



鄺國雄先生
Mr. Alan Kwong

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創業 變中求勝 守業 穩中協進

一次席捲全球的金融海嘯，成為不少商家和企業的「滑鐵盧」；有的頓成一無所有，有的馬上重整旗鼓，再戰江湖。鄺國雄是後者，也是後者之中的成功例子；既把公司順勢轉型，重新站穩腳步，也隨之以回饋社會之心，把創業和營商的實戰經驗與其他商家和後之來者分享，推己及人。

鄺國雄是PharmEng Technology的首席執行官和主席；於1997年創立了公司，向製藥和生物技術行業提供國際諮詢和培訓，由一人公司發展成擁有百多名員工，業務遍佈加拿大、美國和亞洲的國際企業。

2005年，PharmEng在創業協進會（ACCE）舉辦的加拿大傑出華裔創業家選舉中獲得「最佳國際商業獎」。其後，他亦開始參與創業協進會，並於2010年至2014年擔任會長；2014至今出任協會的顧問。他相信「施比受更有福」，所以樂於積極參與社區，近年亦參與萬錦Stouffville醫院基金會和擔任多倫多史維會的董事會成員。

在創業和人生路上，鄺國雄走過路直、路彎、以至急轉彎。面對風雲變色、起與跌，但一直持守自己選上的路，走出困境，可說是「華麗轉身締傳奇」的最佳寫照。

人生三個轉身點

鄺國雄回看自己的人生，分別有三個「轉身點」：

1985之前，是求學時代，接受栽培，為將來的事業打好了基礎。1983年，他在密西根大學取得化學工程學士學位，然後於1985年在多倫多大學完成化學工程碩士學位。

1985至97年是創業的蘊釀期。自畢業後，先後任職多間著名醫藥、生物科技公司，包括安省癌症研究所，Connaught Laboratories Ltd., Apotex Inc., Purdue Pharma Inc., Glaxo Canada Inc., 美國的 John Brown Engineering 和 Taro Pharmaceuticals, 在企業階梯扶搖直上。

1995年，他轉職至紐約的 Taro Pharmaceuticals 高級項目經理，負責管理藥廠的技術營運方向，把計劃規劃好，向上級申請撥款，再向下級發佈工作，工作既穩定，報酬也相當可觀，作為三十出頭，家有賢內助和一對幼小兒女的「打工皇帝」，大可安享無憂生活。

那段日子，由於妻兒都在多倫多，每週往返美加兩地；一至四在紐約，五、六、日在多倫多。此間他留意到加拿大本土很缺乏醫療顧問公司，因此看到一個很大的市場，逐漸開始構想如何在加國實現自己的創業理想。

其實，這並非一時衝動之舉，創業的念頭一直在他的心中，1992年已在多倫多大學完成工商管理碩士學位，作好準備。

1997年，他決定放棄高薪厚職，從紐約回到多倫多創辦 PharmEng Technology，踏上充滿難測風險與挑戰的創業路。他也預設了最壞的打算和退路，認定即使失敗，憑著多年工作經驗，大可重新找工作。

高峰變險峰 風暴中轉型

萬事起頭難，開展了一人公司，也就是說要「一腳踢」，擔當所有工作，上至編寫計劃書，下至執行及處理文件，甚至倒垃圾也落在自己手上，箇中勞累自然只有自己能體會。他笑言自己的職銜是「總事長」。

捱過了第一年的難關，開始有盈利，再下來的十年，人生衝上一個高峰；公司迅速發展，業務擴展至美加等地；2005年，更進軍製造業，自設廠房生產配方藥，繼而在多倫多交易所創業板(TSX-V)上市融資。在業務高峰期，一年最高創收達2千多萬加元。公司擴展成擁有650位員工的企業。

然而，天有不測之風雲，2009年，正值要大展拳腳，再闖高峰之際；一場50年來最嚴重的金融風暴，令當時給鄺國雄融資的一家冰島銀行遭到重擊，銀行要求他歸還差不多1,500萬元的融資。2009年，他面臨創業以來最黑暗的日子；為了歸還銀行的欠債，不得不壯士斷臂，申請破產保護、實行債務重組，把生產廠房賣出，在股市市場上融資得來的數千萬元全數丟失了，公司最終只留下剛開始的顧問公司，並且由上市公司重新轉型為私人公司。

