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企業雄才

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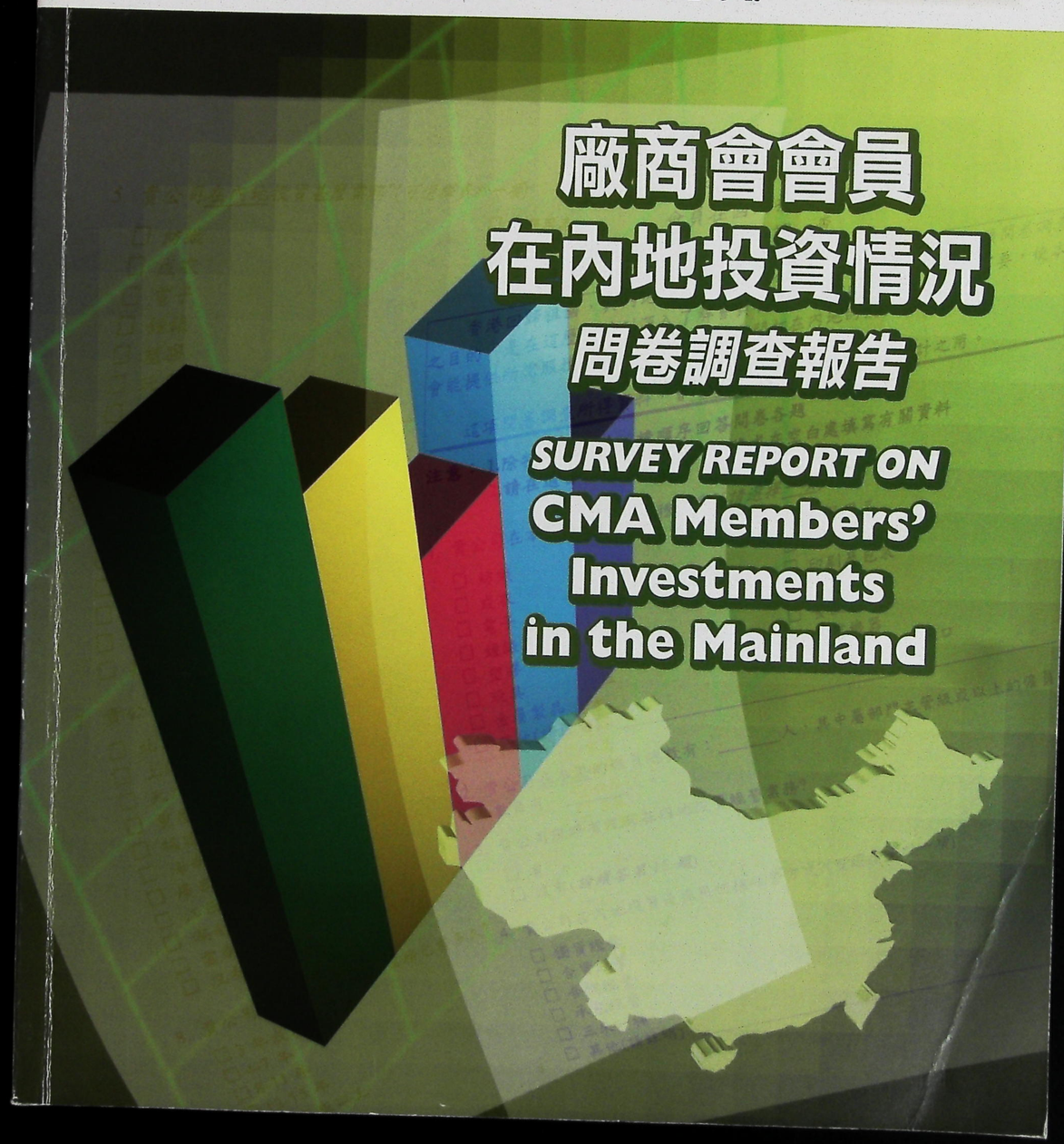
廠商會會員在內地投資情況問卷調查報告

SURVEY REPORT ON CMA Members' Investments in the Mainland



協助中小型企業發展成長

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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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國企改革之關鍵在於開拓市場
利用港商豐富經驗更相得益彰

全國人大和政協最近一次會議已於今年三月完滿舉行。中國新一屆政府領導層經已選出，朱鎔基以高票數當選中國第五任總理，而在他積極推動下的國企改革亦如箭在弦。

本會認為，今次國企改革是我國自一九七八年推行改革開放政策以來最重要、意義最大和難度最高的改革，取得成功會令我國在廿一世紀經濟出現新的飛躍。我國現時正處於經濟發展勢頭最強勁、國力最強盛、政治最穩定的時刻，具備足夠的條件推行國企改革，加上朱鎔基總理領導的新政府採取務實和進取態度，本會深信在陸續推出連串經濟措施的情況下，我國必定能夠成功推行國企改革。

要國企改革取得成效，其中一項重要工作是開拓出口市場，將產品遠銷世界各地。港商在市場推廣和業務發展方面素有經驗和心得，對協助國企推行改革定有幫助。本會認為，國家應積極吸引港商參與發展國內的外貿業務。

國家最近在上海浦東和深圳設立試點，讓中外合資外貿公司經營運作，為國內產品開拓海外市場，是適當和必要的舉措。然而，由於有關規定例如公司的營業額和在國內的投資年期等要求甚高，就算香港最大規模的貿易公司都未必符合資格，祇有少數大型的跨國企業集團才能夠參與，本會認為這對國家整體的外貿發展和國企改革在某程度上造成障礙。

港商早在國家推行改革開放政策之初便到國內投資，過去二十年來在國內投資的廣度和深度均大幅提高，投資領域從最初的來料加工發展至今天涵蓋基建、金融、服務等多元化業務，地域則從鄰近珠江三角洲及沿海一帶擴展至內陸以至全國各地，在推動國家經濟發展方面作出了貢獻。然而，港商目前在國內的投資仍然有很多制肘，在開拓內銷市場方面固然有限制，而在協助國企將產品打進國際市場方面，亦因未能符合要求而無從參與推行。

香港有很多善於開拓市場的貿易公司，而香港成功之處，在於生產商和貿易商能夠互相配合，從產品品質、價錢，以至有關服務方面迎合不同市場的變化和需要，成功在世界各地拓展市場、銷售產品。現時國企改革最逼切需要的是市場推廣和業務發展，而這些正是港商的專長。本會呼籲中央政府逐步放寬外商特別是港商在內地投資外貿業務的限制，讓港商能夠積極協助國企開拓出口市場。

正如本會梁欽榮會長常言道：「國內的需求，就是香港的機會。」國企改革對港商而言其實是一個大好的發展機會。本會希望國家可以充分利用港商在市場推廣、管理、籌集資金等方面的豐富經驗和專長，推動國企改革，並為港商提供更多商機。這對國家和香港兩方面均有益處。

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專題報導 Focus

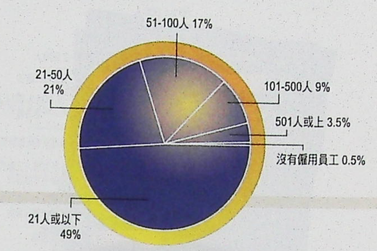
廠商會會員在內地投資情況問卷調查報告

香港在一九九七年七月一日回歸祖國，與內地之間的經貿關係更趨密切；本會對促進會員公司在內地的業務發展遂加倍重視。此外，本會在「中小型製造企業資訊科技應用專責工作計劃」中設製的「中小型企業資訊網絡」（SME-Net），去年成功獲得政府撥款作進一步發展，其中一項重點工作是深化「中國資訊」部分的發展，目標是推動本港中小型企業應用互聯網，以取得有助促進業務的內地資訊，及採用有關的服務。這項問卷調查旨在了解香港工業界在內地投資經營業務的現況，面對的困難及對內地資訊的需要，爲SME-Net「中國資訊」部分的發展工作提供方向和指引，進一步推廣本港中小型企業應用資訊科技，並促進與本港及內地有關機構的合作。

本會於去年十至十二月期間以郵寄方式向本會4,000家會員廠號發出問卷，最後收回共200份填妥之問卷。由於是項調查的回應公司大部分爲製造企業，這項調查統一將本港僱員在100名或以下的回應公司列作中小型企業，以便進行分析。

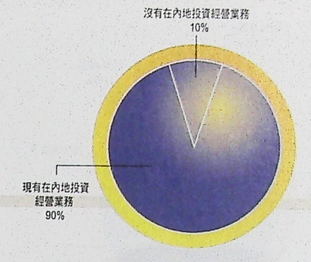
調查結果

圖1：回應公司在本港的僱員人數



（回應公司數目=200）

圖2：回應公司在內地投資經營業務之比例



（回應公司數目=200）

九成回應公司有在內地投資經營業務

200家回應公司大部分均為中小型企業（87.5%），近半數的僱員數目更在20人或以下，祇有12.5%的回應公司僱員數目超過100人（圖1）。回應公司來自不同行業，其中以成衣最多（18%），其次是塑膠（10%）和金屬製品（10%）。在內地投資方面，180家公司（90%）現有在內地投資，祇有20家公司（10%）沒有在內地投資（圖2）。

經營方式和業務範圍各式其適

在180家現有在內地投資的回應公司之中，大部分採用的經營方式是獨資經營（51.1%），其次是三來一補（34.4%）、合資經營（28.3%）、合作經營（15.6%）及承包經營（2.2%）（圖3）。

有在內地投資經營業務的回應公司，其主要的投資行業分別是成衣（18.3%）、塑膠（14.4%）及金屬製品（13.3%）等行業。這基本上與是項調查所有回應公司在本港所屬行業的分布情況相若，反映大部分有在內地投資發展業務的本港工業界均忠於本身所屬行業。

絕大多數公司的投資在廣東省內

有在內地投資的180家回應公司之中，絕大部分（169家）有在廣東省內經營業務，佔所有回應公司的93.9%，其中同時有在廣東省以外地方投資經營業務的公司共49家，佔27.2%；至於祇在廣東省內有投資的公司則有120家，佔66.7%。（圖4）

此外，有在直轄市投資經營業務的回應公司比率為20%，有在廣東省以外其他沿海省份投資的為12.8%，至於有在中西部投資經營業務的回應公司則祇有7.2%。關於回應公司在個別省份／地區投資的情況，最多回應公司有投資經營業務的是深圳（40%），其次是東莞（31.7%）和上海（14.4%）。

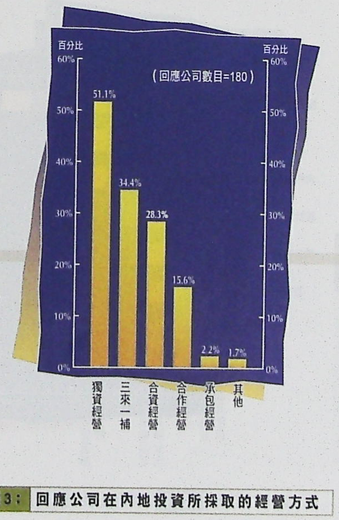


圖3：回應公司在內地投資所採取的經營方式

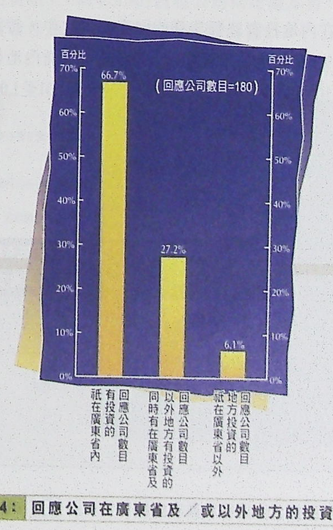
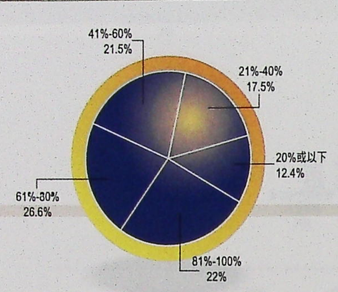


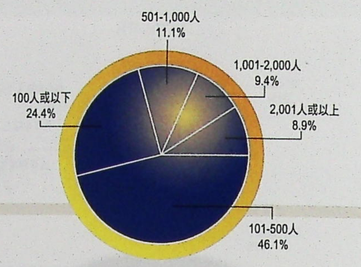
圖4：回應公司在廣東省及／或以外地方的投資情況

圖5：內地投資額佔回應公司總資產值之百分比



（回應公司數目=180）

圖6：回應公司的內地僱員數目



（回應公司數目=180）

近半公司在內地的投資額佔公司總資產值六成或以上

有在內地投資經營業務的回應公司之中，超過六成（67.8%）在內地的投資年期介乎4年至11年之間，即他們是在1986年至1993年間開始在內地投資。至於投資年期介乎12年至15年之間者佔15%，在最近三年才到內地投資的有11.7%，而16年或以上者則最少，祇有5.6%。

有在內地投資經營業務的回應公司，其中接近一半（48.6%）在內地的投資額佔公司總資產值六成或以上，而佔公司總資產值四成或以下的回應公司則相對較少（29.9%），至於在內地的投資額佔公司總資產值41%至60%的則為回應公司總數的21.5%（圖5）。

七成公司在內地的僱員數目少於500人

有在內地投資經營業務的回應公司之中，接近一半（46.1%）在內地僱用着101至500名員工，而內地僱員數目在100人或以下者佔24.4%，至於介乎501至1,000人者則佔11.1%（圖6）。

逾一成本港僱員須在內地工作

180家有在內地投資經營業務的回應公司，其中有178家有派遣本港僱員往內地工作，總數為1,826人，佔這些公司在本港的僱員總數之12.5%，平均數為10人。而在前往內地工作的本港僱員中，須長駐內地的僱員人數為884人，佔有在內地投資公司的本港僱員總數之6.1%，平均逗留時間為10個月，須經常往返內地的僱員總人數為912人，佔有在內地投資公司的本港僱員總數之6.3%，平均每月往返次數為5次，每次平均逗留3天。長駐內地工作的本港僱員平均數為7人；須經常往返內地工作的本港僱員平均數為5人（表1）。此外，有16家回應公司共30名本港僱員祇在有需要時才會返回內地工作，佔有在內地投資公司的本港僱員總數之0.2%。

項目	須在內地工作的本港僱員	長駐內地的本港僱員	經常往返內地的本港僱員	在有需要時才返回內地工作的本港僱員
總數	1,826	884	912	30
平均	10	7	5	2
佔有在內地投資公司（180家）的本港僱員總數（14,569）之百分比	12.5%	6.1%	6.3%	0.2%

表1：本港僱員被派往內地工作的數字分析

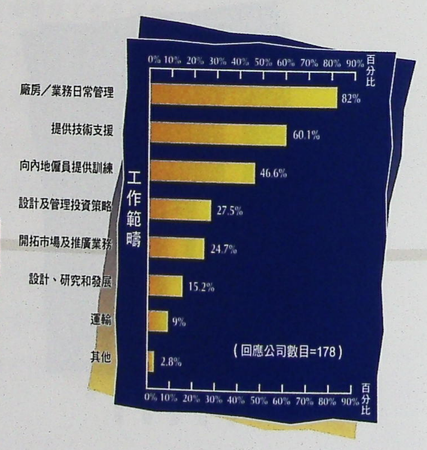


圖7：本港僱員在內地工作範疇

圖8：回應公司在內地投資經營業務的困難

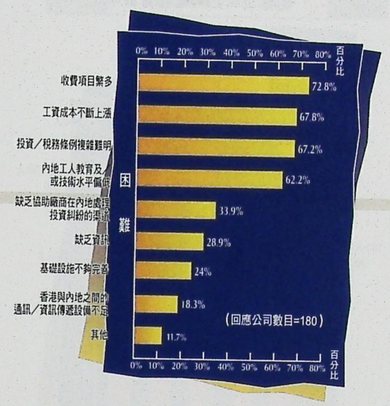
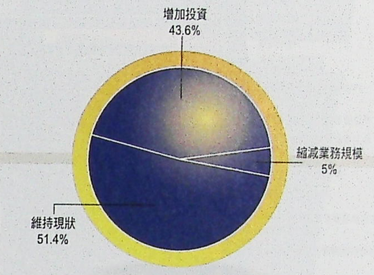


圖9：未來三年在內地之投資計劃



（回應公司數目=179）

港人在內地主要負責管理、技術支援和訓練

有在內地投資經營業務的回應公司之本港僱員，其在內地主要從事的工作包括「廠房/業務日常管理」（82%）、「提供技術支援」（60.1%）及「向內地僱員提供訓練」（46.6%）（圖7）。

最感困擾的是與成本有關的問題

在這方面，72.8%在內地有投資業務的回應公司表示受「收費項目繁多，難以估計生產成本」的問題所困擾，至於指「工資成本不斷上漲」有67.8%，而指「投資/稅務條例複雜難明，措施指引不夠明確」者則有67.2%（圖8）。這些問題或多或少均與運作成本有關。

九成半公司表示會在未來三年維持或增加內地投資

在179家有關的回應公司之中，51.4%表示在未來三年會維持現時的投資狀況，43.6%會增加投資，至於指出會縮減業務規模者則祇有5%（圖9）。在78家稱會在未來三年增加內地投資的回應公司之中，有61.5%表示會增加現有業務的投資金額，32.1%稱會將業務擴展至內地其他地方，而23.1%則稱會增加投資業務的種類（圖10）。

最希望本會協助他們增進對內地之認識

在有回答的194家回應公司之中，超過半數（58.2%）的回應公司建議本會「舉辦各種有關專題講座和訓練課程」，亦有過半數（57.2%）指本會應「提供內地各種最新資訊」，而45.4%的回應公司則建議本會「在出現投資合作/貿易糾紛時協助調停」（圖11）。

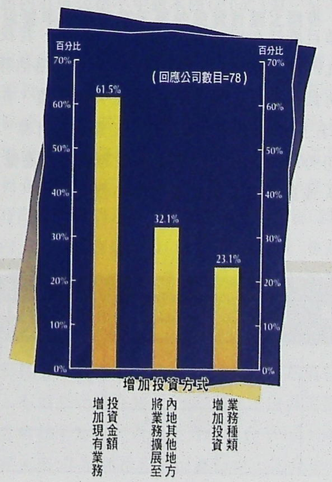


圖10：回應公司增加內地投資的方式

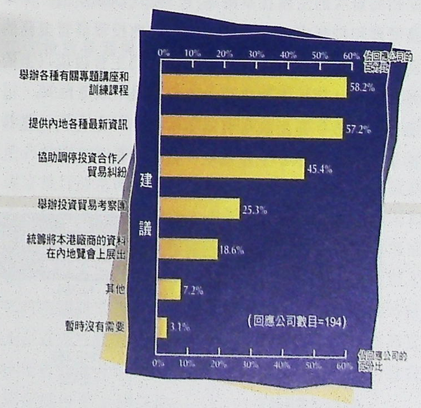


圖11：回應公司對本會提供有關協助之建議

圖12：回應公司希望獲得的內地資訊

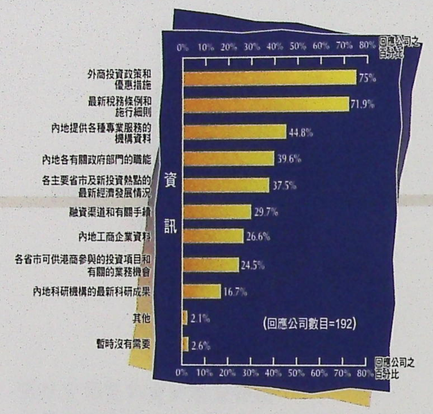
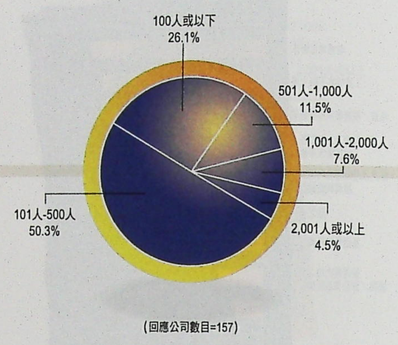


圖13：有在內地投資經營業務的本港中小型回應公司之內地僱員數字



最想知道內地的投資政策和稅務條例

在192家有回答的回應公司之中，最希望獲得的資訊是「外商投資政策和優惠措施」(75%)，其次是「最新稅務條例和施行細則」(71.9%)和「內地提供各種專業服務例如會計、法律、保險、投資風險評估等有關機構的資料」(44.8%)(圖12)。

分析和討論

關於回應公司在本港及內地的僱員數目

從表2調查數字分析所得，沒有在內地投資經營的回應公司，其在本港的平均僱員數目(108.9人)比有在內地投資的回應公司(80.9人)為多。但是，在部門主管級或以上的平均本地僱員數目(8.3人)則在比例上較少。這是由於本港廠商把大部分是勞工密集型的生產工序遷移至內地廠房進行，而祇保留少部分較精細和高層次的生產在本港進行，並以本港作為一個業務管理和控制中心。此外，有在內地投資經營業務的回應公司，其在內地及在本港的部門主管級或以上的僱員數目佔僱員總數之百分比分別為4.3%及13.7%，這個較大的數字差距或可有兩個解釋，一是在內地進行的業務活動以基本生產為主，故需要的工人較多，二是港商仍然倚重本港僱員負責內地廠房業務的管理工作，致使其在本港僱用的管理級人員比沒有在內地投資的公司為多，而與其在內地僱用的管理人員佔僱員總數之百分比相比，差距更大。

關於回應公司特別是中小型企業在本港及內地的公司規模

在是項調查的200家回應公司之中，有175家屬中小型企業，其中近九成(157家)有在內地投資經營業務，佔有在內地投資經營業務的回應公司總數之87.2%。

若祇按照本港對中小型製造企業的定義(即僱員數目少於100人)，套用於回應公司在內地廠房之規模，祇有不足三成(26.1%)的本港中小型公司在內地仍將僱員數目維持在100人以下(圖13)。然而，若我們將一九九四年香港與內地的工資作比較，粗略估算廠商近年可以相等於在本港僱用1名工人的工資，在內地聘用5名工人。換句話說，若以工資成本計算，在內地僱用500名工人或以下者，即相等於在本港僱用100名工人或以下者，仍然屬於中小型企業。

	總數			平均數		
	全部回應公司	有在內地投資的回應公司	沒有在內地投資的回應公司	全部回應公司	有在內地投資的回應公司	沒有在內地投資的回應公司
在本港的僱員數字	16,746	14,569	2,177	83.7	80.9	108.9
在本港的部門主管級或以上的僱員數字	2,161	1,996	165	10.8	11.1	8.3
在內地的僱員數字	--	149,289	--	--	829.4	--
在內地的部門主管級或以上的僱員數字	--	6,439	--	--	35.8	--

