

STARS——

A GALAXY OF EMINENT  
SINO-FOREIGN INDUSTRIALISTS

Gao Yan min Editor-in-chief

恒星

中外实业家荟萃

高艳敏 主编



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# 中外实业家荟萃

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**主编 高艳敏**

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# 致 谢

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我是一个身单力薄的弱女,但我崇敬那些人格高尚、不畏艰险、充满机智、敢于创新的强者——中外优秀实业家。他们作为创造财富的组织者和领导者,不仅为人类社会提供了越来越丰厚的物质财富,而且为后人留下了珍贵的精神遗产——创造财富的经验。为弘扬他们的创业精神和传播他们的成功经验,我决定担当风险,自筹资金编纂这部关于实业家创业之道的书——《恒星——中外实业家荟萃》。

在本书的编纂过程中,责任的压力,素材的短缺,资金的匮乏,旁人的诋毁,使我多次陷入困境。是实业家夷险取胜精神的激励,是共鸣者真诚帮助的温暖,使我咬紧牙关,废寝忘食地坚持下来,终于编完了这部近百万字的书。所以,我非常感谢从精神上鼓舞我,在事业上支持我的各界有识之士。吕东、孟宪发、王闻翔、史喜贤、尹隆春等先生的热情参与;赵希友、陈清泰、褚时健、刘中志、贾中秀等先生的鼎力支持;耿昭杰、王都先生,房景环女士,为推荐中外实业家入编此书做了难能可贵的工作。厂长、经理(董事长、总裁)的助手们提供了入编者的各种资料……对此,我一并致谢。我还要感谢机械工业出版社和中国经济出版社有关领导给予的关怀和支持。

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恳请读者提出宝贵意见。

I would like to thank all my friends who helped me in compiling this book and those who have been involved in its publication.

A weak woman with little resources, I respect strong men and women, especially outstanding industrialists at home and abroad who have a noble character, defy hardships and dangers and dare to make innovations. They have provided the society not only material wealth but also expertise of creating wealth, which is even more valuable than wealth itself. I decided to compile this book by raising necessary funds by myself because I wanted to make them and their spirit to be known by more people.

It has been no easy job. The lack of source material and funds as well as other difficulties put me in a dilemma. But encouraged by the enterprising spirit of the industrialists included in the book and sincere help from those who shared my values I persisted in the project.

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And, I must thank my parents who, in advanced age, gave me all their savings to support the project.

Finally, I wish you the reader to tell me your opinions after reading the book.

高艳敏

Gao Yanmin



# 前言

## FOREWORD

这是英雄辈出的时代！这是被誉为“现代英雄”的实业家们大展鸿图的时代！《恒星——中外实业家荟萃》正是在这一时代应运而生。

本书遴选了 60 家中国大陆、台湾、香港和外国企业的优秀决策者，并将他们的创业事迹和成功之道介绍给读者。他们中既有白手起家、敢为人先的创业者，又有临危受命、转危为安的守业者；既有身先士卒、兵法治厂的“武官”，又有满腹经纶、运筹帷幄的儒将。他们不同的经营特色，迥异的成功道路，向人们展示了中外实业家各领风骚的迷人风采。

中国大陆实业家尚处在比较年轻的、正在成长的阶段。虽然中国的经济体制改革从 80 年代才开始，人事制度、分配制度和不完全的市场经济等因素还在影响着实业家的竞争与创新。但是，这并没有阻止住实业家的改革和拼搏热情。他们正在学习、吸收、利用和创造先进的科学管理企业的方法，引进高新技术，大胆改造创新，参与国际竞争。在求索中进步，在风险中成熟。尤其难能可贵的是，在经营管理企业的过程中，他们始终肩负着国家的重托和人民的期望，艰苦奋斗，勇于开拓，不断为人民、为国家、为社会创造财富。

相对我国而言，在经济发达国家，实业家队伍是较为成熟和强有力的。他们起步早，创业史悠久，具有强烈的竞争意识和出奇制胜的本领，敢于和善于利用自有资本、客户融资、供货人融资和贷款创建企业。在经营管理过程中，他们重视人才，了解和把握市场；重视质量，以科技为先导；重视信誉，维护客户利益。

介于中国大陆和外国实业家之间的是台湾、香港地区的华人实业家。他们继承了中华民族务实、勤奋、节俭的传统美德和经商理财之道，虽大多出身贫寒，并非承袭祖业，但“成功在于一己之努力”，使他们在市场经济的激烈竞争中顽强地生存下来。他们中的一些佼佼者，在经济实力和经营能力等方面都可以与外国优秀实业家分庭抗礼，成为炎黄子孙的骄傲。



