

榮譽社會科學博士學位

李榮融先生

校董會主席先生：

李榮融先生的出生地是江蘇蘇州，1944 年出生，1963 年入讀天津大學化學工程系，畢業後，進入工廠當工人。自 1968 年起，李先生一直在無錫油泵油嘴廠工作，從工人、技術員、車間副主任、主任直到出任廠長。1984 年，40 歲的李榮融先生成為全國同行業第一的江蘇無錫油泵油嘴廠廠長，該廠是無錫第一家實行廠長負責制的國有企業。在任時李先生突顯強硬的改革之風，打破用人限制，積極引進人才，提出“要成為全國一流的企業，就必須引進全國一流的人才；理念不突破，工廠就不能發展”的治廠理念。在他的推動下，無錫油泵油嘴廠在全國招進了許多大學生，打破長期保守的地方色彩。李先生亦與德國博世公司合作，引進汽車車用油泵技術，因而獲得無錫油泵油嘴廠“第二次創業的代表”之稱號。

1986 年李榮融先生出任無錫市經濟委員會副主任，開始從政之路。此後歷任無錫市輕工業局局長、市計劃委員會主任等職。1992 年為他人人生轉折的關鍵一年，這一年年初，李先生由無錫市計委主任升任為江蘇省計委和經濟委員會副主任。不到半年，李先生奉調北京，在國務院生產辦公室計劃局工作，其後再出任國家經濟貿易委員會秘書長、副主任、常務副主任、黨組副書記等職位。

1998 年，國務院機構改革，李先生出任新成立的國家發展計劃委員會副主任；1999 年底再次擔任國家經貿委副主任，並兼任黨組副書記；2001 年晉升國家經貿委主任。2003 年 3 月，第十屆全國人大第一次會議通過決議，在國務院設立國有企業監督機構——國有資產監督管理委員會，並委任李先生為首任第一責任人。李先生經歷了從基層到資源配置部門的完整歷練，對於行政體制下的資源配置駕輕就熟。無論是國家發

展計劃委還是國務院國資委，都是資源配置的重要部門，對李先生而言，由主導國企改革的前經貿委主任執掌國資委是一件“水到渠成”的事。

李榮融先生對國企改革有相當明晰的思路。他認為，與成功的外國大企業相比，中國國有企業的最大差距在於政府管得太多和沒有建立起現代企業制度。缺少良好的體制和機制，也就難以鞏固辛苦取得的成就。李先生明確提出要培育和發展具有較強國際競爭力的大型企業集團，並指出其根本目標就是要推動建設現代企業制度。曾擔任過國家經貿委技術改造司司長的李先生，還十分強調企業的技術創新與產品競爭力的重要性。在他主政經貿委期間，全國相繼建成了一千多家大型企業技術中心，使企業增強了自主知識產權的研發能力，企業的發展也因此有了堅實的後續力量。

篤信“國企強則國強”的李榮融先生認為政府應少干擾國有企業，多服務非公企業，無論是國企還是民企，中國必須擁有世界領軍級企業，否則國家只能被稱作“富”，但遠不夠“強”。在上任國資委主任之初，李先生改革的目標是要將中央企業的數量減少到 80 至 100 戶，而其中 30 至 50 戶要具有較強國際競爭力。在任七年期間，原有的 196 戶中央企業以各種方式兼拼整合至 125 戶，世界 500 強央企從只有 7 戶增加到 38 戶，全國的國有企業數量從 158,712 戶減少到 124,455 戶，國有資產總額從 18.02 萬億元上升到 68.62 萬億元，增長 3.8 倍。央企利潤則翻了整整 5 倍。自 2006 年起，中央企業開始上交國有資本收益，直至 2009 年之三年期間已累計上交 1,371 億元。

