

## 榮譽工商管理博士學位

### 郭少明博士

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校董會主席先生：

勤奮努力才達致成功是個硬道理。最近，行政長官曾蔭權先生也勸勉年輕人要勤奮及拼搏，並且鼓勵他們表現出「獅子山下」的香港精神，千萬不可因為前景不明朗就輕言放棄，才能踏上成功之路。今天，我非常高興向各位介紹一位商界翹楚，他憑著勤奮拼搏，從平凡人搖身一變成為亞洲最大化粧品零售王國的主人。這位值得我們表揚及學習的榜樣，就是郭少明博士。

郭博士創業所經歷的不單是一個典型「獅子山下」的故事，更可說是化危為機的典型傳奇。1978年，郭博士與太太郭羅桂珍女士在住所樓下的銅鑼灣總統商場裡，以二萬元接辦一個40平方尺的化粧品櫃台小店——莎莎。郭博士用心地與太太努力經營，莎莎在幾年間已在商場內擴展至三個舖位。兩人為了打理生意，每天辛勤工作，於晚上關舖後，仍須為點算貨物、訂購貨品等工作至深夜三時以後，稍睡便在翌日早上十時開門營業。1989年，商場的業主突然提出要把新租約的租金從當時一萬七千元大幅增加至四萬五千元，並且要求郭博士一星期內回覆。面對這個龐大增幅，郭博士起初以為業主只是隨便說說，但是，一周後業主竟告訴他店舖已經租給別家商店了。這消息給郭博士帶來重大的打擊，他意料不到競爭對手竟然以幾倍的租金奪去他的「地盤」。

當時適逢香港移民潮，該商場十多位店舖東主正計劃一同移民到加拿大。經歷這挫折，郭博士也有意偕同太太一同移居加拿大。然而，抵步不久，兩人深感加拿大的生活過於安逸。他們希望繼續為事業拼搏，尋求發展，因此，在加拿大只逗留了短暫時間，兩人便回流返港，再次聯絡以往十多位舊員工，從新經營莎莎。

面對搬遷店舖以及失去已有顧客的危機，郭博士勇敢果斷地迎接挑戰。他一方面覓得一個位處駱克道而離商場不遠的「街舖」，讓莎莎可以遷離該商場，從而展開新的一頁；另一方面他為免把客人拱手送給競爭對手，於是提前六個月把店舖搬離總統商場，故意使店舖空置半年。與此同時，他特別聘請了幾名臨時員工，引領客人從總統商場走到莎莎位於「街舖」的新店。搬遷到新址後，因著郭博士用心經營，加上莎莎靈活且專業的客戶服務，一傳十、十傳百，良好的口碑很快便吸引大量本港的新顧客以及不少訪港的遊客光顧。郭博士並沒有因此而放鬆，他努力不懈，掌握優勢，力求在事業上再創高峰。再經不同國家的傳媒採訪報道，莎莎的名字得以傳送到海外，繼台灣雜誌到訪，日本電視台前來訪問，日本的旅遊指南又把莎莎推薦給有意到港旅遊的國民。因著口碑及傳媒免費的宣傳，莎莎的營業額因此增加了三至四倍。

經過這次成功化危為機的經驗後，有遠見的郭博士更確定了化粧品市場發展潛力的龐大，故此便立定決心擴大經營，採用新的營運模式及開設更多新分店。郭博士也著重不斷從經營實踐中學習，他不斷改革創新。憑著靈活的頭腦、敏銳的觸覺，他不停探索營運發展良策。在 80 年代，他便在香港設立第一個化粧品的開放式貨架，讓顧客自選貨品，結果大受歡迎，其後不少其他化粧品店也相繼仿效。其後郭博士決定進一步計劃把莎莎上市，使莎莎成為上市的跨國公司，並出任莎莎國際控股有限公司的主席及行政總裁，帶領公司繼續快速發展。現在莎莎單在香港及澳門已經有 80 多家分店，在亞洲共有逾 230 個零售點，營業額為亞洲同業之首，公司市值逾 130 億元。

郭博士深深了解到在危機中同時存在著機會，他相信凡事皆可以積極面對，所以，即使莎莎在 1997 年於香港聯合交易所上市後旋即遇上金融風暴，他亦把握機會，在地產市道低迷時以較低的成本開設分店擴大本地客市場佔有率。而在 2003 年非典型肺炎爆發期間，他更加強員工學習普通話的培訓，再度把握黃金機會，並於內地遊客聚集的地區開設分店。

郭博士除了自己積極努力學習外，也十分重視公司員工的學習培訓，為他們安排適切的培訓配套，課程不單保證每一名員工都充分掌握專業美容知識，更讓員工在顧客購物時能提供適切及專業的服務，並且為員工增值，提升個人能力。培訓課程成效有目共睹，其他同類機構也樂於聘用完成課程的學員。