# 前言

## FOREWORD

不同的历史渊源、不同的文化背景和不同的生存环境,造就了中外实业家不同的特点。但是,作为企业的决策者,他们又具有许多随影附形的共性:思维敏锐、尊重科学、勇于创新、苦干自信、有高超的指挥才能和用人技巧。还有一点是实业家命中注定要伴随着风险过日子,一个真正的实业家的全部素质,都要在与风险搏斗中经受考验,得到提高,风平浪静成就不了实业家。然而,现实生活中,有的人仅仅看到某些实业家的富有和胜利风采,就头脑发热地想成为实业家,这就大错而特错了。如果缺乏经历一个又一个的磨难和风险的坚强意志与虔诚的奉献精神,千万不要站在实业家的队伍里,一旦成为这个行列中的人,就必须像上足劲的发条,一刻不停地走下去,稍一停留,就会被竞争者超越或被社会抛弃。只有仁慈的母亲才会说:孩子,出列吧,这可不是玩的地方。

实业家的职业是一个风险职业,不是每个人都能成为实业家的,但这并不等于说实业家的内涵是由魔术和神话完成的。创建发展企业,作为一门科学,它完全是有规律可循的,是可以被学习和掌握的。本书中的实业家们不同的身世、起点、经历和不同的经营方略,构成了不同的创建发展企业过程,其过程本身就是一部内容丰富、客观实用的教科书。

“实业家坐的是沙发,铺的却是针毡”,通过阅读本书中外实业家的创业经历,读者就会真正理解这句话的深刻含义了。

诚望实业家们相互了解,取他人之长,面对未来难以预测的各种可能,尽情发挥想象力和创造力,勾画出更新更美的蓝图。

诚望有志成为实业家的后起之秀,吸取前辈们的经验和教训,去开拓在认识和了解这些“现代英雄”之前想都不敢想的事业。

这正是本书的宗旨:诏示同行,启迪后人。

高艳敏



# 前言

## FOREWORD

This is an age of heroes. It is a time in which industrialists, today's "modern heroes", can carry out their great plans. This book comes into being as the age requires.

Included in this book are profiles of 60 outstanding policy-makers of businesses on the Chinese mainland, Taiwan, Hong Kong and abroad, as well as their pioneering work and paths to success. Among them are pioneers who started from scratch and those who brought dying enterprises back to life. Some of them manage businesses using the art of war while others run enterprises with great skill and vision. Though they have different styles and paths to success, they all have sought excellence.

Industrialists on the Chinese mainland are still growing up. China's economic reforms began in the 1980s. The old systems of personnel and distribution were reformed, stimulating competition and creativity. They are studying, absorbing, making use of and creating advanced management methods. They are introducing new technology and trying to transform imported technology in a bid to participate in international competition. They are making progress and learning to take risks. Most commendably, these people, realizing the great trust placed on them by the country and the expectations placed on them by their countrymen, work hard and boldly open new paths in order to create wealth for the people, state and society.

In more economically developed countries, industrialists are more mature. With a long history of work, they have a strong sense of competition. They are good at making full use of their capital and the money of their customers and suppliers. They attach great importance to talent, knowing the market and seizing opportune moments. They stress quality and use science and technology as a guiding force. They pay great attention to protecting the interests of their customers.

As for industrialists from Taiwan and Hong Kong, they have carried forward the fine tradition of the Chinese nation—traditions of being realistic, hard-working and frugal. They also follow traditional ways of doing business and managing money. Most of them were born poor. Their success comes from their own efforts, which helped them survive the fierce competition of the market economy. The most outstanding ones can compete with any of their foreign counterparts. They are indeed the pride of the Chinese nation.



Because of the difference in historic origin, cultural background and environment, Chinese and foreign industrialists have different characteristics. However, as enterprise policy makers, they are common in many ways: They think quickly, work hard, are confident, respect science, dare to try new ideas, have superb talent in directing and choosing the right people.

They also share a risky life. Genuine industrialists have to withstand risks. They cannot depend on a calm and tranquil environment. Some people, only noticing the wealth of a number of industrialists, become excited and want to be industrialists themselves. But things are not that simple. Anybody without a strong will to weather hardship and risks and a spirit of utter devotion should not try to become an entrepreneur. Once in their ranks, one has to march forward without stop because any moment he can be outdone by competitors and abandoned by society. Perhaps his mother would tell him: "Step out of the ranks, child. This is no game."

The industrialists is engaged in a risky job. Therefore, not anybody can become one. But this does not mean there is anything magical about being an industrialist. To establish and run a business, one can follow certain rules. Therefore, entrepreneurship can be learned. The different origins, experiences and business strategies of the industrialists included in this book demonstrate different ways of developing businesses. Their experiences are an objective and practical textbook with rich content.

"Industrialists sit on a sofa covered with pins and needles." After reading this book, readers will understand what this saying means. It is my hope that industrialists will understand each other, learn from each other and continue to succeed using their imagination and creativity in the future.

It is also my hope that promising young people who are determined to be entrepreneurs will draw lessons from the past and open up their minds to ideas they would have never dreamed about before knowing these modern heroes.

These are the purpose of this book: To exchange experiences and enlighten newcomers.