回想當日的滋味，受打擊不在話下，然而他迅即收拾心情，忘記背後，努力改變眼前的形勢，以至改寫命運；他相信，即使時不與我，做生意絕對不能靠運氣；當形勢不利於自己時，便得從中汲取教訓，並且動用所有資源去闖過難關，亦要停留在天天嗟嘆和後悔的境地。

回饋社會 有情歲月

經歷過成功、失敗、再成功，鄺國雄總結經驗說：「人生總有雨天，也有晴天；走到隧道的盡頭，總會重見光明」。

他又歸納出幾個成功要素：「首先，要了解你所從事的行業；第二：做對了的，便要繼續對下去；反之，走錯了路，便得反省錯在哪裡，並且作出相應的調整以至轉型；第三：要專注於強項，知道自己的限制，切忌要做『十項全能』。」

本著與人分享經驗和回饋社會的心，鄺國雄於2010成為創業協進會會長，展開他的「義工」生涯，他看到不少成功的企業家都傾注不少時間與精力投入社區，出發點並非為商業或經濟利益。在他看來，自己所付出的，一點也不算多，尤其是可以幫助其他創業人士踏上成功創業路。

創業協進會是由一群專業人士及企業家組成的非牟利志願團體；成立的宗旨為促進加國華人創業精神，表揚加國華人創業家之貢獻，協助加國華人創業以及促進創業家的社會責任感。

協進會每年都舉辦多項大型活動，包括「加拿大傑出華裔創業家選舉」、創業論壇、以及一些貿易的研討會或展銷洽談會，使會員得以增進營商知識之餘也可結識其他會員、拓展商務及建立生意網絡。在他任內，創業協進會的發展和影響力亦不斷延伸，達至加西，以至全加拿大。

贏在起跑線 一份珍貴禮物

鄺國雄一直深信，對於中國人而言，創業有如在血液中奔流的一股動力。而他的上一代也不例外；父親以前在香港經營小型建築生意，而且具有商家的遠見，為子女的將來籌劃，早在1980代已作出移民之舉，全家移居到加拿大。

在七兄弟姊妹之中排行最小的鄺國雄，笑說他從那時起才真正開始進入「英文世界」；英文名字Alan是在香港入讀了九龍華仁中學才取的。來到多倫多完成中學之後，卻沒打算留在加國升讀大學，反而選上了報讀美國密西根州大學的工程系，主要因該校的工程系當時排名全美第五。鄺先生的父母雖知赴美美國學費不菲，但得知兒子獲取錄後，也二話不說地讓他前往攻讀；望子成龍，這是省不了的付出。

鄺國雄說這是父母親給他最貴重的一份禮物，如今，他亦不其然把這份重視教育的傳統觀念傳給下一代。如今女兒已為人師表，兒子則有意攻讀法律系。說起下一代，他特別提及另一個希望，是扶助新一代創業者，以及推進創業精神。

以這般視野回望過去與展望未來，無疑道出：「江山代有才人出，各領風騷數百年」。



幼稚園
Kindergarten



高中，就讀於九龍華仁書院
High school, at Kowloon Wah Yan College



移民加拿大以後首次遊美，於世貿中心留影
First tour of USA after immigration to Canada, on top
of World Trade Centre



高中時，與家人（後排右二）
During high school, with family
(at 2nd right)



於多倫多大學工商管理碩士畢業
MBA Graduation from University of Toronto



獲創業協進會2005年「最佳國際商業獎」
Recipient of Best International Business Award in
2005 from ACCE



任創業協進會會長
As Chair of ACCE (Association of Chinese Canadian
Entrepreneurs)



與前任總理哈珀
With former Prime Minister Stephen
Harper



與總理賈斯汀·杜魯多
With Prime Minister Justin Trudeau



與PharmEng職員及家屬共享遊艇樂 (前排穿白T-恤)
PharmEng Technology cruise with staff and family (in white T-shirt, front row)

Mr. Alan Kwong

The global financial tsunami became the “Waterloo” of many businesses and enterprises. While some companies disappeared, some immediately reinvented themselves. Mr. Alan Kwong Kwok-hung belongs to the latter, and he is also one of the successful few. He has been able to regain his footing in the transition, while at the same time contribute to the community by sharing his entrepreneurial experience with other business people and latecomers.

