

# 吳慶華

## Royson Ng

### 移民創業的典範 圓融人生的借鑒

如果要寫一個移民成功的故事，吳慶華無疑是最佳人選。他從20多年前來到舉目無親的多倫多，由一個油站工人做起，白手興家，至今成為一間上市企業的總裁，並熱心參與公益，而他亦從未忘卻新移民面對的徬徨與困境，希望可以幫他們一把，是以他的企業僱員都以移民為主；過去幾年，他活躍於各大移民論壇，分享他成功創業之道。在人生路上，他一直抱持的開放心靈、靈活思維、與積極態度，組成一幅圓融人生的圖畫。

這陣子，你可以在不同的展覽場地看到吳慶華的照片和他的故事。例如，為慶祝加拿大立國150周年紀念，加拿大21號碼頭移民博物館特別製作「首日抵加」展覽，介紹不同族裔—包括華裔的移民故事，並且在全國進行巡迴展；吳慶華便是其中之一。

今年7月至11月，他又成為約克區「慈善人物攝影展」的主角之一，獲選為萬錦市的傑出人物，攝影展的目的是表彰他對社會作出的貢獻，並且在約克區多個地點巡迴展出。

吳慶華的成功故事，早在2011年榮登《加拿大移民雜誌》；當年他獲選為「最傑出25位移民獎」；跟其他來自世界各地的移民編織一幅「多元成功文化」的彩繪。

移民自馬來西亞的吳慶華，除了是一間年收入上億元企業的總裁外，還熱衷社會和慈善活動。2005年，吳慶華獲得創業協進會頒發的傑出華裔創業家大獎。他是加拿大創業協進會的前任會長，積極協助新移民創業；也是加拿大智行基金會的聯席主席，熱心捐助中國愛滋孤兒。他也擔任過多倫多地區貿易委員會董事長好幾年。目前，他還擔任塞內卡的孔子學院顧問委員會成員。

#### 起步點：背水一戰 輕身上路

在馬來西亞出生的吳慶華，1979年前往英國讀書及工作10年以後，與家人返回馬來西亞，然後申請移民加拿大。移居加國的原因，原是為了下一代；有些人以賺取金錢作為量度成功的指標，他以幫助子女成功為自己的成就。

他自小跟父親學過鐘表修理，並曾幫他打理生意。至1991年落戶多倫多，帶著太太和女兒；還有快將出生的兒子。初來步到，他連一個認識的人也沒有，加上全無本地工作經驗，前路確是茫然空白的一片，而他所有的，僅是三千加元、一貨櫃的物品，還有一種完全開放的態度。

他認為，既然移民了，就要切斷自己回國的後路，忘記馬來西亞，抱著背水一戰的決心，才能成功。本著這種心情，他們認為他在加拿大必會成功。

在有和無之間，他不再想着自己已擁有甚麼，而是思考將來會得到甚麼，他相信轉變思維方式會帶來好處。

另一方面，處身移民生活的起步點，他也沒有過高的期望，認為將來必然會過得好一些，因為人永遠不會知道下

一步會如何；有時情況不一定如心中所想所求。只要是眼前可以找到的便去做，最重要是不斷累積工作經驗。

本著這不過於揀擇的態度，他找到第一份工作：當油站工人。最初上班的日子，正是嚴寒的冬季，幸好他其中一位同事介紹他做鐘表修理；由於他懂得修理古董鐘，所以也成為一種有需求的技能，而且亦給他一點轉回本行的希望。意想不到的是，他不久又找到新工作，在Future Shop任銷售員；從此，他亦走進電子及電腦產品的世界，踏上事業的青雲路。

## 事業線上走鋼線

雖然不是電子產品專家，但修讀工商管理的吳慶華卻天賦靈活的銷售頭腦，而且對市場觸覺敏銳，加上好學不倦，抓緊機會向店內的技術人員學習，並且與他們合力贏取更多顧客，三個月後，他已成為店內的皇牌銷售員，而且不久被提升為副經理。一年半後，更晉升為地區市場經理。

