

《中国大陆百富榜》创制人 胡润 (Rupert Hoogewerf) 首次独家演绎



财富情感

THE EMOTIONAL MAKE-UP OF CHINA'S ENTREPRENEURS



主编：胡润 陈彤

为什么他们是中国最富有的人？
他们的情感世界是否同样富有？
在他们的私人通讯录上，书写着谁的名字？

听他们亲自讲述自己的情感经历——
患难时期的爱情 成功前后的冲突
背叛与伤害 激情与迷茫

感情也是一种生产力，
财富情感赋予你这种生产力

海南出版社

财富情感

The Emotional Make-up of China's Entrepreneurs

主编 胡润 陈彤



海南出版社

图书在版编目(CIP)数据

财富情感 / 胡润, 陈彤著. —海口: 海南出版社,

2003. 3

(胡润财富书系)

ISBN 7-5443-0736-0

I. 财... II. ①胡...②陈... III. 企业家—人物研究—中国 IV. K825.38

中国版本图书馆 CIP 数据核字 (2003) 第 015695 号

总策划: 吕辛

营销支持: 华有营销

责任编辑: 野夫

策划统筹: 岑丽莹、陈冰、丁健

版式设计: 灵智工作室

封面设计: 三未舫工作室

读者反馈: info@hurun.net

海南出版社出版发行

新华书店北京发行所经销

北京兵工印刷厂印刷

开本: 787 × 1092 毫米 1/16 印张: 11 150 千字

2003 年 3 月第 1 版 2003 年 3 月第 1 次印刷

定价: 26.00 元

严正声明

《财富情感》一书由海南出版社独家出版。海南出版社现发表严正声明如下:

1. 依照《中华人民共和国著作权法》著作权人的著作权受法律保护, 任何单位或个人不得以任何方式, 复制和抄袭本书的任何部分。如出现非法盗版、销售盗版书及抄袭行为, 将被追究民事、行政乃至刑事责任。

2. 本书出版前经认真校对、精心编辑, 书中错别字、语误极少, 图片清晰, 印刷、装帧精美。如有大量错别字、语序混乱或图片模糊、印刷质量较差的, 均为盗版书。

3. 凡购买或发现了盗版书的读者请直接向海南出版社举报。

特此声明

海南出版社

2003 年 3 月

Everybody has intangible assets, fostered throughout their business career. In the eyes of Modern China's Fortune Heroes, these intangibles make up their greatest wealth, their unique quality.

通过职业生涯的积累，每个人都拥有自己的无形资产。在中国大陆"财富英雄"们的眼中，这些无形资产是他们最宝贵的财富，同时也构成了他们独一无二的品质。

—— **胡润** (Rupert Hoogewerf)

中国富人的无形资产（序）

第一部分 中国富人：我的感情生活 /11

- 曹德旺：“我曾经遇到过另一个不同的女人” /13
- 傅 军：“企业家的妻子必须要有牺牲精神” /22
- 楼忠福：“成功的婚姻和成功的企业合并一样” /27
- 李兴浩：“婚姻就是不能后悔的” /32
- 任运良：“她改变了我一生的命运” /37
- 刘永行：“我们是患难夫妻” /43
- 缪寿良：“婆婆和媳妇相处得好不好决定整个家族的命运” /47
- 荣 海：“我希望她能一辈子默默无闻地站在我的背后” /53
- 曾圣达：“我最看重的品质她都具备了” /58
- 吴良定：“我有过一次不成功的婚姻” /61
- 吴一坚：“我最欣赏我爱人的无私胸怀和平常心态” /66
- 杨卓舒：“做事业就意味着多牺牲” /70
- 周福仁：“我的成功就是她的自豪” /73

第二部分 谁是中国富人的朋友？ /79

- 傅 军：“好朋友是一笔重要财富” /81
- 黄巧灵：“在所有的感情中，我最看重的是朋友之情” /86
- 李兴浩：“我永远不会背叛朋友” /90
- 楼忠福：“我打交道的主要有三类人” /93
- 任运良：“要多交高素质的朋友” /98
- 荣 海：“我这一生当中，失去了很多朋友” /101



