrial, commercial and service sectors exceeded US\$0.5 billion in 1996; and
8. a clear supporting policy to productive investment by means of laws which eliminate restrictions to foreign capitals.

Interested parties are welcomed to contact the following for more information:

Coordinadora Córdoba Industrial Alimenticia
Add: Av. Maipu 250. Córdoba (5000)
Tel: 051-224382
Fax: 051-237986

Camara de la Industria del Calzado
Add: Ayacucho 72. Piso 6. Of. 610 Córdoba (5000)
Tel: 051-229581/215825/240258
Fax: 051-240258/229581

Consejo Federal de la Industria
Add: Av. Colon 350 Piso 2. Of. 8 Córdoba (5000)
Tel: 051-244956/243214
Fax: 051-244956/243214/694670; and

Mr Horacio Osvaldo Babini
International Trade Director
Add: Belgrano 247, 5000 Córdoba, Argentina
Tel: 054-51-221349/212380
Fax: 054-51-230710

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僱員福利：阮德偉先生／余雁妮小姐
電話：2861 6329 / 2861 6658



香港中華廠商聯合會
黃淑儀小姐
電話：2542 8600
圖文傳真：2541 4541

請寄回：怡安保險顧問集團 香港灣仔軒尼詩道1號熙信大廈9樓
或傳真：2527 8793 / 2866 8365

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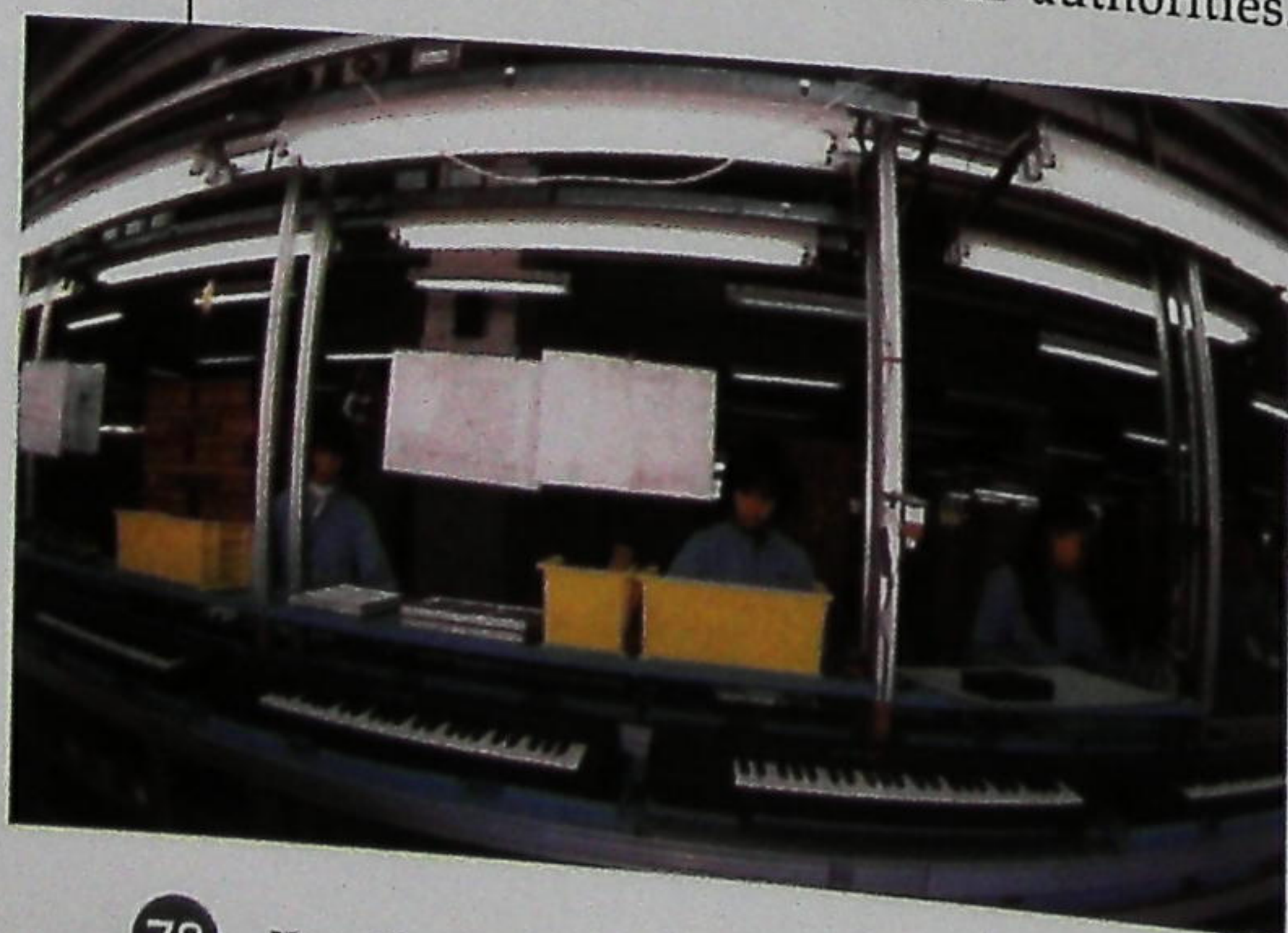
Labour Guidelines Laid Down for FOREIGN-FUNDED FIRMS

Drawn by China's abundant supply of cheap labour, many foreign investors have established production facilities in the mainland to cut costs and increase the competitiveness of their products. To these foreign-invested enterprises, the Chinese Government applies a set of labour rules different to those applicable to domestic enterprises. The 'Labour Law' and the 'Regulations for Labour Management in Foreign Investment Enterprises' (the 'Regulations') promulgated in 1994 are the major documents governing the employment of Chinese workers by foreign investors.

The 'Regulations' apply to Chinese-foreign equity joint ventures, Chinese-foreign co-operative joint ventures, wholly foreign-owned enterprises and Chinese-foreign joint stock limited companies established in China, and their staff and workers.