數年後，吳慶華獲邀加盟以電腦硬件為業務的Samtack公司誰知不久即因總裁無法移居加拿大而要吳慶華接手。當時他面對的重大挑戰是短期內把公司上市。他馬上全力推行連串市場策略，在兩年內把公司的收益由2千萬元增至8千萬，繼而成功在香港上市。

他的策略之一，是把業務逐步擴大。使公司成長為一家領先的個人電腦、電器、食品、健康與美容產品的經銷商。現時，Samtack公司已擁有上億萬資產，分支機構遍佈美國、加拿大、英國、中國和臺灣，買家包括Best Buy、Canadian Tire、Future Shop、Staples、Sears、Home Depot、Winners和Wal-Mart等；還提供物流、品牌大型連鎖超市的退貨整理等服務。

吳慶華指出幾個成功要素；這些要素也演化成Samtack公司特有的“5F”企業文化。這5個F分別為：Fast/快捷—作決定、行動要快；Focus/專注—關注僱員，合作夥伴和經營效益；Flexible/靈活—體現在經營策略和對不同意見的處理上；Friendly/友善—與員工平等、親近相處，創造友好的公司環境；Fun/愉快—為員工、家屬帶來輕鬆、快樂的企業氛圍。

此外，他亦指出要多了解合作伙伴，多與商業機構和個人進行交流，良好的個人際網絡，信譽；開拓多種銷售渠道等等。這種種多年來累積的經驗和體會，吳慶華都很樂於分享，尤其是對初來步到的新移民。這份助人的心，亦逐漸延伸至他向社會的回饋。

## 機遇的回饋 圓融的回歸

回看他自己走出來的一條成功路，吳慶華感到如果沒有抓緊每一個機會，發掘箇中可能性，也許沒有今天是，因此當他想到眾多新移民要走的路，便有感：「加拿大把機會給了我，我要把機會給予那些真正需要的人。」

在僱用員工時，他自覺地向新移民打開大門。Samtack公司現有百多名僱員，其中9成以上是新移民，而且華人佔大多數。吳慶華說，公司錄用他們，不看有否「加拿大經驗」，不看「語言」，看的只有一項，就是「態度」。每位應聘者在面談時，公司方面會向其提出一些看似普通的問題，應聘者的回答可以反映其為人處事、人生的態度。如應聘者表現出積極、正面態度，就容易被錄用。

吳慶華2009至2010年擔任創業協進會會長，自此也延伸他回饋社會的力量；過往幾年，他活躍於各大移民論壇，

中小型企業指導機構，並且創建了幫助新移民的項目，如「歡迎包」，從各個層面為他們提供切實的幫助。

隨著參與社區活動和慈善工作日增，他亦成為智行基金會的核心成員之一，幫助中國愛滋遺孤接受教育機會。在加拿大多倫多和溫哥華，他們一年大概籌集了60多萬加幣，在大陸幫助了1萬6千個小孩子得以就學。他自己和家人也親身去參訪愛滋病村。

人生走到這地步，可說是挺圓滿，尤其他最初來加的心願—為孩子的成長與求學，也達成了。他的長女在英國大學攻讀醫科第5年，次子完成生物科學學位後，如今又有意繼承父業；年紀最小的13歲兒子，則可能會從商或創意事業；這大底是出於吳慶華夫人Rosalind的影響，因她本身是一位國際知名的蛋糕裝飾家，在加拿大和馬來西亞等地都開辦了蛋糕製作學校，並且很支持丈夫，以及一起參與社會公益活動。吳慶華和他的妻子 Rosalind也被刊登在Tereza Kruze撰寫的暢銷書《加拿大30企業家本》(The In-credibility Factor)。

迎向未來，吳慶華已經確立了他的新方向；最近，他毅然退掉在Samtack的股份，轉而開創全新的電子商貿企業。以他對市場的洞察和遠見，他的目光早已投放於將來的機遇。無論圓滿的人生從那裡起步或止步，他相信，過去、現在與未來都是息息相關，就像他家裡保存的一個從馬來西亞帶來的古董鐘一樣，代表他身處何方，也做個永不忘本的世界公民。