表2：回應公司在本港及內地的僱員數字分析

圖14：在內地的投資年期與未來三年的內地投資計劃之關係

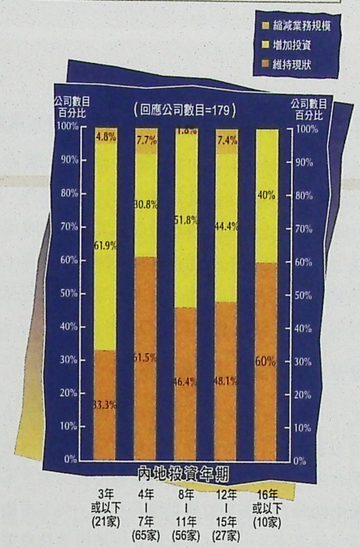


圖15：在內地的投資年期與投資地區之關係

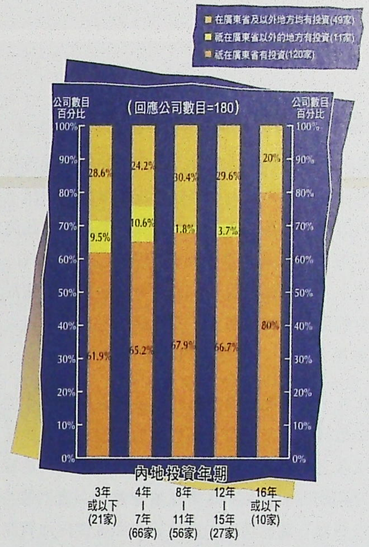


圖13顯示，對是項調查作出回應而有在內地投資經營業務的本港中小型公司，其在內地的僱員數字在500人或以下者，佔總數的76.4%，這與是項調查的中小型企業佔企業總數之百分比頗為接近，並反映出本港的中小型企業可以利用在港祇能維持一家中小型企業的經費，在內地擴大生產，發展業務。

關於回應公司在內地的投資年期

一、投資年期與未來三年的投資計劃之關係

回應公司對增加在內地投資的計劃，其實與企業的一般投資周期有關。通常企業在開拓某個新的投資地點時，均會制訂一個三至五年計劃，而在期間逐步增加投資，這可視為「投資增長期」。這可以解釋為何在最近三年才開始在內地投資的回應公司之中，有高達61.9%表示會在未來三年增加投資(圖14)。接着的三至五年會是一段「投資鞏固期」或「檢討成效期」，期間企業會減慢投資的增長速度及以維持現況為主。這亦解釋了為何在內地投資的年期介乎四至七年的回應公司之中，表示會在未來三年增加投資者相對較少，祇得30.8%。若發覺有關地點值得繼續投資，有關公司會在接着的三至五年內再度增加投資，這解釋了為何在內地投資年期介乎8至11年而表示會在未來3年增加投資的回應公司，比介乎4至7年者之百分比有所躍升，達51.8%。隨後企業的投資計劃會視乎投資地點的吸引情況和個別企業的業務策略而定。

整體而言，在內地有投資的回應公司之中，無論其投資年期長短，表示會在未來三年內縮減業務者祇佔極少部分，證明內地對本港投資者之吸引力得以維持在高水平。隨着國家近年不斷改善投資環境和逐漸深化改革開放政策，並在不久的將來加入世界貿易組織，內地對香港投資者的吸引力將進一步增強，港商在內地的投資必定會增加。

二、投資年期與投資地點的關係

從圖15顯示的數字分析，我們發覺有一個輕微的趨勢，就是在內地的投資年期愈長，祇在廣東省以外地方投資的回應公司百分比便相對較少。明顯地，在國家推行改革開放政策的初期，由於交通不便和資訊未夠開放等問題，港商大多選擇較接近、方言相同和較為熟悉的廣東省鄰近地方作為投資地點。隨着國家逐步向外商開放內陸地區，調查結果顯示，較近期才到內地開展業務者除了在廣東省投資之外，已同時較多在省外其他地方投資，而亦有較多本港廠商選擇直接在省外地方開展業務，預計港商日後在內地的投資將會擴展至全國各地。

關於回應公司所需的協助和資訊

調查結果顯示，回應公司對在內地投資經營業務最感困擾的問題大致上可歸納為成本增加、資訊不足及有心改進但苦無門路等方面。我們認為，上述問題最基本的解決辦法是改善有關業界人士在「認知」方面的水平。舉例說，假如中央政府或各地有關當局能就投資收費制度的變動通知受影響的投資者，將大大有助業界人士進一步發展內地的業務。

此外，從回應公司派遣往返及長駐內地工作的本港僱員數目，以及僱員長駐內地的時間及往返內地工作的次數之調查結果顯示，回應公司在管理內地廠房的日常運作方面仍然非常倚重本港僱員，他們最希望本會多舉辦有關的講座和訓練課程和提供內地資訊，以協助他們提高公司和員工對內地的認識。至於回應公司最希望獲得的內地資訊，分別是外商投資政策和優惠措施、稅務條例及內地專業服務的機構等，這與他們表示最感困擾的問題互相呼應。

結論和建議

在內地的港資工業企業需要支持和協助

是項問卷調查之結果顯示，大部分回應公司仍然會繼續其在內地的業務運作，有部分更表示會在未來三年增加投資。這一方面表明本港廠商對在內地繼續投資抱有信心，另一方面則顯示內地對業界人士尋求進一步發展的重要性。面對香港經濟和工業向高增值、高科技方向轉型的需要，本港廠商將部分生產工序遷移往內地進行是生存之道。因此，我們不能漠視本港廠商在內地投資的問題和需要，尤其是中小型企業的廠商，更加需要支持和協助。

加強與廣東省鄰近地區的聯繫和合作

絕大部分港商仍然集中在廣東省鄰近地區投資，香港特別行政區政府有必要與廣東省政府加強合作，正視香港廠商在省內的業務需要，盡量給予支持和提供協助。

一、改善香港與廣東省鄰近地區之間的交通和運輸

調查結果顯示，有在內地投資經營業務的回應公司，派遣大量本港員工長駐及經常往返內地工作。特區政府若能與鄰近地區的有關當局協調改善香港與這些地區之間的交通情況，加快落實有關基建的施工，並盡量簡化人貨通關的手續，將大大縮減往來的交通運輸時間，從而提高有關企業的工作效率。

二、協助有關廠商提升生產技術

此外，港商在內地設立的廠房亦與本港的工業企業同樣面對產業升級的需要，特區政府或可與內地有關機構合作，向在廣東省鄰近地區的港資工業企業提供技術顧問服務，亦可鼓勵和推動本港一些支援機構如生產力促進局等，向有關廠商在內地提供收費廉宜的技術支援服務。

三、與內地協調常設貿易投資糾紛調停機制

資料顯示，在內地投資設廠的香港廠商，往往在出現貿易投資糾紛時求助無門，亦缺乏充足的渠道和資訊使他們能盡快覓得所需的專業服務。在這方面，港府可與內地有關部門磋商設立一套涉及港商的貿易投資糾紛之調停機制，並廣向業界人士宣傳和提供內地有關專業服務的機構之資料，以協助他們解決貿易投資糾紛。

四、推動香港與內地全面進行人才培訓和交流

調查結果顯示，香港廠商現時仍然非常倚重本港僱員負責內地廠房的日常管理工作，大部分並表示擔心「內地工人教育及/或技術水平偏低，會令產業升級受阻」。我們認為，假如內地僱員能接受適當的培訓，將可分擔廠房部分日常管理工作，使香港僱員能在內地擔任較多投資發展和市場策略管理等工作，這將有助促進內地業務發展。在這方面，香港特別行政區政府宜與內地的有關政府機構建立聯繫和合作關係，並制訂長遠計劃，推動本港與內地合作全面進行人才交流和培訓工作。

推動和協助香港廠商在全國各地擴展投資地點和開拓內銷市場

調查結果顯示，香港廠商將逐漸增加在廣東省以外地方的投資及希望在開拓內銷市場方面獲得協助。我們認為，特區政府應在政府的層面與全國各地區之政府建立聯繫，互通經貿和投資消息，及向港商傳遞有關訊息，並協助業界人士推廣內銷市場和尋找業務伙伴等活動。在這方面，政府應全面檢討香港貿易發展局的功能範圍，充分利用其現有資源，包括其在全國各主要省市設有的辦事處，協助港商在內地進行宣傳推廣活動，以全力開拓內銷市場。

發展SME-Net「中國資訊」部分的工作方向

是項調查顯示本港絕大部分中小型廠商均有在內地尤其是廣東省鄰近地區投資經營業務，而他們對在內地投資抱有很大的信心，並希望本會可透過舉辦研討會、訓練課程及其他渠道提供各種所需的內地資訊，以協助他們解決在內地的經營問題和進一步發展業務。這調查結果與「中小型企業資訊網絡」(SME-Net)專責工作計劃之「中國資訊」部分之目標完全脗合，並肯定了有關工作的需要。

一、廣東省內資訊不可或缺

由於大部分本港廠商現時仍然以廣東省為主要投資地點，在發展SME-Net的「中國資訊」部分時，本會將就有關需要，提供整個廣東省或省內某一、兩處最多香港廠商有投資的地點之資訊。在資訊內容方面，本會基本上會參照是項調查所得有關回應公司對內地資訊的需要，透過互聯網尋找可用的網頁及自行搜集有關資料，加以編排和擺放在SME-Net內，以及聯絡省內有關機構，要求他們協助，提供資料。

二、爲提供內地其他地區的資訊研究和設製一個模式

調查結果顯示，不少廠商有將投資擴展至內地其他地方的計劃及希望拓展內銷市場，故此對全國各地的經濟發展情況和投資環境均有需要知道。由於資源有限，本會或會選擇其中一處新投資熱點，然後在搜集和提供資訊方面設製一個模型架構，並與當地有關部門聯絡，尋求合作和協助。

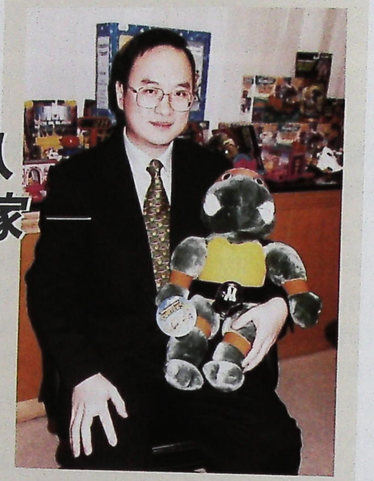
整體而言，本會希望能在期間利用本會及本港工商團體與內地各主要省市的良好關係，將這項工作在內地預先廣泛宣傳，並作好日後合作的準備。

三、探討如何推動有關廠商應用內地科研成果

香港本土工業正處於一個急須轉型的時期，而調查結果亦顯示，在內地的港資工業企業對生產技術和科技的需求程度正日漸提高。SME-Net在今年的重點工作是發展「中國資訊」，以協助港資廠商尤其是中小型廠商善用內地的科技優勢，改良產品和技術。據本會了解，本港一些有關的支援機構正研究推行這方面的工作，本會將與有關機構緊密聯繫和反映業界人士的意見和需要，以互相配合推行有關工作。此外，本會在計劃推行期間亦會與內地各大專院校和科研機構接觸，以初步了解和搜集其科研成果的有關資料，並探討合作向SME-Net使用者傳遞有關資訊的可行性。

人物專訪 Profile

一位全情投入的工業家——陸地



那天，十多個人圍着港陸國際集團有限公司執行董事陸地，大興問罪之師：

「嗯！你是讀法律出身的啊？」

「幹甚麼啦？你來參加香港青年工業家獎？」

「哎唷！工業的事情，你究竟懂不懂的呀？」

結果，這次香港青年工業家獎（一九九五年）的得獎名單，陸地不單佔了一席位，而且該十多名評審委員最後給他的評語是：「對玩具業認識透徹，雄辯滔滔，令人印象深刻」。

陸地由一名律師搖身一變成爲一名工業家，以下便是他的故事。

三十六歲的陸地，從小已喜愛思想、分析和辯論，因此當他於一九八〇年在本港唸畢中學後，便遠赴英國倫敦大學攻讀法律，在取得法律榮譽學士資格後，他了解到華人是較難在當地獲得理想的工作發展機會，於是他便於一九八四年回港，並在一家律師行內工作。一九八九年三月，他更自立門戶，創立了自己的律師行，名為「陸地律師事務所」，準備在法律界大展拳腳。

然而，誰也想不到，在自立門戶的三個月之後，他竟要「一腳踏兩船」，在處理自己律師行的業務之餘，又要協助父親陸宗霖創辦港陸實業有限公司，並出任執行董事一要職。事情有這樣突如其來的發展，完全因為牠的出現——忍者龜。

陸地說：「忍者龜改變了我……這是一個轉捩點。」

陸地的父親陸宗霖是從事玩具業的老行尊，原本已於一九八八年退休，但在一九八九年初，他又想做些小生意來打發時間，於是他開設了港陸實業有限公司，在外國接些玩具來生產。當時適逢忍者龜的出現，而陸宗霖由於在行內已打滾了多年，為行內人士所熟悉，因此獲得了這宗大生意。不過，由於忍者龜的產品需求極為殷切，需要大量生產，陸宗霖眼見自己所擁有的公司祇是一家小規模的公司，未能應付如此大量的生產，但如果把未能應付的生意讓給別的廠商來生產，便好像白白把金錢雙手奉送給人家，於是，陸宗霖便找陸地商討對策。

嗜好思考的陸地果然不負父親所望，他很快便為父親想出一條妙計。「我很喜歡看《三國演義》，中學時代已開始看，曾經用過三日時間一口氣看完。我在當中有關桃園三結義的情節裡，領會到一個很重要的訊息，就是『團結就是力量』。」當時，陸地為父親獻的計，是找回兩個父親從前的舊拍檔，與他們兩間各自成立的公司合併，共同發展生產玩具的事業，結果他們便因為生產大量忍者龜而獲得豐厚的利潤。

就是這樣，陸地開始參與父親的玩具業務，但他沒有放棄自己的法律專長，因為由一九八九年籌組港陸實業有限公司，以至一九九一年七月上市，該公司都需要陸地的法律知識才得以穩步發展，在這一年多的時間，陸地也體會到，港陸是需要他長時間去參與，因此，他於一九九一年九月正式全職加入港陸工作，放棄了律師行的工作，由律師搖身一變成為工業家，而這個地位，更在他於一九九五年榮獲香港工業總會頒發的「香港青年工業家獎」時得到了奠定。去年，他更被進一步委任為「香港青年工業家獎大使」。

陸地說，他由律師變為工業家這個過程來得很自然，也沒有太大的掙扎，祇是覺得事情的發展，是順理成章的把他改變為工業家。

「做人最重要對自己負責任，做了決定，便不要後悔。」因此，他的座佑銘是「一往直前，永不言悔」。

陸地在這行打滾了好幾年，在管理層面上也打出了一套策略來。他說，自己管理公司業務的錦囊很簡單，就是「以人為本」。他還用他父親的一個經驗來說明了箇中的道理。

他說有一次，一位記者朋友來訪問他父親，那位記者突然的問道：「陸先生，似乎你沒有公開過這個資料，就是…查實你有多少身家呢？」當時他父親感到有點唐突，加上他父親也沒法在一下子之間計算他的身家來，結果，他便回答這位記者說：「很難計算的，因為我的身家便是人，他們是我的財產，如果我的身家光是錢，花去了便沒有了…… 我公司的每一個人都在為我賺錢。」

陸地十分認同他父親的見解，因此他也十分着重用人方式，也十分着重與下屬的溝通。他的辦公室是透明的，以玻璃牆代替石屎牆；他的經理級下屬也沒有私人房間，即使有，也是一些用透明膠板間開的位置。他說，這樣的設計，目的祇有一個，就是讓下屬看見他，他也看見下屬，藉此增加溝通和接觸。他認為，即使是一個眼神的接觸，也能夠向對方表達關懷。

雖然有人說，玩具工業已是一項夕陽工業，但陸地並不苟同，而且他對前景極之樂觀，因為他有一個信念：「我賣給人家的不是玩具，而是開心和快樂。如果人類不再需要開心和快樂，我的行業才會式微。」他深信，玩具是千變萬化的，他會把公司生產的產品作多元化發展，並隨着時代的轉變和需求作出適應，祇要為人家帶來快樂便成了。

陸地其中一個兒子曾在幼時問他：「爸爸，究竟這個世界有沒有聖誕老人呢？」陸地對兒子說：「有！我便是聖誕老人！祇不過我沒有向人家說罷！」事後，陸地再想一想，覺得自己真的是一個聖誕老人，因為每年的聖誕節，全世界的小朋友都在等待他生產的玩具，他覺得自己為他們帶來了愛和快樂。他深深的感受到，他現在所做的，很有意思。

港陸集團（Harbour Ring）的中、英文名均由陸地構思。「港」是代表香港，「陸」是代表中國大陸；而英文的Harbour亦代表香港，而Ring則有連鎖之意，即結合香港和中國大陸兩者的意思。

那麼，陸地這名字又有甚麼意思呢？陸地說，這名字是他父親改的，意思是做人要腳踏實地，安守本分來做事。

港陸集團是一九九一年在香港上市，爲本港最大玩具製造商之一，集團主要業務是按客戶之設計製造玩具（O.E.M.），專長爲全球主要玩具經銷商生產塑膠、毛絨及電子玩具，近期把產品多元化，生產一些嬰兒用品及運動明星及歌星紀念品等，產品出口世界各地。一九九六年集團之營業額爲港幣17億4千萬元。

神州經貿 China Economy

重點建設地區——長江經濟帶

長江經濟帶主要是指長江三角洲及沿海地區，東起上海、西至四川攀枝花市，涉及長江流域的40多個城市，土地面積約40多萬平方公里，佔中國國土的4%；人口2億多，佔全國人口的18%。長江經濟帶是長江流域經濟最發達的地區，也是中國高密度的經濟走廊。

長江經濟帶是由三個經濟圈和兩個沿江經濟區組成。三個經濟圈是以上海為中心的長江三角洲地區、以武漢為中心的長江中游地區和以重慶為中心的長江上游地區，兩個沿江經濟區是皖贛沿江經濟區和三峽經濟區。

上海經濟圈，又稱為以上海為中心的長江三角洲地區。該地區地域範圍包括上海、南京、鎮江、杭州等14個城市；土地面積9.85萬平方公里，約佔中國土地總面積的1%；人口超過7,000萬。

上海經濟圈已形成中國的重要農產品商品基地，同時也是中國最大的輕紡、機電工業生產和出口基地，重要的鋼鐵、石化工業基地，綜合運輸業發達，是中國最大的商業貿易區。

上海經濟區內的浦東新區在長江經濟帶發展中具有龍頭作用。浦東新區一九九零年至一九九六年國內生產總值，按可比價值計算，增長了2.4倍，平均每年增長32.6%。一九九六年浦東新區實現增加值510.2億元人民幣，約佔浦東的17.6%，人均實現增加值達到33,763元人民幣，即人均超過4,000美元。

武漢經濟圈是以武漢為中心的長江中游地區。該地區包括武漢、宜昌、長沙、九江等13個城市。該地區土地面積為22.91萬平方公里，人口及國內生產總值分別佔中國的6.6%和5.5%左右，是中國經濟發展潛力較大的地區之一。

該地區水產資源豐富，土地資源質量高，礦產資源分布集中，旅遊資源開發前景好。該地區農業已形成了優質糧、優質棉、油、茶葉、桑蠶和水產品為主體，農林牧副漁全面發展的格局；工業形成了以冶金、機械、化工、輕紡、建材為主體的門類較為齊全的產業體系及一批實力雄厚的骨幹企業。在空間分布上，工業主要集中在沿長江幹流、鐵路幹線分布的大中城市及其周邊地區，且初步形成了各具特色的優勢產業。

重慶經濟圈，是指以重慶為中心的長江上游地區，包括重慶、遵州、攀枝花、成都等五個城區和地區，其經濟核心區為原成渝地區。重慶升格為直轄市，對於重慶市的發展無疑是一次極其難得的機遇。在今後15年，重慶將着眼於「跨越發展、開發三峽、聯動長江、輻射西南、面向全國、走向世界」的戰略思想，堅持「科技興渝、城鄉一體、制度創新、市場導向、開放集眾、持續發展」的戰略方針，強化重慶作為長江上游「三中心、兩樞紐、一基地」的區域中心城市功能。三中心即重慶要成為金融中心、貿易中心、科技信息中心；二樞紐即重慶要成為交通樞紐、通信樞紐；一基地即重慶要成為現代工業生產基地。

重慶未來產業的重點是發展汽車、化工、冶金、旅遊、食品等主導產業，以充分發揮重慶的區位優勢、資源優勢、市場優勢、勞動力優勢、科技優勢和工業物質技術基礎優勢。

據預測，長江經濟帶到二零零零年經濟增長率將達到11%左右，下世紀前10年的經濟年增長率將在8%至9%。這兩個階段的增長速度都比同期全國的經濟增長速度高2%至3%，並將成為中國經濟增長最快的地區之一。

（資料來源：《中國貿易與投資》1998年2月號）

檢定中心通訊 TCL Briefing

檢定中心諮詢電話 ☎ 2698 8198

美國ISTA認可包裝測試機構

（ISTA Certified Packaging Test Institute）

在今年二月，本會檢定中心成功取得美國ISTA（International Safe & Transit Association）認可資格，可為廠商提供以美國標準為基礎的包裝測試服務。該中心正不斷努力增加國際認可的測試項目，致力為本地工商界拓展國際貿易。

事實上，為防止商品在運送過程中遭受損壞，包裝物料的選用必須注意。商品從生產點到目的地，需要依賴具備優良品質的包裝物料。根據美國包裝測試標準ISTA Project 1A，該中心可以提供以下包裝測試項目：

- 震動測試（Vibration Test）
- 墜地測試（Drop Test）
- 壓力測試（Compression Test）
- 爆破力測試（Bursting Strength Test）

除了在實驗室內進行的物料包裝測試外，該中心提供的檢貨服務（隨機最終抽樣檢驗，Final Random Inspection）亦是一種簡單的墜地測試（Drop Test）服務。該中心還有多種類別的產品測試及檢貨服務，以滿足各行業買家的要求；如對測試及服務範圍有任何疑問，歡迎致電該中心查詢。