The 'Regulations' set out guidelines for enterprises with respect to their personnel employment, training, wages, insurance, welfare benefits, labour safety, labour hygiene, and other related matters. Some of the main provisions are hereinafter.

Enterprises may recruit their staff and workers from employment agencies (offices) recognized by the local labour authorities.



Workers in a joint-venture factory in the mainland manufacturing electronic organs

Subject to the approval of the local labour administrative authorities, enterprises may also recruit directly or from other areas. However, enterprises may not recruit staff and workers who have not been released from previous employment. The employment of children under the age of 16 is forbidden.

Enterprises should recruit Chinese employees from within the Chinese territory. Should there be a genuine need for recruiting foreign personnel or personnel from Taiwan, Hong Kong or Macau, the approval of the local labour administrative authorities must be sought and employment certificates have to be obtained.

Written labour contracts must be entered into between individual staff and workers and enterprises. The contracts should include the following clauses: the contract period, the nature of work, labour protection measures and working conditions, the wage, rules concerning labour discipline, conditions for terminating the contract, and liabilities for breach of contract. Contracts signed must be submitted within one month to the local labour administrative authorities for verification.

Labour unions (or workers' representatives) may represent staff and workers in concluding collective contracts with the enterprises on matters regarding wages, working hours, leave, labour safety and hygiene, insurance, welfare benefits, and related matters after consultations and negotiations. Collective contracts concluded must be submitted to the local labour administrative authorities.

Enterprises should establish professional training schemes. Enterprises must join social insurance programmes for pension, unemployment, medical care, occupational

injury and maternity insurance, and must pay social insurance premiums to social security institutions in accordance with the standards formulated by the local government.

Enterprises may terminate a labour contract in accordance with the terms set out in the

contract or after soliciting the opinion of the labour union. However, the enterprises must pay cost-of-living and medical subsidies to the staff concerned in accordance with the regulations.

(Source: Hong Kong Trade Development Council)

BRITAIN: MORE HOUSEHOLDS BUY IONISERS AND AIR CLEANERS



Poor air quality is a growing concern in the UK. In the past five years, all major cities reported record levels of air pollutants that, in many cases, resulted in smog. Air pollution can also get trapped inside a house owing to poor circulation.

The problem is exacerbated by toxins, such as the gases given off by cleaning solutions, tobacco smoke and aerosol propellants. These microscopic particles are harmful to human as it is impossible for the body to stop them from getting into the lungs. Moreover, summers are getting hotter and stuffier, resulting in a strong desire for fresh air.

Nowadays people are increasingly aware of the pollution threat. One in seven children in the UK now suffers from asthma. Also, one in four people in the country has some sort of breathing disorder – the most common reason for Britons to consult their doctors.

Despite these concerns, the air treatment equipment market remains small in the UK and Europe. This is attributable to the limited effectiveness of models available and their high noise levels. However, this is set to

change as British consumers become increasingly keen to keep the air in their personal living space clean.

For air treatment, an increasing number of British households are using ionisers, air-conditioners and cleaners with HEPA (high efficiency particulate air) filters. A quality HEPA filter will remove 99.97% of the particles in a room.

In demand are 'two-in-one' systems which function as ionisers and air cleaners. Dehumidifiers are sought after to reduce condensation and remove mould spores.

The market for air-conditioners is also flourishing as summer temperatures continue to rise. Portable units appeal to British consumers. Manufacturers expect the sale of portable air-conditioners can reach 28,000 in 1997. Inverted technology, in which motors reduce speed automatically, is already the market standard.

(Source: Hong Kong Trade Development Council)



For motorists ... Hong Kong-made ionisers.

TRAINING SCHEME FAILURE

This issue, we publish a case entitled 'Training Scheme Failure' which is supplied by the Management Development Centre. It discusses on the success and failure of a new training scheme launched by a telecommunications company. Two questions were raised for readers' consideration, and the suggested solutions will be published in the next issue.

BACKGROUND

Hong Kong Paging and Hong Kong Mobile Phone belong to the same group of telecommunications companies. Although they belong to the same mother company, each operates on its own. They have different marketing strategies, personnel and administration policies.



In 1996, the group believed that it was timely to rationalize and bring the two companies together in order to achieve greater efficiency, better utilization of resources and most importantly, a clearer image before its customers in the global marketplace. This situation had arisen because competition was becoming keener not only from local companies but from companies in general in the region. Furthermore, customers had become more demanding as their expectations rose. If the group was to continue its former success, Hong Kong had to be kept as a centre,

and to achieve all of these things. Restructuring had become essential.

Before the restructuring exercise took place, both companies had their own trainee schemes which had been running for five years. The objective of these schemes were to provide newly recruited tertiary graduates with comprehensive training and job experience in a wide range of company activities with the emphasis on developing professionals in certain particular disciplines, e.g. finance, marketing and personnel management. When running independently, both schemes had enjoyed a good reputation locally and had attracted a number of bright candidates each year.

After the restructuring exercise, many of the departments with similar functions were merged, with no exception to the training departments of both companies. Redundancy in many departments was therefore inevitable. Mary Lee was the training manager of Hong Kong Paging and in charge of its trainee scheme there. After merging the two training departments, it was her task to develop a group trainee scheme and to start recruitment of trainees immediately. Following her successful experience in the past, she designed the new scheme on the basis of the previous one.

STRUCTURE OF THE PREVIOUS SCHEME

All trainees were to undergo a 2.5 year programme divided into three parts as follows:

Part I was an initial programme taking approximately 9 months when trainees were to undertake an extensive look at the company's various activities.

This part included an intensive induction to the 10 divisions (Sales, Marketing, Sales Support, Customer Care, Network Engineering, Network Design, Human Resources, Public Relations, Finance, Operations). Although the trainee was recruited for a particular discipline, attendance of the whole training course organized by the training department was compulsory.

After satisfactorily completing Part I, trainees commenced the Part II 9-month training period, when trainees were given an in-depth appreciation of the work of the departments working closely with their chosen discipline. Project work was included, and trainees were rotated to various departments for periods of four to six weeks at a time.

