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"No man is a hero to his valet." So said the French Emperor Napoleon Bonaparte. That might be true of Napoleon, but it is definitely not true of Mr Wong Kwok-Keung, the head of the Kum Shing business empire. Mr Wong is adored by his underlings, especially those who cater to his personal needs. His maid loves working for him so much that no wild horse could tear her away after over 20 years in his service. His chauffeur praises him to the sky. His secretary loves being his secretary. Mr Wong might not be the richest man in town, and the Kum Shing Group might not be the biggest business, but it is a company known for having the highest happiness index, and for the longevity and loyalty of its employees.

Here is a boss who sets aside 40% of the company's profits for staff benefits and bonuses. He has a unique management philosophy. At staff meetings, he only asks three simple questions: (1) Are there any on-the-job injuries? (2) Are there any major delays? and (3) Is everything done above-board? Between safety and integrity, Mr Wong leaves plenty of room for his staff to pursue what they do best. Within his company, attitude determines altitude, and integrity is the ultimate currency.

Out in the business world, too, Mr Wong's personal popularity knows no bounds. His name is the company's cachet. If one were to measure his success by the number of friendships, Mr Wong would likewise be considered a runaway success, judging by the number of funerals and weddings he attends. At the core of his business philosophy is the Confucian concept of sincerity or trust. His word is his bond, which sometimes carries a big price. Mr Wong has been known to knowingly go through a business transaction that would set him back tens or even hundreds of millions of dollars to bail out a long-time business associate. He believes in taking the long view, that in the end, things will even out, as reciprocity and old world honor translate into business opportunities or partnerships. Today, Kum Shing is a revered name and major player in civil engineering circles, in the construction of roads, bridges, drains, power generation systems, public buildings and utility maintenance service. In Mr Wong's world, business is not a zero-sum game. Every player can emerge a winner when business is conducted equitably and ethically.

Mr Wong is not the founder of Kum Shing. His father is. But he is the one who took it from a struggling business to a whole new level of success. When Mr Wong took over the business, it was barely breaking even, with seven or eight employees on payroll, and a dismal bottom line to match. But within a few short years, Mr Wong transformed it into an international operation, with projects in Singapore, Taiwan and the Chinese mainland. By 1997, it had reached stratospheric levels, with a team of 800 professionally trained staff and 4000 frontline workers and an annual turnover of over one billion dollars. How did he do it? He did it with heart and sheer hard work. He has the bags under his eyes to prove it.

But Mr Wong is not one to linger over the fruits of his labor. Instead, he did something in the finest humanistic tradition of

法國皇帝拿破崙曾說：「侍僕眼中無英雄。」這句說話對拿破崙可能適用，但對於金城企業王國的主人王國強先生則不然。王先生深受下屬愛戴，尤其是負責照顧他起居飲食的員工。侍候他超過20年的傭人非常喜歡這位老闆，更表示無論如何都不會辭工。他的司機對他讚口不絕，他的秘書亦非常樂意為他打點一切。雖然王先生不是城中首富，金城集團亦非規模最大的企業，但這家公司向以快樂指數極高聞名。公司上下員工忠心耿耿，長期為公司效力，確是不爭的事實。

身為公司負責人，王先生會將公司四成利潤撥作員工福利及花紅。他自有一套獨特的管理哲學。在員工會議上，他只會問三條簡單的問題：(1)有沒有任何工傷？(2)有沒有任何重大延誤？(3)是不是所有員工都秉公辦事？在安全與誠信兩個大前提之下，王先生給予員工許多空間，讓他們盡展所長。他的公司以著重良好工作態度見稱，誠信更是公司最重要的資產。

在商界當中，王先生同樣人緣甚佳。他的名字有如公司印鑑。若要以朋友多寡來衡量一個人的成就，從王先生出席紅白二事的次數，即可斷定他成就非凡。他把孔子學說中的誠信視為營商哲學中的核心價值。他一言九鼎，往往一諾「千金」。王先生曾在知情的情況下，進行一項會令他損失千萬甚至上億元的交易，為的就是協助長期業務夥伴走出財政困境。他將互惠互利精神與傳統美德轉化為業務契機與合作關係，相信凡事應該要目光遠大，不怕吃虧，因為最終總能拉上補下。時至今日，金城在興建道路、橋樑、排水渠、發電系統、公共樓宇及公用事業維修服務等領域，已成為土木工程界舉足輕重並備受推崇的公司。在王先生眼中，生意不是零和遊戲。假如在公平公正、合乎道德的環境下經營業務，任何人都有機會成為贏家。

縱使王先生的父親才是金城的創辦人，但王先生卻成功為這盤陷於危機邊緣的生意開拓一番全新景象。王先生接手業務時，公司只能勉強維持收支平衡，員工只得七至八名，還要面對前景暗淡的財政狀況。不過在短短數年間，王先生將業務發展至國際級規模，項目遍及新加坡、台灣和中國內地。1997年，公司業務更上一層樓，擁有達800名接受過專業培訓的人員，以及4,000名前線員工，全年營業額超過10億元。他的成功之道在於全心全意、堅毅實幹。這一點觀乎王先生的眼袋即略知一二。

然而，王先生並無沉醉於其企業的輝煌成就當中。相反，他秉承了中國傳統文化中人文精神的高尚情操，在中國最偏遠的地區為赤貧兒童興建108所學校，遠及甘肅和西藏等地。謙厚的王先生一直以其父親的名義，透過「金城王錦輝慈善教育基金會」惠澤社群。他資助的項目多不勝數，包括在家鄉東莞興建醫院，

Chinese culture. He built some 108 schools for the impoverished children in some of the remotest areas in China, as far away as Gansu and Tibet. And he did it all self-effacingly in his father's name via the "Kum Shing K F Wong Education and Charity Trust". Among the many projects he supported is a hospital in his native Dongguan and the Hong Kong Baptist University Affiliated School Wong Kam Fai Primary and Secondary School. The scouts in Hong Kong also benefit from his generosity.

