

曙光 20 年

(1984—2004)

宋群基 刘小莉 编著

20-Year (1984-2004) History of Development of Shuguang

Written by Song Qun Ji and Liu Xiao Li
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——辽宁曙光集团公司发展史
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序 言

这是一本曙光公司二十年足迹的记录。

这是曙光公司已经成长为青年的证明。

从社会发展史看,二十年只是短暂的一瞬;从企业发展史看,二十年却是漫长的历程。横向比,有比曙光公司发展的更快更好者在前边扬帆,也有“沉舟侧畔”者作借鉴;纵向比,曙光公司前十年是从无到有,后十年是从小到大,今后十年则要由弱到强,创百年老店。

曙光公司属于中国第一代民营企业,她的成长是与中国的改革开放、经济发展同步的。1979—1989年间,是中国民营企业的孕育诞生期,也是中国大多数工业品的严重短缺期。就是在这种严重的供不应求的市场状况下,曙光厂才能以七万元的集资而诞生。到了20世纪90年代,我国工业形成了门类齐全、规模可观的产业体系后,曙光公司也成长为中国汽车零部件的骨干企业。历史发展的大趋势是曙光公司发展的强大推动力。

曙光公司在发展中,非常注意解决体制问题。起家时,是个体联营。后来在营销中认识到汽车车桥属于生产资料,为了得到当时以计划经济为主的国企的信任,我们主动改制为集体企业。1992年,邓小平南巡讲话确定了建立社会主义市场经济体制的改革方向,产权改

革成为企业改革的重点。1993年1月,曙光公司在丹东市率先成为股份制企业,使企业得到快速发展。特别是2000年末,成为上市公司,建立了现代企业制度,给企业规范运作、健康发展提供了有力保证,使曙光公司建设“百年老店”成为可能。

总结曙光公司的经营管理,有三个特点:

一、专注于汽车产业。从车桥→零部件→整车,始终围绕汽车产业链运作。这中间,虽然也曾作过其他行业的探索,但终未筑巢。人在世上,一生中能做成一两件事,足矣!

二、培养起一支能“把信带给加西亚”的管理团队和员工队伍。曙光公司现有五十余位高管人员,基本都是“移民”。他们在原单位都是一般工作人员,或最高为科级干部,加盟曙光公司后,“上了梁山,替天行道”,随着企业一道成长。他们为曙光公司贡献了聪明才智,曙光公司也培养了他们。在他们的带领下,曙光员工都是能“把信带给加西亚”的敬业者,他们是曙光公司的中流砥柱和最可宝贵的财富。

三、以绩效为中心的企业文化。企业文化是员工的价值取向,是企业向心的凝聚,是精神的力量。“以效益为中心,没有效益的机构不设,没有效益的人不要,没有效益的产品不干,没有效益的事不办”,已经深深融入到员工的言行之中,成为曙光公司的处事准则。

“找市场,不要找市长”,媒体一度曾这样宣传过。我不以此为然。“既要找市场,又要找市长”,这是曙光公司的理念。二十年来,国家、省、市各级政府为曙光公

司的发展提供了许多宽松的环境和优惠的政策,省、市一些领导同志甚至给予了很多具有远见卓识的工作指导。可以说,没有他们的支持和帮助,就没有曙光公司的今天。

“创造效益,造福社会”,是曙光公司的宗旨。曙光公司已经长大了,是丹东市工业企业的长子,也是辽宁第二大汽车集团。是长子,就应该为家庭分忧,替社会负责。在这方面,曙光公司在过去的岁月里作出了自己的贡献,在今后的岁月里将作出更多的贡献。

借此机会,向在过去二十年里,为曙光事业作出贡献的每一位员工及家属,对曙光事业给予大力支持的各位领导、各界朋友表示衷心感谢,致以崇高敬礼!

董事长兼总裁



2004年9月15日

Foreword

This is a record of 20-year history of SG company, this is an evidence that SG becomes stronger. From the social development point of view, 20 years is only a glance, but from the history of a company, 20 years is a long process. Comparing crosswise, some companies develop more quickly and much better than SG, and also there are some companies laying behind as our reference. Comparing lengthwise, the first ten years SG grows out of nothing. The latter ten years SG grows from small to large. The future ten years SG shall grow from weakness to strong and will become a company with 100-year history.

SG company belongs to the first generation private company in China. It has the same development with China's reform, opening policy and development of Chinese economy. The period between 1979 and 1989 was the pregnancy and emerge period for Chinese private companies, this period is also severe shortage period of most industrial products. Just in such market condition of demand seriously exceeding supply, SG

factory established by self-raising 70,000 RMB. In 1990s, when Chinese industry formed complete categories system with considerable scale, SG company also became the key company of Chinese automotive components. The great tendency of historical development became the strong driving force for the development of SG company.

During the development, SG paid much attention to solve the system problem. In the initial stage of establishment, it was a private joint cooperation. Later on we recognized that automotive axles belonged to production material during marketing, in order to gain entrust from the state-owned enterprises mainly by planned economy at that time, we actively changed system into collective enterprise. In 1992, the lecture given by Mr. Deng Xiaoping during his visit in South China defining the direction of reform for establishing socialist market economy and the reform of property right became the emphasis for the reform of enterprises. In January 1993, SG Company became the first limited-liability company in Dandong and this made company develop much fast. Especially by the end of 2000, SG had become listed company in Shanghai Stock Exchange. It established modern company system which provided guarantee for the standardizing operation and healthy development of the company so as

to ensure the possibility that SG become a company with 100-year history.

There are three characteristics by summarizing the business operation as follows:

1. Always concentrates its attention on automotive industry. From axle to component to complete built-ups, it always operates around automotive industry chain. During the time, although there are some other areas for exploring, they were not successful. It's enough for him who lives in the world to succeed in doing one or two things.

2. Train a management team and employees which can bring the letter to Gacia. Now SG owns more than 50 high level management staffs and they are basically "immigrants". They were normal work staff in their former work unit or at most section chiefs. After they entered into SG, they became member of SG and had the same fate with SG. They made great contribution to SG Company and SG also trained them. Under the leadership of them, the employees in SG all became the hard-working employees that can bring the letter to Gacia. They are the firm rock in midstream and most valuable treasure of SG Company.

3. The company culture by achievements as focus. The company culture is the value direction of the employees, is the concentration of centripetal force and

is the spirit strength of the company. Considering profit as center, do not set up an organism without profit, do not need persons without profit, do not produce any products without profit, do not handle any thing without profit. All these have already deeply melt into speaking and activities of the employees and become the principle to handle things.

“Seeking market instead of looking for Mayor” has been spread propaganda by media. But I don’t think so. We should not only seek market but also look for Major. This is theory of SG Company. Among 20 years, the government from central, provincial and city level provides much generous environment and preferential policy. Some leaders from provincial and city level even give many foresight and sagacity guidance. We may say without their support and help, SG can not be like it today. To create profit and to make contribution to society is the aim of SG Company. SG Company has become stronger and is the first son of Dandong industrial enterprises and is also the second automotive group in Liaoning Province. Being first son, it should share cares and burdens of the company and take the responsibility for society. In this aspect, SG has made much contribution in the past days and will make more contribution in the future.

I would like to take this opportunity to express my

sincere thanks to each employee and their family members, each leader and all the friends in all fields that have given great support and made contribution to SG.

Chairman & President
Li Jin Dian

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