郭博士一直熱衷於社會服務，出任不少公職。他現時擔任的公職包括中國人民政治協商會議湖北省委員會委員、香港化粧品同業協會會長、香港美容業總會榮譽會長、香

港商業專業評審中心執行委員會副會長及創會名譽會長、優質旅遊服務協會執行委員會副主席、香港工商品牌保護陣線永遠榮譽會長、香港公益金籌募委員會主席、中國愛滋病防治行動香港委員會之榮譽顧問及委員、香港愛滋病基金會董事局委員。此外，郭博士為香港中文大學新亞書院校董會選任校董及香港理工大學發展基金董事局成員等。他剛於 12 月舉行的 2011 選舉委員會界別分組選舉中獲選為批發及零售界之選舉委員。

郭博士又熱心捐助慈善活動，在去年 4 月至今年 6 月間的慈善捐款及公益活動贊助，已接近四千萬元，當中包括捐款二千萬元予香港嶺南大學支持該校學術發展，另捐款予救世軍作日本地震賑災之用，以及捐贈保良局、公益金等機構支持他們的慈善工作。

郭博士能力過人，且積極服務社會，曾獲眾多個人殊榮，包括於 2011 年獲香港特區政府頒授銅紫荊星章，並獲香港董事學會頒發「2011 年傑出董事獎——上市公司（香港交易所——非恆生指數成分股）——執行董事類別」；2008 年獲香港特區政府委任為非官守太平紳士；2007 年獲得 DHL/ 南華早報香港商業獎之「東主營運獎」，並獲世界傑出華人會聯同世界華商投資基金會頒授「世界傑出華人獎」；2006 年為安永企業家獎中國零售業企業家獎（香港）得主，並為香港及中國內地十一位得獎者之一；2005 年獲《世界經理人週刊》選為化粧品零售界別之「中國經濟年度風雲人物」，並獲國際斯佳美容協會聖迪哥中國分會頒發「香港美容業傑出貢獻獎（化粧品及零售）」；2004 年獲《Hong Kong Business》選為「年度風雲人物」。

校董會主席先生，郭少明博士勤奮拼搏，以不屈不撓的信念、積極的態度，果斷應變，每每能於逆境中轉危為機，不斷創新求進。他帶領莎莎由 40 平方尺小店發展成為今天亞洲首屈一指的化粧品零售王國，實在成就驕人。此外，郭博士熱心公益，積極服務社會，皆值得我們學習及表揚。本人恭請校長引介郭少明博士接受本大學榮譽工商管理博士學位。

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## **Degree of Doctor of Business Administration, *honoris causa***

**Dr Simon Kwok Siu-ming, BBS, JP**

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Mr Chairman,

Success comes only with hard work. This may sound like a cliché, but it reflects a universal truth. Recently, the Chief Executive, Donald Tsang, told young people not to give up easily just because they are unsure about their future. Instead, they should work hard and live up to the 'Lion Rock Spirit'. Today, I am delighted to present to you a very successful entrepreneur – Dr Simon Kwok Siu-ming – who is an exemplar for us all. As a result of his constant hard work, his company, Sa Sa International Holdings Limited, is now the indisputable leader in the cosmetics retail business in Asia.

Dr Kwok Siu-ming certainly lives up to the 'Lion Rock Spirit', and the success story of Sa Sa International has all the ingredients of a legend. In 1978, Dr Kwok and his wife, Mrs Eleanor Kwok Law Kwai-chun, took over a 40-square-foot counter in the basement of the President Shopping Centre in Causeway Bay for \$20,000, and started selling cosmetics. They devoted themselves to running the business, and their efforts translated into growing sales. In just a few years, the small counter grew much larger and occupied three shop spaces. Every day, the couple opened their store at 10 am and, even after it had closed, they often kept working until at least 3 am to replenish the stock, select and order items from overseas suppliers and carry out other necessary business tasks. But life is full of surprises. In 1989, the owner of the shopping centre suddenly told Dr Kwok that the rent of his shop spaces would be raised from \$17,000 to \$45,000 a month on the expiry of their existing rental contract and asked him to respond within a week. Dr Kwok did not realize that the landlord really meant it, and was told a week later that the counter had been rented to another cosmetics company. This was a big blow to Dr Kwok, as he never expected his competitor to pay such an exorbitant amount just to force him to leave the shopping mall.

At that time, the imminence of the change of sovereignty to China raised emigration statistics to historic highs. A number of shop owners in the President Shopping Centre planned to leave Hong Kong for Canada, and Dr and Mrs Kwok also decided to do so. However, soon after they arrived in Canada, they found that life there was too slow and relaxed for them, and they stayed for just a short time. After returning to Hong Kong, they contacted their old staff and rebuilt their business.

After an exhaustive search, they eventually found a suitable spot on Lockhart Road in Causeway Bay, near their old shop in the President Shopping Centre. More important, Dr Kwok made a bold move. He moved out of the President Shopping Centre six months before the old lease ended and his new shop opened. Another wise decision was to hire some part-time staff to guide customers from the old shop to his new one, so that the previous customers would not be lost to his competitor. After moving to the new location, Dr Kwok continued to work very hard and impressed customers with his wide range of products and professional services. Word of mouth worked and business was very good. Sa Sa has since attracted a large number of both tourists and local customers. The store has also enjoyed wide media coverage in various countries. For example, some magazines and television channels in Taiwan and Japan ran stories about this supermarket-like cosmetics outlet; and some guidebooks in Japan even listed Sa Sa as a place to visit in Hong Kong. Since then, Sa Sa's revenue has increased three- to four-fold.