The 12-month Part III training course commences upon the satisfactory completion of Part II training. This advanced training was aimed at training in the chosen discipline in which the trainee would work upon completion of the whole training course. Upon satisfactory completion, the departmental manager submitted a recommendation for the trainee appointment to the department and obtained the requisite approval from the Division Head.

During the entire period of training, progress reports were prepared by the departmental managers or their nominated staff and forwarded to the training department.

The scheme was supported by all the departments. They welcomed the continuous supply of front-line executives trained by the scheme. Compared with any qualified and

experienced external recruits, trainees from the scheme had the advantage of understanding the organization better, communicating with their colleagues better and possibly identifying with the company more strongly.

The trainees were also satisfied with the scheme, as their career path was more secure and steady progress was made possible. It was significant that the average trainee turnover rate was under 10%.

On a personal level, Mary had been with the company for ten years and had already established a very good relationship with line managers. It was, therefore, easy for her to obtain support from them.

Based on her experience in running her earlier trainee scheme, she used the same framework for the new scheme and was confident that it would work out effectively.

THE NEW SCHEME

After the restructuring exercise, instead of recruiting trainees for all the disciplines as before, only trainees for marketing and sales were to be recruited, as these were the only areas to be expanded.

Mary, accordingly, worked out a training schedule and made the necessary arrangements with the various departments, at the same time as the recruitment of trainees was taking place. The new scheme attracted numerous applicants and finally 20 were recruited. The aim was to equip these new recruits with managerial skills and professional knowledge through an intensive and comprehensive training programme for the marketing and sales departments to fill their new manpower needs.

The scheme started well but as time went by, problems began to occur. After Part I training, Mary had difficulty in finding

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relevant departments to provide specialized training for the trainees. The department were reluctant to provide training opportunities for the trainees, as they saw this as an investment with no obvious return for them. In the past, various departments had had the opportunity to have trainees as permanent members of their staff upon completion of their Part III training. It now seemed that they were only helping the marketing and sales sections to train their people. Given the very tight resources after the restructuring exercise, some departments were hardly enthusiastic about the trainee scheme. Others, however, did welcome the trainees as supplying an extra hand given the very tight head-count situation.

When, however, the final specialized training had been arranged and begun, other problems occurred. Some departments that were willing to provide training opportunities complained that the trainees were not particularly co-operative and they did not want to take up the more routine jobs. The trainees also complained that they were either being assigned to very administrative or merely clerical duties, or were just treated as an extra pair of helping hands providing them with no really new learning experience. Departments explained that with attachments of only four to six weeks, it was difficult to assign them to any important tasks.

POSITIVE AND NEGATIVE COMMENTS

"My supervisor is a very experienced and professional manager. During my attachment in his department, he let me handle the organization of a mini exhibition. The

experience has helped me improve my planning, organization and interpersonal skills. My supervisor also gave me very constructive feedback." – Tommy Chan, a trainee of the scheme.

"I found the attachment meaningless, as I was just given very operational tasks to do, for example, updating a customer database. Nothing new was learnt." – Helen Wong, a trainee of the scheme.

"The trainee attached to my department has made very good contribution. I let him handle the telesales project and very good results were achieved within a short period of time." – David Cheung, line manager.

Three of the trainees resigned from the scheme during the training period. the remaining 17 finally completed the scheme but half of them were dissatisfied with the placement.

Although not all the cases were negative, the implementation and result of the new trainee scheme did not work out as Mary intended and she was very disappointed.

QUESTIONS

1. Why did a scheme which worked well previously did not work equally well for the company?
2. How should the scheme have been designed to suit the new situation?



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答案是……



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- 乃本會獲政府「服務業支援資助計劃」撥款贊助推行之「中小型企業資訊網絡」(SME-Net) 專責工作計劃其中一項重點工作。
- 以 HK\$1,200 之優惠價為 300 家工商企業（中小型企業優先）提供基本網頁製作服務。
- 製成之公司網頁，在首十二個月內可免費存放於 SME-Net 內，讓有關企業能透過互聯網向世界各地之準客戶和業務伙伴宣傳公司業務和產品。
- 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。

參加辦法

1. 取用報名表格，可以：
a) 填妥右方的索取報名表格回條，郵寄或傳真至本會；或
b) 依照網址 <http://www.sme-cma.org.hk/lotus/default.htm>，從 SME-Net 下載報名表格與細則。
2. 填妥報名表格後，連同劃線支票（抬頭請寫：香港中華廠商聯合會）寄交本會。
3. 查詢詳情請聯絡曾先生（電話：2542 8637）。

名額有限，報名從速

香港中華廠商聯合會
地址：中環干諾道中64號國際商會大廈3字樓
傳真號碼：2541 4544

中小型企業網頁製作計劃
索取報名表格回條

ADP

公司名稱：_____

聯絡人姓名：_____ 職銜：_____

地址：_____

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意見

尋找

輔助

關於我們

Jilin



Jilin is situated in the central part of northeastern China, bordering Russia and North Korea. With a surface area of 187,400 sq km and 26 million inhabitants, Jilin is largely covered by grasslands in the west, while the landscape in the east is shaped by the Changbai Mountains. The province is rich in natural resources. Its annual output of timber ranks second in the country. Besides, there are more than 70 kinds of minerals, including wollastonite, diatomite, petroleum, boron, germanium, nickel, gold and oil shale. The Jilin Oilfield, one of the eight largest in China, produced 3.4 million tons of crude oil in 1995. Jilin is also an important grain-producing centre in China. Its per capita grain output and export of maize both rank first in the country. Major crops are maize, soybeans, Chinese sorghum, millet, rice, sunflowers, sugar beet, fluecured tobacco and flax. Ginseng, sable and pilose antler are famous exports of the province, with the output of ginseng and pilose antler being the highest in the country.

INDUSTRY

The manufacturing sector in Jilin comprises around 17,200 industrial enterprises. Pillar industries include automobiles manufacturing, chemical products, iron, steel and food processing. Its automobile industry, with Changchun No. 1 Automobile Factory as the

dragon head company, is one of the national automobile bases. Major products are 'Jiefang' 5-ton trucks and 2-ton trucks, and many different types of automobiles jointly produced with German counterparts. In addition, there are more than 220 factories producing spare parts for automobiles.

