



黃至剛博士
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Dr Lawrence Tsi-Kong Wong is a Mr Fix-it of the highest order. Here is a man who can step into an organization that is chugging along in low gear and, through his vision and charm, turn it into a sleek, successful front-runner. A superb example of his skills can be found at the Hong Kong Jockey Club. He was appointed the first Chinese CEO of the Club 11 years ago when it was facing a difficult period of economic downturn, competition from outside betting organizations and customer apathy. Dr Wong's business acumen, standards of excellence and flair turned the Club's fortunes around, and in the process made him a Hong Kong success story.

Dr Wong's achievements with the Jockey Club were a crowning flourish in a career that has been peppered with success. He studied as a mechanical engineer in Taiwan and the US, earning his PhD from Michigan State University in 1970 where he won the "Outstanding Research Award" for his investigations into gas dynamics. During his time at Michigan State, a professor gave him two pieces of advice that he has followed to this day: always do more than you are asked to, and control your own destiny. Even when his ambitions have hit roadblocks, Dr Wong has managed to steer around them and find other avenues for his talents. A case in point: he had hoped to become an aerospace engineer with NASA when he completed his doctorate but the aerospace program was cut back. So instead, he returned to his old employer, Ford Motor Company, and built a stellar career there.

During his long tenure with Ford, Dr Wong led a team that developed a new engine concept for the motor maker to compete with Japanese imports in the late 1970s. He came to Asia with Ford in 1983, settling into senior management positions in Taiwan. While he was Director of Sales and Marketing there, Ford became the number one carmaker in Taiwan for the first time and profitability multiplied. In 1993 he was appointed President and Chief Executive Officer of Ford Lio Ho Motor Company, which by then was Taiwan's largest manufacturing and distribution outfit. In 1994, he was elected Taiwan's "Businessman of the Year".

The rise and rise of Dr Wong has been grounded by an earthy approach to management. He believes, firstly, that a leader must be authentic - he should be willing to show who he is and what he cares about. This forms the basis of developing respectful relationships with people, which he also regards as essential to good leadership. Dr Wong is both persistent and consistent in maintaining his contacts with people through regular formal and informal meetings, in teams and one-on-one. It not only enables him to get to know who he is working with, it provides an opportunity to promote his vision, something he used to full advantage when he joined the Jockey Club in 1996.

Dr Wong came to the Jockey Club knowing nothing about horse racing; indeed, he was initially uninterested in the job. But as he looked deeper into the organization, the challenge sparked his interest. The Club was in need of a modern business approach. It had been run by ex-military men, had a formal, top-down culture and its races were considered second-tier, regional events. Dr Wong had the experience, if not the racing background, to inject new ideas and dynamism. What appealed to him most, though, was the service side of the Club's work. Each year it

黃至剛博士扭轉乾坤的本領，為人津津樂道，憑藉其個人遠見和魅力，一間機構即使步伐蹣跚，在他手中，亦可脫胎換骨，化為一匹雄糾糾的冠軍佳駒。黃博士在香港賽馬會工作的成就，便足證這份非凡的本領。十一年前，他獲聘擔任香港賽馬會首名華人行政總裁。當時，香港賽馬會正處於艱難時期，既飽受經濟衰退、境外博彩機構的競爭，亦深受顧客對博彩熱情冷卻的衝擊。然而，憑藉其商業觸覺、精益求精的處事態度和過人的領導才能，黃博士成功帶領香港賽馬會走出困境，締造了一個成功的香港故事。

黃博士在香港賽馬會運籌帷幄，將他的事業推上巔峰，功績多不勝數。他曾先後負責台灣及美國，修讀機械工程。一九七零年，黃博士獲得密歇根州立大學的博士學位，期間，他的太空氣體動力學研究更獲得「傑出研究獎」。於密歇根州攻讀博士期間，一位教授曾給予他兩句贈言：「超越別人要求，掌握個人命運」。這兩句金石良言，一直成為他的座右銘，縱使在追求理想的過程中遇上障礙，仍能一一克服，並另闢蹊徑，盡展個人本領。舉例說，黃博士求學時，曾希望在美國太空總署擔任航天太空工程師，但完成博士學位後，適逢航天太空計劃經費遭削減，於是，他選擇重投前僱主福特汽車公司的懷抱，從這一刻起，他亦開始步上事業青雲路。