修訂歐洲電子玩具標準EN50088

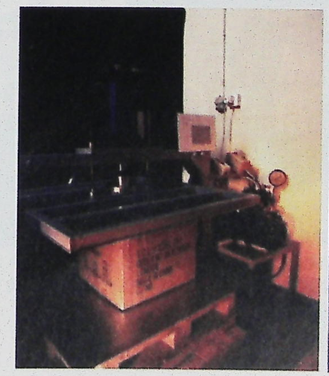
經修訂歐洲電子玩具EN50088標準（**EN50088 Amendment A2 : 1997**）已於一九九八年三月一日實施。該項修訂主要是加強對含實驗性質的電動玩具的規格要求。根據新修定的標準，電動玩具如屬實驗性質，便須符合EN50088新修定的要求。玩具包裝盒上須註明使用者年齡必須是八歲或以上，而玩具說明書亦要明顯地列出實驗的概念及原理。

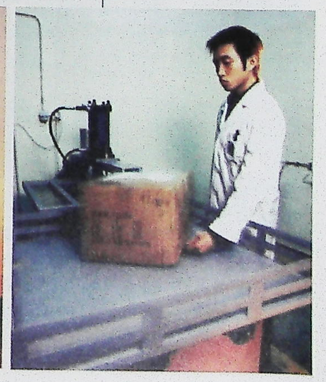
修訂標準（EN50088 Amendment A2 : 1997）的過渡期為兩年。由二零零零年三月一日起，抵觸該修訂標準的國際性標準將會無效。

修訂歐洲玩具EN71標準：EN71：1997

本會檢定中心於今年三月發出的中心通訊（CMA Testing and Certification Laboratories Newsletter）曾報導歐盟在布魯塞爾（Brussel）已通過於一九九七年草擬的歐洲玩具EN71標準之最終版本（EN71 : 1997），但該版本必須翻譯成各種歐洲語言供每個歐盟國家使用。新標準預計可於一九九八年四月或五月實施，該中心將會第一時間在中心通訊報導有關消息。

本會檢定中心通訊會透過傳真免費派發予本會會員及中心客戶，如有意索取資料，歡迎致電該中心查詢。





本會設餞別宴送行
新華社香港分社張浚生副社長

本會在三月十八日宴請卸任的新華社香港分社副社長張浚生伉儷，會長梁欽榮稱讚張副社長為香港的平穩過渡作出了重大貢獻。

梁會長指出，張副社長積極參與香港回歸祖國的過渡事務，並作為新華社香港分社的發言人，廣為港人所熟悉，期間他一方面介紹國家對香港問題施行的政策，另一方面與從前的港英政府為香港的回歸作出交涉和安排，責任重大。現香港最終能平穩過渡，張副社長貢獻良多，此刻功成身退，稍後並將返國內工作，本會全體仝人皆感到依依不捨。

張浚生副社長於席上表示，他在香港工作了十三年，期間深深體會到，國家在香港事務方面所制訂的政策，亦須依賴香港的愛國愛港人士齊心合力協助推行，有關政策方能成功落實。他深信香港的愛國愛港人士必定繼續為國家、為香港而盡心盡力，並為香港創造更美好的明天。張副社長在臨別香港之際，不忘為香港送上祝福，願香港繼續安定繁榮，與祖國一起走向更富強的道路。

席間，梁欽榮會長向張副社長遞交本會就賑濟河北省張家口一帶大地震災民而向會員發起募捐運動的第二筆善款，為數港幣十五萬餘元。連同第一筆港幣二十萬元的善款，本會會員共捐集了超過港幣三十五萬元，透過新華社香港分社送交國內有關當局，以救濟受大地震影響的河北省災民。

會長梁欽榮(右六)於席間將本會會員集捐得的善款遞交予張浚生副社長(左六)，以賑濟河北省張家口一帶受大地震影響的災民。

出席餞別宴者除張浚生副社長伉儷及梁欽榮會長伉儷外，尚包括本會副會長葉慶忠、楊孫西、呂明華、林輝實、盧文端、陸增鏞，會長助理林學甫及周敏等。

產地來源證及檢定中心業務推廣委員會聯合主席蔡衍濤(左一)、林學甫(右一)及檢定中心高級業務拓展經理鄺遠祥(中)向會員詳細講解廠商會檢定中心的服務宗旨及範圍。

會員參觀本會檢定中心

本會檢定中心為香港實驗所計劃認可之獨立及非牟利檢定機構，提供一系列產品檢定服務。為使會員深入了解中心所提供的服務，本會產地來源證及檢定中心業務推廣委員會於二月二十七日安排各行各業會員參觀該會檢定中心。當日一行二十多人獲委員會聯合主席蔡衍濤、林學甫及檢定中心職員熱情款待。除得以詳細了解檢定中心之運作外，各會員亦獲安排到各產品及物料測試部門親身觀察各類測試示範。

廣東省對外經濟貿易委員會代表團

廣東省對外經濟貿易委員會副主任黃志煒(中)率領該委員會代表團一行六人於三月十日蒞會訪問，由副會長葉慶忠主持接待。

芬蘭行政人員代表團

芬蘭行政人員代表團一行十人於三月十一日蒞會訪問，由本會常務會董黃友嘉(前排右三)主持接待。圖為雙方於會後合照。

中國絲綢進出口總公司代表團

中國絲綢進出口總公司總裁徐洪信(左四)率領該公司代表團一行五人於三月十三日蒞會訪問，由本會副會長陸增鏞(右四)主持接待及致送紀念品。

俄羅斯Khabarovsk省高層經貿代表團

俄羅斯Khabarovsk省副省長 Mr Alexander B. Levintal(前排右四)率領一個Khabarovsk省高層經貿代表團在俄羅斯駐港總領事Mr K. Ivanov(前排左三)陪同下於三月二十日蒞會訪問，由本會會長梁欽榮(前排左四)主持接待。雙方並於會後大合照。

廠商會中學加建校舍工程

廠商會中學獲政府撥款約港幣1,300萬元加建校舍新翼一幢，而有關的上蓋建築工程已於二月初竣工。該校於二月九日舉行了一項簡單的平頂儀式，以誌紀念。

本會與福州市貿促會簽訂友好商會協議書

本會常務副會長梁乃榮與福州市貿易促進委員會常務副會長黃家華分別代表兩會於三月二十六日簽訂友好商會協議書，藉此建立榕港兩地工商界的友誼，共同拓展雙方之經貿發展。

(上圖)本會代表與福州市貿促會代表於建立友好商會協議書簽署儀式後大合照。

(左圖)本會常務副會長梁乃榮(左)與福州市貿促會常務副會長黃家華在簽署儀式後互相握手道賀。

根據本會與福州市貿促會簽訂的建立友好商會協議，兩會將進一步加強聯繫，互相提供兩地的經濟貿易信息及交換會務資料。兩會亦會互相幫助了解和介紹榕港兩地的市場情況、投資環境，協助開展各項商務活動及開發有關經濟項目，以促進兩地經濟繁榮。

中央統戰部、港澳辦及各省市工商聯代表團

中央統戰部、港澳辦及各省市工商聯代表團於三月二十七日蒞會訪問，由本會副會長楊孫西(右五)主持接待並接受湖北省工商聯會長宋德福(右四)致送之紀念品。

本會表揚身兼全國政協和人大之會董

常務副會長梁乃榮於三月二十六日舉行的會董會會議上，代表本會向身兼全國政協和人大之會董頒贈銀碟，以資表揚，並誌紀念。本會身兼全國政協委員者包括會長梁欽榮，副會長楊孫西、盧文端，常務會董蔡德河，會董霍震霆、李秀恆、陸宗霖及小組主席蔣麗芸。至於本會身兼全國人大代表者則包括副會長陳永棋，名譽會長黃保欣、倪少傑，會董李宗德和黃宜弘。

本會在三月舉行的會董會會議上由常務副會長梁乃榮(中)向身兼全國政協和人大之會董頒發銀碟。圖為梁乃榮常務副會長與出席領獎之會董合照，計有副會長陳永棋(左三，全國人大)、盧文端(右二，全國政協)，名譽會長倪少傑(右三，全國人大)，常務會董蔡德河(右一，全國政協)，會董李宗德(左一，全國人大)及霍震霆(左二，全國政協)。

河北省人民政府代表團

本會於三月二十九日接待河北省人民政府代表團。圖為本會會長梁欽榮(中)，河北省人民政府省長助理、河北省人民政府秘書長張群生(左二)，河北省招商合作局局長師榮耀(右二)，本會副會長林輝實(左一)及陸增鏞(右一)合攝。

香港鐘錶節

本會副會長葉慶忠(中)應邀於三月五日為第二回九八香港鐘錶節開幕典禮任主禮嘉賓。

佛德角共和國領事訪會

本會副會長陸增鏞(右)於三月二十三日接待佛德角共和國領事館駐港領事蒙蒂羅。

公益金新機場千萬遊

本會應公益金之邀請，組團參加公益金於三月二十九日舉辦之新機場千萬遊，參加的會員共六十多人。會員不但可藉着是次善舉成為首批踏足新機場跑道的人士，更可實地參觀新機場的建造及設施，見證耗資達1,600億港元之新機場的誕生。

本會會員為善最樂，踴躍參加公益金新機場千萬遊。

「職業安全及健康」研討會

本會於二月二十七日與中西區臨時區議會醫療衛生事務工作小組、勞工處、職業安全健康局及香港工人健康中心聯合舉辦「職業安全及健康」研討會，以推廣工作間的職業安全及健康。本會副會長盧文端(中)及中西區臨時區議會醫療衛生事務工作小組主席郭家麒醫生(左二)主持開幕典禮，並與研討會講者合照。

投資地區 Investment Profile

佛得角群島 —

充滿機會的世界

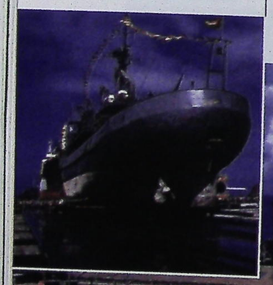
佛得角經濟協同部長António Gualberto do Rosário

為吸引外國投資者，佛得角經濟協同體部長António Gualberto do Rosário在官式訪問中國之後，於四月二十六日和二十七日率領一高層代表團訪問香港特別行政區。代表團成員包括製造業、貿易、通訊、船務及銀行等各界代表。

自一九八九年開始，佛得角政府即決定開放國家經濟，以推廣出口活動來吸引外來投資。為迎接這項挑戰，佛得角已加強多項現代基礎建設，例如港口、機場、通訊及工業區。此外，政府又制訂更靈活的投資法規，並推行一系列優惠措施，簡化有關貿易投資的法定手續，以吸引外來投資。這些優惠措施包括：

- 在各主要市場不設配額
- 優越的地理位置
- 政治及社會穩定
- 十年免稅期
- 通往主要市場的空中及海上聯繫
- 低工資成本
- 在三個工業區內提供廠房
- 可為所有工人提供為期六個月的訓練
- 可自由招聘多達15%或以上的外地工人

佛得角利用其港口設施，致力推廣出口活動來吸引外資。



多年來，歐洲人已將佛得角視為出口加工區，從事成衣、鞋類及藥物製造，並且投資發展酒店及渡假村。不過，香港公司最近才到這片群島考察，探討如何利用該國較寬鬆的配額和免稅等優惠進入歐洲經濟共同體(EEC)市場，且以特惠打進美國和西非市場。這些考察能取得顯著成效，主要因為Promex(投資及出口推廣中心)的「一站商店」投資委員會的努力所致。該委員會的作用是擔任投資者和政府的橋樑；除提供一般資料和處理申請之外，Promex也進行市場資料搜集，為投資者尋找合適的貿易夥伴，及協助安排訪客參觀。

佛得角佔地4,033平方公里，與亞速爾群島、馬德拉群島、紐埃島及加那利群島等稱為五大西洋群島。佛得角地理優越，位於大西洋，離西非海岸約500公里(由歐洲乘坐飛機前往航程少於三小時，由美國前往則為五小時)，是由十個島嶼組成的群島，人口約385,000(一九九零年人口統計)，另有500,000來自美國及歐洲的移民。由於當地出現就業不足和失業情況，再加上每年有2%的人口增長，可為新企業提供足夠的勞動力。

佛得角的三個工業區設備齊全，水電供應和衛生設施應有盡有，現時已有不少公司在該些工業區內設廠生產。在佛得角投資，實有百利而無一害。

如欲查詢詳情，請聯絡佛得角領事館，地址：九龍尖沙咀梳士巴利道3號星光行916室，電話：23753728，傳真：23753969。

本會推廣

電子貿易服務

經濟新知 Economy Update

電子資訊的發展一日千里，以往我們用人手、書信傳遞的貿易通商形式已逐漸演變為以電子貿易往來。採用電子貿易服務除可減少人為錯誤之外，亦可大大提高辦事效率，使商務工作更加簡便快捷，同時有助控制勞工成本，加強營商的競爭力。香港作為國際主要的貿易中心之一，製造商及出入口商如能及時採用電子作業方式，不但能有效地減少運作成本，亦可以鞏固及保持其在國際市場上的重要地位。

其實，電子貿易是今日全球新趨勢，歐美、日本、台灣、新加坡以至中國等地已積極採用。不少歐美市場的大買家均已要求以這種方式交易。有見及此，香港政府已跟世界大部分主要貿易中心一樣，決心逐步取締以人手辦理貿易文件，全力推行電子資訊聯通。其中一項措施是在一九九八年底及二零零零年初分別關閉處理配額出口證和貿易報關申請櫃位。

貿易通電子貿易有限公司(簡稱貿易通)亦因此應運而生，其股東均為直接或間接參與本港國際貿易業的機構，而香港特別行政區政府是主要股東。貿易通致力提供電子化法定文件貿易服務，以及在本地工商界全面推廣電子資訊聯通(EDI)，其服務宗旨及目標是幫助香港工商界善用電子貿易服務，提高經營效率，務求可以保持香港工商界在世界貿易市場之競爭力。

為使這種「無紙作業」貿易方式得以在本港推展成功，政府和工商界必須緊密協調和合作。作為本港主要工商團體之一，本會將致力貫徹推動香港工貿發展的宗旨。本會與貿易通已於一月二十二日簽署協議書，聯手推廣電子貿易服務，藉此提高本港廠商對電子作業的認識，並積極採用以配合全球貿易的新趨勢。本會會長梁欽榮在簽署儀式上致辭時說：「貿易通的服務對於本會會員非常有用，跟貿易通建立合作伙伴關係完全能夠配合廠商會的重要工作目標，包括推動香港的工商發展、參與社區建設和加強國際間的溝通和合作。」貿易通行政總裁余國雄則在致辭時稱：「如果香港要保持在世界市場的競爭力，必須在未來三年內加速採用電子貿易的步伐。以廠商會的實力，必定能夠向廠家和出口商推動電子貿易，並鼓勵其他貿易伙伴一同參與發展，使香港特區更加繁榮。」

貿易通現正為商界提供兩大系列的電子服務，其中一項是專為成衣紡織界而設的「紡易叻」(SilkNet)電子配額出口證軟件，和另外一項以出口業為主的「萬利叻」(ValuNet)電子出入口報關。這兩項服務在推出一年後大受歡迎，並已擁有超過6,000名登記客戶。貿易通現正加緊工作，力求於二零零零年三月底前當海關關閉所有接受紙張形式報關櫃枱時，能為香港的70,000間貿易公司(當中大部分為中小型公司)，轉用電子貿易服務。

在未來的日子，本會與貿易通將陸續展開連串的推廣活動，包括舉辦專題性的介紹講座，以向會員和業界人士講解如何使用電子法定貿易文件，及推廣其有關服務，內容包括「電子資訊聯通」在港的發展情況、貿易通專利法定電子產品介紹、收費細則及申請辦法，並設即場示範、答問及登記。首次講座已於二月十二日舉行，反應熱烈。除講座外，本會辦事處亦設有產品示範及諮詢服務，協助廠家推行電子貿易。

現時，本會和貿易通正着手為會員設立電子貿易便利服務中心，為未能擁有電腦設備的出入口商提供全套電子文件服務，並研究於明年提供電子產地來源證服務。

事實上，利用電子資訊除可加強廠商的對外連繫之外，亦存在非常廣泛的應用空間。掌握準確及快速的資訊將有助廠家推行「準時生產」(Just-in-time manufacturing)、減低貨倉存量、節省倉房支出、縮短現金交收周期、及增強對市場變化的調節性。電子貿易服務勢將成為本港廠商拓展業務的新動力。

貿易概況 Trade News

收購中國國有企業

外資充滿機會

在一九九七年九月舉行的北戴河會議上，中國領導層就國企改革的問題進行了充分的研究，並作出了一系列新的部署，隨後並在中共中央第十五次全體黨代表大會上作出宣告。經濟學家們說，有關國企的改革過去已談過無數遍，但今次的決策比較實質，而且是下了決心落實推行。中國領導人也認為「國企已到了不改革不行的地步，如果不真正落實進行改革，那祇會越來越多國企面臨倒閉的命運。」看來，有意進軍內地市場的商界人士認真要密切留意事態的發展。

武漢榮澤印染實業有限公司是收購國企的成功例子。

據國家統計局一份向中央反映情況的最新報告顯示，目前正處於虧損狀態的國企已超過國企總數的一半，其中尤以中至大型的國企較多。這構成了政府一個長期負擔，也形成了一個社會不穩定的因素。估計要扭轉國企虧損的局面，需動用萬億人民幣以上的資金。

據國家經濟體制改革委員會一名官員透露，由一九九七年初至今，有關方面已進行了一些實質性的國企改革，但由於這些試驗並無張揚，而且不少試驗是由地方政府以「走法律罅」的方式進行，所以外界不甚了解詳情。試驗之後，由於效果良好，被拿到北戴河會議上作為案例，提供予國家領導人參考，並獲得他們的支持和確認，因此，預料這些改革的措施和部署，不久將會像蒲公英播種一樣，散發到全國其他地方去。

出售對象包括港澳台商

有關官員透露，中國領導人就國企改革問題取得的主要共識包括以下各點：

一、國企可按實際情況和需要，進行股份重新組合，並向公眾出售。

二、出售的對象包括外資企業，如港澳台商；但祇局限中小型國企。

三、出售的對象以按部就班漸進式進行。先是國企之間的收購和兼併，其次是國企與集體所有制企業(即中國大陸的合股公司)相互進行收購或兼併；此外是海外(包括港澳地區)發展的中資機構，以外資機構形式返回內地進行對國企的收購和兼併，因為這些機構畢竟是中資機構，能盡量避免國有資產流失。最後落實的就是港澳台以及外國資金對國企的入資和收購。

四、落實重點先放在中小型國企之上，尤其是不大幅牽動國計民生的企業，而大型國企則次一步落實，因為這次改革將牽涉股權問題，影響較大。至於大型國企吸納外來資金，未來仍將集中以發行B股的方式進行。

五、上述改革措施在現階段均以低調方式進行，即出售國企不作為一項大張旗鼓的政策。按一般規定，中國企業如有25%的外資，已可以享有合資企業的待遇。據了解，廣東、湖北等省已開列一批可以出售的國企名單，準備試點出售股權。

六、這次國企改革觸及一些過去沒有觸及或不敢觸及的問題，例如冗員問題。據了解，為讓收購者或入股者能夠發揮更大的積極性和自主權，中國打算不像過去那樣，強求收購者或入股者全數接收原來國企的冗員；他們可以按照新的經營計劃留用他們所需的工人(出售一方一般要求盡量留用，但不硬性規定)，而其他冗員則由國家有關部門設法解決。

從上述措施來看，這些確是頗有新意的做法，同時也是港澳台商人以至外資進軍中國市場的一個好機會。不過，由於中國官方不想造成一個變賣國有資產的印象，所以外資參與收購的機會相對較少，因此這也形成了港澳台資金一個相對較佳的機會。

大型國企成爲收購目標

在新形勢下，內地官員與港商都在摸索互利合作的路向。外商到內地收購國企，比較理想的是選基建或資源性項目，因為這些都屬於大型企業，開設較為困難；至於中小型企業，外商則可以自行投資建廠，不一定需要買一間已是虧損的國企。不過現時中國政府仍未有一套出售國企的具體方案，細節方面仍有待探討。然而，即使中央政府尚未有一套統一的國企併購方案，但地方政府已在進行「試點」探索，而且也有成功的個案。

中共十五大之後，國企改革步伐加快，出售股權的政策將更趨開放。香港廠家在內地收購國企，假若選擇的企業與其本身業務具互補性，就較為有利，例如經營紡織的廠家，原本就需要內地的廠房將布匹印染加工，與其自行開設新廠，買一個合適的舊廠便更省事。

然而，廠家需在買舊廠和設新廠之間細心比較，作出選擇。理想的收購對象，應該是負債不大、或不需要買家承擔負債的，通過設備更新、引進新式管理，便能發揮原有企業優勢；若企業負債比新投資還大，便不化算。另外，若能找到合適的舊廠，應該比建新廠房更好；關鍵是負債安排和原有員工安置必須妥善解決。

當然，純港商在政策仍未正式宣布的階段就率先進軍內地收購國企的，畢竟不多。唯有在港中資機構，憑藉關係和對國情的了解，在這方面較為有利。

(資料：香港貿易發展局)

進口女裝行銷意大利

隨着意大利女士購買時裝的意慾再度高漲，當地女裝市道經過兩年的淡靜氣氛後復趨活躍。

根據某市場研究公司最近發表的一份報告指出，一九九六年，意大利女裝的總銷量超過20萬億里拉(約920億港元)，較一九九五年增長3.8%。導致銷量回升的部分原因，是較便宜的針織服裝捲土重來，而真正的推動力，是意國女性正日漸轉購中價進口貨。

一九九六年，意大利進口女裝的主要供應地依次為法國、中國及突尼斯，而香港則名列第二十位。按金額計算，法國對意大利的出口總值共2,530億里拉(超過11億港元)，中國2,380億里拉(約10億港元)，突尼斯則為2,110億里拉(約9.6億港元)。

以數量計算，法國女服祇佔意大利進口女服市場的4.5%，中國及突尼斯分別佔13.4%及12.6%。這些數字反映意國主要從法國輸入高價女服，當地的中檔市場則為中國和突尼斯所壟斷。預料今年這個市場形勢將維持不變。

一九九七年三月至八月，意大利女裝銷量上升約3%。研究報告指出，過去數年，女裝售價不斷下跌，及至去年春夏季，平均價格才回升2.7%。價格上調及銷量增加均顯示市場對女士服裝的需求增加，預料今年這類服裝的平均售價可增加2%，銷量則微升1.1%。