Jilin has a vast area of woodland, hence a very flourishing paper making industry. There are now 17 forest industry bureaus in the province and the Jilin Paper Mill has assumed an important position in the national paper making industry.

Jilin has a strong foundation of scientific research. There are 189 county level land above independent natural scientific research institutes and 394,000 natural scientific technical personnel. The province has acquired outstanding research results in optics, applied chemistry, and automobile, and the development potential of these industries is tremendous.

TRANSPORTATION & COMMUNICATIONS

The province has 27 railways linking it with Shenyang, Tianjin, Beijing, Dalian, Qinhuaogdao, and countries of the CIS and Europe. Civil air services to Shenyang, Harbin and Beijing are available from Changchun.

The construction work of many infrastructural items including a highway linking Changchun, Siping and Jilin City have been completed, and the planning work of an underground railway system in Changchun is now in progress. Moreover, major cities in Jilin have direct telecommunication lines with 28 countries and regions, including the US, the UK, France, Japan, Singapore and Hong Kong.

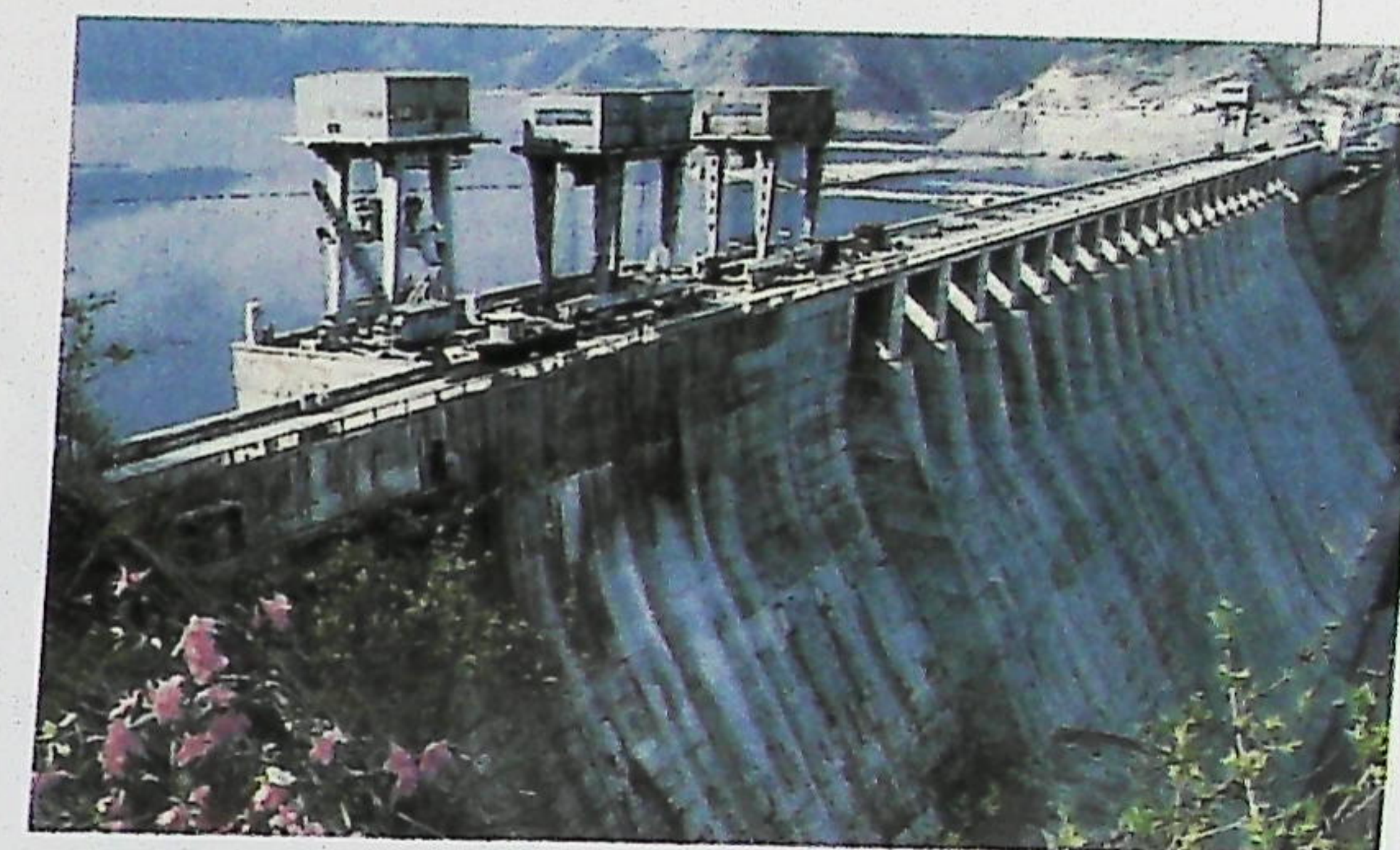
FOREIGN TRADE & ECONOMIC RELATIONS

Major exports of Jilin are maize, bean expellers, steel products, cement, garment, frozen beef, ginseng, automobiles, castor seed and canned beef. Major markets include Hong Kong, Japan, the CIS, Singapore, the US and North Korea. So far, the province has established trade relations with more than 140 countries and regions. Main imports of Jilin are autoparts, fertiliser, chrome ores and machinery. Major sources of import are Germany, Japan, North Korea, the US and Hong Kong.

By the end of 1995, 3,884 foreign invested enterprises have been established in Jilin, of which 1,210 have commenced operation. In 1995, the total number of newly approved projects reached 677, with contracted investment of US\$847.4 million and actual utilized foreign investment of US\$408 million. In the earlier years, foreign investments were mainly concentrated in large cities such as Changchun, Jilin, Yanji. Today, these activities have been extended to smaller cities, and scatter throughout 47 cities and counties. Foreign investors mainly come from Hong Kong, Korea, Japan, Singapore, Canada, Thailand and Australia, etc.

