



鄭兆權先生
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A wise man once said that there are two kinds of people: those who want to be somebody, and those who want to do something. Mr Herbert Cheng belongs to the latter. One is instantly struck by his total absence of ego. For this citation he has granted us his first formal interview.

You won't find him in society columns. Unbelievably, as head of a world-wide business with 15,000 employees, and an annual revenue exceeding \$2 billion, with a family history of charity, his name is nowhere to be found in Hong Kong's *Who's Who*. But don't let the dry-as-dust profile on the company website fool you. Herbert Cheng, Chiaphua Industries' low-keyed CEO, is an exceptionally articulate, people-sensitive leader with high ideals. Schooled in Vancouver, Boston College, with an MBA from New York University, Herbert straddles two cultures, dutifully upholding his family tradition that includes honoring his elders by respectfully serving them tea on birthdays, while running a modern multinational enterprise.

Herbert's language is American, but his core values are solidly Chinese. When other Western enterprises speak of Corporate Social Responsibility, they seldom extend to catering to the long-term well-being of their employees. Herbert, by contrast, continuing a fine family tradition, pays every single one of his Hong Kong employees, from amahs to warehousemen, a subsidy of between 25% to 75% for the education of their children — with no strings attached, a beautiful way to honor his grandfather who never went beyond a primary two education. Charity seems to run in his family. His uncle David Lam, former Lieutenant Governor of British Columbia, was a celebrated philanthropist in Canada.

A profile of Herbert would not be complete without the story of his grandfather and father whom he reveres. If you find the seemingly incongruous productline of his business puzzling — from clocks, electrical appliances, telecommunications equipment to healthcare products, that is because there is a story of smart survival behind it. In those lean post-war years, his grandfather and father found business opportunities where others saw none. And Herbert has taken that lesson to heart. There is something else rare and wise in the Cheng family tradition: When his father handed over to Herbert the reins of the company which took 40 painful years to build, he did not hover over his son, showing that sometimes true love is proved in the letting go. And today, the unspoken covenant in that fatherly trust has been fully consummated.

For six years, Herbert was stationed in the US, pitching family products to the likes of K-Mart and Walmart. That stint in salesmanship sharpened his character-judging and

智者有言：世上有兩種人，一種只追求名聲，另一種則實事求是。鄭兆權先生屬於後者，他謙厚務實的作風與推己及人的精神，著實令人敬佩。鄭先生為人低調，為了這篇讚辭方才首次接受正式訪問。

在名人社交版上，你不會找到有關鄭先生的新聞。鄭先生掌管的跨國集團每年營業額逾20億港元、聘用員工達15,000人；鄭氏家族亦一向熱心公益。雖然如此，他卻沒有刻意躋身香港的名人榜。在集團的網站上，有關鄭先生的介紹也十分簡單；作為捷和實業的董事長，鄭先生作風低調務實。然而，他其實能言善道，既有人情味、又有崇高的理想。他在溫哥華接受教育，曾於波士頓學院修讀，並獲得紐約大學工商管理碩士學位。他受中西文化的薰陶，一方面保留了家族傳統、向長輩奉茶賀壽，同時經營現代化的跨國企業。

鄭兆權先生操得一口流利美式英語，他的核心價值卻建基於有濃厚的中國傳統觀念。西方企業重視企業社會責任，卻鮮有照顧員工的長遠福祉。鄭先生則保存其優良的家族傳統，無條件為香港員工的子女提供25%至75%的學費補貼；不管職位高低，不論是清潔工人還是倉務員工，每位員工均一律享有這項福利。他除了對員工表達關愛，同時亦向摯愛的祖父致敬；祖父當年只有機會唸至小學二年級。這種行善助人的精神，是其家族的傳統。加拿大卑詩省前省督林思齊正是他家中的長輩，亦是加拿大有名的慈善家。

談到鄭先生，不得不提他最尊敬的祖父和父親。鄭先生經營的業務從鐘錶、家庭電器、電訊設備到醫療產品；凡市場所需要的，均應有盡有。因為在戰後的艱難歲月裏，鄭先生的祖父及父親因應當時的需要、憑著獨到的眼光，把握每個商機、創業致富。他將祖輩的教訓銘記於心，深得營商之道。鄭氏家族的傳統，在在表現出超然的睿智。他的父親將經營40多年的事業傳給兒子後，自己就全身引退，放手讓兒子發展業務，從不過問。從父親的一番苦心，足見其誠摯的父愛。時至今日，父親對兒子那種信任，早已開花結果，成績有目共睹。

鄭先生曾在美國工作六年，向K-Mart及Walmart等

communication skills vital in business. When he returned to join the family business in Hong Kong, his “silver spoon” felt more like “an iron fork”, having to do Joe jobs in the family’s factories until he became king of the floor.