針織套衫穿起來自然大方。

據製造商表示，與去年比較，今年流行的時裝設計，魅力可能略為遜色，但整體市道仍

然樂觀，女裝銷量將由幾種款式帶動。預料女裝大衣的銷量較其他女裝多兩倍，其中以防水及一般大衣的銷量增長最為強勁。皮衣亦將廣受意國女士歡迎，短夾克、恤衫型夾克和獵裝款夾克等均需求殷切。今年意大利流行短身款式，尤其是在褲子方面，這款設計能令衣着配搭更靈活多變。著名設計師牌子都準備推出直腳及喇叭腳的短身長褲。牛仔褲方面，除了七十年代的懷舊款式依然流行外，其他款式將不獲青睞。

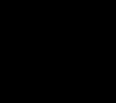
據意大利製造商表示，本土生產的恤衫及襯衫正面對進口品的激烈競爭。夾克型恤衫、彈性恤衫、透視恤衫及棉織馬球恤衫都是今年的時興款式。

此外，針織服裝在意大利再掀起熱潮，不過，主導針織潮流已有兩年的迷你針織服裝，將會逐漸被棉質鬆身款式所取代。一般來說，針織服裝正走向輕盈寬鬆的設計路線。

(資料：香港貿易發展局)

中國新刑法

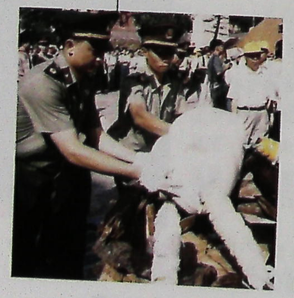
打擊洗黑錢罪行



今年三月，全國人民代表大會根據十七年來政治、經濟和社會生活各方面的發展變化出現的新情況，特別是新的犯罪行為對《刑法》進行了修訂、補充，使之更加完善。經濟犯罪方面的補充最多，洗黑錢罪是其中之一。

「洗黑錢」是犯罪分子將非法收益轉變為合法收入的手段，目的在於掩飾或隱瞞非法收益的來源，阻礙司法機關的調查，以逃避法律制裁。

內地《刑法》在一九七九年制訂時，尚未實行市場經濟，犯罪分子以不法手段所得的收入，一般不會很多，容易隱藏。市場經濟發展後，由於法制尚未健全，金融秩序較為混亂，犯罪活動猖獗，而且國內與國外犯罪分子互相勾結，「洗黑錢」活動便日益嚴重。最初是毒犯洗黑錢，後來更發展至其他犯罪活動也大量洗黑錢。



公安人員準備燒毀毒品。

內地最早與洗黑錢罪有關的法律是全國人大常委會於一九九零年一月二十八日通過的《關於禁毒的決定》。其中除有關行政處罰和行政措施的規定仍然繼續生效外，有關刑事責任的規定納入新修訂的《刑法》，從一九九七年十月一日起已適用《刑法》的新規定。

新《刑法》規定的洗黑錢罪除包括販賣毒品收益外，還擴大至黑社會組織之非法活動、走私等收入及其收入所產生的收益。凡以下列任何五種方法隱瞞非法收入的來源和性質，即可能構成洗黑錢罪：

一、提供資金賬戶；

二、協助將財產轉換為現金或金融票據；

三、通過轉賬或其他結算方式協助資金轉移；

四、協助將資金匯往境外；

五、以其他方法(包括購買房地產、成立註冊公司、進行其他投資)隱瞞非法收入及其他收益的性質和來源。

但是，除蓄意隱瞞由有關犯毒、走私及非法活動所得之收入來源外，如果祇是受到欺騙、蒙蔽或工作上粗心大意而為犯罪分子洗黑錢，都不構成洗黑錢罪。

根據新《刑法》規定，凡犯上洗黑錢罪者，最高刑罰為被判處入獄五年及罰款洗黑錢總數的5%至20%。而公司或團體犯以上罪行者，其持牌人或代表人則會被判處罰款及最高入獄五年。

「嚴重罪行」更會加重刑罰至入獄五至十年。所謂「嚴重罪行」是指洗黑錢數額龐大或多次洗黑錢，與境外犯罪分子互相勾結進行洗錢，索取賄賂而洗錢等構成嚴重罪行的情況。

(資料：香港貿易發展局)

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企業管理 Business Management

管理個案－如何是好？

本刊今期刊載由
香港管理專業發展中心陳燕琍小姐
提供之管理個案，講述一個人力資源經理
所遇到的人事紀律問題。
文章末段提出四條問題供讀者思考，
個案剖析將於下一期刊登。

個案

「早晨，王小姐！」一位正施施然走向座位的職員向美兒問好。美兒對這位遲到逾一小時還能夠若無其事的職員感到非常驚訝。

王美兒在快樂旅遊公司工作超過十年，並於一年前晉升為人力資源經理。在過去一年，她面對一個棘手的問題，便是員工遲到的情況日益嚴重。高層已多次催促她推行改善方法，但情況始終沒有改善。數日前，公司遺失了十位顧客的旅遊證件，但由於美兒不清楚在該段時間有甚麼人曾進入辦公室，故此無從知曉誰人要對事件負責。雖然，遲到和遺失證件似乎是兩件毫不相關的事情，但兩者或多或少暴露了人力資源制度存在多年的一些缺點和問題。為了解問題的癥結所在，美兒必須全面研究公司的人力資源政策和制度。她首先從檢討公司的歷史和業務發展開始。

快樂旅遊於一九七零年由一對夫婦成立，兩人分別擔任董事長和總經理。七十年代，香港旅遊業發展蓬勃，這個以家庭式經營的生意得以不斷發展。現時，快樂旅遊共有員工300名，主要承辦外地旅行團，提供到世界各地超過80個不同種類的旅行團；另一方面，售票及本地旅行團的業務亦越來越重要。公司總部共有八個部門，包括本地旅行團、票務、外地旅行團、財務及行政、人力資源、簽證、市場推廣和客戶服務。公司共有13間分行遍布全港，主要負責零售業務。

美兒須直接向總經理報告，但所有有關人事的問題由她全權處理。美兒十年前加入公司時，公司祇有20名員工，她可以很容易便認識其他員工。但當公司漸漸發展至有數百名僱員的規模時，美兒很難對每一位員工都有所認識。此外，公司在旅遊旺季時往往會以臨時合約形式招募一些兼職導遊，這令情況變得更壞，公司出現更多新面孔，而這些兼職導遊也能隨意進出公司。

美兒心裏知道總經理同情她的處境，但她正猶豫應否向總經理提出這個問題。

作為公司的人力資源經理，美兒深信公平是有效管理人力資源的重要原則，尤其是在員工薪酬福利方面。後勤職員的辦公時間是上午九時至下午五時三十分，這是每位職員在加入公司時都知道的。她認為所有後勤職員應在上午九時開始工作，但有一個部門—市場推廣部—總是違返公司規例。該部自作主張地採取彈性上班時間，有些職員更在上午十時或十一時才上班工作。由於旅遊業工作性質的關係，大部分職員是30歲以下的年青一輩，一些年輕職員眼見其他同事遲到而沒有受到任何處分時，便也照樣行事。

美兒明白事態嚴重，因此決定與市場推廣部經理珍妮商討，希望雙方能找出一個有效的解決方法。但珍妮卻解釋說：「我的下屬經常要超時工作，以完成翌日所需的宣傳刊物設計工作，他們要面對公司高層的壓力，在短時間內完成高質素的設計，有時候甚至須通宵工作才能完工。我很難因為他們遲到一、兩個小時而向他們投訴，這是他們賴以保持精力應付日常繁重工作的方法。請妳告訴我可以如何處理？」美兒雖然了解市場推廣部的困難和壓力，但她仍然認為職員須準時上班工作。公司大部分的設計師都是高薪聘請的，故此沒有超時工作津貼。這項政策對於公司所有經理級員工是一視同仁的。

作為本地主要的旅遊公司之一，快樂旅遊擁有很多顧客。然而，由於本地旅遊公司的數目不斷增加，行內競爭愈趨激烈，加上受到季節性因素影響，故此及時的廣告是最重要的宣傳方法。公司高層對一切宣傳稿件的質素及推出時間均極為重視，所以在報章刊登的廣告必須依時完成。因此，高層對市場推廣部職員的努力極為讚賞。美兒不可以用過份強硬的方法處理這個問題。

美兒發出一份通告給所有職員，提醒他們必須準時上班，但情況沒有多大改善。在遺失十個顧客的旅遊證件而無法追究責任的事件發生以後，遲到情況顯得尤為嚴重。按公司規定，每一個部門經理都擁有一串公司大門的鑰匙，他們每日須輪流開門，但他們亦可委託部門內任何一位職員保管鑰匙。當每日早上大門開啟後，職員便可自由進出公司。過去幾天，很多部門如簽證部、團務運作部及客戶服務部等均有加班工作。

美兒明白她必須盡快處理這個問題，否則遺失旅遊證件的事情必會繼續發生。雖然她不時向其部門下屬解釋為何要準時上班，但眼見其他部門同事不守規矩，經常遲到，其下屬也感到茫然。面對這個嚴竣的情況，您認為美兒應如何是好？

討論問題

一、「公平」是否酬報員工的最重要原則？

二、美兒面對的是何種人事管理問題？

三、甚麼原因導致這些問題發生？

四、美兒可以怎樣解決這些問題？

重慶

重慶位於中國西南部，

在中華人民共和國成立初期本爲中央直轄市，

一九五四年改爲四川省轄市，

成爲當時中國行政區域最大、

人口最多的大都市，其後全國人大會議批准把

四川東部的萬縣市、涪陵市、黔江地區劃歸重慶管轄，

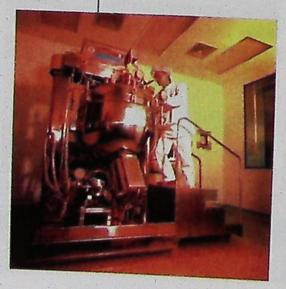
這區域的幅員得以擴大，共有43個區縣，

總面積達8.24萬平方公里，人口3,000萬，

爲世界大都市之最。

設立重慶直轄市的原因及期望

中央決定設立重慶直轄市主要原因有三。一是因為四川省的人口太多，面積太大，設立重慶直轄市後，可以減輕管理四川省的壓力，以便集中精力整治四川省其他地區的工作，加快四川的發展。二是有利促進重慶市的經濟發展，從而加快中西部地區的發展步伐。三是有利整頓三峽工程建設和人口遷移工作，使行政體制實現集中統籌管理。



灌裝配料罐

重慶市領導層透露，中央已交給重慶三大任務，包括：(一)安頓人口，積極發展經濟；(二)增強城市的功能及實力，以發揮其長江上游經濟中心的作用；(三)加快農村經濟發展，拉近城鄉發展步伐。

經濟發展

重慶是我國老工業基地，早於十年前已在汽車、摩托車、化工、醫藥、冶金、機電設備、食品、建材等行業進行技術提升，加速經濟增長，至今已獲得卓越的成績。

另一方面，重慶的交通設備發展完善，如擁有具備一流水準的江北機場、重慶長江二橋等。目前新重慶境內還有三座長江大橋尚在興建中，足見其運輸網絡四通八達。

投資優惠

重慶成為直轄市後，便享有中央給予的八項投資優惠：

一、中央給予一定的專項撥款補助，補充投資項目的國家資本金；

二、在信貸方面讓中央銀行和國家商業銀行對該市實行多項信貸優惠，總貸款額每年高達70億元人民幣；

三、由一九九六年至二零零三年止，實施進口物資退稅優惠；

四、國家在融資方面對該市給予優先安排或優先試點；

五、外資銀行在該市設分行或辦事處可獲優先批准；

六、外資企業在繳納所得稅的百分比由原來的33%降至24%，於經濟開發區和高新技術開發區投資還可降至15%；

七、國家將重大投資項目，優先安排在該市；

八、中央政府給予該市超過400億元人民幣的三峽移民搬遷補償金。

渝港合作情況

近年來，重慶與香港的合作愈趨頻密，香港對重慶的直接投資不斷上升。目前，重慶已從香港引進資金15.2億美元，興辦合資企業1,061家，佔外資企業的50%以上。港商在渝投資的主要行業包括交通、食品、房地產、紡織、化工及娛樂等。目前，港商在重慶投資的主要項目包括重慶機場高速公路建設項目及房地產等。

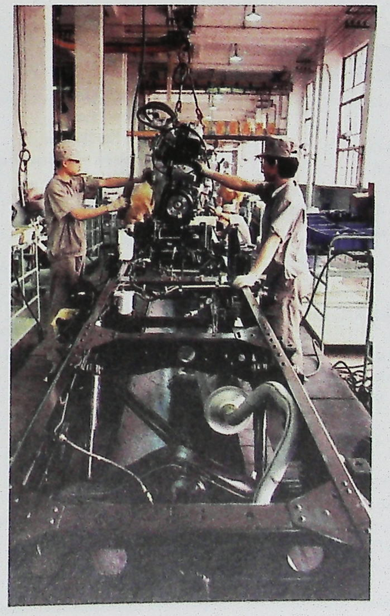
近年，香港已成為重慶進出口貿易第一大港口，重慶通過香港進出口貨物，每年平均增長率為15%，其中通過香港口岸的出口值更佔全市出口值的34%，此外，重慶每年進出口貿易中又有90%以上的產品經深圳過關，再在香港配船運往世界各地。

香港又是重慶最大的出口市場，重慶出口香港的商品種類繁多，如機械、儀器、醫藥產品等。重慶是中國主要的生豬生產基地，每年出口香港的凍肉便高達800萬美元。香港也是重慶第二大進口市場，僅次於日本。香港的訊息、電子、印刷產品和成衣、玩具、食品等在重慶市場上佔有率較高。

從一九八七年渝港兩地通航以來，已有近30萬人次直接往來兩地，其中香港及海外客商近20萬人次。可見香港已成為重慶聯繫世界和走向世界的一個重要基地。

另外，渝港兩地經濟技術合作具備優良的依存性和互補性。重慶工業基礎雄厚，科技開發潛力強，市場廣闊，資源豐富，投資環境不斷改善。香港則擁有雄厚的資金和極強的融資能力、豐富的管理經驗和活躍暢通的海外市場渠道、信息傳遞能力等。渝港之間的合作極具廣泛性和延伸性，若兩地能加強合作，互相取長補短，實在別具意義。

重慶是長江上游最大的城市，也是西南工業重鎮，經濟、交通、商貿中心。該市背靠中國西南二億人口的大市場，是傳統的物資集散地。由此可見，重慶將可為香港的繁榮注入活力，為香港投資者提供更多商機。



工人正在裝配汽車發動機。

服務機構
渝豐國際有限公司
地址：金鐘海富中心
第一期1102A
電話：2827 2831
傳真：2861 2343

洽談會／展覽會

日期	項目	地點	洽談會／展覽項目	主辦機構
一九九八年				
五月七日至十日	第十四屆國際電腦展覽會	香港會議展覽中心	電腦軟件及硬件、多媒體及資料系統等	工商業展覽有限公司 電話：2865 2633 傳真：2866 1770
五月十一日至十五日	九八亞太區免稅品展覽會	香港會議展覽中心	洋酒、香煙、香薰、化粧品、時裝、糖果、配件精品、禮品及珠寶等	世界免稅協會 電話：(33 1) 4074 0986 傳真：(33 1) 4074 0985
五月十五日至十七日	香港貨幣投資匯展	香港會議展覽中心	所有主要銀行業及投資服務	香港貿易發展局 電話：2584 4333 傳真：2824 0249
五月二十一日至二十四日	Appliancetech '98 & Consumer Electronics Asia '98	新加坡國際會議展覽中心	部件及零件、大小型家庭電器及電子產品、視聽器材、電腦及多媒體、電子零件	新加坡國際會議展覽中心 電話：(65) 431 2262 圖文傳真：(65) 431 2268
五月二十四日至三十日	Sharjah International Fair	Expo Centre Sharjah	成衣及紡織品、玩具、食品、皮革用品、體育用品、手工藝品、電子產品、珠寶首飾、化妝品、保安系統	Expo Centre Sharjah 電話：(971 6) 391 888 圖文傳真：(971 6) 392 888
五月三十日至三十一日	香港國際旅遊展覽會	香港會議展覽中心	酒店、航空、旅行社及有關旅遊服務	國際旅遊展覽會有限公司 電話： 2508 6655 傳真： 2510 7016

新會員 NEW MEMBERS

普通會員 Ordinary Members

鹿嶺實業有限公司
總經理：林月珠
業務：玩具製造及出口
Roseland Industries Ltd
General Manager：Ms Stella Lam
Nature of business：Toys manufacturing and export

新興精品有限公司
董事：區志滿
業務：塑膠產品製造及出口
Sane Products Ltd
Director：Mr Au Chi Moon
Nature of business：Plastic products manufacturing and export

惠泰漁具有限公司
董事：吳景明
業務：漁具製造及出口
Craft Fishing Supply Ltd
Director：Mr Ng King Ming
Nature of business：Fishing equipment manufacturing and export

順達手套廠
董事：范就美
業務：手套製造及出口
SafeTech Glove Factory
Director：Ms Fan Chau Mei
Nature of business：Glove manufacturing and export

建國行
董事長：周建國
業務：電訊及通訊設備製造及出入口貿易
Kin Kwok Hong
President：Mr Chau Kin Kwok
Nature of business：Telecommunication products manufacturing and general trading

Purple Pin Designs Ltd
船務經理：袁耀光
業務：成衣製造及出口
Purple Pin Designs Ltd
Shipping Manager：Mr Gary Yuen
Nature of business：Garment manufacturing and export

力勁機械廠有限公司
董事總經理：陳少琼
業務：機械製造及出口
L.K. Machinery Co Ltd
Managing Director：Ms Cammy Chan
Nature of business：Machines manufacturing and export

互發投資有限公司
董事：劉錦焯
業務：成衣製造及出入口貿易
Woodford Investments Ltd
Director：Mr Lau Kam Cheuk
Nature of business：Garment manufacturing, import and export trading

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				
五月一日	合作無間 — 中層經理管理技巧系列	灣仔職業訓練局	香港管理專業發展中心	屈麗嫻小姐 電話：2836 1941 傳真：2572 7130
五月六日	面談技巧 — 中層經理管理技巧系列	同上	同上	同上
五月十一日	分析及創意思考 — 中層經理管理技巧系列	同上	同上	黎景培先生 電話：2836 1828 傳真：2572 7130
五月十四日	外商投資企業勞資關係 — 行政人員研討會	喜來登酒店	同上	黃昭欽博士 電話：2836 1930 傳真：2572 7130
五月十九至二十二日	管理培訓導師課程系列II	灣仔職業訓練局	同上	陳樹均先生 電話：2836 1823 傳真：2572 7130
五月二十六日	如何培訓員工 — 管理技巧系列	同上	同上	黃昭欽博士 電話：2836 1930 傳真：2572 7130
五月二十八日	卓越服務之道	同上	同上	鄭彭碧璇女士 電話：2919 1402 傳真：2572 7130
五月二十九日	職業道德	同上	同上	同上

AON

商廠

鑑於本港廠商在國內投資之數目與日俱增，而所承擔的風險亦不斷提高，怡安保險顧問有限公司 (Aon) 聯同香港中華廠商聯合會 (CMA) 推出專為廠商會會員而設之「國內特惠保險計劃」，誠邀各會員參加。

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二． 特惠公眾責任保險
三． 中英對照保單
四． 免費防損建議
五． 免費保險顧問服務
六． 個別剪裁保障範圍
七． 獨立國際公証行服務

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香港 (852) 2862 4124 與陳建汶先生（怡安保險顧問有限公司）或
(852) 2545 8633 與黃淑儀小姐（香港中華廠商聯合會）或
國內 (0755) 5593079 與陳孟林先生（中保財產保險有限公司—深圳市）洽談

或填妥以下回條傳真至 (852) 2527 8793 。我們會有專人與您聯絡。

「國內特惠保險計劃」回條

致：怡安保險顧問有限公司　　傳真號碼：(852) 2527 8793

廠商會會員公司名稱 *	
廠商會會員編號	
國內公司名稱	
聯絡人	
職位	
地址	
電話號碼	
傳真號碼	
欲查詢之投保險種	

* 若貴公司為廠商會會員公司之國內附屬企業或合資企業，請同時填寫在廠商會登記之會員公司名稱及有關之國內公司名稱。

Hong Kong's Substantial Marketing Experience Can Contribute towards the Successful Reform of China's State-Owned Enterprises

The first sessions of the National People's Congress (NPC) and the Chinese People's Political Consultative Conference (CPPCC) have successfully been held in March this year. Leaderships of the new Chinese Government were elected and Mr Zhu Rongji was elected China's fifth Premier by the highest vote. The reform of state-owned enterprises he strongly advocated is bound to take place at full speed.

The Association believes that the reform of state-owned enterprises is the most significant, meaningful and difficult one of the many reforms since 1978 when China adopted the reform and open door policy. Its success will gear China's economy into a new leap forward in the 21st century. China is now in a period when its economic development is at the fastest pace, its national strength the strongest and its political situation the most stable. So, China is fully equipped to implement the reform of state-owned enterprises. With the pragmatic and progressive approach of the Chinese Government under the leadership of Premier Zhu Rongji, we strongly believe that the central government would put forward a series of economic measures which would finally achieve success of the state-owned enterprises' reform.

One of the main tasks to ensure the effectiveness of the state-owned enterprises' reform is to open up export markets for China made products all over the world. Hong Kong businessmen are experienced and skillful in market promotion and business development, and can play a major role in assisting state-owned enterprises to reform. The Association opines that the Chinese Government should actively attract Hong Kong businessmen to participate in promoting its external trade.

Recently, the central government used Pudong of Shanghai and Shenzhen as test points, allowing Sino-foreign joint equity trading companies to open up overseas markets for China's products. This is undoubtedly a proper and necessary measure. However, the requirements on foreign companies such as their turnover and years of investment in the mainland are so high that even some largest trading companies in Hong Kong may not be eligible. As a result, participation will only be limited to a very small number of sizable multi-national conglomerates. This will more or less hinder the overall foreign trade development and reform of state-owned enterprises of our country.

As early as 20 years ago when China adopted the reform and open door policy, Hong Kong businessmen have started investing in the mainland. During these years, investments from Hong Kong businessmen in the mainland have been substantially expanded both in width and in depth. In term of investment areas, Hong Kong businessmen have diversified from the original outward processing to infrastructure, finance and services, etc. In term of locations, investments have been extended from the neighbouring Pearl River delta and coastal areas to inland regions and even all over the country. Hong Kong businessmen have been unceasingly contributing towards the economic development of our country. Nevertheless, Hong Kong investments in China are currently still facing many limitations. The opening up of China's domestic market is one. Now, Hong Kong businessmen are also deterred to participate in promoting products from state-owned enterprises due to their failure to meet the high requirements.