Jilin now has 16 development zones. Four of them are state level, including the Changchun Economic and Technology Development Zone, and 12 are provincial level. Established in 1993 April and covers an area of 30 sq km, the Changchun Economic and Technology Development Zone is a successful model. Situated closely with the

Changchun City, the zone has very convenient transportation and comprehensive infrastructural facilities. Complemented with preferential policies granted by the provincial government, the amount of foreign investment into the zone is ever-growing.



MAJOR CITIES

CHANGCHUN

As the provincial capital, Changchun has a population in excess of 6.5 million. The city is a major industrial base of Jilin and its automobile output accounts for 50% of the total industrial output in the province. Other major industries include machinery, chemicals, electrical appliances, foodstuffs, metallurgy and building materials.

JILIN

Jilin is the second largest city in the province and one of the 30 largest cities in China. Jilin is an open city and a developed industrial base. Pillar industries include chemicals, metallurgy, textiles, electrical appliances and automobiles. The city has close trade and economic relations with more than 50 countries and regions, including Hong Kong, Taiwan, Japan and the US.

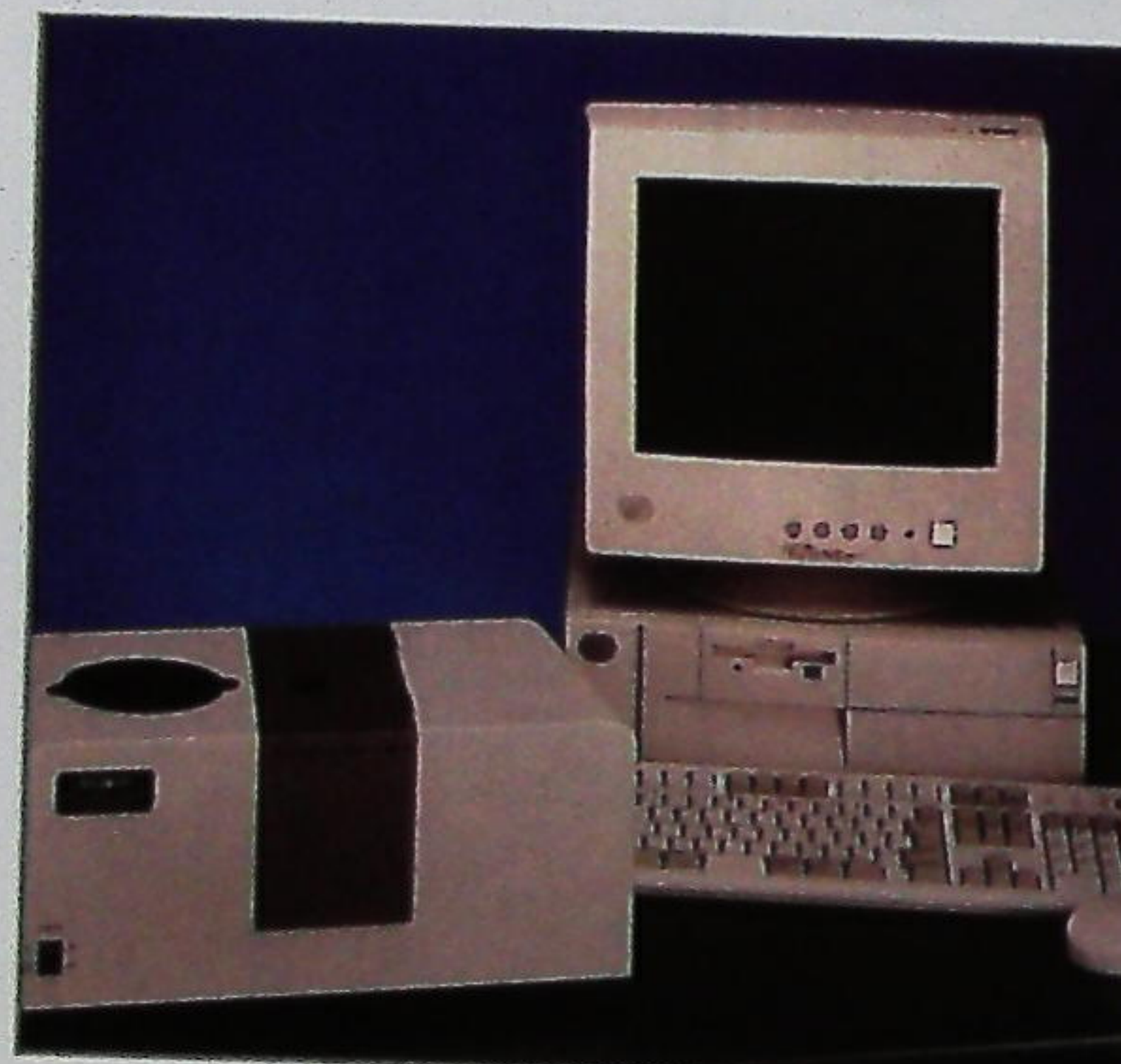
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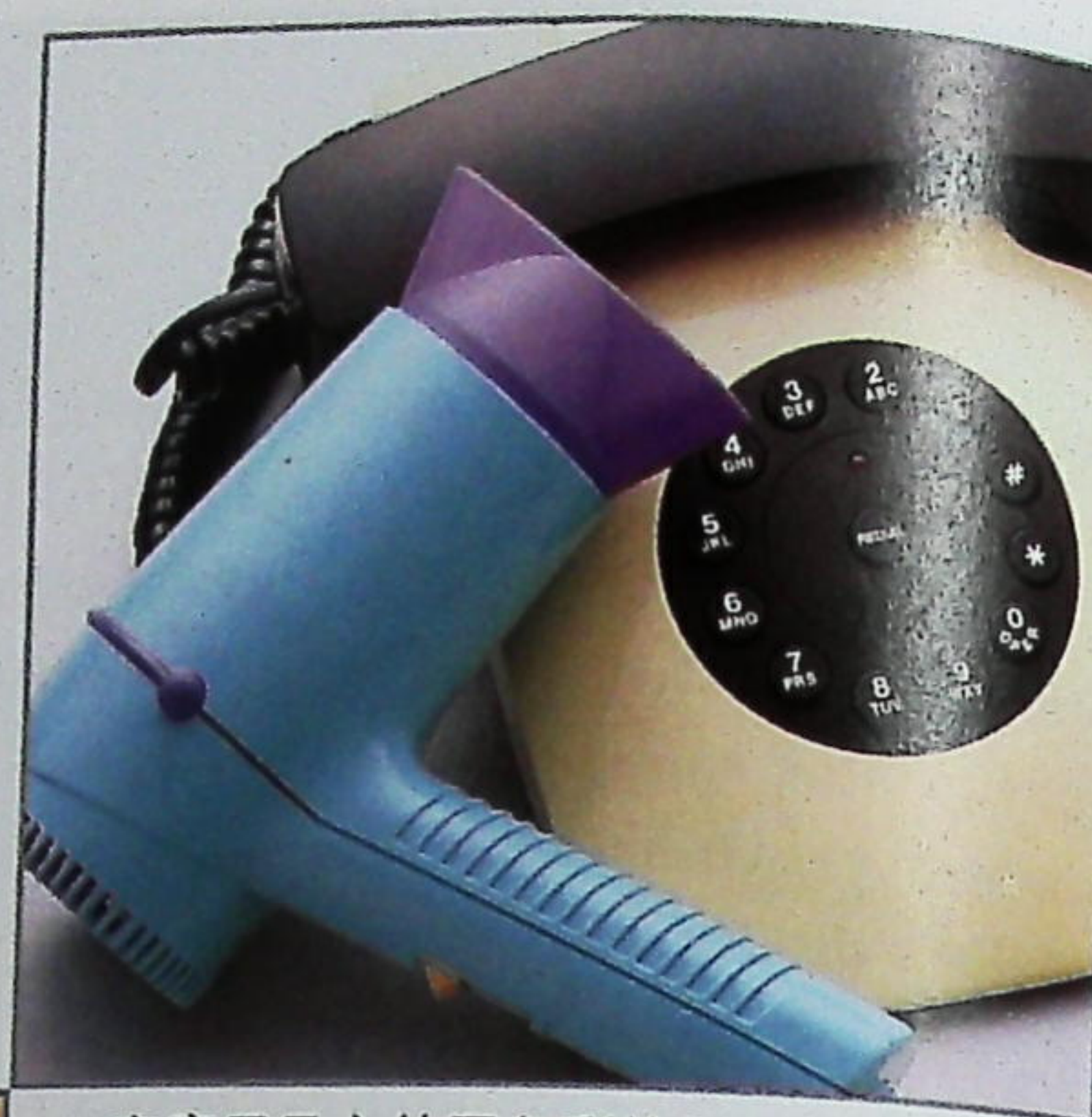
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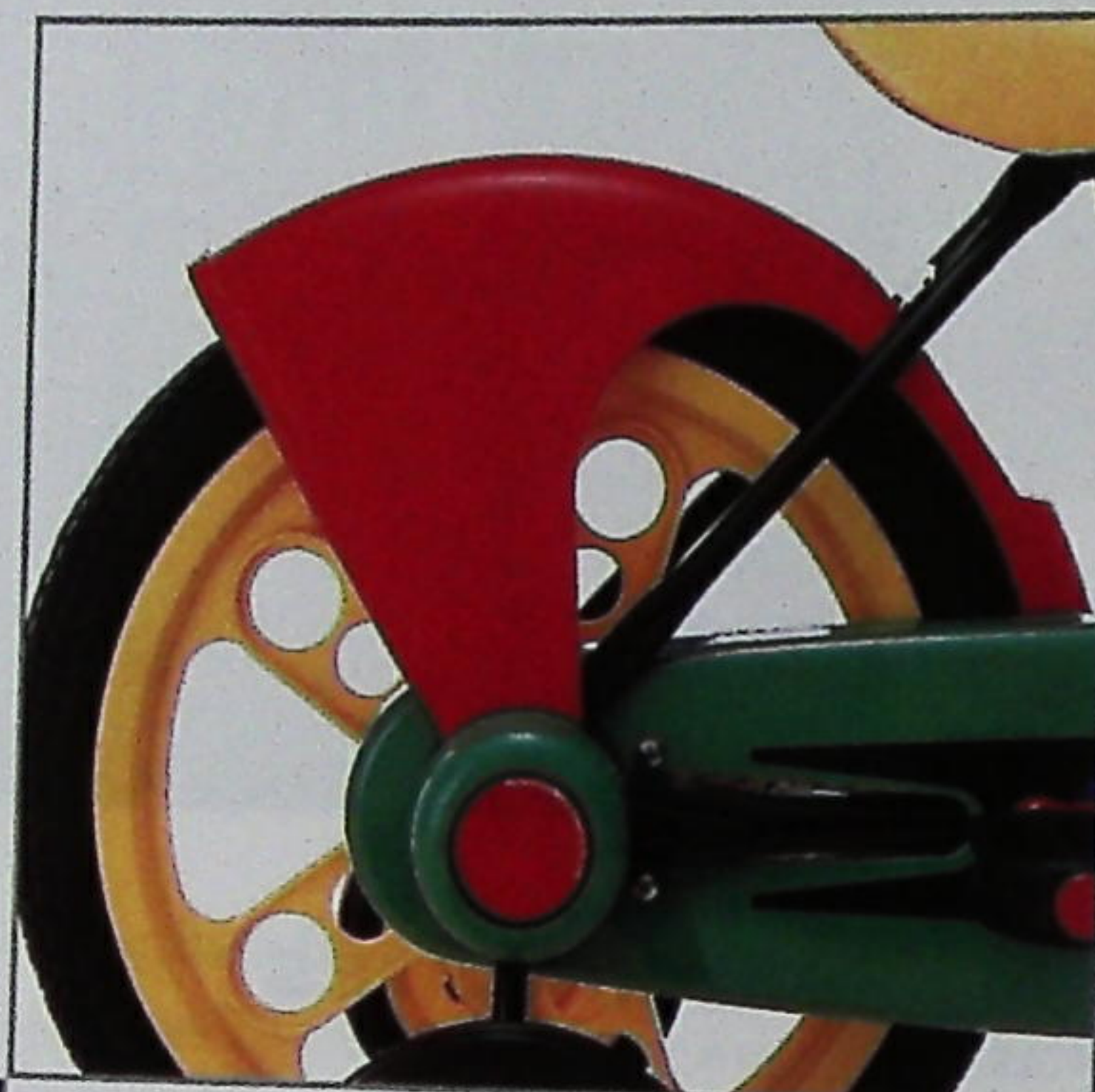


