

## 榮譽工商管理博士學位

### 鄭李錦芬女士

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副校監先生：

歐美於 70 年代流行一種“無固定零售點的面對面銷售模式”，這種被稱為直銷的行業在當時歐美市場蓬勃發展，同時也被引入香港。雖然比起其他行銷方式，直銷能有效減少銷售成本，但對於素有“購物天堂”之稱的香港，這種“無店鋪銷售”的模式並不被看好。美國安利公司是最早在香港開展直銷業務的外資企業之一，當時有一位港人，儘管沒有任何直銷或商業經驗，卻憑著個人遠見及敢於接受新挑戰的勇氣，毅然投身剛剛成立的香港安利公司。經過 34 年的努力，她不僅將安利業務擴展至整個大中華地區，更帶領直銷業走向規範化，為直銷業在香港、台灣、中國內地和東南亞地區的發展，建立了重要里程碑。這位港人就是前香港安利總經理、中國安利董事長、美國安利執行副總裁及大中華和東南亞地區行政總裁：鄭李錦芬女士。

鄭女士分別於 1975 年及 1989 年取得香港大學文學士榮譽學位及工商管理碩士學位。1977 年間，在看到香港安利招聘行政秘書的廣告，決定辭去當時政府行政主任工作，加入安利。之後，她積極學習、了解安利的業務及管理，短短三年時間，憑著自身努力及才幹，年僅 28 歲的鄭女士被擢升為香港安利總經理。

在任職香港安利期間，鄭女士一直積極推動香港直銷業發展。1979 年，香港直銷協會成立，香港安利是創會會員之一，鄭女士曾 4 次出任香港直銷協會會長，主力提高直銷業的專業地位及從業員的職業操守。另一方面，由於當時出現不少“層壓式傳銷”騙案，市民難以分清其與正當直銷之分別。鄭女士領導業界與香港政府多番磋商，香港於 1980 年訂立《禁止層壓式推銷法條例》，為本地直銷業發展奠定重要基礎。

90 年代初，中國的改革開放進入深化階段，鄭女士憑著敏銳的商業觸覺，洞悉中國內地是一個充滿極大潛力和商機的市場，於是向美國總部提出開拓中國市場的建議，並在報告中寫道：“不到中國內地，就不算是真正跨國企業”。當時國際社會對中國改革

開放能否成功仍抱觀望態度，更有人認為，直銷行業如果可以在中國市場得以擴展，便是一個奇跡。1992年，美國安利委派鄭女士領軍開拓中國內地市場，並在廣州設立安利海外第一個大型生產基地。

對於新市場的開拓，鄭女士知道必定會遇到各種困難。由於在中國內地，非法傳銷活動比直銷業更早進入市場，使得直銷一開始就與非法傳銷糾纏在一起，難以區分。1997年開始，非法傳銷詐騙在中國內地日益猖獗，並引發眾多社會問題。1998年，國務院頒佈《關於禁止傳銷經營活動的通知》。一夜之間，無論是正規直銷，或是非法傳銷公司，都必須停止一切業務。中國安利隨即停止一切銷售活動，公司面對了每日虧損過百萬元人民幣的壓力。很多國際大型直銷企業不堪虧損，紛紛撤出中國內地市場。但鄭女士卻始終相信，傳銷禁令只是安利在中國內地發展前期的陣痛，而合法投資、守規經營的外資企業是會受到中央政府歡迎和支持的。傳銷禁令頒佈後，鄭女士給當時1,200名安利員工和60,000名安利直銷員八字箴言：“不慌不亂，不離不棄”，意思是上下保持臨危不亂、處變不驚的態度，公司既不會撤離中國內地市場，員工和直銷員也不要放棄安利事業。為尋求解決方案，鄭女士主動聯同受影響的數家外資直銷公司，以理性、務實態度與有關的中央部委進行了近3個月的溝通。終於，中國安利被核准以“店鋪銷售加雇用推銷員”的方式轉型經營。