In Hong Kong there are many trading companies specialized in marketing promotion. Hong Kong's success lies in the complementary cooperation between manufacturers and traders to make fast and flexible responses to the changing needs of different markets in terms of product quality, prices and related services. This flexibility enables Hong Kong to successfully sell its products to the world market. What state-owned enterprises in the mainland now need most is marketing and business promotion, exactly the expertise of Hong Kong businessmen. The Association therefore urges the central government to relax the restrictions on investments in foreign trade, in particular investments from Hong Kong businessmen, so that the latter can actively participate in exploring export markets for state-owned enterprises.

CMA President Mr Herbert Liang always says, "Demands from mainland China are opportunities for Hong Kong." The reform of state-owned enterprises represents another good opportunity for Hong Kong business development. We hope that China could fully utilize Hong Kong's strong experience and expertise in marketing, management and financing to facilitate its reform of state-owned enterprises, and to create more business opportunities for Hong Kong. This will benefit both the country and Hong Kong.

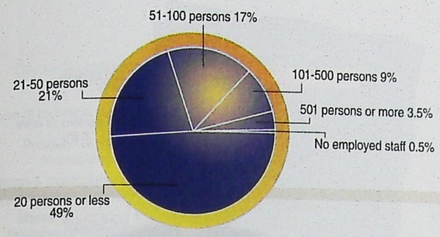
FOCUS 專題報導

Survey Report on CMA Members' Investments in the Mainland

Following Hong Kong's reunification with mainland China on 1997 July 1, the economic and trade relations between Hong Kong and the mainland are getting closer and closer. The Association is much concerned about the business development of member companies in the mainland. Last year, the Association successfully applied a funding from the government to further develop the SME-Net, an Internet-based information network designed and constructed in the 'Information Technology Application Task Force Programme for Small and Medium Manufacturing Enterprises'. One of the major deliverables of this year's project is to strengthen the content of 'China Issues', with the objective to encourage Hong Kong SMEs to apply information technology (IT) in collecting useful information they need. This questionnaire survey aims to investigate the investment and business operation of Hong Kong manufacturers in the mainland, their difficulties and relevant information which they need. It helps provide directions and guidelines for the development work of 'China Issues' of SME-Net, enhance the applications of IT among Hong Kong SMEs and foster the cooperation between organizations in both Hong Kong and mainland China.

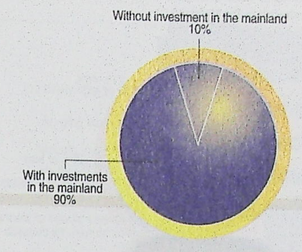
The Association sent out 4,000 questionnaires to all member companies between 1997 October to December. A total of 200 completed questionnaires were finally received. Since the majority of responded companies are manufacturing enterprises, those having 100 employees or below are classified as SMEs for analysis.

Chart 1: Number of Hong Kong Employees of Responded Companies



(Number of responded companies = 200)

Chart 2: Proportion of Responded Companies Having Investments in the Mainland



(Number of responded companies = 200)

RESULTS

90% Of The Responded Companies Have Investments In The Mainland

87.5% of the 200 responded companies are small- and medium-sized enterprises (SMEs). About half of the responded companies employ less than 20 persons and only 12.5% of them have more than 100 employees (Chart 1). Responded companies are mainly from garment (18%), plastic (10%) and metal (10%). Moreover, 180 responded companies (90%) have investments in the mainland while only 20 responded companies (10%) do not (Chart 2).

Diversified Operation Modes And Business Scopes

Of the 180 responded companies with investments in the mainland, most of them are wholly-owned (51.1%), followed by enterprises operating under outward processing and subcontracting agreement (34.4%), equity joint-venture (28.3%), contractual joint-venture and contract (2.2%) (Chart 3).

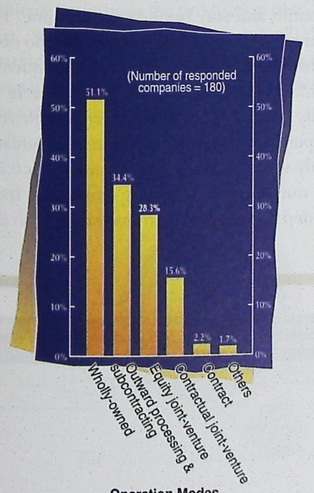


Chart 3: Operation Modes of Responded Companies with Investments in the Mainland

Garment (18.3%), plastic (14.4%) and metal (13.3%) are the three major industries in which the responded companies invest in the mainland. This figure is comparable to the sectoral distribution pattern of all responded companies in Hong Kong, revealing a majority of Hong Kong manufacturers with investments in the mainland are dedicated to the industry they originally engage.

Majority Of Investments Are In Guangdong Province

Among the 180 responded companies with investments in the mainland, a majority of them (169) are investing in Guangdong Province, accounting for 93.9% of the total. Of these 169 responded companies, 49 (27.2%) are investing both within and outside Guangdong Province while 120 (66.7%) have investments solely in Guangdong Province (Chart 4).

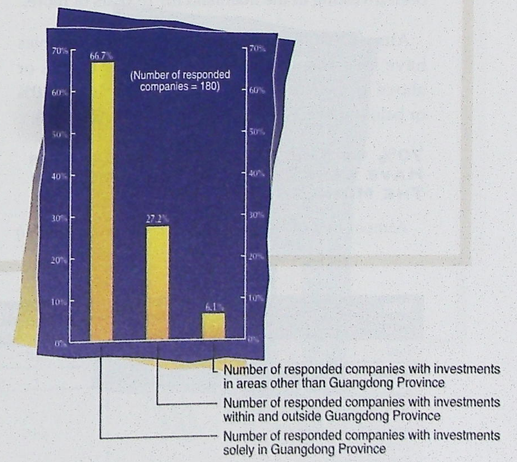
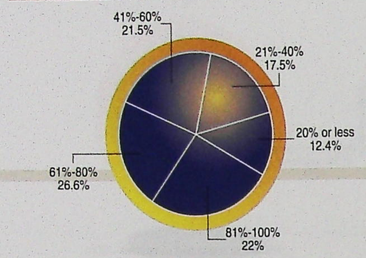


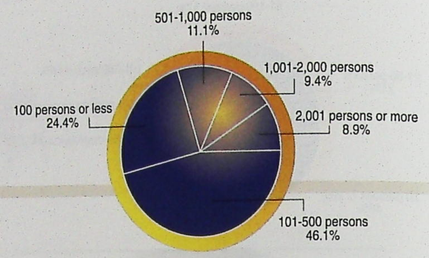
Chart 4: Investment Within and Outside Guangdong Province of Responded Companies

Chart 5: Percentage of Investment Amount in the Mainland to the Total Assets Value of Responded Companies with Investments in the Mainland



(Number of responded companies = 180)

Chart 6: Number of Mainland Employees of Responded Companies



(Number of responded companies = 180)

Moreover, 20% of these responded companies have investments in China's municipalities while 12.8% and 7.2% of them are investing in coastal areas other than Guangdong Province and the mid-west regions respectively. As far as individual province/region is concerned, the most popular investment area is Shenzhen (40%), followed by Dongguan (31.7%) and Shanghai (14.4%).

About Half Of The Responded Companies Have Investments In The Mainland Equivalent to 60% Or Above Of Their Total Assets Value

Among the responded companies with investments in the mainland, over 60% of them (67.8%) have been investing in the mainland for four to 11 years. That means they started investing in the mainland between 1986 and 1993. 15% of them have been investing in the mainland for 12 to 15 years and 11.7% of them started investing three years ago. Only 5.6% have been investing in the mainland for 16 years or more.

Almost half (48.6%) of the responded companies have investments in China equivalent to 60% or above of their total assets value, 29.9% invest 40% or below while 21.5% invest 41% to 60% (Chart 5).

70% Of The Responded Companies Have Less Than 500 Employees In The Mainland

Almost half of the responded companies (46.1%) are employing 101-500 staff in the mainland. 24.4% of them have less than 100 staff and 11.1% of them are hiring 501 to 1,000 employees (Chart 6).

Over 10% Of Hong Kong Employees Need To Work In The Mainland

Out of the 180 responded companies with investments in the mainland, 178 deployed a total of 1,826 employees from Hong Kong to work in the mainland, accounting for 12.5% of their total number of staff in Hong Kong and the average number is 10.

Among the deployed Hong Kong employees, 884 employees are required to be stationed in the mainland, constituting 6.1% of the total staff number of these companies. The average stay in the mainland is 10 months per year. The rest 912 employees need to frequently travel to the mainland, accounting for 6.3% of the total number of staff in Hong Kong. In average, they travel to the mainland 5 times a month and stay for 3 days each time. The average number of Hong Kong employees who need to be stationed in the mainland and travel frequently to the mainland is 7 and 5 respectively (Table 1). Additionally, a total of 30 Hong Kong employees from 16 responded companies travel to the mainland to work only when necessary, accounting for 0.2% of the total number of Hong Kong employees from the responded companies with investments in the mainland.

Items	HK employees required to work in the mainland	HK employees to be stationed in the mainland	HK employees need to frequently travel to the mainland	HK employees need to travel to the mainland to work when necessary
Total	1,826	884	912	30
Average	10	7	5	2
Percentage to the total number of HK employees (14,569) from responded companies with investments in the mainland (180 companies)	12.5%	6.1%	6.3%	0.2%

Table 1: Numerical Analysis of Hong Kong Employees Need to Work in the Mainland

Chart 7: Duties of Hong Kong Employees in the Mainland

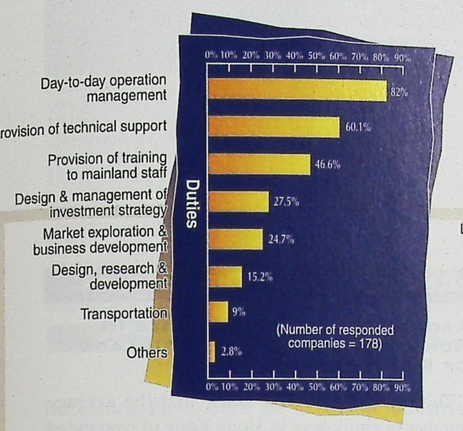
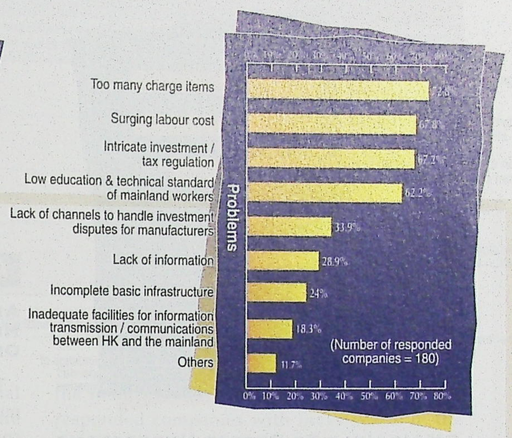


Chart 8: Problems Concerned by Responded Companies with Investments in the Mainland

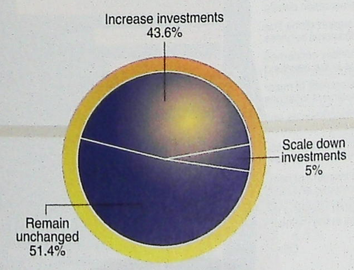


Management, Technical Support And Training Are Major Duties Of Hong Kong Employees In The Mainland

Major duties of Hong Kong employees in the mainland include 'Day-to-day operation management of factory/business' (82%), 'Provision of technical support'(60.1%) and 'Provision of training to mainland staff '(46.6%) (Chart 7).

Most Concerned Problems Are Cost-Related

72.8% of the responded companies with investments in the mainland say they are bothered by 'So many items of charges that make them difficult to estimate the production cost', 67.8% point out 'Surging labour cost' and 67.2% mention 'Intricate investment/tax regulation, unclear measures and guidelines' (Chart 8). These problems are more or less cost-related.



(Number of responded companies = 179)

Chart 9: Investment Plan in the Next Three Years of Responded Companies with Investments in the Mainland

95% Of The Responded Companies Will Keep Or Expand The Scope Of Investment In The Next Three Years

Among the 179 responded companies concerned, 51.4% say the scope of their existing investments in the mainland will remain unchanged while 43.6% will increase their investments in the mainland in the next three years. Only 5% say they will scale down their investments (Chart 9). For these 78 responded companies which are planning to increase their investments in the mainland in the next three years, 61.5% will increase the investment amount, 32.1% will invest in more regions and 23.1% will diversify their businesses (Chart 10).

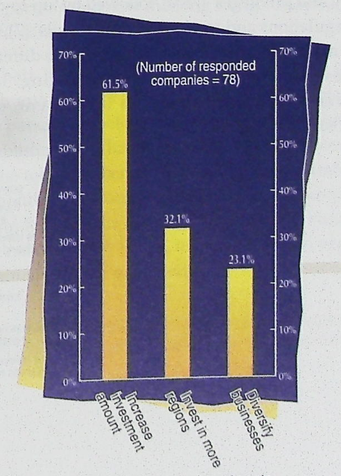
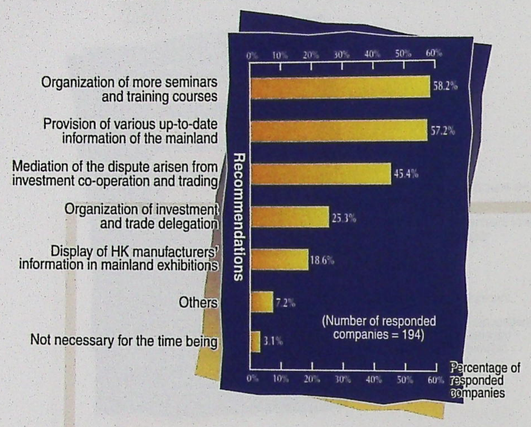


Chart 10: Plans to Increase Investments in the Mainland by Responded Companies

Chart 11: Recommendations on CMA's Help from Responded Companies



CMA's Help To Better Understand The Mainland Is Most Wanted

Among the194 responded companies concerned, over half (58.2%) suggest the Association to 'organize more seminars and training courses', 57.2% point out that the Association should 'provide various up-to-date information of the mainland' and 45.4% ask the Association to 'assist in the mediation of dispute arisen from investment cooperation and trading' (Chart 11).

Most Wanted Information Is Investment Policy And Tax Regulations

Among the 192 responded companies concerned, the most wanted information is 'foreign investment policy and privileges' (75%), followed by 'up-to-date tax regulations and implementation details' (71.9%) and 'mainland organizations that provide different professional services such as accounting, law, insurance, risk assessment on investment, etc.' (44.8%) (Chart 12).

Analysis and Discussion

About The Employment Size In Hong Kong And In The Mainland Of Responded Companies

The figures in table 2 show that the average number of employees in Hong Kong of responded companies without investments in the mainland (108.9 persons) is higher than that of those with investments in the mainland (80.9 persons). However, at managerial level or above, the number of their employees in Hong Kong (8.3 persons) is proportionally lower. It is because Hong Kong manufacturers have relocated most of the labour-intensive production to the mainland and keep only some precise and high-level production in Hong Kong. Hong Kong is now regarded as a business management and control centre. Moreover, the proportion of the total number of employees at managerial level or above to the total number of employees in the mainland and in Hong Kong of those responded companies with investments in the mainland is 4.3% and 13.7% respectively. Two reasons may be given to explain such a great

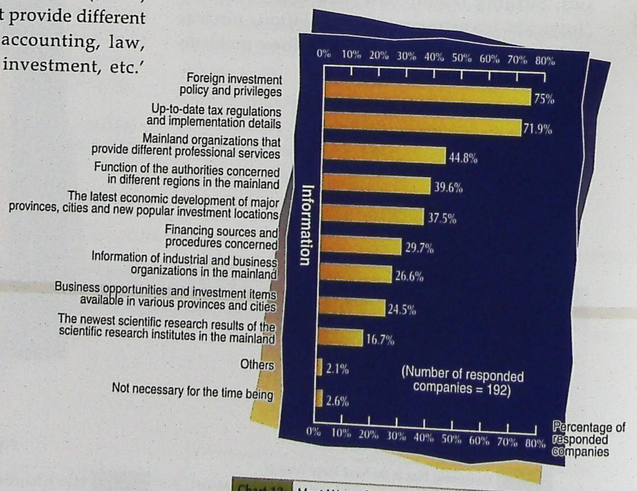


Chart 12: Most Wanted Information of Responded Companies

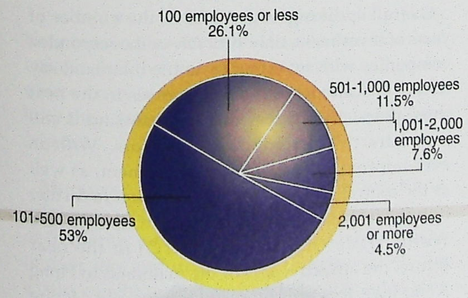
	Total			Average		
	All responded companies	Responded companies with investments in the mainland	Responded companies without investments in the mainland	All responded companies	Responded companies with investments in the mainland	Responded companies without investments in the mainland
Number of employees in HK	16,746	14,569	2,177	83.7	80.9	108.9
Number of employees at managerial level or above in HK	2,161	1,996	165	10.8	11.1	8.3
Number of employees in the mainland	—	149,289	—	—	829.4	—
Number of employees at managerial level or above in the mainland	—	6,439	—	—	35.8	—

Table 2: Analysis of the Number of Employees in Hong Kong and in the Mainland of Responded Companies

difference. First, since the mainland industrial establishments of these responded companies are engaged mainly in production, so more worker-level employees are required. Second, Hong Kong manufacturers still rely much on Hong Kong employees to manage their businesses in the mainland and they hire Hong Kong employees mainly to manage their mainland businesses and workers. So the number of Hong Kong employees at managerial level or above of responded companies with investments in the mainland is higher than that of those without, and the proportion of the number of employees at managerial level to the total number of employees is greater in Hong Kong than that in the mainland.

About The Company Size In Hong Kong And In The Mainland Of Responded Companies, Especially SMEs

Out of the 200 responded companies, 175 are classified as SMEs in Hong Kong and approximately 90% of them (157 companies) have investments in



(Number of responded companies = 157)

Chart 13: Number of Mainland Employees of Responded SMEs with Investments in the Mainland

the mainland, constituting 87.2% of the total responded companies with investments in the mainland.

If the definition of small- and medium-sized manufacturing enterprises in Hong Kong (i.e. less than 100 employees) is strictly applied to the mainland factory of responded companies, survey results show that only 26.1% of Hong Kong SMEs are still employing less than 100 persons in the mainland (Chart 13). However, if we compare on the basis of the wages in Hong Kong and in the mainland of 1994, it is roughly estimated that Hong Kong manufacturers can employ five workers in the mainland for one worker in Hong Kong. In other words, in term of labour cost, those responded companies employing 500 persons or below in the mainland is comparable with companies employing 100 persons or below in Hong Kong. They can still be classified as SMEs.

Chart 13 shows that 76.4% of responded SMEs with investments in the mainland are employing 500 persons or below in their mainland industrial establishments. This figure is close to the percentage of the total number of SMEs to the total number of responded companies of this survey. It shows that Hong Kong SMEs can use the operation cost that can only support a SME in Hong Kong to expand production in the mainland.

Chart 14: Relationship between the No. of Years of Investment in the Mainland of Responded Companies and their Investment Plan in the Next Three Years

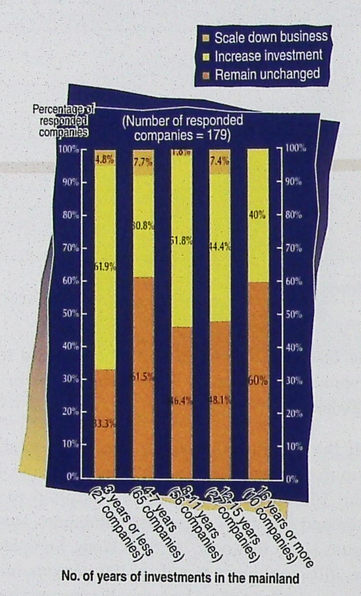
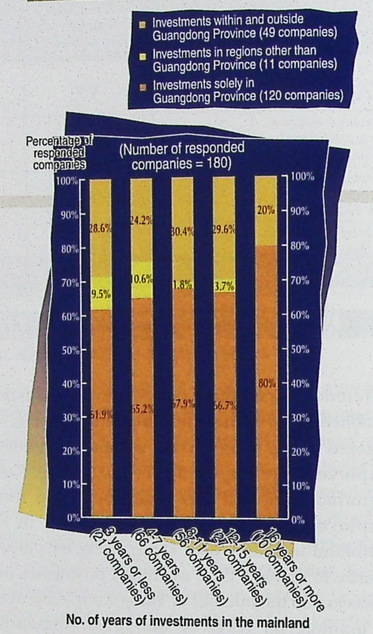


Chart 15: Relationship between the No. of Years of Investment and Investment Locations



About The Number Of Years Of Investment In The Mainland Of Responded Companies

1. Relationship between the number of years of investment in the mainland of responded companies and their investment plan in the next three years

Future investment plan in the mainland of the responded companies actually coincides with the general investment cycle of any enterprise. In general, when exploring a new investment area, an enterprise will formulate a 3- to 5-year plan and gradually increase investment throughout the period. This can be regarded as the 'growth period'. It can explain why quite a large proportion (61.9%) of the responded companies which started investing in the mainland only in the last three years indicate that they are planning to expand their investments in the next three years (Chart 14). The following three to five years can be regarded as a 'consolidation period' or a 'review period', when the enterprise will decelerate the pace of growth and mainly keep their investments unchanged. This explains why only 30.8% of the responded companies which have invested for four to seven years indicate they will increase their investments in the mainland in the next three years. If the area is considered worthy for further investment, the enterprise will then increase their investments again in the following three to five years. This explains why there is a higher percentage (51.8%) of responded companies which have invested in the mainland for eight to 11 years say they will increase their investments in the next three years, quite a large difference when compared to those for four to seven years. After that, investment plan in the following years will depend on the attractiveness of the area and the business strategy of individual enterprise.

Overall speaking, regardless of the number of years of investment, only very few of the responded companies with investments in the mainland say they will scale down their businesses in the next three years. This shows that the mainland is still very attractive to Hong Kong investors. With an ever-improving investment environment, as well as the central government's determinant to further deepen the reforms and gain access to the World Trade Organization (WTO) in the near future, the attractiveness of the mainland to Hong Kong investors will be further enhanced. Hong Kong investments in the mainland will certainly increase.