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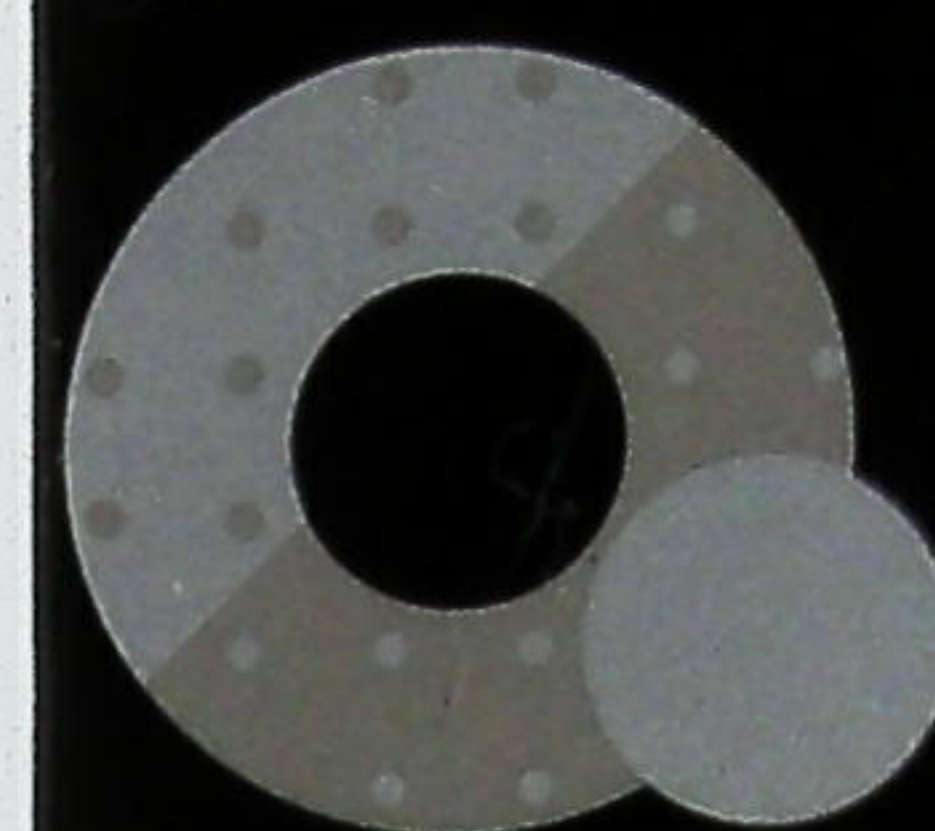
HONG KONG ENTREPRENEUR CMA

CONFERENCES / EXHIBITIONS

Date	Event	Venue	Items	Organizer
1998				
Mar 5-8	2nd Hong Kong Watch & Clock Festival	Hong Kong Convention & Exhibition Centre	Watches, clocks, manufacturing tools & equipment	Brilliant-Art Trade Fairs Ltd Tel: (852) 2511 6077 Fax: (852) 2507 5855
Mar 5-8	Hong Kong Spring Festival '98	Hong Kong Convention & Exhibition Centre	Premium, art & craft, timepiece and decorative accessories	-ditto-
Mar 5-8	Hong Kong Fair (Chongqing, China)	Chongqing Trade & Convention Centre	Textiles, accessories, garments, etc.	Hong Kong Trade Development Council Tel: (852) 2584 4196 Fax: (852) 2827 8837
Mar 9-11	Interior International Trade Fair for Interior Furnishings and Contract Business Incorporating Home Textile Asia	Hong Kong Convention & Exhibition Centre	Home textiles, interior furnishings and design objects, lighting and light objects, bathroom and kitchen furnishings	Hong Kong Trade Development Council Tel: (852) 2584 4333 Fax: (852) 2824 0249
Mar 10-13	China International Exhibition on Beverage & Brewery Processing Technology (China Drinktec '98) and China International Exhibition on Packaging Machinery & Materials (Sino-Pack '98)	China Foreign Trade Centre, Guangzhou	Brewing equipment and materials, production equipment of bottles, plastic and metal containers, filtering equipment, testing instruments, soft drinks processing machinery, packaging machinery and materials for food, beverage, cosmetics, chemicals and pharmaceuticals, production equipment for containers, bar-coding, scanning services, testing equipment	Adsale Exhibition Services Ltd Tel: (852) 2811 8897 Fax: (852) 2516 5024
Mar 13-16	1998 Beijing International Gifts & Home Show	Beijing Exhibition Centre, China	Baby supplies, clocks, consumer electronic, cosmetic, furniture, gifts, handicrafts, household items, jewelry, leather goods, lighting, stationery, sporting goods, tableware and toys	Grand China Exhibition Service Co Ltd Tel: (86) 886 2 7849623 Fax: (86) 886 2 7557624
Mar 19-25	CeBIT '98	Messe Gelände D-30521, Hannover, Germany	Information technology, network computing, CIM/ADC, software, consulting and services, telecommunications, office technology, bank technology, security equipment, card technology, research and technology transfer	Deutsche Messe AG Hannover, Hong Kong Representative Office Tel: (852) 2532 1231 Fax: (852) 2810 6093
Mar 24-27	Comdex/China '98	China International Exhibition Centre, Beijing, China	Information technology product, exchange services, network computing, internet and multimedia	IDG World Expo (Asia) Ltd Tel: (852) 2527 9338 Fax: (852) 2529 9956
Mar 26-28	The 2nd Dongguan Shoe Materials, Products & Technology Trade Fair	Shoe Market Exhibition Hall, Dongguan City, China	Leather and shoe materials, shoes and shoe production machinery	Best Collection Promotion Ltd Tel: (852) 2950 9333 Fax: (852) 2950 9692