Gao Yanmin



# 荣毅仁

Rong Yiren



## 红色资本家荣毅仁

Red

红色资本家，不知是谁首先这样称呼他。从此以后，这个称谓就专属了荣毅仁。解放初期，人们这样亲热地称他；“文革”期间，人们这样神秘地称他；90年代，人们这样骄傲地称他！

中国人赋予了“红色”许多美好的含义。她象征着忠诚、进步、爱国……从这个角度上说，红色资本家这个称号，恰如其分地概括了荣毅仁曲折的、但又不断追求的人生经历。

1916年5月1日，荣毅仁出生于江苏无锡。他的父亲是曾被誉为中国“面粉大王”和“实业巨子”的民族资本家荣德生先生。青年时代的荣毅仁，从上海圣约翰大学历史系毕业后，抱着实业救国的理想，出任了茂新面粉厂、上海福新面粉厂、申新纺织印染厂等企业的经理。其间他目睹了反动政权的腐败、民族工业的艰辛，渐渐地心灰意冷。上海临近解放，许多工商界人士拉家带口，纷纷出走国外。而荣毅仁却做出了

惊人的抉择：留在国内，接回香港的家眷，迎接解放。新中国的成立使他看到了祖国的希望，这位曾被周恩来总理称为“少壮派”的民族资本家开始积极地投入社会主义改造和建设之中，一心要把祖国推向世界先进民族之林。

然而近30年过去了，中国的经济由于闭关锁国而远远落后于西方资本主义国家。70年代末，整整“靠边站”10年的荣毅仁，终于又有了报效国家的机会。在邓小平的邀请下，他再次出山，组建了以引进外国资金和先进技术为宗旨的中国国际信托投资公司，并亲任董事长。

中信作为国有企业，其基本做法是按经济规律办事，借鉴资本主义经济中的一些科学的、有效的方法，为社会主义服务。中信的这一经营方式被有些人称为资本主义模式，而公司的大老板荣毅仁也自然而然地被蒙上一层资本家的色彩。对此，荣毅仁心怀坦荡，自有定论。他说：就以我家族来讲，在解放前也

算个大的民族资本家。从1900年开始，艰苦创业50年，才搞了20多个企业，这在解放前已经是了不起了。可是，我从1979年担任中信公司董事长以来，9年间，共投资、合资搞了209个企业。为什么过去50年艰苦奋斗只搞了20多个企业，而现在9年不到，却发展了200多个企业？当然这其中广大员工的共同努力，但最基本的，是因为党的领导、改革开放、走社会主义道路。

美国前国务卿基辛格博士，曾对荣毅仁这种借鉴资本主义先进管理经验，开办社会主义企业的做法大加赞扬。他在许多场合这样评价道：“荣董事长是一位既了解东方（指社会主义制度和计划经济），又了解西方（指资本主义制度和市场经济）的企业家。”“苏联人改革中面临的最大困难之一，就是他们找不到一个象荣毅仁这样的企业家。”1986年荣毅仁被国际权威性经济刊物《幸福》杂志评为世界50位最有魅力的企业家之一，美国霍夫斯





# Capitalist Rong Yiren



特拉大学授予他名誉博士学位。

## 勤俭持家 艰苦创业

我们很少想到我们所拥有的，  
却常奢望那些我们本不需要的。

——叔本华(德国)

北京建国门外，有一座 20 多层高的咖啡色现代化建筑——国际大厦，它就是拥有总资本 510 亿元的中信大本营。谁能想到，公司创建初期竟是房无一间。

1979 年 10 月 4 日，以荣毅仁为首的 16 人组成的中国国际信托投资公司正式宣告诞生。该公司虽直属国务院，但它悄无声息的成立却没有个体商店开张时那样气派。本来国家要给公司拨款的，但是荣老板偏偏要自筹资金。

那是中信成立前，已过花甲之年的荣老板带着几个人到处找房子，最后在和平宾馆租了几间房作为办公室和家在外地人员的宿舍。公司名称既定，对外打交道总得需

要印些信封信笺，买点笔墨纸砚，可是，当初就连这些小支出的经费也没有，是荣董事长的夫人杨鉴清女士取出个人存款 1000 元借给了公司，才救了急。这 1000 元，可称得上是中信的第一笔资金了。

那时，中信公司虽然资金少，人手缺，办公用房紧，但是工作气氛十分严谨、和谐。在荣毅仁董事长带领下，大家团结合作，有事抢着做。每天早 8 点上班，7 点 30 分人就到齐了。晚 6 点下班，可一点没有下班的意思。荣毅仁董事长和其他几位主要领导，从来没有正点下过班。尽管没有奖金，上下班没有班车，中午没有食堂，可公司职工就是凭着对祖国改革开放政策的热情和引进外资搞建设的勇气，自觉地工作着。

中信公司原董事长荣毅仁

Rong Yiren, former Chairman  
of CITIC