2. Relationship between the number of years of investment in the mainland and investment locations

The numerical analysis from Chart 15 shows a slight trend that the longer period the responded companies have invested in the mainland, the relatively lower percentage of them have investments in regions other than Guangdong Province. Apparently, in the early period of China's adoption of the reform and open door policy, poor transportation and the lack of inland information have made most Hong Kong manufacturers choose neighbouring areas in Guangdong Province for investment due to its proximity, common dialect and familiarity. With the gradual opening of inland regions to foreign investors by the Chinese Government, more Hong Kong businessmen who started investing in the mainland recently have chosen to invest both in Guangdong Province and also other provinces. Some of them even chose to invest only in regions outside Guangdong. It is expected that Hong Kong investments will exist in all over the country in future.

Assistance And Information Needed

Survey results show that the problems mostly bothering the responded companies with investments in the mainland can be summarized as surging production costs, lack of information and improvement methods. We recognize that the basic solution to the above-mentioned problems is to upgrade the perception level of members of the industry concerned.

For instance, it would substantially help Hong Kong businessmen to further develop their mainland businesses if the central government or authorities concerned in different regions in the mainland could keep them informed on any amendment to the fees schedule.

Moreover, from the number of Hong Kong employees who have to be stationed in the mainland or frequently travel to the mainland, and the length of their stay and frequency of their travel, we can easily conclude that responded companies still highly depend on Hong Kong employees to manage the day-to-day operation of their factories in the mainland. What they want most from the Association are the organization of more seminars and training courses, as well as the provision of much mainland information, so that their top management and staff concerned can have a better understanding on the mainland. Most of them want to know more about mainland investment policies and incentive measures, tax regulations and professional institutes, which correspond well with their most concerned problems.

Conclusion And Recommendations

Hong Kong-Invested Industrial Enterprises In The Mainland Need Support And Assistance

Results of this survey reveal that the majority of responded companies will continue their business operation in the mainland and some of them will even increase their investments in the next three years. This shows confidence of Hong Kong manufacturers in investing in the mainland on the one hand and, on the other, the importance of the mainland for them to further develop their businesses. In face of the need for both the economy and industry in Hong Kong to transform towards the direction of high value-added and hi-tech, Hong Kong manufacturers relocating part of their production processes to the mainland is a way to survive. We should not neglect their problems and needs. Attention to the small- and medium-sized manufacturing enterprises is especially necessary since they need even more support and assistance when investing in the mainland.

Reinforce The Linkage And Cooperation With Neighbouring Areas Of Guangdong Province

Since the neighbouring regions in Guangdong are still the focal investment areas of a majority of Hong Kong manufacturers, the Government of the Hong Kong Special Administrative Region (HKSAR) should strengthen the cooperation with the Guangdong Provincial Government to render all possible support and assistance to Hong Kong manufacturers according to their daily needs.

1. Improve Cross-region Traffic and Transportation between Hong Kong and the Neighbouring Areas of Guangdong Province

Survey results show that the responded companies with investments in the mainland deploy a lot of Hong Kong employees to work in the mainland and some of them need to travel frequently. If the HKSAR Government can coordinate with the mainland authorities concerned to improve the cross-region transportation between Hong Kong and all the neighbouring areas of Guangdong Province, it will help save much transportation time and finally enhance the efficiency of the enterprises concerned. Major necessary measures include the speeding up of the construction work of infrastructural facilities and simplifications to customs and excise procedures for passengers and goods.

2. Assist Manufacturers Concerned to Upgrade Production Techniques

Hong Kong-invested manufacturing establishments in the mainland experience the same need to upgrade their production mode as industrial enterprises in Hong Kong do. The HKSAR Government may cooperate with mainland authorities concerned to provide technical consultancy services to Hong Kong-invested industrial enterprises in the neighbouring areas of Guangdong Province. The government may also encourage and promote supporting organizations in Hong Kong such as Hong Kong Productivity Council to provide them with necessary technical support services at low prices.

3. Set up a Standing Arbitration System with the Mainland for Investment/Trade Disputes Involving Hong Kong Manufacturers

Many Hong Kong manufacturers with investments in the mainland complain that there is now no channel for them to seek for assistance when they come across investment/trade disputes nor is there any available channel to help them consult or employ the necessary professional expertise. The HKSAR Government may coordinate and discuss with mainland authorities concerned to establish a standing arbitration system for investment/trade disputes which involve Hong Kong manufacturers. Efforts may also be made to publicize and provide the information of mainland professional organizations concerned so as to help Hong Kong manufacturers settle investment/trade disputes.

4. Promote Comprehensive Training and Human Resources Exchange Programmes between Hong Kong and the Mainland

Survey results reveal that Hong Kong manufacturers still highly rely on Hong Kong employees to manage the daily operations of their mainland factories. In addition, they worry that 'the relatively low education and/or technical standard of mainland employees will impede industrial upgrade'. We think that through proper training, mainland employees can shoulder part of the burden of Hong Kong employees in the management of daily operations of these Hong Kong-invested manufacturing establishments in the mainland, enabling Hong Kong employees to involve more in business development and strategic marketing management. This can help promote Hong Kong manufacturers' businesses in the mainland. In this respect, the HKSAR Government should establish a coordinated and cooperative relationship with mainland government organizations concerned, and formulate a long-term plan to promote the cooperation between Hong Kong and the mainland for comprehensive training and human resources exchange programmes.

Encourage Hong Kong Manufacturers To Explore More Investment Areas And Develop The Domestic Market In The Mainland

Survey results also show that Hong Kong manufacturers are gradually expanding their investments to areas outside Guangdong Province, and that they want some assistance in exploring the domestic market in the mainland. We opine that the HKSAR Government should establish inter-governmental connections with local governments all over the country to exchange information on economy, trade and investment and to relay relevant mainland information to Hong Kong businessmen. The government should also assist members of the industry to explore the domestic market and identify potential business partners in the mainland. Since the Hong Kong Trade Development Council can play a major role in this regard, we urge the government to conduct a comprehensive review on the functions and responsibilities of the Council. We hope that the existing resources of the Council including the various Council offices in major mainland provinces and cities could be fully utilized, so as to help Hong Kong manufacturers execute promotion and marketing activities in the mainland for comprehensive exploration of the domestic market.

Direction For The Development Work Of 'China Issues' Of SME-Net

This survey shows that most of the small- and medium-sized manufacturing enterprises in Hong Kong have investments in the mainland, especially in the neighbouring areas of Guangdong Province. These enterprises have great confidence in investing in the mainland, and they hope the Association could provide them with necessary mainland information through seminars, training courses and other channels. They express that much information can help them solve operational problems and further develop their businesses in the mainland. The results of this survey reinforce and coincide with the ultimate objective of the development of 'China Issues' under the 'Task Force Programme on the Development of an Internet-based Servicing Information Network, SME-Net', and the need of the task is assured.

1. Information on Guangdong Province is Indispensable

Since a majority of Hong Kong manufacturers are mainly investing in Guangdong Province, the Association intends to provide on SME-Net the information about Guangdong Province according to their needs, especially that of one or two most popular investment locations. As regards to the contents, we will set up hyper-links to some useful web sites currently available on Internet. We will also collect, compile and put on SME-Net some relevant raw information and liaise with mainland organizations concerned to ask for their assistance in the provision of first-hand information.

2. Study and Design a Model Structure for Information of Regions Other than Guangdong

Survey results show that many manufacturers are planning to expand their investments to regions outside Guangdong and explore the domestic market in the mainland. Therefore, they need to know the economic development and investment environment in all over the country. Owing to limited resources, the Association may only choose one new popular investment spot as a test point to design a sample structure in collecting and providing information. We will also contact local government departments concerned in the mainland and seek for their cooperation and assistance to provide us with relevant information.

All in all, we hope that we can fully capitalize on our good relationships with Hong Kong industrial and business organizations as well as major mainland provinces and cities to promote this project and be well-prepared for future co-operation.

3. Study the Ways to Encourage Hong Kong Manufacturers Concerned to Apply the Scientific and Research Results of the Mainland in Their Production

Hong Kong industry is now experiencing an urgency for transformation. Results of this survey show that the need of Hong Kong-invested manufacturing establishments in the mainland to transform towards better and newer production techniques and technologies is also increasing. The major task of the development of SME-Net this year is to strengthen the contents and improve the structure of 'China Issues' so that Hong Kong manufacturers especially SMEs investing in the mainland can capitalize on China's technology to improve the product quality and upgrade their production techniques. We understand that some supporting organizations in Hong Kong are currently studying on the implementation of some related work. The Association, therefore, will keep in close contacts with these organizations and reflect the opinions and needs of members of the industry so as to facilitate the work. Meanwhile, we will also contact some tertiary institutions and scientific and research organizations in the mainland to comprehend and collect preliminary information, and study the possibility for cooperation in providing relevant and useful information to SME-Net users.

Profile 人物專訪

A Dedicated Industrialist —

Luk Tei, Lewis

On that day, a group of people besieged the Executive Director of Harbour Ring International Holdings Limited Mr Luk Tei, Lewis and asked him a number of critical questions.

"Well! You studied Law?"

"Why? Why do you participate in the Young Industrialist Award of Hong Kong?"

"Heavens! Do you really know about industry affairs?"

The result: Luk Tei became one of the winners of Young Industrial Awards of Hong Kong 1995. He was commented as 'very knowledgable about his industry', 'articulate' and 'impressive' by the judging panel comprising of more than 10 members. The following is Luk Tei's story of how he changed himself from a solicitor into an industrialist.

Aged 36, Luk Tei loves to think, analyze and argue since childhood. After graduating from secondary school, he pursued the Bachelor of Law degree in the University of London, King's College, UK. After obtaining the Bachelor of Laws degree with Honours, he became aware that it was more difficult for ethnic Chinese to find promising career opportunities in Britain. So in 1984, he returned to Hong Kong and worked in a solicitors firm. In 1989 March, he founded his own solicitors firm, Lewis Luk & Co., Solicitors, preparing to build up his career in the legal profession.

However, no one expected that just three months after the establishment of his own company Luk Tei would get on a double footing. He not only had to run the business of his own law firm but also helped his father Dr Luk Chung Lam to establish the Harbour Ring International Holdings Limited and serve as Executive Director of the Group. This all came out of a sudden, only because of the emergence of Ninji Turtle.

"Ninji Turtle changed me ..... that was the turning point," says Luk Tei.

His father Dr Luk Chung Lam is a veteran manufacturer in the toy industry. Dr Luk originally retired in 1988. In early 1989, he thought he could start some small business to occupy his leisure time. He therefore established Harbour Ring International Holdings Limited to capture OEM (original equipment manufacturing) orders from overseas buyers. The timing coincided well with the emergence of Ninji Turtle. With his substantial experience and popularity in the industry, he eventually won the giant business of producing Ninji Turtle. Dr Luk's then small sized company was unable to produce large quantities of Ninji Turtle which is in great demand. However, he was reluctant to share this huge business, a big fortune, with others. So he discussed with Luk Tei to look for solutions.

The thoughtful Luk Tei did not disappoint his father, coming up with a clever idea. "Since my secondary school life, I have been reading the 'Romance of the Three Kingdoms.' Even once, I used three days to devour the whole book. In particular, I learn an important lesson - solidarity is strength". He suggested his father to merge his company with two others of his former business partners, to establish a toy manufacturing conglomerate. Consequently, their mass production of Ninji Turtle reaped great profits.

Luk Tei did not immediately give up his legal profession when he began to participate in his father's toy business. From the establishment of Harbour Ring International Holdings Limited in 1989 to the listing of the company in 1991 July, Luk Tei contributed his legal expertise to the steady developments of the company. Later on, Mr Luk realized that he needed to devote more and more time to the company. He, therefore, withdrew from the legal profession and officially joined Harbour Ring as a full time working staff member in 1991. He changed himself utterly from a solicitor into an industrialist. This status was further recognized when he was awarded the 'Young Industrialist Awards of Hong Kong 1995' by the Federation of Hong Kong Industries. Last year, he also won the 'Young Industrialist Awards of Hong Kong Ambassador'.

"I do not have bitter struggle in shifting my career as a solicitor to an industrialist. The course is as natural as it is. We should be responsible for what we have decided on and never regret," says Luk Tei. His motto is 'Go Ahead, Never Regret'.

Luk Tei has built up his own management strategy from his experience in the industry in the past years. He said that his philosophy in business management is simple, just 'people oriented'. He cited a story of his father to illustrate this.

Dr Luk was once interviewed by a reporter. During the course of the interview, the reporter suddenly asked him to disclose the total value of his wealth. It was a brusque question and indeed he found it difficult to count his wealth at once. After some hesitation, Dr Luk replied: "It is difficult to calculate my actual wealth since people are all my assets. Money will finally be used out one day ..... however, every person in my company is continuously making money for me."

Luk Tei totally agrees with his father. He is extremely concerned about staffing and communications with subordinates. He has a 'see through' office in which glass walls are used instead of cement walls. His managerial subordinates do not have private rooms. They occupy individual areas only separated by transparent partitions. Luk Tei said the setting aimed at providing an open and spacious area for better communications between himself and his subordinates. He believed that even as minor as an eye contact could help show his concerns to staff.

Luk Tei disagrees with some people who say that the toy industry is a sunset industry. He is very optimistic about its prospects. He said with a strong belief: "What I sell is not only toys but also joy and happiness. It is only when human beings no longer need joy and happiness then the toy industry would fade." Luk Tei strongly believes that toys are ever-changing. He said he would diversify the products of his company so as to adapt to the changing market needs. The ultimate principle of bringing happiness to people, however, will never change.

One of Luk Tei's sons asked him: "Dad, does Santa Claus exist in the world?" "Yes, I am Santa Claus! Only I haven't told anyone else!" he replied. Luk Tei was telling the truth to a certain extent. Until now in every Christmas, kids all over the world are hoping to receive the toys his company produces. "I can bring them love and happiness. I am doing something very meaningful," Luk Tei said with a satisfactory smile.

Both the Chinese and English names of the Harbour Ring International Holdings Limited were conceived by Luk Tei. 'Harbour' means Hong Kong and 'Ring' means interlock, representing the integration of Hong Kong with mainland China.

Then, what is the meaning of his own name — Luk Tei? He said his father so named him in the hope that he could lead his life by working on solid ground and within one's own undertakings.

Harbour Ring International Holdings Limited became a publicly listed Hong Kong company in 1991. As a major Hong Kong toy manufacturer, the core business of the Group is mainly original equipment manufacturing (OEM) based on customers' demand with specialization in the production of plastic products, stuff toys and electronics games. Recently, the Group has diversified into the production of infant commodities, souvenirs related to prominent sports players and pop stars for export to the world market. In 1996, the Group achieved a sales turnover of over HK$1.74 billion.

China economy 神州經濟

KEY DEVELOPMENT ZONE — YANGTZE RIVER ECONOMIC BELT

The Yangtze River Economic Belt (YREB) refers to the Yangtze River Delta and the areas along the river starting from Shanghai in the east to Sichuan's Panzhihua City in the west involving a total of over 40 areas and cities on the Yangtze Valley. With a total area of over 400,000 sq km, making up 4% of China's territory and a population of over 200 million, accounting for 18% of the country's total, the belt represents the most developed economic area in the Yangtze Valley and an economic corridor of high economic density in China.

Along the river, the belt has 3 economic rings, the Yangtze Delta ring centered at Shanghai, the Yangtze middle-reach ring centered at Wuhan, and Yangtze upper-reach ring centered at Chongqing; and 2 economic areas of the Anhui-Jingxi economic area along the Yangtze and the Three Gorges area.

The Shanghai economic ring covers 14 cities such as Shanghai, Nanjing, Zhenjinang and Hangzhou under a total area of 98,500 sq km, making up about 1% of China's land, and a total population of over 70 million to be the most important commodity base for China's farming produce. Meanwhile it is also the largest production and export base for the country's light, textile and electro-mechanical industries and also an industrial base of steel and petrochemicals. With bubbling shipment business it is the largest commerce-trade area in China.

The Pudong new area in the Shanghai economic ring is playing a leading part in the belt with a 2.4- time growth of the total output value in comparable prices from 1990-1996, a growth of 32.6% on average each year. In 1996, the added value in the Pudong new area hit RMB 51.02 billion, in total making up about 17.6% of Pudong's total and RMB33,764 (over US$4,000) per capita.

The Wuhan economic ring covers Wuhan, Yichang, Changsha, Jiujiang and 9 other cities and prefectures as one of the areas in China with a greater potential for economic development. In an area of 229,100 sq km, its population and gross domestic product respectively constituted about 6.6% and 5.5% of China's totals.

The area is richly endowed with great water resources and fine-quality land. It also boasts high concentration of mineral resources and promising tourist resources. Agriculture plays a principal part with quality grain, quality cotton, edible oil, tea, silkworm and aquatic products. Farming, forestry, animal husbandry, by-products and fishery are making headway of development in an all-round way. Principal industries of the area cover metallurgy, machinery, chemicals, light and textile products, building materials and a group of powerful backbone enterprises, all are chiefly located in big and middle-sized cities along the mainstream of the Yangtze, and railway trunk lines and their peripheral areas.

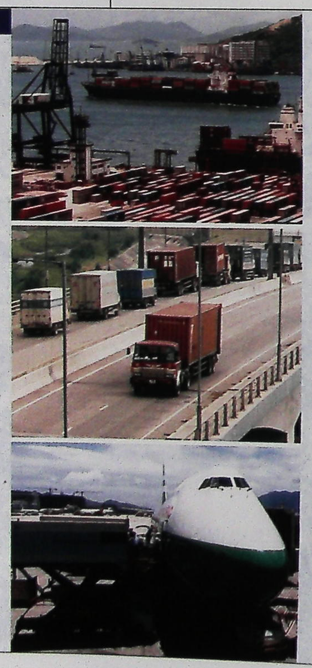
The Chongqing economic ring covers 5 cities and regions including Chongqing, Luzhou, Panzhihua and Chengdu with its core in the original Chongqing and Chengdu regions. Chongqing has been upgraded as a municipality

under the direct jurisdiction of the central government, getting a hard-won chance for development. In the coming 15 years, Chongqing will develop on the strategy of 'leaping growth, opening on the Three Gorges, linking up the Yangtze, spreading its economy to southwest China, serving the whole country and going global', and the tactics of 'reinvigorating the city with sciences and technologies, integrating the rural-urban areas, introducing new systems, guiding its economy through the market, opening up and accumulating funds and keeping up development'. As a regional central city, Chongqing will beef up its functions as 3 centres of finance, trade and scientific and technological information, 2 pivotal points of traffic and telecom hub and a modern base for industrial production.

Chongqing will focus its industries on automobiles, chemicals, metallurgy, tourism, food and other guiding industries and will give full play to its regional resources, market, labour force, scientific and technological advantages. It will also give play to its industrial, material and technological foundation.

The growth rate of the belt is estimated at about 11% by the year 2000 and at 8%-9% in the first 10 years in the next century. The growth rate in the two periods will all top the national ones by 2%-3% to make the belt one of the fastest economic growth areas in China.

(Source : China Trade & Investment, 1998 February issue)



CMA is authorized to issue all kinds of Certificates of Origin including : —

* Certificate of Hong Kong Origin
* Certificate of Origin — Processing
* Certificate of Origin — Re-export
* Certificate of Origin — Without Transit/with Transhipment
* Generalized Preference Certificate (Form A)

廠商會 經政府授權簽發各類產地來源證包括 : —

* 香港產地來源證
* 加工證
* 轉口來源證
* 不過境／轉載貨品來源證
* 普及特惠稅來源證

CMA Building, 64 Connaught Road C, Central, HK
香港中環干諾道中 64 號廠商會大厦
Tel／電話 : 2545 6166 Fax／傳真 : 2544 2406

ISTA Certified Packaging Test Institute

tcl briefing 檢定中心通訊

TCL Enquiry ☎ 2698 8198

In 1998 February, CMA Testing & Certification Laboratories (CMA TCL) was certified by ISTA (International Safe & Transit Association) as a Packaging Test Institute in Hong Kong. It is an authorized organization that can provide packaging test service to Hong Kong manufacturers. CMA TCL has spared no effort to increase the certified testing items in a bid to extend the international trade for local business sector.

As a matter of fact, good packaging materials can give substantial protection to manufacturers' merchandise during the transportation from the point of manufacturing to the destination of distribution. According to the ISTA Project 1A, CMA TCL can provide the following testing services for manufacturers' products:

- Drop Test
- Vibration Test
- Compression Test
- Bursting Strength Test

In addition to the packaging materials service test, CMA TCL also provides inspection services (Final Random Inspection) which is a simple Drop Test service. CMA TCL has various kinds of product testing and inspection services to meet the needs of different buyers. For enquiries on testing and related services, readers may contact the CMA TCL.

EN50088 Amendment A2: 1997

EN50088 Amendment A2: 1997 was implemented on 1998 March 1.

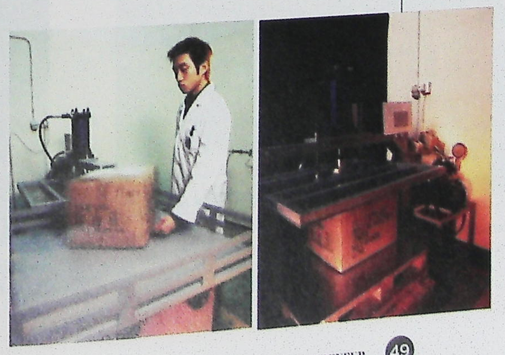
The major change in this amendment includes the requirements for electric experimental sets. According to the amended standards, electronic toy that is experimental in nature is required to meet the new requirements of EN50088 Amendment A2: 1997. The package should have a label stating the age of users is 8 or over. The experiment concept and theory should also be clearly stated in the product description.

The transition period for **EN50088 Amendment A2: 1997** is 2 years. Starting from 2000 March 1, the national standards which are considered to have conflict with this amendment will be withdrawn.

New Toys Standard Update EN71: 1997

According to the newsletter of the CMA TCL, the final draft of EN71: 1997 (European Standard for Toys and Children products) was voted in Brussel. However, this final draft will be translated into different European languages to be used in different member states of the European Union before the legislation. This new EN71 standard is expected to enforce in April/May this year.

CMA TCL would continue to update and deliver the latest information regarding this standard matter to CMA members and TCL clients by fax. For further information, please call the CMA TCL.



Farewell Luncheon for Mr Zhang Jun Sheng, Vice Director of Xinhua News Agency, Hong Kong Branch

A farewell luncheon was hosted by the Association in honour of the outgoing Vice Director of Xinhua News Agency, Hong Kong Branch Mr Zhang Jun Sheng and his wife on March 18. At the luncheon, CMA President Mr Herbert Liang appreciated Mr Zhang's great contribution to the smooth transition of Hong Kong.