任職福特期間，黃博士曾於七零年代末率領一支隊伍，為這家汽車製造廠首創嶄新引擎概念，與日本進口汽車一較高下。一九八三年，他帶領福特汽車進軍亞洲，擔任台灣分公司的高級管理層職位。當他晉升為台灣分公司的銷售和市場推廣總裁後，福特汽車亦首次成為台灣汽車生產商的翹楚，盈利倍增。一九九三年，黃博士獲委任為福特六和汽車股份有限公司的主席兼行政總裁，當時，該公司已為台灣最大型的生產與分銷企業。一九九四年，黃博士獲選為台灣「年度最佳企業家」。

黃博士的事業如日之方中，不斷精進，其實是建基於穩實的管理方法。首先，他認為領袖必須具有權威，身份明確，樂於承擔，清楚表達所關注的事項。這是建立互相尊重之人際關係的基礎，而他亦視之為出色領導的必要條件。黃博士一直堅持透過正式與非正式會議，定期與小組或個人會面，跟各方保持緊密聯繫，既可加深對工作夥伴的了解，亦得以表達和推廣本身的主張。黃博士於一九九六年加盟香港賽馬會時，終可全面將這套理念發揚光大。

黃博士初任馬會行政總裁時，原對賽馬一竅不通。事實上，他起初對這份工作認識不深。然而，對馬會了解加深後，激起了他征服挑戰的雄心。馬會過往由前軍人經營，講究紀律，卻充斥了一股拘謹、由上而下的文化，而賽事則往往被視為次等、地區性的項目。因此，當時的馬會，極需引入現代的商業經營模式。儘管黃博

donates substantial funds to community groups, hospitals, community service, health and medical service, sports, recreation and cultural, and educational bodies, including close to HK\$2 billion to help build The Hong Kong University of Science and Technology. Here was an opportunity to not only modernize a business, but contribute to society as well. It also helped that Dr Wong had lived in Happy Valley as a child and experienced the benefits of parks and facilities funded by Jockey Club donations.

His first priority, though, was to improve the Club's product. Total customer satisfaction and operational excellence were at the heart of Dr Wong's vision when he took over the reins. His mission was to transform the Jockey Club into a center of world-class racing, sporting and betting and enhance its reputation as Hong Kong's premier charity provider.

Dr Wong persuaded his staff that they were dealing with customers, not "punters", who deserved the kind of service that would make them keen to return again and again. Under his leadership, some 100,000 electronic screens were deployed to make it easier for people to bet and collect their winnings. The Club's tax arrangements were re-negotiated on gross profit rather than turnover, which improved payouts and enabled it to compete better with illegal and offshore bookmakers. Football betting was introduced in 2003 to combat illegal football betting, and within two years the Club was providing the world's largest football betting service. Internally, Dr Wong overhauled corporate personnel and management practices, which boosted productivity by 14%.

The result has been a substantial improvement in racing quality. The Hong Kong Jockey Club is now home to six international races and world-beating horses, and is an internationally recognized brand. The racecourses, clubhouses and betting facilities have all been upgraded to offer a more professional, customer-centered service. These achievements were honored by the Hong Kong Institute of Directors, which named Dr Wong "Executive Director of the Year 2006" for his exemplary governance of the Jockey Club.

Perhaps most satisfying for Dr Wong is the fact that the Jockey Club remains a significant force on the charity front. In 2005-06 it contributed more than HK\$1 billion to local charity groups, and has been for many years the leading philanthropic organization in Hong Kong. One of the major beneficiaries under his tenure has been HKUST. The Club has funded scholarships and research. Sizable donations in recent years include \$175 million towards the establishment of a biotechnology center with Geron and \$100 million an Enterprise Center. Dr Wong has also shared his wisdom and guidance with the University through his 9-year service on the University Council, membership of the Finance Committee and the Boards of Trustees of the two HKUST staff superannuation schemes, his frequent speaking engagements with the HKUST Business School and his Honoree status with the HKUST Chapter of the Beta Gamma Sigma Society. Currently, Dr Wong is an Honorary Member of the University Court.

