

機場管理局主席黃保欣太平紳士在第十六屆美國東北大學
與樹仁學院合辦之工商管理碩士課程畢業典禮致辭

本人很高興今天能參與樹仁學院與美國東北大學合辦之工商管理碩士課程畢業典禮，以往曾在這畢業典禮致辭的嘉賓均為高官顯貴，本人今日承蒙貴校之邀請作為嘉賓，深感榮幸。

過去廿多年來，本人一直留意樹仁學院的進步，尤其是樹仁學院的創辦人胡鴻烈博士和鍾期榮博士努力不懈地提高香港的教育水平，深感敬佩和鼓舞。近年來，樹仁學院與海外和內地學府合辦工商管理和法律課程，發展迅速，成績有目共睹。

樹仁即是「樹立仁人君子之風」，香港人一向都本著「君子當自強不息」之精神去做事，工作精益求精，不斷創新，勇於接受挑戰，爭取作出更好的成績。我們在轉變中取得更輝煌的成就，在香港回歸祖國這歷史性時刻正體現了這點。

今日我在這裏親眼見到這種精神之具體體現，你們這批工商管理碩士畢業生，戒驕戒躁，努力不懈獲得新知識和技能，你們不但個人獲益，社會整體上也得益，年青人以所學回饋社會，社會便不斷得益。

作為一個商人，我見證了香港在過去近五十年來的卓越發展，我知道香港之所以成功全賴香港人不屈不撓和埋頭苦幹，你們今日之成就體現了這種精神。

香港和國內能繼續繁榮，主要是兩地獨特的關係，隨著特別行政區的成立，香港將會更繁榮，隨著中國的經濟不斷發展強大，香港所扮演引入投資，傳送科技和技能的角色將更為重要。

既然我以機場管理局主席身份來此為工商管理碩士畢業生致辭，我想應當介紹一下香港現今科學管理和專業技術的工程計劃——耗資七百五十五億的赤鱗角新機場計劃。我們建立赤鱗角新機場，主要不單是為代替啓德機場，而是要開闢通往南中國，及通往亞太區之新航道。最近設於日內瓦的航空運輸研究小組預計一九九五年後之十五年内，中國(不包括香港)的航空人次將由每年的六千五百六十萬增加至二億九千一百五十萬，香港會繼續是重要的航運中心。

世界各地的機場管理人員都期待著最令人振奮和龐大的機場發展在航空歷史中出現。未來二十年，估計將耗資大約港幣一萬五千六百億發展亞太區機場，單在亞洲已有超過十個新國際機場在興建中，包括香港、曼谷、吉隆坡、漢城、上海和廣州，肯定大大改善當地的航空設施。

未來二十年，估計亞太地區的航空公司將增加三千四百架新航機，總值超過港幣二萬六千億。換言之，航空公司的航機將增加一倍，航機客位將增加兩倍。

我們的新機場是世界上最大型的建設工程之一，有好幾萬來自二十多個國家專業人士和工人參與此項工程工作，單是新機場的第一期工程，機場管理局已投資接近港幣五百億，政府也額外注資港幣五十五億在航空交通管制、氣象安置，警務和消防設備等方面，私營公司至今也投資了港幣二百多億。

新機場由繪草圖至動工興建已六年，明年四月便啓用，初期之吞吐量為每年三千五百萬乘客和三百萬噸貨物，全部建成後更可增加至八千七百萬乘客和九百萬噸貨物，成為世界上最繁忙的機場之一。

機場管理局不僅是工程公司，由於距九八年四月新機場啓用之日期不遠，機場管理局的重點會由建設轉移至機場運作和管理方面。爲配合新機場啓用，未來一年，本局的管理和保養部門將大量招聘員工。

我們很幸運，能夠借鑑啓德機場的成功經驗，來管理赤蠟角，我們要確保服務的質量和各個服務部門都能自由競爭，更會利用島上約九十公頃土地大大發展現有機場的業務。

過去一年，我們已完成新機場啓用前所有主要專營權和發牌予零售商在香港機場購物中心經營，香港機場購物中心設在客運大樓，佔地三萬平方米。

超過一百三十名前民航處僱員已加入機場管理局，這批員工大大鞏固了機場管理局的地位，令機場管理局有豐富經驗和專業才能運作新機場，提供一流服務。

機場運作就緒計劃由大約二十七個政府部門，六十間航空公司和其他商業機構組成，職責包括招聘和培訓人才，在新機場啓用前完成所有設施，把員工和物資由啓德遷往赤蠟角機場，這是一項艱巨而複雜的工作，前所未有地在港進行，但我深信我們絕對能夠勝任。

新機場在明年四月啓用後，將奠定香港特別行政區在亞洲成爲首要運輸和旅遊中心的地位。

在結束這番講話之前，我想與各位分享一些感想：現今香港需要的是高尚的價值觀和良好的商業道德。我們努力工作，取得物質上的富裕，但我們不應忽視精神上的富足。我們更需要透過教育制度向下一代宣揚愛祖國的思想。樹仁學院的創辦人都以此爲教育宗旨，並以身作則，相信各位都從樹仁那裏獲益良多，並會向他人宣揚這種精神。祝各位前程似錦，謝謝。

Speech by the Chairman of the Airport Authority Hong Kong, Mr. Wong Po-yan, JP, at the 16th Graduation Ceremony of the MBA Programme jointly offered by Northeast Louisiana University and Shue Yan College at Lady Lily Shaw Hall on 23 August, 1997.

Mr. President, Graduates, Ladies and Gentlemen,

It gives me great pleasure to address you this afternoon for graduates of the Joint MBA Programme developed by Shue Yan College in association with Northeast Louisiana State University. Given the calibre of the distinguished speakers that have addressed the same ceremony in previous years, I regard it as a great personal honour for me to be standing in front of you today.