Mr Liang said that Mr Zhang has been actively participated in the transitional affairs of Hong Kong. Being a spokesman of Xinhua News Agency, Hong Kong Branch, Mr Zhang is well known by Hong Kong people. He has made great efforts to clearly explain China's policies on Hong Kong affairs on the one hand and, on the other hand, deal with the ex-Hong Kong-British Government for transitional arrangements. The Association will miss Mr Zhang for his contribution to Hong Kong.

Mr Zhang said, during his past 13 years' work in Hong Kong, he realized that the successful implementation of China's policies on Hong Kong affairs depended much on the co-operation of Hong Kong people. He believed that Hong Kong people would continue striving for a better future of Hong Kong and China, and that was also what he wished for.

During the luncheon, CMA President Mr Herbert Liang presented a cheque of around HK$150,000 to Mr Zhang for Hebei earthquake relief. Together with the HK$200,000 already presented to relevant mainland department through Xinhua News Agency, Hong Kong Branch, the Association has collected a total contribution of over HK$350,000 from CMA members.

Other than Mr Zhang Jun Sheng and his wife, Mr Herbert Liang and his wife, also present were CMA Vice-President Mr Yip Hing Chung, Mr Jose Yu, Dr Lui Ming Wah, Mr Lin Fai Shat, Mr Lo Man Tuen, Mr Eddie Lu, Assistant to President Mr Lam Hok Po and Mr Tony Chau.

CMA President Mr Herbert Liang (centre), Vice Director of Xinhua News Agency, Hong Kong Branch Mr Zhang Jun Sheng (1st from left) and CMA Vice-President Mr Yip Hing Chung (1st from right) at the farewell luncheon

Visit to CMA TCL

The CMA Testing and Certification Laboratories(TCL) is an independent and non-profit making institute accredited by the Hong Kong Laboratory Accreditation Scheme(HOKLAS) to provide product testing and certification. To enhance members' understandings on TCL's services, the Certificate of Origin & TCL Services Promotion Committee organized CMA members from various industries to visit the TCL on February 27. More than 20 members were warmly received by the Committee Co-Chairmen Mr Choi Hin To and Mr Lam Hok Po, as well as TCL staff. They were arranged to tour around the TCL and see different testing demonstrations on various products and materials.

Mr Stephen Lai, CMA TCL's Manager of Toys Division demonstrated the testing process to members.

Delegation of Commission of Foreign Economy & Trade of Guangdong Province

Vice-Director of the Commission of Foreign Economy & Trade of Guangdong Province Mr Huang Zhi Wei (centre) led a delegation to visit the Association on March 10.

Delegation from Finland

A delegation comprising of Finnish executives visited the Association on March 11. CMA Executive Committee member Dr David Wong (front row, 3rd from right) chaired the meeting and posed for a photo with all delegation members and CMA representatives after the meeting.

New Extension for CMA Secondary School

CMA Secondary School received a funding of HK$13 million from the government for the building of a new extension. The topping of the construction work was completed in early February and the School held a topping-out ceremony on February 9 to mark the development.

Delegation of China National Silk Import & Export Corporation

President of China National Silk Import & Export Corporation Mr Xu Hong Xin (centre) led a delegation to visit the Association on March 13.

Delegation from Khabarovsk, Russia

Deputy Governor of Administration of Khabarovsk, Russia Mr Alexander B. Levintal (2nd from right) led a delegation to visit the Association on March 20 and presented a souvenir to CMA President Mr Herbert Liang (2nd from left). Also present were Consul-General of the Russian Federation in Hong Kong & Macau Mr Kirill K. Ivanov (1st from left) and CMA Vice-President Dr Lui Ming Wah (1st from right).

Delegation of the People's Government of Hebei Province

CMA received a delegation from the People's Government of Hebei Province on March 29. President Mr Herbert Liang (centre) presented a souvenir to the Assistant to Governor and Secretary Chief of the People's Government of Hebei Province Mr Zhang Qun Sheng (4th from left).

CMA Signed a Co-operation Agreement with Fuzhou CCPIT

CMA and the China Council for the Promotion of International Trade (CCPIT), Fuzhou Branch, represented by Executive Vice-President Mr Leung Nai Wing and Executive Vice Chairman Mr Huang Jia Hua respectively, signed a co-operation agreement on March 26.

In order to build up a closer relationship and expand the economic development between Hong Kong and Fuzhou, CMA and CCPIT agreed to provide and exchange economic information constantly to each other to facilitate business co-operation between the two places. The two organizations would also help each other to promote the market and investment environment of the two places so that more economic projects can be explored and carried out.

(above photo) CMA representatives posed with Fuzhou CCPIT representatives after the signing ceremony.
(left photo) CMA Executive Vice-President Mr Leung Nai Wing (left) and Fuzhou CCPIT Executive Vice Chairman Mr Huang Jia Hua congratulated each other after the signing ceremony.

Delegation of United Front Work Department, Hong Kong and Macao Affairs Office of the State Council of PRC and Federation of Industry and Commerce of Different Provinces and Counties

Chairman of Hubei Federation of Industry and Commerce Mr Song De Fu (centre) led a delegation to visit the Association on March 27 and was received by CMA Vice-Presidents Mr Jose Yu (right) and Dr Lui Ming Wah (left).

New Airport Tour for Millions

The Association mobilized members to participate in the New Airport Tour for Millions, organized by the Community Chest on March 29. More than 60 members joined the charity walk. It was not only an opportunity for members to be the first group of visitors to walk on the new airport runway, but also a chance to know the construction and facilities of the new airport. It also enabled them to witness the birth of the new airport.

CMA members actively participated in the 'New Airport Tour for Millions'.

CMA Awarded Committee Members As CPPCC Delegates and NPC Representatives

On behalf of the Association, CMA Executive Vice-President Mr Leung Nai Wing presented silver plates to CMA Committee members who are also delegates of the Chinese People's Political Consultative Conference (CPPCC) or representatives of the National People's Congress (NPC) Standing Committee for their contributions made. Delegates of the Chinese People's Political Consultative Conference (CPPCC) included President Mr Herbert Liang, Vice-President Mr Jose Yu, Mr Lo Man Tuen, Executive Committee member Mr Choy Tak Ho, General Committee member Mr Timothy Fok, Mr Eddy Li, Dr Luk Chung Lam and Sub-Committee Chairman Ms Ann Chiang. Representatives of the National People's Congress (NPC) Standing Committee included Vice-President Mr Chan Wing Kee, Honorary President Dr Wong Po Yan, The Hon Mr Ngai Shiu Kit, General Committee member Mr Joseph Lee and The Hon Dr Philip Wong.

CMA Executive Vice-President Mr Leung Nai Wing (centre) posed with some of the Association's CPPCC delegates and NPC representatives, including: CMA Vice-Presidents Mr Chan Wing Kee (3rd from left, NPC) and Mr Lo Man Tuen (2nd from right, CPPCC), Honorary President The Hon Mr Ngai Shiu Kit (3rd from right, NPC), Executive Committee member Mr Choy Tak Ho (1st from right, CPPCC), General Committee members Mr Joseph Lee (1st from left, NPC) and Mr Timothy Fok (2nd from left, CPPCC).

Hong Kong Watch & Clock Festival

CMA Vice-President Mr Yip Hing Chung delivered a speech at the opening ceremony of the 2nd Hong Kong Watch & Clock Festival on March 5.

CMA Met with Consul-General of the Republic of Cape Verde

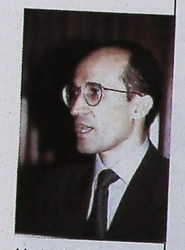
Mr Jose Filomeno Monteiro (left), Consul General of the Republic of Cape Verde visited the Association on March 23 and was received by CMA Vice-President Mr Eddie Lu.

Seminar on Occupational Health and Safety

To help promote occupational health and safety in the working places, the Association, in conjunction with the Health Working Group of Central & Western Provisional District Board, Labour Department, Occupational Health & Safety Council and Hong Kong Workers' Health Centre, organized a seminar on 'Occupational Health and Safety' on February 27. CMA Vice-President Mr Lo Man Tuen (centre) and Chairman of Health Working Group of Central & Western Provisional District Board Dr Kwok Ka Ki (2nd from left) officiated the opening ceremony and posed with the speakers.

investment profile 投資地區

Cape Verde Islands – *A World of Opportunities*



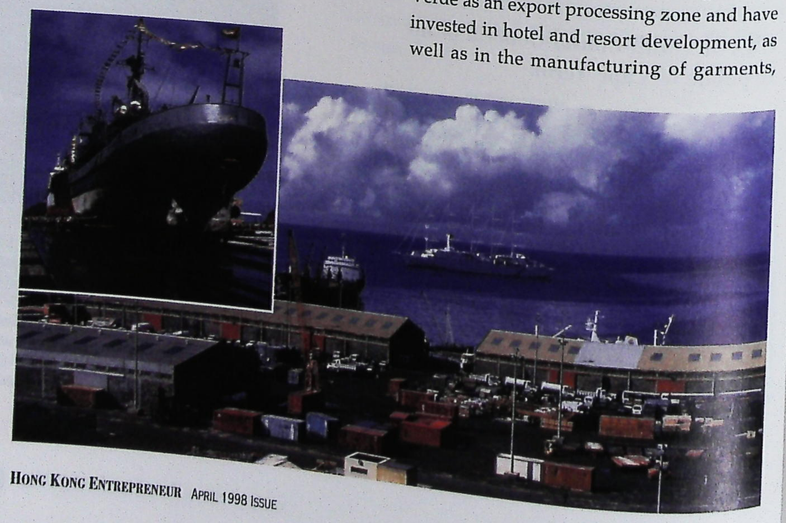
Mr António Gualberto do Rosário, Minister for the Economic Coordination of Cape Verde

As part of Cape Verde's drive to attract foreign investors, Mr. António Gualberto do Rosário, Minister for the Economic Coordination of Cape Verde, led a high level delegation to visit Hong Kong Special Administrative Region (HKSAR) on April 26 and 27 after an official visit to the People's Republic of China. Members of the delegation include representatives of industry, trade, telecommunications, shipping and banking.

Since 1989, the government of Cape Verde has decided to open the country's economy to foreign investments by promoting export-oriented businesses. In order to meet the challenge, Cape Verde has been endowed with modern infrastructure, such as ports, airports, telecommunications and industrial zones. In addition to new and flexible laws and regulations on foreign investments, the government has also set forth an attractive package of incentives as well as a streamlined legal and regulatory environment to facilitate trade development. They include:

- Quota-free export to all major markets
- Favourable geographical location
- Political and social stability
- Ten-year tax holiday
- Air and maritime connections to the major markets
- Low labour costs
- Available factory premises for setting-up operations in the three available industrial zones
- Subsidized 6-month training for all workers
- Freedom to recruit up to 15% or more of foreign workers

For years, Europeans have sought Cape Verde as an export processing zone and have invested in hotel and resort development, as well as in the manufacturing of garments, footwear and pharmaceuticals. However, it is not until recently then Hong Kong companies began to visit the islands and study on how to take advantages of the generous quotas and tariff-free access to the European Economic Community (EEC) plus preferential access to the US and West African markets. Such visits have proved fruitful, largely due to the efforts of an 'one-stop shop' investment board known as Promex (Centre for Investment and Export Promotion) which acts as a bridge between investors and the government. In addition to providing general information and processing applications, Promex also conducts market research to identify suitable joint-venture partners and provides tour services to visitors.



Cape Verde uses its port facilities to promote export-oriented businesses and attract foreign investments.

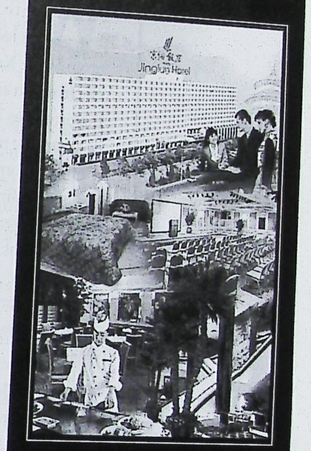
Manufacturing industry is a major foreign investment in Cape Verde.

With a total area of 4,033 sq km, Cape Verde is one of the five Atlantic archipelagos of the so-called Macaronesia, the others being Azores, Madeira, the Savage Isles and the Canary Islands. Strategically located in the Atlantic Ocean, some 500 kilometres off the West Africa Coast (less than three hours by plane from Europe and five hours from the US), the ten-islands archipelago has a population of 385,000 (1990 census), as well as over 500,000 emigrants from the US and Europe. The pool of labour for new business is large, due to underemployment and unemployment and an annual population growth rate of 2%.

Three industrial zones equipped with electricity, water and sanitary facilities are available in Cape Verde and many enterprises have already set up factories in these zones. There are undeniable advantages to invest in Cape Verde.

For further information, please contact the Consulate General of Cape Verde at Room 916, Star House, 3 Salisbury Road, Tsim Sha Tsui, Kowloon (tel: 23753728, fax: 23753969).

京倫飯店
Beijing
Jinglun Hotel



· 北 京 ·

京倫飯店

匯聚當今世界的先進設施和
中華民族的
殷勤待客之道，是各國賓客
在京下榻的首選之地。

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nikko hotels international

economy update 經濟新知

CMA Promotes

ELECTRONIC TRADING SERVICES

With the rapid development of electronic information, more and more Hong Kong companies tend to switch to electronic trading from conventional trading that involves logistics and paperwork. The use of electronic trading services can help minimize human errors and keep control of labour cost in a streamlined operation, and maintain their competitiveness in the market. As a major international trading centre, the use of electronic trading by manufacturers, importers and exporters can help Hong Kong maintain its cost effectiveness and important status in the world market.

In fact, electronic trading is increasingly adopted all around the world such as the US, Europe, Japan, Taiwan, Singapore and China. Many big buyers, say in the US and Europe, are asking their suppliers to do business with them this way. In light of this and in parallel with other major trading centres in the world, the Government of the Hong Kong Special Administrative Region has committed to phasing out paper submissions of trade information and promote the Electronic Data Interchange (EDI). One of the measures is to close the receiving counters for Quota Licence and Trade Declaration by end 1998 and early 2000 respectively.

Electronic Document Services Limited (Tradelink) is therefore established. It is a private company whose major shareholder is the HKSAR Government and other shareholders are all key players in the international trade sector in Hong Kong, either directly or as representative organizations. The company strives to provide electronic trading services and promote the use of EDI to Hong Kong business sector. The objective of the company is to promote the full utilization of electronic trading services among Hong Kong manufacturers and traders so as to improve their efficiency and competitiveness in the world trade market.

In order to promote the wide usage of this 'paperless' trading, close co-operation between the HKSAR Government and the business sector is essential. As one of Hong Kong's major industrial and commercial organization, the Association will spare no effort in this regard so as to achieve our ultimate goal of promoting industrial and trade development in Hong Kong. On 1998 January 22, the Association signed an agreement with Tradelink to work together as partners in promoting the use of electronic trading services. It aims at enhancing the understanding of Hong Kong manufacturers on electronic trade transactions that fit in the latest development of global trading practice. CMA President Mr Herbert Liang said at the signing ceremony: "Tradelink's services can be of great value to CMA members and the partnership fits well with CMA's key objectives, which are to promote Hong Kong's trade and industrial development, to participate in community development and to foster international understanding and co-operation."

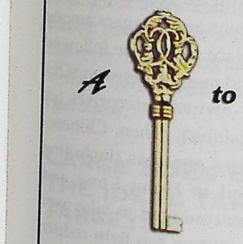
Also addressing at the occasion, Tradelink Chief Executive Officer Mr Justin Yue said, "If Hong Kong is to stay competitive in the world market, it is essential that electronic commerce becomes widely adopted within the next three years. CMA is in a strong position to influence many of Hong Kong's leading exporters and manufacturers. These companies, in turn, will be well-placed to encourage others to follow suit."

Currently, Tradelink provides two ranges of electronic commerce services for Hong Kong's trading community – the 'SilkNet' for Quota Licences of garment and textile traders, and 'ValuNet' for Import and Export Trade Declarations of general importers and exporters. One year after implementing the two kinds of services, they receive enthusiastic response and now have more than 6,000 customers. Tradelink is now working hard to help 70,000 trading companies (a majority of them is small- and medium-sized companies) in Hong Kong to switch to electronic trading before the receiving counters that handle paper submission for Trade Declarations will be closed by 2000 March.

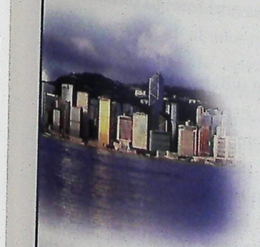
In future, the Association and Tradelink will continue to promote electronic trading services to CMA members and members of the industry by launching a variety of activities including seminars. These seminars will focus on introducing the latest development of EDI in Hong Kong, Tradelink's patent electronic products, fee payments and application procedures with on-site demonstrations, questions sessions and registration. The first seminar held on February 12 was well received. In addition to seminars, CMA offices also provide demonstrations and enquiries services for the better operation of electronic trading by Hong Kong manufacturers.

The Association and Tradelink are also working together to set up an electronic trading convenient services centre to provide a full set of electronic trading services for importers and exporters that have no computer system. In addition, the two organizations are studying on the provision of the electronic Certificate of Origin service in 1999.

As a matter of fact, manufacturers using electronic data not only can strengthen their external communications but also have much room for application. The command of accurate and first-hand information will allow manufacturers to execute 'just-in-time manufacturing', which reduces inventory and expenditures, shortens the money transaction cycle and enhances their adaptability to the ever-changing markets. Electronic trading services will certainly bring potency to Hong Kong manufacturers for business expansion.



A *to success.* 成功之鑰



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trade news 貿易概況

New Plans to Help out Ailing Firms

Reforming state-owned enterprises (SOEs) was discussed at length by Chinese leaders when they met at the seaside resort of Beidaihe in 1997 September. New measures formulated at the leadership meeting were subsequently announced at the 15th Chinese Communist Party Congress. Although the need to reform the state sector was stressed in the past, the measures adopted this time appear more concrete and the authorities seem more determined to carry them through. Chinese leaders are aware that more SOEs will face closure unless real reform is carried out. Investors with an eye for the mainland market are advised to monitor developments closely.

According to the latest report prepared by China's State Statistical Bureau, over 50% of SOEs – mostly medium- to large-sized operations – are operating at a loss. They not only impose a long-term financial burden on the Chinese Government, but are a factor in social instability. It is estimated that it would take several trillion RMB to put these SOEs back in the black.

As disclosed by an official of the State Commission for Restructuring the Economy, substantial reforms were implemented on a trial basis for some SOEs in the beginning of 1997. However, most of these experiments were carried out in a low-key manner by local governments taking advantage of loopholes in the law. Details were little known to the public. When the results of these reforms were presented at the Beidaihe meetings, they immediately won the support and endorsement of China's leadership. It is expected that the reform measures endorsed at Beidaihe will be introduced across the country soon.

Hong Kong Companies Stand Better Chance of Buying into Enterprises

According to official sources, the consensus reached by the Chinese leaders are as follows:

1. SOEs can be reorganized into share-holding companies and sold to the public.

2. The SOEs may be offered to foreign buyers – including Hong Kong, Macau and Taiwan firms – but such offers will be restricted to small- and medium-sized enterprises.

3. Sales will be conducted systematically in stages. Acquisitions and mergers among SOEs will take place first, to be followed by acquisitions and mergers between SOEs and collectively-owned enterprises (or joint-stock companies). Then, Chinese-funded enterprises overseas (including companies based in Hong Kong and Macau) will be encouraged to take over SOEs. Such acquisition can help reduce the loss of state assets because the buyers are Chinese-funded operations. Capital injection and acquisition by Hong Kong and Macau firms and foreign concerns will come last.

4. Priority for sale will be given to small and medium SOEs, especially those which do not have a strong impact on the national economy and people's livelihood. The transformation of large SOEs will be left to a later stage because of the complexity of the restructuring involved. Foreign funds will be raised mainly through the issuance of B shares.

5. The sale of SOEs will be kept low-key at the present stage. Under existing regulations, Chinese enterprises with a 25% foreign stake are entitled to joint-venture treatment. Reportedly, Guangdong, Hubei and a few other provinces have already prepared a list of SOEs for sale.

6. The current round of SOE reform will touch upon problems which were not dealt with, or were shunned altogether, in the past. It is understood that in order to give the new buyers or shareholders greater incentive and autonomy, China intends to allow the incoming management to dismiss those workers they do not need, rather than insist upon a complete takeover of the workforce. Arrangements for redundant workers will be dealt with by the government department concerned.

The new reform measures provide an excellent opportunity for Hong Kong and Macau investors and foreign companies to gain access to the mainland market. However, since the Chinese Government does not want to give outside world the impression that it is selling off state assets, opportunities for foreign participation will be relatively limited. However, Hong Kong and Macau firms stand a much better chance of buying into state operations.

Large SOEs Become The Ideal Take-over Targets

It is noted that both mainland officials and Hong Kong businesses are eagerly exploring ways of co-operation under the new SOE reforms. Infrastructure and resources-oriented projects are the ideal take-over targets because they are large scale operations which are difficult for foreign businesses to set up in China. By contrast, there is no need to buy an ailing small- or medium-sized SOE since it is much easier for foreign investors to start their own operations. However, even the central government has yet to formulate a unified policy for the purchase of SOEs, local governments are already experimenting – with some success.

Cityford's printing and dyeing plant ... a successful acquisition.

Furthermore, it is believed that the pace of SOE reform will accelerate and the sale of state assets will be further liberalized following the 15th Party Congress. Hong Kong businesses interested in acquiring SOEs should target those enterprises which complement their existing operations. For example, it makes more sense for a textile company which needs to carry out printing and dyeing processes in the mainland to buy an existing plant that suits its needs.

Certainly, investors must carefully weigh the pros and cons of buying an existing plant or setting up a new one before making a decision. The ideal target for acquisition should be an SOE that has few debts or does not require the buyer to assume outstanding debts. The SOE should also have the potential to earn profits after upgrading the equipment and introducing new management methods. An enterprise whose debts exceed the required new investment would not be a good choice. Besides, finding a suitable factory is always better than starting one from scratch, but the buyer must make sure that debts and job arrangements for existing workers are properly sorted out.

Until the Chinese Government formally promulgates the SOE reform policies, acquisitions of SOEs by Hong Kong companies will remain rare. However, Chinese-funded enterprises in Hong Kong have a leading edge thanks to their excellent network of connections and under-standing of practices in the mainland.