吴一坚：“一个好汉三个帮” /105

周福仁：“生意小的时候靠感情” /108

曹德旺：“我喜欢跟诚信的人交往” /111

张 跃：“我只有为数不多的朋友” /118



第三部分 中国富人：我的父亲母亲和我的底层生活 /122

曹德旺：“我是从最底层走出来的” /124

李兴浩：“底层生活给了我朴素的情感” /130

缪寿良：“苦难使我懂得爱与大度” /134

杨卓舒：“我的高贵情感来源于我苦难的童年生活” /140

第四部分 中国富人：我和我的祖国 /144

曹德旺：“我最讨厌中国人跟洋人唯唯诺诺” /146

刘永行：“换成我也会这样” /150

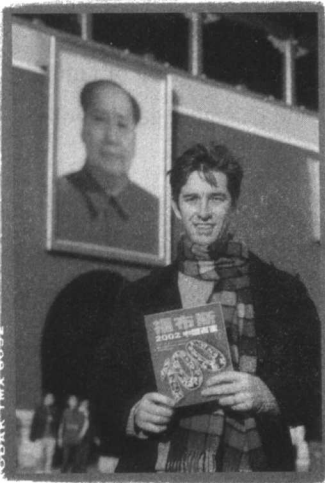
韩真发：“你美国佬不是比我强吗？我跟你合作” /157

为什么财富的光芒会笼罩在他们周围？（后记）

Four Relationship Networks

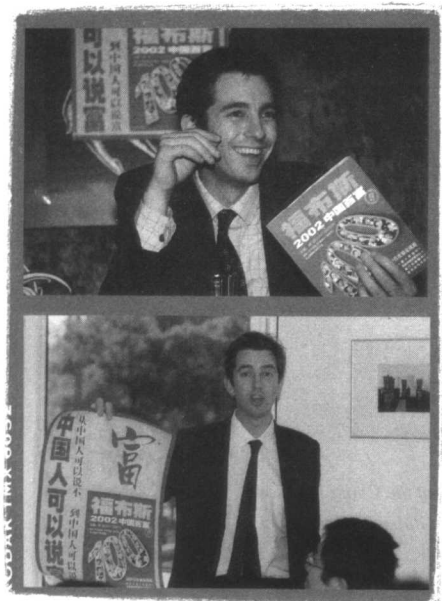
> *Rupert Hoogewerf*
Founder and Compiler of the China Rich List
as published in Forbes Global Magazine for
the past four years
16 January 2003, Shanghai

Building a business requires intangible as well as tangible assets. 'The Emotional Make-up of China's Entrepreneurs' highlights how the 'fortune heroes' of modern China set about their people networks, beginning with their families and expanding to friends, teachers, business contacts and their country. Using some twenty first-hand interviews with entrepreneurs drawn from the 2002 China Rich List, this book explores their key relationships and the roles these relationships have played in their business success.



The way modern China's successful entrepreneurs go about their people networks sets them apart from their counterparts around the world and marks out their generation's characteristics. We have split the relationships in 'The Emotional Make-up of China's Entrepreneurs' into four categories: relationships with the spouse, friends, close family and their country. How have these relationships played upon our entrepreneurs' careers?

The private sector continues to play an ever-important role in Mainland China's economy. It follows that, in order to make an assessment of the



future of the economy, we need to understand the role of the private sector; in order to understand the role of the private sector, we need to understand its top entrepreneurs. To understand the cause and effect of their relationships is to understand an entrepreneur's fundamental make-up.

Relationship with the family and spouse

Born mostly into poor families, the future top entrepreneurs of China were brought up much like other children. During the course of our research, we found they were more influenced by their mother than their father. Just as business has changed dramatically over the last quarter-century, so has the family. Increased longevity, divorce, the geographic dispersion of family members, the weakening of parental authority and changing gender roles have greatly altered family relationships.

Many of our entrepreneurs married young, choosing partners from their hometowns, before becoming financially successful and the modern-day 'fortune heroes' of today's China. What sort of spouse were they looking for and how does their spouse support them? In at least a third of the cases, the spouse has become actively involved in the setting up and running of the business.

Family businesses play an important part in China's economy and require the need for building upon a strong family relationship. A third of our

entrepreneurs have family-run businesses. This percentage fits well with the US model, according to a recent article in *Family Business Review*, a US journal dedicated to family business, which reports that families own 37% of the Fortune 500 companies and 60% of all publicly held companies.