SEMINARS / TRAINING COURSES

Date	Event	Venue	Organizer	Contact Person/ Tel & Fax Nos.
1998 Mar 4	Leadership of the Middle Manager	VTC Tower	The Management Development Centre of Hong Kong	Ms Lesley Watt Tel: 2836 1941 Fax: 2572 7130
Mar 5	Good Manager's Seminar	-ditto-	-ditto-	Mr C Y Wong Tel: 2836 1930 Fax: 2572 7130
Mar 10	Management Manpower Planning of the Management Technique	-ditto-	-ditto-	-ditto-
Mar 11-30	'Personnel Management' Certificate Course	27/F CMA Building	The Chinese Manufacturers' Association of Hong Kong	Ms Joan Wong Tel: 2542 8633 Fax: 2541 4541
Mar 12	Coaching and Counselling: Middle Manager	VTC Tower	The Management Development Centre of Hong Kong	Ms Wendy Cheng Tel: 2919 1402 Fax: 2572 7130
Mar 28	Managing Service to Your Customer	-ditto-	-ditto-	-ditto-



香港工業獎

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CATEGORIES

Entries are divided into 6 categories:

- A. Production Machinery/Equipment
- B. Device and Add-on Accessory for Production Machinery/Equipment
- C. Scientific, Measuring, Controlling and Testing Equipment and its Parts and Accessories thereof
- D. Office Machine/Equipment (including Computers) and Communication Equipment
- E. Computer Software for Industrial Application
- F. Miscellaneous

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ELIGIBILITY

Entries must be wholly or substantially designed or developed in Hong Kong.

DEADLINE FOR APPLICATION

1998 April 15

We welcome your participation in the Competition. Brochure containing Conditions of Entry and Entry Form is now available at CMA's Head Office and Branch Offices. For enquiries, please contact:

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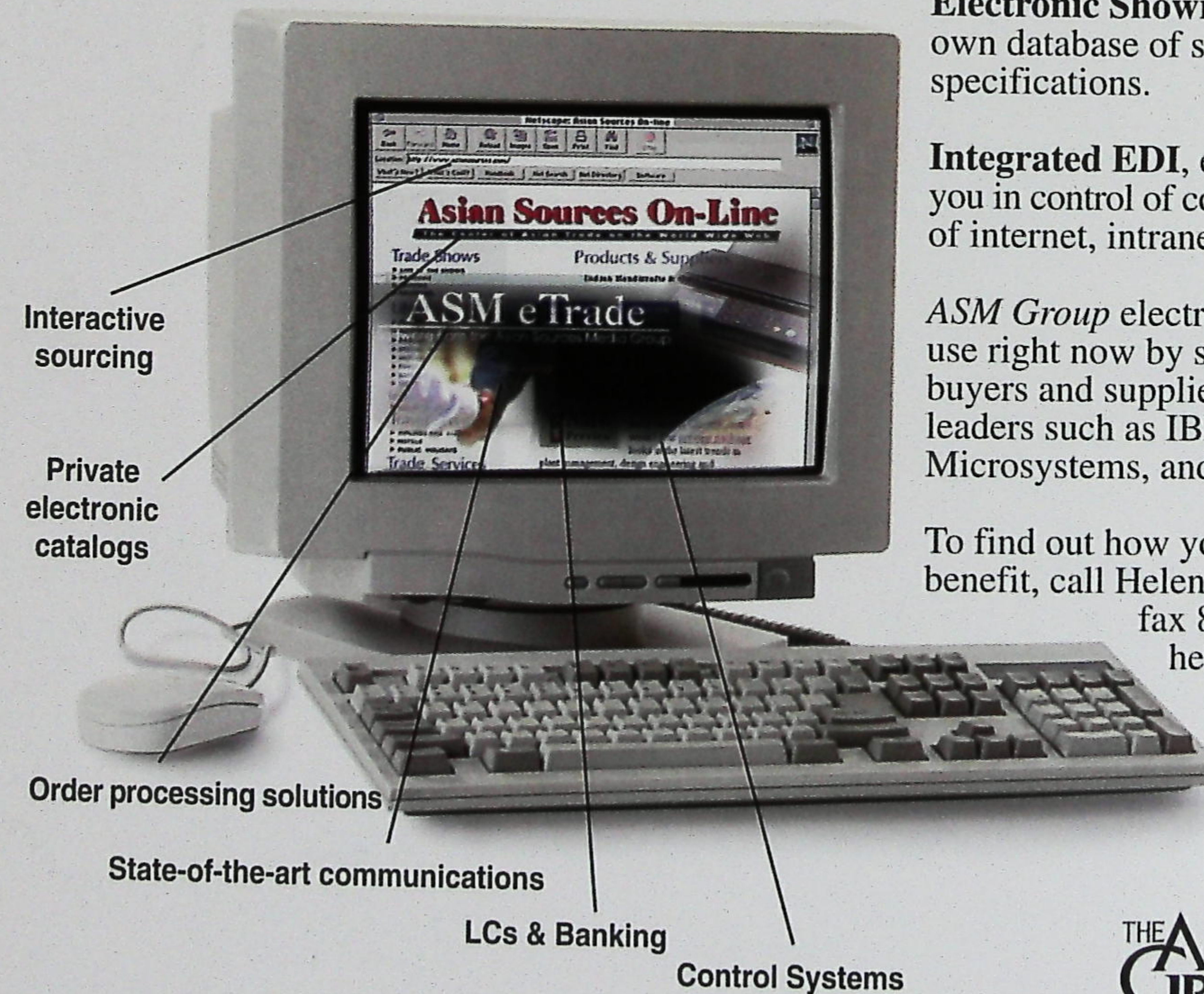
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