鄭女士明白，要成功轉型，必須符合中國獨特國情和規條，也要保留安利直銷的核心競爭力。於是，鄭女士帶領中國安利在內地重新部署，進行了一系列的變革。轉型時期的中國安利打破了直銷無店經營的傳統，在內地設立了一百多個店鋪，此舉大幅增加了經營成本，但同時亦大大提升了公司的透明度和知名度。儘管如此，中國各省市工商管理系統、媒體和公眾人士對直銷從業員的態度仍有保留。因此，鄭女士親率資深員工奔走各省市間，為直銷正名，此項艱巨的公關工程歷經7年之久，直到中國直銷法在2005年底頒佈後，形勢才開始好轉。與此同時，為了規範龐大的直銷隊伍，鄭女士在中國內地成立了安利史上第一間培訓學校，給團隊有系統的灌輸企業文化和直銷專業知識。鄭女士更引進嶄新的品牌營銷策略和企業社會責任承擔，贏取中國內地廣大消費者的認同和支持。

在此期間，鄭女士帶領中國安利連續七年入選“中國外商投資企業百強”（2002–2008），四度入選“中國納稅百強”（2003，2005–2007），並連續五年入選“中國最具影響跨國企業”（2005–2009）。2011年初，鄭女士在安利榮休，中國安利年度營業額已高達220億元人民幣，佔安利全球營業額三分之一。美國安利公司創辦人理查狄維士先生曾表示，“中國安利今天的成就，離不開鄭李錦芬女士的遠見及堅持”。

在推動直銷業在亞州發展，鄭女士是佼佼的領導者。直銷業在香港及中國內地發展初期，一直存在爭議。鄭女士幾經艱辛、努力不懈，終於成功扭轉當時社會對安利以及整個直銷業存在的嚴重誤解。2004年，香港直銷協會給鄭女士頒發“直銷業終生成就獎”。其實鄭女士在安利的經歷，與香港公開大學的發展歷程非常相似。「公大」本著“有教無類”“開放入學”的辦學理念，推動不設立入學資格的遙距學位課程。初期不少社會人士對這種學位課程質素有所懷疑。「公大」經過多年來校董會及師生的努力，奠定今天在香港以至亞洲成人教育及自資高等院校的領導地位，這些都是得來不易的成果。

鄭女士卓越的管理能力在商界備受讚賞，曾於2008年及2009年兩度榮膺美國《福布斯》評選為“全球百位最具影響力女性”，並由搜狐網、鳳凰衛視評選為“2004中華十大財智人物”，由新浪網、南方都市報評選為“2004年度中國十大行銷人物”，獲美國CNBC財經電視台亞太頻道頒發2007年度“中國最佳商業領袖獎”之“年度中國最佳人才管理獎”，以及由《財富》評選為“2010年中國最具影響力的25位商界女性”。

工作之餘，鄭女士還廣泛參與社會義務工作，尤其在公益慈善事業、保護婦女兒童、支持文化教育事業方面作出了傑出貢獻。鄭女士現時擔任的公職包括：中華全國婦女聯合會執行委員會委員，中國兒童少年基金會理事，中國人民政治協商會議廣東省委員會委員，中國安利公益基金會創會主席，香港演藝學院校董會成員，港區婦聯代表聯誼會名譽會長及理事。

鄭女士對「公大」的教育理念及發展，也是十分支持的。除了為現任「公大」諮議會成員，過去亦曾是「公大」校董會成員（2003-2010）及「公大」人力資源委員會主席（2005-2010）。2009年，在鄭女士的協助及支持下，「公大」李嘉誠專業進修學院推出「安利中國文化藝術推廣計劃」，開設課程涵蓋國學與管理、粵劇戲曲、書法及陶瓷鑑賞藝術等範疇。旨在促進港人對傳統文化的了解傳承及推動中港文化交流合作。同年，鄭女士獲「公大」頒授榮譽大學院士。