Spending time away from the family while building their businesses, coupled with the change in financial circumstances combined to put strain on their traditional family unit. Moreover, with over a third of our entrepreneurs now no longer living in their hometown or home province (having moved their business headquarters to financial centers, such as Hong Kong, Shanghai or Beijing), new personal opportunities have added to the family strain. From our interviews, we have noted that the pressure of running their own business has often resulted in neglect of their families. In several cases, such as Cao Dewang, entrepreneurs have even discussed divorce with their spouses, but for the most part have decided to stay together.

Friends

Time is our most valuable resource. The entrepreneurs we interviewed rank their closest friends as the people they have spent most time with. More often than not, these friends are childhood, business or army friends. Trust is key. Our results are skewed somewhat, because the average age of the entrepreneurs we interviewed is slightly above that of our China Rich List, resulting in many of these entrepreneurs coming from the generation, which had to do military service. In the US, by contrast, many entrepreneurs meet their future partners at school or university.

It is interesting to note that many of China's top entrepreneurs have split with their erstwhile partners, be they family or friends. This is not unique to China, because as the business grows, so personalities or other factors combine to outgrow the original relationship.

During the course of my research, I have found that many entrepreneurs in China have striven to create a 'club' for their friends and business contacts, formalizing the 'intangible assets' they have generated over their careers. For the people I have met, this has included golf clubs, football clubs, private clubs and restaurants. Stock market investors tend to invest into the restaurant business. A good way to hear new information and create a sense of belonging ... belonging to the world they have created.

'A friend indeed'

An English saying has it that 'a friend in need is a friend indeed.' Many of China's top entrepreneurs have had to face up to difficult times. At just such a point, the entrepreneurs we interviewed found themselves most reliant on their closest relations: their immediate family and best friends.



'What makes Bill Gates tick?'. According to veteran internet journalist Robert X. Cringely, at the heart of it lies Gates' competitive nature, fostered by his grandmother, and played out in board games and family athletic contests.

Unlike almost all of China's top entrepreneurs today, Gates was born into a well-to-do family. He had a strong relationship with his mother, a bank director, who prodded him with guidance. His father was a successful lawyer. He met Paul Allen, Microsoft's co-founder, at high school, and

later went up to Harvard with him. But it was only when Allen was diagnosed with a serious illness, leaving Gates in sole charge of Microsoft, that he honed his executive skills.

Relationship with the country

"China is like a university student just about to graduate," said Sun Guangxin, chairman of Guanghui Group in late 2001. "The student knows much of what needs to be done and is preparing to go out into the world. The Olympics and WTO will have a stimulant effect on China's economy, driving people to become more competitive."

In the US, shareholder value is generally accepted as the reason for running a business, but in China there is a strong feeling, amongst many of the entrepreneurs I have met, of wanting to improve the lot of the people around them and, thereby, earning their respect.

Book series

'The Emotional Make-up of China's Entrepreneurs' is the fifth book in our series on entrepreneurs and entrepreneurship in China. Our first book sets out, in a simple dictionary-style format, some of the basic facts relating to Mainland China's 100 wealthiest entrepreneurs, together with a description of the evolution of the China Rich List, as published for the last four years in Forbes Global magazine. Our second book, 'Qualities for Wealth' sets out ten characteristics that make up a successful entrepreneur. Our third book 'Key Moments in Wealth Creation' highlights the critical turning points for our entrepreneurs, who describe when these moments arose and the factors that influenced their decision-making. Our fourth book 'Fortune Genes' explores the values our entrepreneurs profess to have and the way they educate their children, with a view to providing a benchmark against which people can

measure their own success. The purpose of this book series is to go beyond the China Rich List and start to dig out trends and ideas that come out of it.

'The Emotional Make-up of China's Entrepreneurs' is a book that takes a unique look at the link between an entrepreneur's relationships and business success. I hope to encourage people to explore further their key relationship networks to build successful personal lives and business careers.