Dr Wong, a staunch supporter of the University, retired in January 2007, comfortably assured that he was leaving behind a strong, thriving Jockey Club that will continue to be a champion of charitable causes in Hong Kong. Mr Pro-Chancellor, I have the honor to present to you, on behalf of The Hong Kong University of Science and Technology, Dr Lawrence Tsi-Kong Wong, a former member of the University Council, for the award of Honorary Fellowship.

士豐富的工作經驗，並非來自賽馬事業，但他卻能成功注入新思想、新動力。馬會在社會服務方面的工作，更是最吸引黃博士的地方。馬會每年向社區團體、醫院、以及社會服務、健康及醫療服務、體育、文娛康樂、文化及教育等捐出大筆款項，當中包括捐贈近二十億港元，資助興建香港科技大學。對黃博士來說，這正是將馬會現代化，並同時貢獻社會的大好良機。此外，黃博士童年時曾居於跑馬地，感受過馬會捐款資助興建公園和設施的好處，這對他在馬會的工作，亦裨益良多。

黃博士以改善馬會產品為首要任務；以提供顧客稱心滿意的服務和高效營運為核心目標。他的使命，是將香港賽馬會發展成為世界最高水平的賽馬、體育及博彩娛樂中心，並提高馬會作為全港最大型慈善公益機構的聲望。

黃博士成功說服員工，讓他們明白所服務的對象，皆為顧客，而非賭徒，故應為顧客提供優質服務，吸引他們不斷使用馬會的服務。在黃博士的領導下，馬會設置了約十萬個電子屏幕，方便顧客投注及領取彩金。馬會的稅務安排亦與政府重新洽商，從過往據營業額納稅，改為按總溢利納稅，故此得以針對非法及外圍莊家，提高彩池獎金。二零零三年，馬會引入足球博彩，以打擊非法賭波，並在短短兩年內，成為全球最大規模的足球博彩服務機構。內部方面，黃博士則大力改革企業人員及管理措施，令生產力提升達14%。

透過以上種種因素，馬會賽事質素大為提升，香港賽馬會現時共舉辦六項國際賽事，吸引到全球頂尖馬匹參賽，馬會成為享譽國際的賽馬機構。黃博士亦致力提升賽道、會所和投注設施的質素，提供以客為本的專業服務。去年，他榮獲香港董事學會頒發「二零零六年傑出董事大獎」，以表揚他的傑出成就和在馬會的模範管治方式。

讓黃博士最感心滿意足的，相信是馬會在慈善工作方面，一直不遺餘力。多年來，馬會一直為本港首屈一指的慈善機構；二零零五至二零零六年間，馬會向本地慈善團體作出的捐贈，高逾10億港元。於黃博士任職馬會期間，科大是其中一間主要的受惠機構，先後獲馬會撥款贊助多個獎學金和研究計劃。近年的大額捐款為數不少，包括用於由科大與Geron合作成立的生物科技中心的1.75億港元；及興建創新科技中心的1億港元。黃博士曾出任科大校董會成員長達九年，期間更擔當財務委員會，以及兩個教職員公積金的信託委員會的委員。黃博士多次為科大商學院演講，且獲得科大Beta Gamma Sigma Society會士榮銜，盡顯他個人的睿智與領導風采。黃博士現在是大學顧問委員會榮譽委員。

多年來鼎力支持科大的黃博士，今年一月退任馬會。他深信，馬會現時已建立了一支實力雄厚的隊伍，未來將可繼續大力支持和推動香港慈善活動的發展。副監督先生，本人謹代表香港科技大學，恭請閣下頒授榮譽大學院士予前香港科技大學校董會成員黃至剛博士。