副校監先生，為表揚鄭女士對工商界，尤其是在直銷業方面，以及對社會的卓越貢獻，本人謹恭請校長引介鄭李錦芬女士接受本大學榮譽工商管理博士學位。

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贊辭由葉耀強教授撰寫及宣讀

## **DEGREE OF DOCTOR OF BUSINESS ADMINISTRATION, *honoris causa***

**Mrs Eva Cheng Li Kam-fun**

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Mr Pro-Chancellor,

Back in the 1970s, “direct selling” gained popularity in the USA and Europe and quickly found its way to Hong Kong. Under this sales model, products are being sold to consumers on a person to person basis away from fixed retail locations. Although this marketing method could reduce certain marketing costs, critics thought it would never succeed in a place like Hong Kong where people enjoy shopping which is convenient and fun.

Amway Corporation was one of the early foreign companies to start a direct selling business in Hong Kong. At that time, a Hong Kong woman who had no experience in direct selling or business, but had great vision and determination, chose to join the company with a conviction. After 34 years of tireless efforts, this lady not only helped to build Amway’s business in Hong Kong, but also helped Amway’s expansion into Taiwan, Mainland China and even the Southeast Asian region. When this lady retired from Amway in 2011, she was the Executive Chairwoman of Amway China, the CEO of Amway Greater China and Southeast Asian Region, and Executive Vice President of Amway Corporation. Her name is Mrs Eva Cheng Li Kam-fun.

Mrs Eva Cheng graduated from the University of Hong Kong with a Bachelor of Arts (Honours) degree in 1975 and a Master of Business Administration degree in 1989. After completing her undergraduate studies, she joined the Hong Kong Government as an Executive Officer. In 1977, after seeing an Amway job advertisement for an executive secretary, she resigned from her government position and joined Amway Hong Kong. Mrs Eva Cheng worked vigorously to learn about the business and management of Amway; and in a short period of three years, at the tender age of 28, she was promoted to the post of General Manager of Amway Hong Kong.

While working in Amway Hong Kong, Mrs Eva Cheng actively promoted the development of the direct selling business. In 1979, the Hong Kong Direct Selling Association was established with Amway as one of the founding member companies. As the Chair for four terms in this industry association, Mrs Cheng introduced best practices and promoted high ethical standards among direct selling practitioners. At that time, fraudulent practices of pyramid schemes were prevalent, and consumers were unable to differentiate them from legitimate direct selling businesses. Mrs Cheng worked closely with other direct sellers and was instrumental in the final passage of the Hong Kong *Pyramid Selling Prohibition Ordinance* in 1980. This Ordinance is still used today to weed out frauds in the direct sales business sector.

In the early 1990s, China's economy was showing new signs of vibrancy. With strong business acumen, Mrs Cheng saw the vast potential which the China market had to offer. She also believed that 'to be a truly global company, Amway must have presence in China.' While many people at that time were sceptical of China's ability to transform economically and even thought it would be mission impossible for direct selling to succeed in China, Amway's Founders shared Mrs Cheng's vision and entrusted her with the responsibility of market launch. In 1992, Amway chose Guangzhou as an operational base and built its first large scale overseas factory there.

Mrs Cheng understood very well that doing business in China would not be easy. Around 1997, pyramid frauds became rampant and led to many social problems. To arrest the situation, the China State Council issued a directive in 1998 which overnight banned the operational activities of all direct selling companies. Amway China complied and halted its business activities, but Mrs Cheng also elected to keep doors opened to take back unsold inventories from alarmed Amway distributors so that they didn't get hurt. Amway China registered losses that amounted to more than 1 million renminbi every day for several months, but gained loyalty and respect from its salesforce in all the years that followed.

While some international direct selling companies lost hope and quit the China market, Mrs Cheng chose to believe that China was fully committed to its Open Door Policy and that legitimate, law-abiding foreign businesses would be welcomed and protected. Mrs Cheng called on Amway China's 1,200 employees and 60,000 salespeople to have faith and hope at its most critical juncture. Together with a few other foreign direct selling companies also affected by the ban, Mrs Cheng led the dialogue with the central government, sought help from relevant ministries. After 3 months of intense communication, Amway and a

group of foreign direct selling companies were allowed to relaunch their businesses under a specially approved 'shops plus salesmen' model.

