

Doctor of Business Administration honoris causa

Mr William FUNG Kwok Lun

Citation

I am sure many who are present at this degree congregation are not aware that probably your lives have been enriched one way or another because of the success story of Mr William FUNG Kwok Lun, whom we honor today. The new Reebok sports wear outfit that you show off on a tennis court or football field, the cute toy from Toys 'R' Us or Warner Bros that you offer to your young nephew or niece, to name just a couple of examples—Mr Fung has played a vital part to make that product so readily available and economically priced on the shop shelves. And that goes for shops in Hong Kong, Los Angeles and almost any city you care to name. Indeed the distinctive mark of Mr William Fung's contribution to the trading business is the *global* nature of his company—Li & Fung Ltd. Li & Fung offices cover the world—East, Southeast and South Asia; the Indian Ocean; the Pacific; the Middle East; the Mediterraneans; Africa; the Americas—altogether 45 offices in 29 countries. At this time when the Asia Pacific region is limping back to recovery from the recent economic downturn, his company is bouncing into Eastern Europe and the former Soviet Union.

Two generations back, Mr William Fung's grandfather co-founded the company with Mr Li To-ming in Guangzhou in the waning days of the Qing Dynasty, doing the old fashioned business of exporting porcelain, fireworks, jade handicrafts and silk to the US. In the 50s and 60s, William's father was exporting Hong Kong products—garments, toys, wigs and plastic flowers. William and his brother Victor went to the US for their university education. Then came the early 70s when the company was facing competition from Taiwan and Singapore, they were called home from the US to help rejuvenate the floundering business. Two decades later, Li & Fung Ltd is Hong Kong's leading trading firm. Since the company went public on the Hong Kong Stock Exchange in 1992, the trading house's profits have compounded at 26% annually and the stock is up tenfold. Its sales neared US\$2 billion last year, up 7% from 1997.

The key to success is the vast global network built and orchestrated by the company, pursuing borderless manufacturing, managing the supply chain, sourcing from more than 2,000 factories around the world, contracting production, conducting quality assurance, inspecting factories,

榮譽工商管理學博士

馮國綸先生

的讚辭

今日的學位頒授典禮可謂群賢畢至，嘉賓如雲。不過，大家也許並未意識到我們多采多姿的生活，竟與我們即將嘉許的馮國綸先生的成功史有關——無論是在網球場或足球場上炫耀的嶄新 Reebok 運動服，還是你從玩具反斗城或華納兄弟公司為你年幼的姪子姪女選購的玲瓏可愛的玩具，這類例子不勝枚舉。憑著馮先生的不懈努力，這些貨品在香港、洛杉磯、以及其他城市的商鋪貨架上琳瑯滿目，而且價格相宜。事實上，馮國綸先生對貿易行業的獨特貢獻，可以由其利豐有限公司的全球化經營特色反映出來。利豐的45間分公司遍及世界29個國家，覆蓋了東亞、東南亞和南亞、印度洋、太平洋、中東、地中海、非洲和美洲。此刻，當曾遭受經濟危機重挫的亞太地區步履蹣跚走向復甦時，馮先生的公司已進軍東歐和前蘇聯地區。

先輩業績，歷歷可數。清朝末年，馮國綸的祖父與李道明先生在廣州聯手創業，經營傳統的出口業務，向美國輸出瓷器、煙花、絲綢和玉石工藝品。到了本世紀五、六十年代，馮先生的父親經營出口服裝、玩具、假髮和塑膠花等香港產品。馮國綸先生和他的兄長馮國經遠渡重洋，負笈美國留學。1970年代初期，公司面臨來自台灣和新加坡的激烈競爭，馮氏兄弟臨危受命，返回香港重振祖業。二十年後，利豐有限公司成為香港名列前茅的貿易公司。自從公司1992年在香港聯合交易所掛牌上市以來，公司盈利每年以26%增長，股價上升10倍。公司去年的銷售額比1997年上升7%，達到20億美元。

利豐有限公司成功的關鍵是它精心建立和協調的全球網絡。這個網絡從事無分地域的製

shrinking the delivery time, taking away all the worries of the customers. Li & Fung sees its role as a real value-added nerve center supporting a multinational manufacturing base.