Alan is the CEO and Chairman of PharmEng Technology. In 1997 he founded the company that provides international consulting and training to pharmaceutical and biotechnology industries. This company grew into an international business with more than 100 employees and operations across Canada, the United States and Asia.

In 2005, PharmEng received the “Best International Business” Award from the Association of Chinese Canadian Entrepreneurs (ACCE). Since then, he has been involved with the association, and served as its president from 2010 to 2014 and advisor since 2014. He believes in the saying that “it is more blessed to give than to receive,” and he happily and actively participates in many community events. In recent years, Alan has also been involved with Markham Stouffville Hospital Foundation and is a board member with Toronto Association for Learning and Preserving the History of WWII in Asia (Toronto ALPHA).

Alan has experienced smooth sailing in his life, but also weathered some rough seas. His ship almost sank but he always managed to hold

on to his course no matter how the situation changed. One can say Alan is the best portrayal of how to ‘change with change to succeed’!

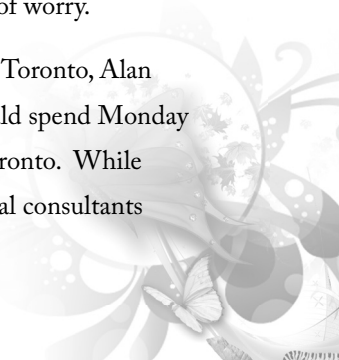
According to Alan, there were three major “turning points” in his life.

Prior to 1985, it was a time for education, a period in his life that paved the way to his future career path. In 1983, he obtained a Bachelor’s degree in Chemical Engineering from the University of Michigan, and in 1985 completed a Master’s degree in Chemical Engineering from the University of Toronto.

Alan considers the time between 1985 and 1997 to be the incubation period for entrepreneurship. During this time, he worked in a number of well-known pharmaceutical and biotechnology companies, including Ontario Cancer Institute, Connaught Laboratories Ltd., Apotex Inc., Purdue Pharma Inc., Glaxo Canada Inc., America’s John Brown Engineering and Taro Pharmaceuticals. His career soared on the corporate ladder.

In 1995, he moved to Taro Pharmaceuticals in New York, where he worked as a Senior Project Manager, responsible for managing the Technical Operations of the pharmaceutical company. He would plan the operations program and apply for funding from his superiors for project execution. Once the funding was secured, he would assign the work to his subordinates. His job was stable with considerable remuneration. As someone in his early thirties with a young family, he could have continued to enjoy a white-collar life free of worry.

In those days, since his wife and two children lived in Toronto, Alan would return to Canada every week. Typically, he would spend Monday to Thursday in New York, and Friday to Sunday in Toronto. While here, he noticed there was a shortage of pharmaceutical consultants



in Canada, and he could see there was a lot of market potential for such a business. He gradually began to formulate how to realize his entrepreneurial dream in Canada.

In fact, this was not a spur of the moment act. The idea of entrepreneurship had been brewing in his mind, and he completed an MBA degree at the University of Toronto in 1992 to prepare for this day.

In 1997, Alan decided to give up his well-paying job, and returned to Toronto from New York to found PharmEng Technology. He knew once he set foot on the entrepreneurial path, his life would be full of unpredictable risks and challenges, but he also had a backup plan. He knew, if he were to fail, he could always find a job with his years of work experience.

It was of course very difficult in the beginning. To be a 'one-man band', he had to play all the roles in the company, from proposal preparation and project execution, to filing and administration, and even taking out the garbage, they were all part of his job. One could only realize how tiring this was after one went through it. He laughingly said his title was: CEO For Everything.

