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Mention stocks and real estate, and every one's ears pricked up. Mention science or technology, and you are likely to be greeted with a yawn or a shrug of indifference. Not anymore. Thanks to the barrier-breaking achievements of institutions like The Hong Kong University of Science and Technology and the Hong Kong Science and Technology Parks Corporation, science and technology have slowly crept into our consciousness. There is now a realization that knowledge is the new economy and that diversity is the name of the game. One of the game-changing leaders very much in the forefront is the man who heads the Hong Kong Science and Technology Parks Corporation (HKSTP) as its CEO, Mr Anthony Tan.

Mr Tan, who holds a Master's degree in Mechanical Engineering from the University of Massachusetts, comes to this post with 33 years of experience in corporate management and building. He cut his teeth at DuPont as a research engineer, moving up the ladder as a research supervisor, then a marketing management position leading to his appointment as DuPont's regional manager in Asia. By 1989, he was transferred back to the US where he pursued the development of new products and businesses, focusing on electronic imaging and medical products. Mr Tan's final position with the company was President of DuPont Textiles and Interiors and DuPont China Limited. He was a pioneer in setting up DuPont's China operations, and was instrumental in many of its investments in Agrichemicals, Fibers and Polyester film production facilities in Beijing, Shanghai and the Pearl River Delta. At DuPont, Mr Tan learned the values of "safety, ethics and fairness", values that are universally applicable to any well-run corporation. He points out that DuPont is a service-based company. This service-oriented philosophy is particularly effective in Mr Tan's leadership role in servicing and working with partner companies.

After over 30 years with DuPont, Mr Tan finally made a move to the public sector. In 2006, he became the Corporate Services Director of the Hong Kong Airport Authority, overseeing human resources, administration and improvements in management processes, among other functions. His two-year tenure at the Airport Authority is an ideal preparation for his eventual role at HKSTP, in that as the chief executive of a statutory body, he has to learn to balance the corporation's bottom line concerns with Hong Kong's larger and longer-term interests. He explains that his move to the public service was motivated by his love for Hong Kong and concern about its future. Now at HKSTP, he has the opportunity to help shape its economic destiny. As Hong Kong transitions into a knowledge economy, it is reassuring to know that we have at the helm a captain who knows how to navigate in uncharted waters.

Mr Tan's unique strengths are that he is a very articulate and quietly persuasive ambassador for technology. And after decades of making things happen and businesses grow, he has distilled his lessons into a realization that wisdom begins by asking basic questions.

One of the basic questions he raises is that Hong Kong venture capital is big, but traditionally it has been invested in safe and developed technology, seldom or never in beginning incubated companies. What will it take to change this mindset?

The second question is that Hong Kong's biotechnology is at the start-up stage. Given its high failure rate, where do we go to incubate this technology? The answer is that we must rely on universities to build a cluster for this industry, taking risks on Hong Kong's behalf. This is why Mr Tan is so appreciative of the input of

不久之前，每當提到股票、地產，所有人都会興致勃勃，立刻洗耳恭聽。相反，當談及科技，大家的反應則可能只會打打呵欠、聳聳肩，一副漠不關心的模樣。時至今日，全賴香港科技大學和香港科技園公司等機構的努力，香港的科技發展取得突破性成就，科技才逐漸為人認識、認同。時下社會認為知識就是新經濟，而多元化就是成功的關鍵。走在最前線，領導科技行業變革的佼佼者，就是香港科技園公司（香港科技園）行政總裁陳蔭楠先生。