Now many of the poor children he gave an education to are of college age. Mr Wong's next big plan is to financially enable them all to attend university. He knows that in the new global age, education is the pathway out of poverty.

But all this legendary success almost did not come to pass, due to the quirks of academic accreditation. Mr Wong was a graduate with a Bachelor of Civil Engineering from a Taiwan-accredited College. He went to the University of Saskatchewan, which recognized this degree, for his Master of Civil Engineering. But, to his utter consternation, both the Canadian and Hong Kong professional engineers association would not accept his basic degree, refusing to license him as a professional engineer. Lacking a recognized Bachelor's degree, he went knocking on the doors of the University of Calgary whose dean bent the rules to admit this unusual student to a 10-month crash program, even though he was months late in his application. By then married with two sons, Mr Wong plunged into his studies and got his requisite degree in record time and added a daughter to his brood. With that, he was able to take his rightful place as a professional engineer, launching him into his great venture into his family business in civil engineering and construction and works of social construction on the Mainland.

Today, by his own estimates, Mr Wong spends 90% of his time in non-business or community service activities. Among his many positions of influence is national committee membership of the People's Political Consultative Conference, and Chairmanship of the Kowloon City District Council. To us, he is an active member of this university's Civil Engineering Advisory Board, offering summer and permanent employment to our students to boot.

But perhaps, the honor that is most noteworthy comes from overseas. This year, this mature student who went there for a make-up degree was selected by the University of Calgary as its Distinguished Alumni of the Year, the first time this honor went to a graduate of Chinese ancestry. He was chosen for this title over ten other outstanding candidates, including a high-flying astronaut and a high-flying politician. His children joined him there for the ceremony. That was icing on the cake. The most delicious part of the story was that rather than flying business class with their father, the children of this big-hearted man with deep pockets chose to fly "cattle class" instead. These are intangibles by which we measure Mr Wong's success. His good genes have been passed on to his progeny. Another generation of down-to-earth, good-doing Wongs are well on their way — an achievement beyond words and institutional recognition.

Mr Pro-Chancellor, on behalf of the Council of The Hong Kong University of Science and Technology, I have the great honor of presenting to you Mr Peter Wong Kwok-Keung, Chairman and Chief Executive Officer of the Kum Shing Group for the award of Honorary Fellowship.

並開設香港浸會大學附屬學校王錦輝中小學。香港童軍亦因王先生樂善好施而受惠。

獲王先生提供教育的眾多貧苦學生當中，不少已屆入讀大學之齡。王先生下一個宏願是資助他們報讀大學。他深明在這個全球化的新時代，教育是脫貧的出路。

王先生的求學路途頗為轉折，也因此，他的努力也幾乎付諸流水。王先生在一所台灣認可的專上學府取得土木工程學士學位後，遠赴加拿大，在承認台灣學歷的高等學府沙斯卡川大學攻讀土木工程碩士學位。可惜，加拿大和香港的專業工程師協會均不承認他的學士學位，並拒絕讓他註冊成為專業工程師。在欠缺基本學士學位的情況下，他前往加拿大卡加里大學叩門，縱使他遞交申請時，申請期限已於多個月前截止，但校長仍破格錄取這位特殊學生，批准他修讀為期十個月的密集課程。當時王先生雖然已婚並育有兩子，卻仍能專心學習，並以破紀錄的時間完成所需的學位課程，同時更為家裡添了一位千金。憑著這個學位，他成功取得應有的專業工程師資格，引領他投身企業王國，發展從事土木工程、建築業務及內地社會建設工程的家族生意。

根據王先生估計，他大概用上九成時間，處理業務以外的事務或社會服務工作。現時，王先生擔當眾多具影響力的公職，包括中國人民政治協商會議全國委員會委員及九龍城區議會主席。在教育方面，他是本校土木工程學系諮詢委員會的活躍成員，為我們的學生提供固定職位和暑期工作。

與此同時，王先生亦取得不少海外榮譽，可謂成就非凡。早前，王先生以成年學生的身分遠赴卡加里大學修讀附加學位；而今年，他獲該校推選為年度最傑出畢業生，從十位傑出的候選人中脫穎而出，成為獲得這項殊榮的首位華人。值得一提的是，競逐這項榮譽的候選人均大有來頭，包括曾飛越地球的太空人和雄圖偉略的政治家。當時，王先生的子女亦有前往加國出席典禮，不過這只是錦上添花，因為故事最感人的環節，是他的子女決定不跟這位既慷慨又富有的父親乘搭商務客位，反而選擇乘搭經濟客位。這一切都是王先生畢生成就中無法計量的部分。承襲王先生的優良血統，新一代的王氏家族成員全部都踏實穩重，勤奮幹練，力求青出於藍，在社會上取得更超卓的成就，並作出更大的貢獻。

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金城集團主席兼行政總裁王國強先生。