The Cheng’s business success is Hong Kong’s entrepreneurship writ large. As the heir to the family business, he knows that risk-taking which served the founders so well has to be tempered by prudence. On his shoulders falls the burden of protecting its wealth while nursing its growth: a delicate balance between caution and innovation. His knowledge of the West prepares him well for partnerships with some of the biggest global brands, from Black and Decker, Sunbeam, to Colgate. And when time came for the parting of ways, he knew how to nimbly negotiate his way out of it.

Never standing still, Herbert is leading his family business into the forefront of technology for the treatment and purification of drinking water and air for household uses, in collaboration with HKUST scientists. True to his business motto: “we exist not to copy but to find better solutions”, he is also championing the use of ozonated water and odor-free cleaners, a one-product-fits-all application for hotels and other establishments. In business development, Herbert initially negated the threat of Hong Kong’s notoriously high rent to the survival of a business with a retail arm. He pioneered the concept of “Shopping by Appointment” at his family-owned industrial building in Taipo, cultivating high-end buyers whose choice of world-brand furniture is a way of expressing their identity. That branch of his business is aptly called “i.d.” for identity. Now on a firm footing, his retail division has opened stores in choice locations to showcase its products to mainland visitors, strategically ushering in the next phase of development: setting up a string of “i.d.” stores in major cities across the Mainland.

For Herbert, however, life is not all about doing business or making money. He religiously believes in giving back to society, and doing so by stealth. By founding the Chiaphua Volunteer Group, he encourages his employees to visit mentally handicapped children and kids in cancer wards. For him, doing good is not just writing a check. He has been a Council Member at HKUST for six long years, serving superbly as Vice-Chair of its Human Resources Committee and a member of the Standing Committee for the past four. Through his family’s Chiap Hua Cheng’s Foundation, he has financially supported institutions as well as students who find themselves economically downwind — here at HKUST, across Hong Kong and over on the Mainland. Today, we induct into HKUST’s high temple, a kind-hearted employer, a giving gentleman, who is comfortable lying low while reaching high. We celebrate Hong Kong’s rare hidden gem, Mr Herbert Cheng.

超市推銷家庭用品。這段經歷令他更能觀人於微及善於與人溝通，奠定日後從商的穩建基礎。回港加入家族企業後，含著銀匙出生的他先從基層做起、在工廠打理雜務，直至後來成為主管。

鄭先生在商界的成就，清晰體現了香港人的創建精神。作為家族業務的繼承人，他除了要有創辦人的冒險精神，同時亦要有審慎的處事態度。他同時肩負保障家族資產和拓展家族事業的重任，因此必須在謹慎與創新之間取得微妙的平衡。他熟悉西方社會的運作，與 Black and Decker、Sunbeam、高露潔等國際頂尖品牌公司建立緊密的合作關係。他同時知所進退，在適當的時候引退，並且作出妥善的安排。

鄭先生力臻完善、永不停步。他正帶領家族公司與香港科技大學的科研人員合作，研發家用的空氣與食水處理與淨化技術。這正體現他的營商之道——事事創新求進、切忌因循守舊。他亦提倡使用酒店及其他商業機構均適用的臭氧水及無味清潔劑。在業務發展方面，香港不少企業因為高昂的租金而卻步，他卻勇於接受挑戰，設立零售部門。他在大埔一幢家族自置的工業大廈內，開創「Shopping by Appointment」的營銷模式，以高消費的買家為對象，專營名牌傢俬生意。商店亦順理成章命名為「i.d.」，意指身份 identity，顯示其售賣的名牌傢俬能凸顯買家的身份地位。零售部門站穩陣腳後，在多個黃金地段開設分店，向內地遊客銷售高級商品，並以進軍內地為下一個目標，在各大城市開設一系列「i.d.」店。

對鄭先生來說，生活的意義並非在於營商或賺取利潤。他深信回饋社會的重要性，同時保持低調。他創立捷和義工隊，鼓勵員工探望智障及患癌兒童。對他來說，行善並不止於捐錢。他擔任香港科技大學校董會成員六年，最近四年擔任科大人力資源委員會副主席及常務委員會成員。此外，他還透過家族旗下的捷和鄭氏基金為有財政需要的機構及清貧學生提供支援，受惠者包括科大、香港甚至內地的學生。今天，科大邀請一位宅心仁厚的僱主、樂善好施的君子加入學苑的殿堂；鄭兆權先生為人謙厚、志向高遠。讓我們向這位難能可貴的謙謙君子表達最高敬意！