After surviving the turbulent start in the first year, PharmEng began to turn a profit. Over the next ten years, his business steadily climbed upward. In rapid development, the company expanded to the United States and beyond. In 2005, it evolved into the manufacturing sector, and began producing drugs in a plant. It was listed on the Toronto Stock Exchange Venture as PII (PharmEng International Inc.). At its peak, the company had annual revenues of over 20 million dollars, and expanded to 650 employees.

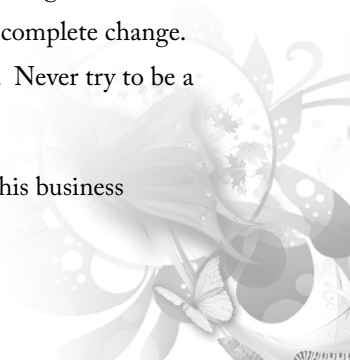
However, ominous clouds were brewing ahead. In 2009, at a time when he was ready to flex his muscles, and breakout to another summit, Alan found himself amidst the most serious global financial crisis in 50 years. His senior creditor, an Icelandic bank, was one of the first to go into bankruptcy and recall the company loan, over \$15 million of financing. In 2009, facing the darkest days in his venture, he took PharmEng to bankruptcy protection, and sold the manufacturing plant to restructure the company debt. Tens of millions of dollars were lost, and eventually, PharmEng was delisted. Alan acquired the consulting practice and it became a private consulting company once again.

It was no doubt a severe blow, but Alan quickly put it behind him and started to focus on improving the immediate situation and rewriting his own destiny. He believes, even when fate is working against you, doing business cannot rely on luck alone. When a situation is not conducive for success, one has to learn from it and use all the resources at one's disposal to overcome the obstacles. There is no point in spending your days mourning or being regretful.

Having experienced success and failure, and then success again, Alan says the lesson learned is: "There are rainy days, and there are sunny days in life. Always try to see the light at the end of the tunnel."

He also summarizes a few success factors: "First, you have to really understand the business you are in. Second: if you are doing the right thing, continue to do it; if you are doing something wrong, reflect on what has gone wrong, and make adjustments, even a complete change. Third: focus on your strengths, and know your limits. Never try to be a "decathlon" competitor when you are not."

It was at this time that Alan thought he could share his business



experience and contribute to the community. In 2010, he became the president of ACCE, launching his “volunteer” career. Over the years, he has seen many successful entrepreneurs devote a lot of time and energy into the community, and not for business or economic interests. In his own view, he hopes his contribution can help other entrepreneurs start a successful journey. ACCE is a non-profit volunteer organization run by a group of professionals and entrepreneurs. It was established for the purpose of promoting the entrepreneurial spirit of Chinese Canadians, providing assistance to Chinese Canadian entrepreneurs and promoting social responsibility by recognizing their contribution to the community.

ACCE holds several major events each year, including the “Outstanding Chinese Canadian Entrepreneur Award” ceremony, business forums, seminars as well as trade fairs and exhibitions. ACCE members can improve their business knowledge, expand their business network and establish connections. During Alan’s presidency, ACCE expanded its reach to the western provinces, and across Canada.

Alan is convinced that entrepreneurship is in the blood of Chinese people. It was no different for his parents’ generation. Alan’s father owned a small construction business in Hong Kong, but he also had a vision for his children’s future. As early as the 1980s, he already made plans to immigrate, and the family moved to Canada.

Alan is the youngest amongst seven brothers and sisters. His name Alan was given to him when he was studying at the Kowloon Wah Yan College in Hong Kong. After finishing high school in Toronto, he did not stay in Canada, but elected to enroll in the University of Michigan instead, mainly because the Engineering faculty was ranked fifth in the

United States at that time. Although tuition in American universities was very expensive, his parents did not hesitate in supporting his decision to study there. Alan's parents were not rich, and it was a big price to pay for their son's success.

Alan says his education is the most precious gift from his parents, and now he has passed this traditional emphasis on education to the next generation. Today, his daughter is a teacher, and his son is interested in studying law. Speaking of the next generation, he specially mentions his other wish: to support a new generation of entrepreneurs and promote entrepreneurship.

Looking back on the past and into the future:

*“There is talent in every generation
Every generation has its own glory
And so it goes
For hundreds of years”*