國資委在李榮融先生的領導下確保了國有資產保值增值，進一步優化國有經濟佈局，打破壟斷、促進央企在行業間的協同與競爭。李先生又引入規範的董事會制度，市場化選聘人才，並推動業績考核機制，規範國企的薪酬管理，建立健全的法律法規體系，強化出資人監管，積極培訓員工，並帶領央企成功抵禦國際金融危機的沖擊。李先生在任期間，大力促進國有企業在境外上市融資，使企業的治理水平與國際水平接軌。由於國資委的鼓勵，不少國企選擇在香港上市，因而加快香港走向國際金融中心的步伐。

2010 年 8 月李榮融先生卸任國資委主任，並在同年 10 月獲政協第十一屆全國委員會常務委員會第十一次會議增補為全國政協委員、經濟委員會副主任。

李榮融先生是一個務實果敢的領導人，他眼光獨到，能準確判斷問題所在；表達指令時非常直接，不繞圈子，對一切批評，均能寬容接受。他在國資委的貢獻與他的處事風格，贏得民眾的好感、信任和由衷的掌聲。

校董會主席先生，李榮融先生盡心盡力投入國家經濟事業的改革工作。他那實事求是、雷厲風行和坦率敢言的風格，值得在座的畢業同學學習。他重視人才的培養，在出任國有資產監督管理委員會主任期間，李先生大力協助香港公開大學與國有資產監督管理委員會幹部培訓中心在內地開辦工商管理碩士及專業會計碩士網上學習課程，為國資委和央企培養高級管理人才。為表揚李先生在推動國企改革的貢獻及支持香港國際金融中心的發展、他所樹立的做人典範和對教育的肯定，本人恭請校長引介李榮融先生接受本大學榮譽社會科學博士學位。

贊辭由黃錫楠教授撰寫及宣讀

Degree of Doctor of Social Sciences, *honoris causa*

Mr Li Rongrong

Mr Chairman,

Mr Li Rongrong, a native of Suzhou, Jiangsu, was born in 1944. He studied for his bachelor's degree in the Department of Chemical Engineering at Tianjin University between 1963 and 1968. After graduating, he joined an oil pump and nozzle factory in Wuxi and worked his way up to head of the factory. In 1984, Mr Li was only 40 years old when he became Director of Wuxi Oil Pump and Nozzle Factory, the first state-owned enterprise in Wuxi to introduce the director responsibility system. Under his leadership, the factory started a series of reforms. Recruitment was based on merit, and only the most qualified people were hired. He firmly believed that the success of an enterprise hinged on its human resources. Since then, many university graduates have joined his factory, and Wuxi Oil Pump and Nozzle Factory has transformed itself from a small, conservative regional factory to a forward-looking enterprise that is always on the lookout for development opportunities. For example, Mr Li's factory entered into a partnership with the world's largest supplier of automotive components, Bosch, a multinational engineering and electronics company whose headquarters are in Germany, and introduced new oil pump technologies for automobiles into China. Mr Li Rongrong's contributions to the development of Wuxi Oil Pump and Nozzle Factory are widely recognised.

In 1986, Mr Li entered public service and became Deputy Director of the Economic Commission of Wuxi, Jiangsu. Other posts he held in the following years include Director of the Light Industry Bureau of Wuxi, Jiangsu; and Director of the Planning Commission of Wuxi. The year 1992 was important for Mr Li. Early that year, he was promoted to Deputy Director of the Jiangsu Economic Planning Commission. In less than six months, he was transferred to Beijing and worked in the Planning Bureau in the Office of Production under the State Council. Between 1995 and 1997, he was Secretary-General of the State Economic

and Trade Commission and later Deputy Director, Executive Deputy Director and Deputy Secretary of the Party Group.

A number of institutional reforms were introduced in the State Council in 1998, and Mr Li became Deputy Director of the new State Development Planning Commission. In 1999, he was Deputy Director of the State Economic and Trade Commission as well as Deputy Secretary of its Party Group. Two years later, he was promoted to Director of the State Economic and Trade Commission. In March 2003, the First Session of the Tenth National People's Congress passed a resolution to establish the State-Owned Assets Supervision and Administration Commission. Mr Li was the first director. From these achievements, we can see that Mr Li has a thorough and concrete understanding of the allocation of economic resources in the transitional Chinese economy. His experience ranges from managing a factory to spearheading some of the key economic planning and development departments in China. His appointment to the new position was a perfect fit.