This revolutionary approach to trading has earned Mr William Fung the “Executive of the Year Award” in the 1993 DHL/SCMP Hong Kong Business Awards and named one of the 25 Top Managers of the Year in the world by *Business Week* in 1995. No doubt his education in the US, a Bachelor of Science in Engineering from Princeton and an MBA from the Harvard Graduate School of Business, has contributed to this global approach. Here is a role model for today’s graduands—a real life example of how concepts taught in the classroom could be put into practice in this competitive world and made a success.

Mr Fung is one of the leading figures in the business world in Hong Kong. He was the past Chairman of both the Hong Kong General Chamber of Commerce and the Hong Kong Exporters’ Association. He is the current Chairman of the Hong Kong Committee for Pacific Economic Cooperation and a member of the Economic Advisory Committee to the Financial Secretary. He is an Independent non-executive director of CLP Holdings Limited and a non-executive director of both the Hongkong and Shanghai Banking Corporation Ltd and HSBC Holdings plc.

Mr Fung’s contribution to Hong Kong is not merely confined to the business circle. He was a member of the Basic Law Consultative Committee, the Selection Committee for the Hong Kong SAR, the Preparatory Committee for the Hong Kong SAR of the National People’s Congress and is at present a delegate to the Chinese People’s Political Consultative Conference. In his involvement in education, Mr Fung was on the Board of Governors of the Lingnan College from 1992 to 1997. He is a Council member of the Chinese University of Hong Kong, a Founding Member of the Court of the Hong Kong Polytechnic University, and an Advisory Committee member of the Department of Business & Management at the City Polytechnic of Hong Kong (now City University of Hong Kong).

Mr Pro-Chancellor, I have the honor to present to you, on behalf of the University, Mr William Fung, Group Managing Director of Li & Fung Ltd, for the degree of Doctor of Business Administration *honoris causa*.

造業務，管理供應鏈，從全世界二千多家工廠進貨，委託生產，執行品質保證，巡視工廠，縮短送貨時間，為客戶排疑解難。利豐公司將自己定位成一個支援跨國製造業基地的真正產品增值中樞。

這一項革命性的貿易模式，使馮國綸先生在1993年榮獲DHL/南華早報 Hong Kong Business Awards中的“Executive of the Year Award”，並被《商業週刊》選為1995年度全球25個最佳管理人員之一。馮先生在美國所受的精英教育——普林斯頓大學工學院理學士和哈佛大學商學研究院工商管理碩士學位——無疑有助他把公司業務邁向全球化。馮國綸先生為今天的大學畢業生樹立了典範——如何在競爭激烈的環境中將課堂知識學以致用，學以致勝。

馮先生是香港商界翹楚。他曾任香港總商會和香港出口商協會主席，現在是太平洋經濟合作香港委員會主席、及香港特區政府財政司經濟顧問委員會的成員。他還是中電控股有限公司、香港上海滙豐銀行有限公司、及滙豐控股等公司的非執行董事。

馮先生對香港的貢獻絕非僅限於商界。他曾經擔任基本法諮詢委員會委員、香港特別行政區推選委員會成員、及全國人大香港特別行政區籌備委員會委員。他是現任的中國人民政治協商會議委員。馮先生對教育界也貢獻良多。他在1992年至1997年期間曾任嶺南學校校董，並現任香港中文大學校董。馮先生在1988-90年間，出任香港城市理工學院(香港城市大學的前身)商業與管理學系顧問委員會的成員，並在1995年擔任香港理工大學顧問委員會創會成員。

副監督先生，本人謹代表香港科技大學，恭請閣下向利豐有限公司董事總經理馮國綸先生頒授榮譽工商管理學博士學位。