



李惠雄先生
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Having navigated his family business through tough times in the early 1980s, Lee Kum Kee (LKK)'s David LEE Wai-Hung subsequently diversified its activities portfolio and began enthusiastically advocating sound family values—both commercially and societally. One of the core messages Mr. Lee emphasizes in both his professional and philanthropic work is his family's core value of *Si Li Ji Ren* or “considering others' interests”.

Born in Hong Kong, Mr. Lee was an inquisitive child initially educated locally but was eventually sent to a military school in Canada, where he learned the importance of being both self-disciplined and a team player. He later attended the University of Southern California's Marshall School of Business, earning a Bachelor of Business Administration (BBA) with a major in Marketing in 1982.

Still fairly fresh out of college, Mr. Lee was working as a salesman with a non-family business when his father informed him that LKK's North American operation was in serious difficulties due to late payments. Tasked with collecting the many overdue receivables dating back three years, he quitted his job and took on the challenge of helping the family firm sail through the financial crisis. Having successfully cleared the backlog within three months of taking charge, he spent the next decade considerably driving forward LKK's business in the region. Inspired by his BBA learnings, pioneering ideas such as effective sales management processes that streamlined stock turnover and payments powered the business's expansion. Building on the solid foundation laid by Mr. Lee, LKK's North American arm has grown from a tiny office in the early 1980s into a major player in today's sauces market running four regional offices and a packing factory across the US and Canada.

After returning to Hong Kong in the early 1990s, Mr. Lee has spent some three decades in LKK strengthening various key divisions such as human resources, corporate governance, marketing, business development, and group finance. He and his four siblings have been instrumental in steering LKK's successful diversion into previously untapped product categories which underpin the company's long-term success, including Chinese herbal health products, property investment, and venture capital. Leveraging his experience as Chairman of LKK Sauce Group from 2009 to 2011, he retains an advisory role in the family business.

上世紀80年代初，李惠雄先生帶領家族企業李錦記走出困境，其後著手拓展家業，並積極在商界和社會上宣揚家庭核心價值。不論是營商或行善，他最常提起的其中一條家訓，就是「思利及人」。

李先生於香港出生，自幼好奇愛問，少年時被家人送往加拿大入讀當地軍校，學會自律及團結合作的重要性，他其後獲南加州大學馬歇爾商學院錄取，主修市場學，1982年取得工商管理學士學位。

大學畢業後，初出茅廬的他並未立即投身家族生意，反而選擇當推銷員，在外間打拼。不久，李先生從父親口中得知李錦記的北美業務因未能及時收回帳項而陷入危機，於是馬上辭掉工作，擔起追討多筆欠款的重任，協助祖業渡過財務難關。這些應收貸款不少已拖欠達三年之久，然而李先生接手僅僅三個月已成功取回所有款項。接下來的10年裡，他將在大學所習得的知識學以致用，引入有效的營商管理等先進概念，縮短存貨及付款周期，使公司的北美業務得以大幅擴展，奠下往後持續發展的穩固根基。李錦記的北美業務因此從80年代初的小規模經營模式，蛻變為當地醬料市場的巨擘，至今更於美、加建立了四個區域辦事處及一家包裝工廠。

李先生於90年代初回港後，窮接近30載心血，強化李錦記各主要部門的運作，包括人力資源、企業管治、市場推廣、業務拓展及集團財務。他與四名兄弟姊妹同心協力，帶領公司開拓新產品和新領域，如中草藥健康產品、物業投資及創投，成功推動業績持續增長。他於2009至2011年出任李錦記醬料集團主席，現時仍為集團提供諮詢意見，以豐富的領導經驗繼續為家業出謀獻策。

A key driver of LKK's momentum under Mr. Lee's stewardship is undoubtedly his belief that only family businesses whose members work closely together, value unity, and see things from others' perspectives can hope to thrive. He sees harmonious intra-generational relationships between the young and the old as being equally pivotal for securing the city's future success and prosperity.

Mr. Lee served as Chairman of the philanthropic Lee Kum Kee Family Foundation from 2013 to 2018 and enthusiastically delivered on his commitment to the community by making the promotion of happy family relationships the Foundation's mission. In 2014, he set up the Loving Family website whose rich audio-visual content shows visitors how to more effectively communicate their love to their nearest and dearest. The Foundation's other key initiatives include a cross-generation reading campaign and a three-year-long songwriting competition, whose winning entries are now used to promote positive family values via online streaming platforms. Since the Foundation's establishment in 2008, its initiatives are estimated to have benefited some 200,000 multi-generational participants from nearly 4,000 families.

Mr. Lee's unfailing support of family cohesion also saw the Foundation donate some US\$1 million in funding for the establishment of the HKUST-LKK Happy Family Learning Center in 2016. This online portal now tailors Massive Open Online Courses (MOOCs) promoting cross-generation learning across a wide array of STEAM disciplines spanning music, engineering, and programming.

Determined to use his marketing management and societal insights to benefit others, Mr. Lee works closely with leading local and international universities such as HKUST, where he has served on the University Court since 2014. Part of our School of Business and Management's Advisory Council from 2017 onwards, he also provides strategic advice on, and support for, its current issues and students' holistic future developments via initiatives such as the Tanoto Center for Asian Family Business and Entrepreneurship Studies.

Today, HKUST is delighted to salute Mr. Lee for his remarkable business achievements and unstinting efforts to champion the importance of family values and improve the citizens' well-being in his beloved city.

李錦記在李先生領導下業務蒸蒸日上，毋疑與他的信念大有關連：他堅信家族成員必須通力合作、團結一致，同時擁有推己及人的心懷，家業方可興旺。在李先生眼中，長幼和睦共處，不同世代的人互相關愛，對確保香港未來安定繁榮同樣至為關鍵。

在2013至2018年期間，李先生擔任李錦記家族基金主席，積極履行對社會的承諾，並以「促進爽樂家庭關係」作為基金的使命。他於2014年建立「代代有愛」網站，讓大眾透過豐富的影音內容，學習如何更有效地與家人溝通和表達關愛。基金的其他主要活動包括跨代閱讀計劃及為期三年的歌曲創作比賽，後者的優勝作品於網上串流平台播放，藉以推廣正面的家庭價值。自2008年成立至今，基金所舉辦過的活動讓大約4,000個家庭、接近200,000名跨代參加者受惠。

2016年，基金慷慨捐出100萬美元，資助成立「科大-李錦記快樂家庭學習中心」，再次體現李先生對家庭和諧的不懈支持。此網站為推廣跨代學習而度身設計一系列大型公開網上課程(MOOCs)，範圍廣泛，涵蓋音樂、工程、編程等不同STEAM領域。

李先生從營銷管理以至社會議題方面皆有獨特見解，而且熱心以其專長服務他人。他與本地及外國一流學府合作無間，以科大為例，他於2014年起已擔任大學顧問委員會委員，而自2017年成為科大商學院的顧問委員會委員以來，一直就學院各項事務提供真知灼見，並透過學院旗下的陳江和亞洲家族企業與創業研究中心等渠道，鼎力支持學生的全人發展。

李惠雄先生商業成就卓越，不遺餘力地在他熱愛的香港提倡家庭價值和改善社會民生，科大謹此予以表揚。