## Royson Ng

*If someone wants to write an immigrant success story, Royson Ng is undoubtedly one of the best candidates. Not knowing a single soul, he arrived in Toronto over twenty years ago, and landed his first job working at a gas station. From that humble beginning, he built his career from the ground up and became the president of a large enterprise. While Royson enjoys the fruits of his success, he has not forgotten the angst he had when he first arrived in Canada. With a strong sense of social responsibility, he always feels extending a helping hand to immigrants is a top priority. Through freely sharing his insight and his journey to entrepreneurial success, Royson has inspired and motivated many other immigrants.*

Although his story seems quite typical of many successful immigrants, Royson stands out among them. His adaptive thinking, open mindedness and positive attitude set him apart and tell the story of a full and enriched life.

These days, you will be able to see Royson's pictures and story in different exhibitions. Most recently, to celebrate the 150th anniversary of Canada, the Canadian Museum of Immigration at Pier 21 is running an exhibition called Canada: Day 1. The exhibition, telling the immigrant stories of many different ethnic groups including Chinese, was shown in different cities around the country. One of the stories is Royson's story.

This year, he has also been selected to represent Markham in the photo exhibition 'Portraits of Giving', an exhibition that recognizes the contributions of philanthropists to the community. It is being shown in multiple locations within York Region from July to November this year.

Royson's success story was written up at the website 'Canadian Immigrant' [www.canadianimmigrant.ca](http://www.canadianimmigrant.ca) back in 2011. That year, he was voted one of the 'Top 25 immigrants'. These 25 immigrants from all over the world made up a colourful mosaic of multicultural success. Royson says frankly that he is happy to share his experience in order to motivate and encourage others. Not only can he share his secrets of success, but also his difficult experiences.

Royson originally came from Malaysia. Aside from being president of a hundred million dollar enterprise, he also actively participates in charitable and community activities. In 2005, Royson was the recipient of the ACCE (Association of Canadian Chinese Entrepreneurs) "Entrepreneur of the Year" Award. He is a past president, and current Advisor and Director of ACCE, which helps

new immigrants develop new businesses. He is also the Co-Chair of Chi Heng Foundation Canada, which provides education funding for orphans impacted by aids in China. Over ninety percent of his staff are immigrants. He says that his hiring criteria are not focused on Canadian experience, but more on positive attitude. He himself always holds a positive view, which is one of the reasons for his success. For several years he has served on the board of directors for the Toronto Region Board of Trade. Currently, he also serves on the advisory board of Seneca's Confucius Institute.

Born in Malaysia, Royson went to England to study and work in 1979. He and his family returned to Malaysia ten years later, and then applied to immigrate to Canada. His reason for uprooting his family is because of the next generation. Some people use the amount of money they make as their measure of success, but he regards his children's endeavors as an indicator of his achievements.

Royson learned how to repair watches and clocks from his father when he was young, and had also helped him take care of his business. In 1991 when Royson came to Canada with his wife and daughter and a soon-to-be-born son, they had no local experience and did not know a single person. The road ahead was unclear. All they had were only \$3000, a container of household goods and an open mind.

Royson believed that after they moved here, they must forget and cut off all ties to Malaysia. They felt if they "burned the bridges" behind them, they would have the determination to succeed in Canada.

During this time of transition, he did not want to think about what he had, but focused his energy on the future. He believes that changing one's way of thinking will only be beneficial. On the other hand, he did not set expectations too high for his life here, because he believes that the future was bound to get better for immigrants. In his view, you could never know what would happen tomorrow. Under certain conditions, what you get might not be what you want. The most important thing is to keep on accumulating work experiences while you do whatever lands in front of you.

Thinking that 'beggars can't be choosers', Royson found his first job working at a gas station. He started work in the hard cold winter. Fortunately one of his colleagues got him a job repairing clocks. His skill of repairing antique clocks was in demand, and brought hope that he could return to work that he knew before. An opportunity arose unexpectedly, and he landed a sales job at Future Shop. From then on he entered the world of electronics and computer products, a move that launched a new career.