This experience rekindled the confidence of the husband-and-wife team. They realized that there is an enormous market for the cosmetics retail business and began planning for more shops with their new operational model. Indeed, Dr Kwok is a quick learner and an innovative thinker. He always comes up with new marketing strategies that spur the growth of his business. For example, in the 1980s, he noticed that an open layout and product display were very appealing to cosmetics shoppers, so he turned part of his shop into an open-shelf, self-service cosmetics store – a pioneering move which quickly attracted many copycats. In 1997, Dr Kwok turned Sa Sa International Holdings Limited into a listed multinational corporation, with himself as the Chairman and Chief Executive Officer, and the company has grown fast and far. Today there are more than 80 Sa Sa stores in Hong Kong and Macau, and over 230 retail points all over Asia. Sa Sa is the largest cosmetics speciality store in Asia in turnover, and the company's market capitalization has exceeded HK\$13 billion.

From his experience, Dr Kwok learned that with crises come opportunities. Therefore, even though the Asian financial crisis struck shortly after Sa Sa was listed on the Hong Kong Stock Exchange, he turned adversity into opportunity and opened more stores at a much lower rent to increase Sa Sa's share in the local market. Also, during the SARS outbreak in 2003, he strengthened Putonghua training of his staff and opened more shops in the tourist districts.

Apart from being an avid learner himself, Dr Kwok places a great deal of importance on the training of his staff. Everyone working at Sa Sa has to take a comprehensive training course on various topics related to cosmetics and skincare. These training courses have not only brought added value to the shops but have also turned Sa Sa's staff into more confident beauty professionals. Sa Sa's beauty consultants are well known for their helpful attitude and professional services, and other shops are keen on employing staff trained by Sa Sa.

Dr Kwok is also dedicated to social and community services. He is currently a Committee Member of the Chinese People's Political Consultative Conference of Hubei Province, the President of the Cosmetic and Perfumery Association of Hong Kong, the Honorary President of the Federation of Beauty Industry (HK), the Vice-President of the Executive Committee and the Honorary Founding President of the Professional Validation Centre of the Hong Kong Business Sector, the Vice-Chairman of the Quality Tourism Services Association Governing Council, the Honorary Life President of the Hong Kong Brands Protection Alliance, the Chairman of the Hong Kong Community Chest Campaign Committee, the Honorary Advisor and a Member of the Hong Kong Committee for the China AIDS Initiative and the Executive Board Member of the Hong Kong AIDS Foundation. In addition, he is an Elected Member of the Board of Trustees of the New Asia College of the Chinese University of Hong Kong, and a Board Member of the Hong Kong Polytechnic University Development Foundation. He was elected as an Election Committee for the Wholesale and Retail Subsector in the 2011 Election Committee Subsector Elections just held in December.

Dr Kwok is a generous philanthropist. Between April 2010 and June 2011, his donations and sponsorships amounted to about HK\$40 million, half of which was given to Lingnan University to support its educational development. Dr Kwok has also donated generously to support the Salvation Army's earthquake relief work in Japan and to other charity organizations such as Po Leung Kuk and the Community Chest.

Dr Kwok has earned many awards in the past few years. He was awarded the HKSAR Bronze Bauhinia Star, and the Director of The Year Award in the category of Executive Directors of Listed Companies (SEHK – Non-Hang Seng Index Constituents) from The Hong Kong Institute of Directors (2011). He was appointed a non-official Justice of the Peace (2008). He was the Winner of the Owner-Operator Award at the DHL/SCMP Hong Kong Business Awards (2007) and received the World Outstanding Chinese Award from the World Outstanding Chinese Association and World Chinese Business Investment Foundation (2007). He was also the Retail Category Winner in Hong Kong of the Ernst & Young Entrepreneur of the Year China (2006) (one of 11 winners in Hong Kong and mainland China) and received the Chinese Business Person of the Year (2005) Award from World Executive Weekly; the Distinguished Contribution Award for the Beauty Industry (Cosmetic & Retail) from the International CICA Association of Esthetics, CIDESCO Section China (2005); the Man of the Year (2004) Award from Hong Kong Business.

Mr Council Chairman, Dr Kwok is a man of diligence and perseverance. With conviction and creativity, he always manages to thrive in adversity and turn a crisis into an opportunity. Under his leadership, Sa Sa International has come a long way from being a tiny counter in a Causeway Bay mall to becoming the largest cosmetics chain store in Asia. Through his own enterprise and contributions to various charitable causes, he is a role model for us all. May I invite our President to present Dr Simon Kwok Siu-ming for the conferment of the degree of Doctor of Business Administration, *honoris causa*.

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*Chinese citation written and to be delivered by Professor Ip Yiu-keung*