陳先生持有美國麻省大學機械工程碩士學位；擔任香港科技園總裁一職前，在企業管理及創建範疇已累積33年經驗。他的事業在杜邦公司起步，最初任職研究工程師，其後晉升為研究主管，再獲邀負責市場推廣管理職務，擔任杜邦的亞洲地區經理。及至1989年，他獲調派回美國，主力發展新產品和業務，特別是電子造影和醫療產品。陳先生在杜邦最後擔任的職位，是杜邦紡織與室內飾材兼杜邦中國有限公司的總裁。他是杜邦在中國開展業務的先驅，對於杜邦在北京、上海和珠三角地區多項農業化學品、纖維及聚酯薄膜生產設施的投資，他實在功不可沒。陳先生在杜邦認識到「安全、道德和公平」的重要性，而這些價值觀適用於任何經營有道的企業。陳先生指出，杜邦是一家以服務為本的公司。當他與夥伴公司合作時，特別體會到「服務為本」這套哲學對於領導者的重要性。

在杜邦經歷30多個寒暑後，陳先生決心投身公共事業。他於2006年出任香港機場管理局企業事務總監，負責監督人力資源、行政及改善管理流程等工作。在機管局的兩年歷練，正好為他其後加盟香港科技園奠定基石。身為一個法定組織的行政總裁，陳先生必須在企業所能承擔的底線與香港整體長遠利益之間取得平衡。他表示：他熱愛香港，關心香港的未來，所以立志投身公共事業。如今，他服務於香港科技園，終於有機會成為塑造香港經濟命運的一員。隨著香港轉型為知識型經濟模式，有這位經驗豐富的船長為我們掌舵，橫越無人跨過的海域，定可把香港引領到更光明的彼岸。

陳先生的過人之處，在於他不但能言善辯，而且務實進取，處處展現科技界代言人的風範。經過數十年於業界屢創高峰後，他領悟出一個道理——智慧之始，源於其根。他每每憑藉反思事情的基本而探索出更高深的理論。

他提出的其中一個基本問題：香港創業資本雖然龐大，但傳統上傾向投資於穩健及成熟的科技組合，而絕少考慮到把資金投放發展新創辦的公司。究竟如何才能改變這種心態？

第二個問題是：香港的生物科技仍在起步階段。既然發展生物科技的成功率不高，我們應該怎樣培育這種科技？答案是我們必須依賴各大專院校為這個行業建立起點，從而開拓更高的科技

Professor Nancy Ip, HKUST's own world-renowned neuroscience specialist who sits on the HKSTP Board as a director.

Another question concerns Hong Kong's unique strength. One of our unique advantages is our proximity to and umbilical relationship with the Mainland, and in particular, the Pearl River Delta (PRD). Singapore, for example, may have its own edge, but it doesn't have the PRD and the larger Chinese market behind it. Coupled with our mature rule of law, and our world-class protection for intellectual property rights, Hong Kong has an appeal to global technology players that is second to none. How then does one build on this advantage? Mr Tan supports the idea of an intellectual property rights chamber which offers security to the patent holders while allowing access to proprietary software from anywhere in the world. Innovative ideas such as these may help define Hong Kong's unique appeal as a hi-tech hub. Creative ideas, after all, are the currency of the hi-tech culture and in Mr Tan's head they are percolating for Hong Kong's benefit.

To know HKSTP's mission, we must first understand its special place in our society. It is a statutory body that exists within the trinity of government, business and academia. Within this framework, it has a duty as an educator to change the community's attitude towards long-term investment in science and technology. Mr Tan believes that in embarking on a hi-tech future, it is important to take the community along on the venture. That is why the Corporation has an Open to the Tech Public Program, welcoming thousands of school children and community members to its displays of technological innovation. Seeing, after all, is believing. When citizens see how technology improves their everyday life, their attitude will change and their interest will spike. That probably explains part of the reason for HKSTP's involvement in assisting a local TV broadcaster in producing a special program on high-definition digital TV broadcasting.

Besides being an educator to the public, HKSTP also sees itself as a match-maker between industry and university collaborators, bringing together the brains and the financial muscles in research and the commercialization of its outcome.

It is also a busy midwife, nurturing and delivering technology innovators, with fast-growing laboratory backing for technological start-ups. Over the years, more than 200 start-ups have been successfully incubated under its comprehensive Incub-Tech Program. Four of these are now listed on the Hong Kong Stock Exchange. The leadership at HKSTP knows that success depends on wise selectivity. That is why they concentrate on assisting technology industries in five selected clusters: electronics and semiconductor, precision engineering, IT/telecommunication, biotechnology and green technology. HKSTP's success is reflected in its physical growth. In 2007, it completed its Phase 2, doubling its size. Plans are in the works for Phase 3 in preparation for its venture into environmental technology and renewable energy.