Not being an electronics expert – he studied business administration at university – Royson grasped this opportunity to learn from store technicians, and collaborated with them to win more customers. With his natural sales talent and a keen sense of the market, he became the top salesman in the store within three months, and shortly after was promoted to be assistant manager. After a year and a half, he was promoted to Regional Marketing Manager.

Several years later, Royson was invited to join the partnership at Samtack, a computer hardware business. Not long after, since its president was not able to move to Canada, Royson had to take over the business. At that time he faced a major challenge: to list the company within a short time. He launched a series of marketing strategies, and increased company revenue from \$20 million to \$80 million within two years. A major part of the group company was successfully listed on the Hong Kong Stock Exchange.

One of his innovative strategies was to diversify and expand the business to become a leading distributor of personal computers, appliances, food products, health and cosmetic products. At present, Samtack Canada has an annual revenue exceeding a hundred million dollars. The group of companies is located throughout the United States, Canada, Britain, Hong Kong, China and Taiwan. It provides logistics and return services for large brand name chain stores, and customers include Best Buy, Canadian Tire, Future Shop, Staples, Sears, Home Depot, Winners and Wal-Mart.

Royson explains their success factors, which have evolved into the '5F' corporate culture at Samtack. These 5 Fs are: Fast – fast decision making and action; Focus – focus on employees, partners, and operating efficiency; Flexible – flexible operating plan and dealing with differences in opinion; Friendly – friendly company environment with equality and harmony among staff; Fun – relaxed and happy working atmosphere for staff and their families

As well, Royson points out that in order to succeed, one must get to know and understand one's partners, one must communicate frequently with other businesses and other people, and one must maintain a good personal network and impeccable reputation. In addition, he says, one must explore multiple sales channels. He is happy to pass on these learnings, cumulated over many years of experience. He started out with helping new immigrants, but now Royson has extended his resources to contribute to the community at large.

Looking back on his way to success, Royson feels that if he had not grasped each opportunity to explore its possibility, he would not have the success of today. When he thinks of the road ahead for many new immigrants, he says, 'Canada has given me an opportunity; I also want to give an opportunity to those in need.'

In hiring employees, Royson deliberately opens the door to new immigrants. Samtack has about a hundred employees, and over ninety percent are new immigrants, with the majority having Chinese background. He says that the hiring criteria are not 'Canadian experience' or 'language capability', but only 'positive attitude'. During the interview, the candidate will be asked some seemingly ordinary questions. Their responses can reflect their attitude towards work, towards life. If they demonstrate a positive attitude, it would be easy for them to be hired.

Royson was the President of the Association of Canadian Chinese Entrepreneurs from 2009-2010. Since then he has extended his resources to contribute to the community. In the past few years, he has been active on many immigrant forums and institutions that provide guidance to small and medium enterprise organizations. He has also launched projects to help new immigrants such as the Welcome Kit, to provide practical assistance at different levels.

As Royson gets more involved in community and charitable work, he has become a core member of Chi Heng Foundation Canada, which helps children in China who have been orphaned due to aids. The Foundation raises over \$600,000 annually in Toronto and Vancouver, and has helped to send more than 16000 children to school.

Life is good for Royson. He has achieved his original goals in coming to Canada – a better future for his children. His first-born is now in her fifth year of studying medicine in Britain. His second son has finished a degree in life sciences, and is now considering following his father's steps. At thirteen years of age, the youngest son has a bright future ahead of him. Will he thrive in the business world or pursue a more creative career like his mother's? An internationally renowned cake decorator and entrepreneur, Royson's wife Rosalind has opened cake-decorating schools in Malaysia and Canada. She is very supportive of her husband and they participate in community and charitable events together. Recently, both of them are featured among the 30 Canadian entrepreneurs in the bestseller book "The In-credibility Factor" by Tereza Kruze.

Looking towards the future, Royson has embarked on another new venture. Most recently he moved on from Samtack, sold his shares, and created a brand new e-commerce business. With his market insight and vision, he is already looking for future opportunities. No matter where a successful life begins or ends, he believes the past, the present and the future are interrelated. Just like an antique clock that he brought from Malaysia and keeps in his house, Royson is a world citizen who remembers his roots no matter where he is.