To abide by new regulations, Amway broke with tradition and opened more than 100 shops which sold products directly to walk-in customers. Complementing this, Amway was permitted to keep its team of salespeople. This move led to a huge increase in operating costs, but it also helped to enhance Amway's transparency. Because pyramid frauds were not easy to wipe out, public and media perception of direct selling remained negative for a long time period. It took Mrs Cheng and her team seven long years of intensive external public relations and internal training and education efforts to rebuild trust and gain respect from government officials, media and general public at national, provincial and municipal levels. Mrs Cheng also launched Amway's first training institute and embarked on new branding, marketing and corporate social responsibilities, all uniquely adapted for the China market. In 2005, the *Chinese Regulations on Direct Selling* was promulgated and the headwinds started to subside.

Despite incessant hardship and challenges which confronted the Amway China business, Mrs Eva Cheng led Amway China to grow in revenues and reputation. Amway China earned many accolades, including: Top 100 Enterprises with Foreign Investment from the China Association of Enterprises with Foreign Investment (2002–08); Top 100 Tax Payers from the State Administration of Taxation (2003, 2005–07); and Most Influential Multinationals in China (2005–09). When Mrs Cheng retired from all her positions in early 2011, Amway China's revenues exceeded 22 billion renminbi, representing one-third of Amway's global revenues. Amway Co-founder Richard DeVos remarked that "Amway China's success is a direct result of Eva's vision and persistence."

Mrs Cheng is a true leader who spearheaded the development of direct selling in Asia. In recognition of Mrs Cheng's contributions, the Direct Selling Association of Hong Kong presented her with a Lifetime Achievement Award in 2004. To a certain extent, the story of the Open University of Hong Kong is similar to that of Amway. The mission of the OUHK is to make higher education available to all through its open access policy. In the past, there were doubts about the quality of graduates from open and distance learning programmes. After years of hard work by the Council, staff and students, we are proud to say that the OUHK is now a leader in adult education among the self-financing institutions not just in Hong Kong but also the greater Asian region.

Mrs Eva Cheng is a well-recognized business leader and has won many awards and honours. In 2008 and 2009, she was twice listed in the “World’s 100 Most Powerful Women” by Forbes magazine. In 2004, Sohu and Phoenix Satellite Television voted her one of the “Top Ten Financial and Intellectual Chinese Personalities”. In the same year, Sina and the *Southern Metropolis Daily* named her one of the “Top Ten Marketing Personalities”. In 2007, CNBC Asia Pacific presented Mrs Cheng with the “China Business Leader–China Talent Management Award”. In 2010, *Fortune magazine* named Mrs Cheng one of the 25 Most Influential Business Women in China.

Mrs Cheng is also active in charity and community services, particularly in sectors related to women, children and education. Some of the public offices she currently holds include: Member of the Executive Committee of the All-China Women’s Federation; Director of China Children and Teenagers’ Fund; Member of the Guangdong Commission of the Chinese People’s Political Consultative Conference; Founding Chair of the Amway Charity Foundation; Council Member of the Hong Kong Academy for Performing Arts and Honorary President and Director of the All-China Women’s Federation Hong Kong Delegates Association.

Mrs Cheng has been an avid supporter of the OUHK for many years. She is currently a Member of the Court of the University; and she was also a Council Member (2003–10) and the Chair of the Human Resources Committee (2005–10). With her support, in 2009 the Li Ka Shing Institute of Professional and Continuing Education of the OUHK started the Amway Chinese Arts and Culture Promotion Programme which covered courses on sinology and management, Cantonese opera, Chinese calligraphy and ceramics appreciation. These courses aim to provide Hong Kong people with a better understanding of the traditional Chinese culture. In the same year, she was named an Honorary University Fellow of the OUHK.

Mr Pro-Chancellor, in recognition of her many contributions to business and industry, especially direct selling, and community services, may I invite our President to present Mrs Eva Cheng Li Kam-fun for 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*