As Hong Kong weans itself from its over-dependence on finance and property, we rely on far-sighted and experienced leaders to guide us to our next economic station. With his past performance as a pioneering technological business builder and developer, and his passion for a better Hong Kong, Mr Tan is sure to be a face of the city's technological future and its driving force.

Mr Pro-Chancellor, on behalf of the Council of The Hong Kong University of Science and Technology, I have the high honor of presenting to you Mr E Anthony Tan, Chief Executive Officer of the Hong Kong Science and Technology Parks Corporation for the award of Honorary Fellowship.

領域。例如於本校任教的生物科技界翹楚葉玉如教授，她身為香港科技园董事會成員，每每為科技园提出專業意見。就此，陳先生表示非常感激及欣慰。

另一個問題牽涉香港的獨特優勢。我們其中一個得天獨厚的優點就是背靠內地，特別是珠三角地區。事實上，中港關係密不可分。新加坡或許有其過人之處，但對比香港的自身優勢，新加坡並沒有珠三角甚至中國這個龐大市場在背後支持。香港法律制度完善，知識產權保障也達到世界水平，對全球各地的科技機構來說，香港的吸引力可謂一時無兩。既然如此，我們怎樣才可進一步發揮這個優勢？陳先生贊同知識產權特區的理念，一方面可以為版權持有人提供保障，同時方便世界各地接觸專有軟件。這種創新意念有助將香港發展成高科技樞紐，締造獨特的吸引力。畢竟，創新意念是高科技文化的本錢，而陳先生在這方面的經驗和遠見，將令香港獲益良多。

要了解香港科技园的使命，我們必須先明白其超凡地位。香港科技园是一個法定組織，集合政府、商業和學術三大原素。在這個架構下，香港科技园肩負起作為教育先鋒的重任，致力改變社會大眾在長遠投資科技領域的態度。陳先生相信，要開創高科技的未來，社會大眾的參與必不可少。有見及此，香港科技园公司舉行了「科技一族」參觀計劃，接待數以千計的學生及市民大眾，領略科技創新的優勢。眼見為實，只要市民親身體驗到科技如何改善他們的日常生活，他們的態度自然會改變，對科技的興趣亦會日漸濃厚。這大概可以解釋香港科技园為何主動協助本地一家電視台製作特備節目，向市民介紹高清數碼電視廣播的奧妙。

除了擔當市民大眾的教育先鋒外，香港科技园亦成為業界與大學合作的橋樑，結合智慧和財政兩股力量，將研究與商業成果發揮極致。

香港科技园畢竟是個孕育本地創新科技公司的搖籃，為新晉公司提供先進的實驗室支援。多年來，香港科技园的綜合科培計劃已成功培育出200多家新晉公司，其中四家現時在香港聯交所上市。香港科技园的領導層明白成功之道在乎抉擇明智，因此經過精心挑選後，決定集中協助電子及半導體、精密工程、資訊科技/電訊、生物科技及綠色科技五個領域的科技行業。香港科技园的規模顯著增長，足證成績斐然。於2007年，香港科技园第二期正式竣工，規模隨即擴大一倍。為迎接環保科技及再生能源領域的公司，現正計劃興建第三期。

長久以來，香港非常側重金融及地產行業。我們實在需要高瞻遠矚、經驗豐富的領袖，帶領我們朝著下一個經濟里程碑邁進。陳先生憑藉過往領導及建立科技業務的成功經驗，加上他懷著建設更美好香港的熱誠，將為未來香港的科技發展增添原動力。

副監督先生，本人謹代表香港科技大學校董會向閣下推薦頒授榮譽院士給香港科技园公司行政總裁陳蔭楠先生。