(Source: Hong Kong Trade Development Council)

Italian Women Splurge on Imported Clothes

After two years of restrained spending, Italian women are showing a renewed interest filling their closets with the latest fashions.

A marketing research company recently released a report and stated the total turnover of women's outerwear market in 1996 topped 20 trillion lira (HK$92 billion), up 3.8% over 1995. Part of the reason of the rebound of consumption was attributed by the rising popularity of more economical knitwear. The underlying dynamic is, however, that Italian women are buying more moderately-priced imports.

The major sources of imported women's outerwear in 1996 were (in order) France, China and Tunisia. Hong Kong ranked 20th. France in value terms supplied 253 billion lira (over HK$1.1 billion) worth of women's clothing, while China sold 238 billion lira (HK$1 billion) and Tunisia 211 billion lira (HK$960 million).

In terms of volume, France provided only 4.5% of Italy's imported women's clothes, compared to 13.4% from China and 12.6% from Tunisia. The implication is that while France provides Italian women with high-priced fashion, China and Tunisia dominate the middle market for women's clothing. This situation is expected to continue in 1998.

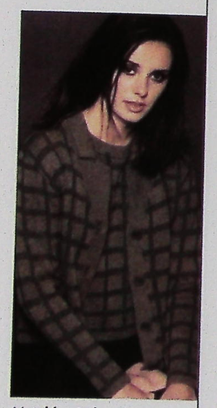
The volume of outerwear brought home by Italian women between 1997 March and August grew by 3%. According to the report, prices of women's outerwear declined over the last few years. However, for 1997 spring/summer average prices rose by 2.7%. Increases in prices and sales volume are clear signs that the demand is on the rise. This momentum is expected to carry on in 1998, when the average price should increase by 2% and total volume go up by 1.1%.

According to manufacturers, the fashion themes for 1998 might not be as appealing at first sight as those of 1997. The general outlook is however still optimistic with several categories propelling the sales of women's clothes. The largest sales growth is forecast for waterproof and regular coats. Coat sales are expected to be twice that of all other categories of women's clothing. Aside from coats, leather should prove popular among Italian women. Spencer jackets, shirt jackets and safari jackets will also be sought after. Short models are expected to dominate the runways of Italy in 1998. The shorter look allows greater flexibility and adaptability for mix and match items. Many will appear in trousers, as big name designers are featuring straight-legs and flared designs. By contrast, jeans will not be a desirable item in 1998, except for ones following the 70s nostalgic style.

In the market for shirts and blouses, local Italian manufacturers believe they are facing strong competition from imports. 1998's designs feature shirt-jackets, elasticized shirts, see-through shirts and polo-shirts made of cotton knits.

The last category that is rising in popularity is knitwear. Polo shirts should continue to be in great demand. However, mini-knitwear, after two years reigning as the king of knitwear, is going to give way to loose-fitting designs, generally made of cotton. Generally speaking, the move in knitwear is to light, tapering lines.

(Source: Hong Kong Trade Development Council)



Matching twin set comprising a pullover and a cardigan

New Law

Against Money Laundering

In the light of changes in China's political, economic and social circumstances over the past 17 years - especially the emergence of new types of crime - in 1997 March the National People's Congress (NPC) revised and amended the 'Criminal Law of the People's Republic of China' in an effort to improve the legal system. Most of the amendments and supplementary provisions are related to economic crimes, including 'money laundering'.

'Money laundering' is a means by which criminals turn their ill-gotten gains into legitimate income. The aim is to conceal or cover up the source of the illegal income, thereby obstructing judicial investigation and avoiding legal sanctions.

When China promulgated its 'Criminal Law' in 1979, it did not have a market economy. At that time, the amount of money obtained by criminals by illegal means was normally quite small and was therefore relatively easy to conceal. However, following the development of the market economy, loopholes in China's legal and financial system led to a surge in economic crimes. Money laundering became a growing problem as Chinese criminals conspired with their counterparts abroad. Initially, the laundered money mainly came from drug-related crimes, but today huge amounts of illegal earnings from other types of crime are also being laundered.

The first Chinese legislation against money laundering was the 'Decision on Narcotics Control' adopted by the NPC Standing Committee on 1990 January 28. While the provisions relating to administrative penalties and administrative measures in this decision remain in force, those relating to criminal responsibility are now incorporated into the revised Criminal Law that took effect on 1997 October 1.

Under the new Criminal Law, laundering money refers not only to the earnings of drug-traffickers, but also to the ill-gotten gains from organized crime and smuggling. The use of any of the following five methods to conceal or cover up the source and nature of any illicit income may constitute the offence of money laundering:

1. Providing a bank account;
2. Assisting in the conversion of assets into cash or finance bills;
3. Assisting in the transfer of funds through bank transfers or other means of settlement;
4. Assisting in the remittance of funds abroad; and
5. Resorting to other means (such as buying property, setting up registered companies or engaging in other forms of investment).

Chinese police officers preparing to burn a drug haul

However, one would only be found guilty of money laundering if one has 'full knowledge' of the fact that the money involved was obtained from drug-related crimes, organized crime or smuggling. If one commits such acts unknowingly - or is cheated or misled into doing so - then it does not constitute the crime of money laundering.

Under the new Criminal Law, people found guilty of money laundering are punishable by up to five years in prison and/or a fine of 5% - 20% of the amount of money laundered. Organizations found guilty of money laundering will be fined and the people in charge of the organizations will face up to five years in prison.

For 'serious offences', the guilty party will be imprisoned for five to ten years and fined 5% - 20% of the amount of money laundered. 'Serious offences' refers to money laundering cases involving large sums of money, multiple laundering channels, collusion with criminals outside the country, money laundering in exchange for bribes and other cases which may have grave repercussions.

(Source: Hong Kong Trade Development Council)

business management 企業管理

What To Do?

This issue, we publish a case study supplied by Miss Maureen Chan of the Hong Kong Management Development Centre about what a Human Resources Manager faced in handling disciplinary matters. Four questions are also raised for readers' consideration, and the case analysis will be published in the next issue.

Case Study

'Good morning, Ms Wong', her colleague greeted Mei Yee as she walked slowly to her work place. Mei Yee was surprised by her indifference, as she was already an hour late to work. She really did not know what to do.

Wong Mei Yee, who has been working for the Happy Travel Company for over 10 years, was promoted Human Resources Manager a year ago. Over the year, she has faced a very embarrassing situation which she did not know how to handle. The problem of staff punctuality has become worse and the top management continued to urge her to do something about it. The general situation was still getting worse. A few days ago, the passports of 10 customers were lost and there were no clues as to who was responsible. The main issue is that Mei Yee cannot have a clear picture on who has entered the office at that time. The problems of punctuality and the lost case of passports seem to be two separate issues, but they both reflect the shortfall, may be some common problems, of the human resources systems, many of which have been implemented for a long time without any change. In order to know the underlying causes of the problems, Mei Yee has to reconsider the various aspects of human resources policies and systems in her company. She starts reviewing the historical and business development of the company.

The business was started up in 1970s by a couple, who are the Director and General Manager of the company. The travel business grew fast in the past two decades as travel became a favourite pastime among Hong Kong people. The family business also has grown and now has 300 employees. The company's core business is outbound tours. It operates tours all over the world and now has over 80 different kinds of tour. Ticketing and inbound tours are some other businesses which are gaining importance. There are eight departments at the headquarters, namely Inbound Tours, Ticketing, Outbound Tours, Finance and Administration, Human Resources, Visas, Marketing and Customer Services. In addition to the departments in the headquarters, there are 13 branches for retailing functions all around Hong Kong.

Mei Yee reports directly to the General Manager, and it is up to her to handle all matters related to personnel. When Mei Yee joined the company 10 years ago, there were only 20 employees. She could easily get to know the staff very well. As the business has developed into an enterprise with an increasing number of employees, she can hardly recognize the face of every staff member. Moreover, the situation gets worse when the company recruits freelance escorts during the peak months, normally during the holiday seasons. The office is crowded with new faces and the freelance escorts can move around the office freely.

Mei Yee is now wondering whether she can raise this difficult situation with the General Manager who seems to sympathize with her quite a lot.

As the company's Human Resources Manager, Mei Yee strongly believes that equity is the key principle in effective human resources management and especially staff compensation. The office hours are from 9:00 am to 5:30 pm for the back up team and every staff member should know that from their first day at work. She thinks that all staff of the back up office should come to work at 9:00 am. However, one department always breaks this rule, it is the Marketing and Promotion Department. They tend to adopt a flexible working time system, and some of the staff come to the office an hour or even two hours late. Due to the business nature , the staff in the company are comparatively young. Most of them are under 30. When some staff find others always coming to work late without penalty, they simply follow suit.

Fully realizing the serious effect this problem may have, Mei Yee goes to see the Marketing and Promotion Manager, Jenny, hoping to find a solution and resolve the problem. Jenny explains, "My staff always need to work overtime in the evening to finish up the design work for the promotional materials for the next day. They have pressure from the top to come out with high quality and real-time designs. They sometimes even stay in the office overnight to complete the job. I can hardly complain them when they only come to work one hour or two hours late as a way to keep up their spirits for next day's heavy workload. Can you tell me what I should do?" Although Mei Yee understands the difficulty and pressure faced by the Marketing and Promotion Department, she still thinks that staff should be at work on time. Most designers are highly paid. They are not compensated for working late. But after all, this policy applies to all the other managerial grade staff in the company too.

As one of the major local travel companies, Happy Travel Company has a large customer base. However, the competition is fierce since many local companies have joined the business. The travel business fluctuates with the seasonal holidays, and real-time advertising is their most important promotional tool. They need to put advertisements in the newspapers without delay, and top management puts a lot of emphasis on the quality and real-time promotions of their tours. It appreciates the efforts made by the Marketing and Promotion staff. As a result, Mei Yee cannot take too strict approach to dealing with this staff problem.

Mei Yee circulates a memo to the staff to note the importance of punctuality. However, the situation does not improve much. The general situation becomes more difficult to deal with when 10 passports are lost and no one is found to be responsible. In practice, every departmental manager has one set of keys for the main office gate. They take turns to open the gate every morning. They are free to arrange to have someone in their department to keep the key. When the gate is opened every morning, the staff can enter the office freely. During the last few days, many departments, including the Visa, Tour Operations and Customer Service Department have worked late in the evening.

Mei Yee realizes that she needs to do something or the loss of passports will go on to happen. Although she always explains to the staff in her department why they have to be punctual, her staff feels a bit confused when other colleagues do not follow the same rule. What do you think Mei Yee can do in this critical situation?

Questions For Discussion

1. Is equity the most important principle in rewarding staff?
2. What kinds of human resources problems is Mei Yee facing?
3. What factors have led to these problems?
4. What can Mei Yee do to solve the problems she is facing?

the mid-west outlook 中西部透视

Chongqing

Chongqing is situated in southwestern China. It was originally a municipality directly under the jurisdiction of the central government of the People's Republic of China. In 1954, Chongqing was turned into an administrative city with the largest area and population in China under the jurisdiction of Sichuan Province. Its area was further enlarged when the National People's Congress approved to include Wanxian, Fuling and Qiangjiang Region in eastern Sichuan under Chongqing. Since then, Chongqing became the biggest city in the world, with 43 districts and counties, a total area of 82,400 sq km and 30 million inhabitants.

Reasons and Expectations for the Establishment of Chongqing Municipality

There are three reasons for the central government to resume Chongqing's status as a municipality. Firstly, as the area and population of Sichuan Province are too large, the establishment of the new Chongqing Municipality can help ease the administrative burden of Sichuan, allowing the provincial government to concentrate more on the administration of other regions so as to accelerate the development of Sichuan as a whole. Secondly, the states facilitates the economic development of Chongqing and, as a result, expedites the development in mid-west China. Thirdly, the move can facilitate the construction work of the Three Gorges Project and the migration of inhabitants, so as to achieve administrative centralization.

A senior government official of Chongqing Municipality revealed that the central government has assigned the following three major tasks to Chongqing: 1. settle its population and actively develop the economy; 2. strengthen performances and strengths of the city and play the role as an economic center in the upper stream of the Yangtze River; 3. expedite the economic development in rural areas so as to narrow the gap of their development pace with that of the city.

Economic Development

Chongqing is one of China's old industrial bases. The technology level of many industrial sectors such as automobiles, motor bicycles, petrochemical, pharmaceutical, metallurgical, machinery and electrical equipment, foodstuff, building materials, etc. has been upgraded in the past ten years. This has helped expedite the pace of its economic development, resulting in very remarkable achievements.

Chongqing has also developed a comprehensive transportation network with many top-class infrastructural facilities such as the Jiangbei Airport and the Chongqing Yangtze No.2 Bridge, etc. Three other bridges across the Yangtze River are now under construction. The high accessibility of Chongqing can thus be ensured.

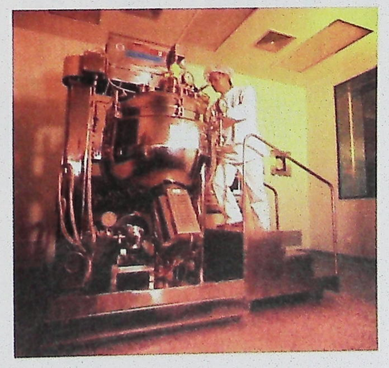
Investment Privileges

As a municipality, Chongqing can enjoy eight investment privileges granted by the central government. They include:

1. The central government's subsidies under special items to supplement the national investment capital.
2. A number of credit privileges by the central bank and the national commercial bank with an annual maximum credit limit up to RMB$7 billion.
3. The introduction of import tax redemption policy from 1996 to 2003.
4. Priority arrangement in financing.
5. Priority approval to foreign bank's applications for setting up branches or representative offices in Chongqing.
6. Foreign invested enterprises can enjoy a reduction in corporate income tax rate from 33% to 24%, and further to 15% if they invest in economic development zones and high-and-new-tech development zones.
7. Priority to implement major investment projects of the country.
8. The allocation of more than RMB$40 billion by the central government as a migration compensation fund for inhabitants of the Three Gorges.

Chongqing – Hong Kong Cooperation

The cooperation between Chongqing and Hong Kong has been strengthening in recent years. Hong Kong's direct investments in Chongqing continue to increase, currently with US$1.52 billion in capital and 1,061 joint enterprises, representing more than 50% of



Drug ingredients being instilled into the tank

Chongqing's foreign enterprises. Major businesses of Hong Kong investors in Chongqing include transportation, foodstuff, property, textile, petrochemical and entertainment. Currently, major investment projects involved by Hong Kong investors are Chongqing Airport Highway, properties, etc.

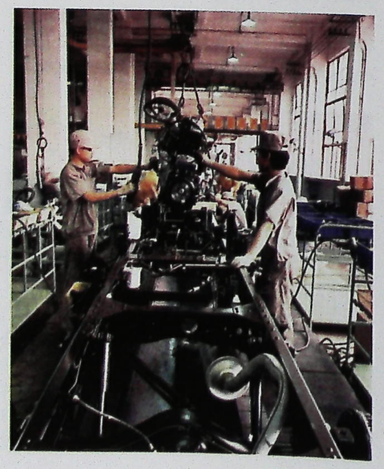
Over the past years, Hong Kong has become Chongqing's most important port for import and export trade. The annual average growth of Chongqing's imports and exports passing through Hong Kong is 15%, and 34% of Chongqing's total export value is through Hong Kong. In addition, more than 90% of Chongqing's products pass through the Shenzhen checkpoints each year. They are then boarded on ships in Hong Kong and delivered to the rest of the world.

Hong Kong is also Chongqing's largest export market, especially for such items as machinery, appliance, pharmaceutical products, etc. As China's major pig farm, Chongqing exports frozen meat valued US$8 million to Hong Kong per year. On the other hand, Hong Kong ranks after Japan as Chongqing's second largest import region. The market share of many Hong Kong products from such industries as communication, electronic, printing, garment, toy and food, etc. is relatively high.

Since the commencement of direct sea transportation in 1987, almost 300,000 head counts of people have travelled between Chongqing and Hong Kong. Out of them nearly 200,000 are Hong Kong and overseas travellers or businessmen. Hong Kong has become an important gateway for Chongqing to contact the rest of the world, and vice versa.

The cooperation between Chongqing and Hong Kong in terms of economy and technology is highly inter-dependent and complementary. With a strong industrial foundation, rich potential in technological development, a large market and an abundant supply of resources, Chongqing has an investment environment which is ever-improving. Hong Kong, on the other hand, is strong in capital, financing, management, international marketing and communications, etc. If Chonqing and Hong Kong could cooperate and make good use of the advantages of each other, the economic development of the two places would be promising and meaningful.

Chongqing is the largest city on the upper stream of the Yangtze River. As an industrial, economic, transportation and commercial centre, Chongqing is a traditional goods collection and distribution centre backed by a market of more than 200 million population in southwestern China. It is believed that Chongqing can provide much business opportunities for Hong Kong investors, which in turn enhances Hong Kong's prosperity.



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舉報熱線：2526 6366

穩固的政制建基於廉潔及公平的選舉。假如有人不遵守法規，貪污舞弊，企圖影響立法會選舉結果，穩固的政制便會動搖。

市民如對監管選舉的《舞弊及非法行為條例》有任何疑問，或懷疑選舉中出現舞弊或非法行為，請致電廉政公署，一切資料，絕對保密。

齊來投票 5月24日

廉政公署 ICAC

Conferences / Exhibitions

Date	Event	Venue	Items	Organizer
1998				
May 7-10	The 14th International Computer Expo	Hong Kong Convention and Exhibition Centre	Computer hardware and software, multimedia products, information systems, office automation systems	Business & Industrial Trade Fairs Ltd Tel: 2865 2633 Fax: 2866 1770
May 11-15	Tax Free Asia Pacific 1998	Hong Kong Convention and Exhibition Centre	Liquor, tobacco, fragrances, cosmetics, fashion, watches, jewellery, gifts, electronics, food, confectionery	Tax Free World Association Tel: (33 1) 4074 0986 Fax: (33 1) 4074 0985
May 15-17	Money World Asia, Hong Kong 1998	Hong Kong Convention & Exhibition Centre	All major banking and investment services	Hong Kong Trade Development Council Tel: 2584 4333 Fax: 2824 0249
May 21-24	Appliancetech '98 & Consumer Electronics Asia '98	Singapore International Convention & Exhibition Centre	Video, audio, computers & multimedia, electronic gadgets, electronic parts & components	Singapore International Convention & Exhibition Centre Tel: (65) 431 2262 Fax: (65) 431 2268
May 24-30	Sharjah International Fair	Expo Centre Sharjah	Textiles and readymade garments, toys, foodstuffs, leathergoods, sports equipment, handicrafts, electronics, jewellery, cosmetics, security systems	Expo Centre Sharjah Tel: (971 6) 391 888 Fax: (971 6) 392 888
May 30-31	International Travel Expo Hong Kong	Hong Kong Convention and Exhibition Centre	Hotels, airlines, tour operators, national tourist offices and travel-related services	International Travel Expo HK Ltd Tel: 2508 6655 Fax: 2510 7016

Seminars / Training Courses

Date	Event	Venue	Organizer	Contact Person/Tel & Fax
1998				
May 1	Effective Teamwork – Middle Manager Series	VTC Tower	The Management Development Centre of Hong Kong	Ms Lesley Watt Tel: 2836 1941 Fax: 2572 7130
May 6	Verbal Communication – Middle Manager Series	-ditto-	-ditto-	-ditto-
May 11	Analytical & Creative Thinking – Middle Manager Series	-ditto-	-ditto-	Mr Lucius Lai Tel: 2836 1828 Fax: 2572 7130
May 14	Industrial Relations in China – Executive Briefing	Sheraton Hotel	-ditto-	Dr C Y Wong Tel: 2836 1930 Fax: 2572 7130
May 19-22	Train the Management Trainer Course II	VTC Tower	-ditto-	Mr S K Chan Tel: 2836 1823 Fax: 2572 7130
May 26	Managers as Trainers – Management Technique Series	-ditto-	-ditto-	Dr C Y Wong Tel: 2836 1930 Fax: 2572 7130
May 28	Managing Service to Your Customer	-ditto-	-ditto-	Ms Wendy Cheng Tel: 2919 1402 Fax: 2572 7130
May 29	Ethics at Work	-ditto-	-ditto-	-ditto-

政府電子化法定貿易文件服務

政府已確定逐步以電子方式 (EDI) 辦理各項出入口簽證，並計劃
於 1998 年底及 2000 年初分別關閉配額出口證及報關的申請櫃檯。

本會與貿易通合作推廣電子貿易服務，
現時的服務範圍包括推廣出口證和報關軟件及辦理貿易通登記手續。

優點

快捷簡便：方便輸入及修改文件，不需重複輸入數據，並經公司電腦直接傳遞至政府
增加競爭力：有效減少運作成本外及提高工作效率
延長入證時間：每星期 7 天，由上午 7 時至晚上 11 時，不久將來延長至每天 24 小時
更早獲得結果：客戶將獲貿易署提早 1 天通知配額出口證申請結果
收費更優惠：政府為鼓勵採用 EDI，將減收有關申請費用
本會強大支援：專題性講座、產品示範及諮詢中心、軟件安裝技術支援等

本會定期舉辦免費 EDI 講座，有興趣者請填妥以下登記表，
並傳真至 2544 2406 / 2789 1869 留座，查詢電話 : 2380 9273。

香港中華廠商聯合會

留座登記表 – 電子資訊聯通 (EDI) 講座

公司名稱 : _____

姓名 : (1) _____ (2) _____

電話號碼 : _____ 傳真號碼 : _____

香港中環干諾道中 64-66 號廠商會大廈
電話 : 2545 6166, 2542 8600 傳真 : 2541 4541

中小型企業網頁製作計劃

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Location: http://www.sme-cma.org.hk/lotus/default.htm

What's New? | What's Cool? | Handbook | Net Search | Net Directory | Software

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$1,200 的國際宣傳策略

to join us

市場競爭日趨激烈，企業要維持業務，宣傳推廣絕不可少。
然而，在營運成本不斷上漲的情況下，
企業究竟如何可利用有限的資源，甚至少至 HK$1,200 的費用，
在一年內（平均每日 HK$3.3）落實國際宣傳策略？
答案是 .....

商廈

中小型企業網頁製作計劃

- 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

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

ADP

中小型企業網頁製作計劃
索取報名表格回條

公司名稱：

聯絡人姓名：　　職銜：

地址：

電話：　　傳真：

現凡參加本會中小型企業網頁製作計劃者，均可免費獲贈一套由 Lotus Development Software (Hong Kong) Ltd 送出之多功能互聯網電子郵件客戶軟件 — Lotus Mail。

意見
尋找
輔助
關於我們

Document: Done.