Mr Li Rongrong has a clear idea of the future development of the state-owned enterprise reforms in China. What the Chinese economy needs most is a set of modern enterprise systems. If there is no mechanism in place, what China has achieved so far in its enterprise reforms may not be sustained. As Mr Li has also worked in the Technical Transformation Department of the State Economic and Trade Commission, he is well aware of the importance of technological advances and product competitiveness. During his two years in the department, more than 1,000 large-scale enterprise technical centres were established throughout China. In addition, an increasing number of enterprises have become aware of the importance of developing their own intellectual properties, which can be a strong impetus for the further economic growth of China.

A firm believer in less government intervention in state-owned enterprises, Mr Li thinks that a booming state-owned enterprise sector is the key to a strong Chinese economy. The government should offer some support to the non-state enterprises but not intervene too much in the state sector. Also, Mr Li strongly believes that world-class enterprises are of the utmost importance to China. Shortly after becoming Director of the State-Owned Assets Supervision and Administration Commission, Mr Li planned to reduce the number of centrally owned enterprises to 80–100, between 30 to 50 of which should be able to compete internationally. In just seven years, after a series of mergers and acquisitions, the number of centrally owned enterprises dropped to 125, and the number of these companies that are ranked among the world's top 500 enterprises has risen from 7 to 38. As a whole,

the number of state-owned enterprises has decreased significantly from 158,712 to 124,455. Total state-owned assets were up from RMB 18.02 trillion yuan to 68.82 trillion, almost a four-fold increase. The profits of state-owned enterprises have risen five times. Between 2006 and 2009, state-owned capital gains of centrally owned enterprises turned over to the Central Government were RMB 1,371 billion yuan.

Under the leadership of Mr Li Rongrong, the State-Owned Assets Supervision and Administration Commission has preserved or even enhanced the value of state assets. The distribution in the state economy has become more optimized, and there is greater coordination and competition among centrally owned enterprises and other companies in many sectors. As well, a number of reforms have been introduced in the centrally owned enterprises, such as the board of directors system, market-oriented staff recruitment, performance appraisal and remuneration management mechanisms. Most importantly, due to better legal and regulatory frameworks and more stringent supervision on capital contributors, centrally owned enterprises in China have successfully weathered financial crises in recent years. To improve the quality of corporate governance, Mr. Li encouraged state-owned enterprises to list in overseas stock exchanges, particularly the Hong Kong stock exchange. Many enterprises followed his advice and Hong Kong was able to pick up its pace towards being an international financial centre.

In August 2010, Mr Li stepped down as Director of the Commission. In October, he was co-opted as a National Committee Member and the Vice-Chairman of the Economic Committee by the Eleventh Meeting of the National People's Congress Standing Committee of the Eleventh CPPCC National Committee.

Mr Li Rongrong has an assertive yet down-to-earth personality. He is open to all well-intended comments, criticisms and suggestions. He is also a man of vision. His contributions to the State-Owned Assets Supervision and Administration Commission are numerous and enormous. He has won the trust and appreciation of the country.

Mr Chairman, Mr Li Rongrong has made significant contributions to the economic reform of China. He has the determination and courage to do things that have made a big difference to the economic lives of the Chinese people. He is indeed an exemplar to us all. In addition, Mr Li has placed a lot of importance on nurturing talent. While he was in charge of the State-Owned Assets Supervision and Administration Commission, he provided much assistance to OUHK and the Commission's Cadre Training Centre, to offer MBA and

Master of Professional Accounting online learning programmes in mainland China. These programmes helped develop management personnel for the Commission and state-owned enterprises. In recognition of Li Rongrong's achievements to China's state-owned enterprise reforms, his push in making Hong Kong as an international financial centre, his many outstanding qualities as a person and his unfailing emphasis on education and development of human resources, may I invite our President to present him for the conferment of the degree of Doctor of Social Sciences, *honoris causa*.

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