I have watched with much interest and affection progress of this fine college for more than two decades. In particular, we all take inspiration from the work and vision of its founders, Dr. Henry H.L. Hu and Dr. Chi-yung Chung, a remarkable couple who have been tirelessly devoted to the constant improvement of education in Hong Kong. In recent years, the college has developed, with considerable success, joint programmes with overseas and mainland institutions in the field of business administration and law.

The name of this college means "to cultivate virtue". Hong Kong people have persistently followed that ancient philosophy - that a man of virtue never ceases to keep improving. We are a city of such spirit, whose people are determined always to do things in a better way. We have always looked at the future, not simply as a challenge but also as an opportunity for us to move ahead. We thrive on change. Never has this been more true than now, particularly at this historic juncture of our reunification with the motherland.

The embodiment of that virtuous spirit I see today before me. You, as MBA graduates, have not been content to rest on your laurels. Rather, you have worked hard to improve your knowledge and skills. And while you have gained personally, the Hong Kong community as a whole has benefited - and will continue to benefit - as yet more of our young people contribute to its growing pool of talent.

As a businessman who has witnessed the extraordinary development and achievement of this great city over the past nearly five decades, I know that our success is built upon the dedication, perseverance and the will to succeed of our people as exemplified by your goodselves.

The growing prosperity of Hong Kong and the mainland has something to do with our unique relationship. With the establishment of the Special Administrative Region, this engine of growth will shift into even higher gear. Hong Kong's role as a conduit for investment and the transfer of technology and skills will become more prominent as the mainland's economy keeps moving into the top league.

As I am invited to address you in my capacity as Chairman of the Airport Authority, I think it may be proper for me to say something about a magnificent project which involves a high degree of management and professional skills - the \$75.5 billion new airport project at Chek Lap Kok.

At Chek Lap Kok we are not only building a sophisticated new facility to replace Kai Tak, but an aviation gateway to southern China as well as a premier gateway to the Asia-Pacific region. On this point, you will be interested to note that the Geneva-based Air Transport Action Group recently forecast that in the 15 years from 1995, China's air traffic (excluding Hong Kong) will rise from 65.6 million to 291.5 million passengers a year, and Hong Kong will continue to be an important aviation hub.

Worldwide, airport operators are looking ahead to a period of the most exciting and extensive airport development in aviation history. Over the next 20 years, it is estimated that about HK\$1,560 billion will be spent on airport development in the Asia-Pacific region. In Asia alone, more than 10 new international airports are currently being built. New airports being developed in Hong Kong, Bangkok, Kuala Lumpur, Seoul, Shanghai and Guangzhou are all destined to contribute immensely to upgrading the aviation infrastructure in this part of the world.

During the next two decades, the region's airlines will take delivery of about 3,400 new commercial aircraft, at a value of more than HK\$2,600 billion. In other words, airlines are doubling their fleets and tripling their seating capacity.

Our new airport currently is one of the world's largest construction projects involving thousands of professionals and workers from some 20 countries. For the opening phase of the new airport alone, the Airport Authority has invested almost HK\$50 billion, and the Government an additional HK\$5.5 billion on such facilities as air traffic control, meteorological installations, police and fire services facilities and so on. Private sector investment to date has amounted to some HK\$20 billion.

From the drawing board to reality in just over six years, the new airport will open next April with an initial capacity of 35 million passengers and three million tonnes of cargo annually. Upon full development, it will be able eventually to process 87 million passengers and nine million tonnes of cargo, making it one of the world's busiest airports.

The Airport Authority is not just an engineering company. As we approach airport opening in April 1998, the Authority's focus is shifting from construction to airport operations and management of our considerable commercial and real estate assets. During the coming year, our management and maintenance departments will be recruiting heavily in preparation for airport opening.

We are in the fortunate position of being able to build on Kai Tak's remarkably successful business. Our role primarily will be a strategic manager, overseeing commercial operations and ensuring that quality and free competition in all service areas prevail. At the same time, we have about 90 hectares of prime real estate on the airport island that can be developed incrementally over the years to complement the existing airport business.

In the past 12 months, we have completed agreements for all remaining major commercial franchises required for airport opening and the award of many licences for commercial and retail operations at our Hong Kong Sky Mall, our 30,000-square-metre shopping centre inside the passenger terminal building.

Over 130 former Civil Aviation Department Airport Management employees have joined the Airport Authority. Their presence will greatly strengthen our ranks and ensure that we have the depth of experience and expertise to operate the new airport and provide first-class service.

Our Airport Operational Readiness programme is making good progress. The programme, involving about 27 Government departments, 60 airlines and many other business partners, will focus on the hiring and training of personnel for a wide range of jobs, the successful completion and commissioning of all facilities on time and the physical relocation of staff and equipment from Kai Tak to Chek Lap Kok. This is a highly complex logistical task of a magnitude never before attempted in Hong Kong. But I have full confidence that we will be able to rise to the challenge.

The new airport, when it opens in April 1998, will therefore assure the Special Administrative Region of Hong Kong of its role as Asia's leading transport and tourism hub.

Before I close my speech, I would like to share with you one small thought: what Hong Kong needs today is a higher standard of moral values and business ethics. While working hard to generate greater material wealth, we should not lose sight of the importance of spiritual fulfilment. We also need, I believe, to promote in our next generation through the education system a greater sense of understanding and love of our motherland. I know that the couple who founded this college, Dr. Hu and Dr. Chung, consider this as their primary aim of education and have set us a noble example to follow. I believe that all of you have benefited from the tradition and culture of Shue Yan College, and will help spread the unique spirit of this college to whoever you come into contact.

As you are about to turn a new chapter in your academic attainment, I would like to wish you all every success in the years ahead.

Thank you.