Thank you

Just as with the China Rich List, this book is not one person's work. There have been many people involved in the production of this book and the rest of the series. I would especially like to thank the top-notch journalists, who interviewed the entrepreneurs on our behalf, including Yuan Hongming, Zheng Zuoshi, Guo Huailiang, Zhang Guozheng, Liu Li, Chen Bing, Huang Na, Su Xiaohe, Xie Dan, Xue Weizhong, Yu Yong, Yuan Weidong and Zhan Zhengkai. There was also much behind-the-scenes work by Lily Chen Bing, Linda Cen Liying and James Ding Jian. This book would not have been possible without these people.

Finally, I would like to thank my wife, who has supported me in this project, despite us only getting married in August last year.

「中国富人的无形资产」



《中国大陆百富榜》创制人，
该排行榜在过去4年里刊登
于《福布斯环球》杂志

构筑一项事业，既需要有形资产，也需要无形资产。《财富情感》一书聚焦于中国当代财富英雄的“无形资产”——他们的人际关系网络，这是一个以情感为基础的网络。最初的时候，这些财富英雄以自己的家庭为原点，然后向周围扩展，将自己的情感网络逐渐延伸到朋友、老师、生意伙伴、有过接触的商业同仁乃至整个国家的范围。本书中所涉及的近20位财富英雄全部为2002年《中国大陆百富榜》上榜人物，书中内容均来源于第一手采访资料，作为本书的重要意义，它将探讨——对于中国企业家而言——那些最重要的人际关系是什么，以及这些人际关系在他们成功的事业中扮演着怎样的角色？

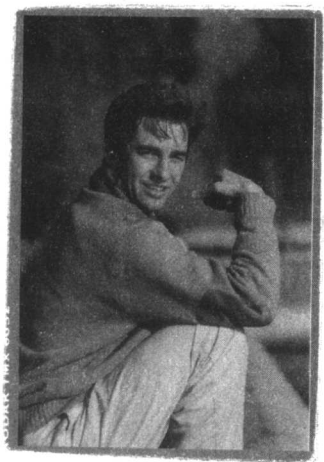
中国当代成功企业家着手于建立自己人际关系网络的方式，不仅与世界其他国家的企业家有所不同，同时也打上了他们这

一代中国人的时代印记。我们在这本书中把企业家的“无形资产”（以情感为基础的人际关系网络）分解为四个部分：他们和配偶，他们和朋友，他们和父母亲的情感，以及他们和他们的祖国。所有的这些情感关系对于他们的事业来说意味着什么呢？

民营企业在中国经济发展中将继续扮演越来越重要的角色。基于这个原因，为了更好地预测中国经济的未来，我们需要了解民营企业所起的作用；而为了了解民营企业所起的作用，我们需要了解那些最顶尖的企业家。而对他们情感世界来龙去脉的了解将使我们能够弄清楚一个优秀企业家的基本构成。

「家庭与配偶」

中国最优秀的企业家大都出身贫寒，他们成长的过程和其他的孩子没有什么区别。



在我们的研究中，我们发现他们更多地受到母亲的影响而不是父亲。在过去的25年里，他们的家庭和他们的事业一样，发生了戏剧性的变化。寿命的延长、离婚、家庭成员的分离、家长权威的弱化以及性别角色的改变，这一切都极大程度地改变了家庭成员之间的关系。

在成功获得财富并跻身于当代“财富英雄”的行列之前，我们的企业家多数早婚，并且是在自己的家乡选择结婚对象。他们追求什么样的女人作为自己的终生伴侣？而他们的配偶又是怎样支持他们的呢？在至少1/3的案例中，他们的配偶不但积极参与了企业的初创，而且与自己的丈夫共同经营公司。

家族企业在中国经济中占据重要地位，而对于一个家族企业来说，建立一个强大的家族关系网是不可或缺的。2002年《中

国大陆百富榜》中的1/3上榜人物拥有家族经营的企业，这一比例和美国的情况一样。根据一本以研究家族企业而著名的美国月刊——《家族企业评论》最近所发表的一篇报道，在全球财富500强中，家族企业占37%的比例；同时，全世界范围内，有60%的上市公司为家族企业。

为了获得成功，多数企业家都把更多的时间花费在事业的经营上而荒废了家庭生活，同时，由于事业成功所带来的经济环境的改变，使传统的夫妻关系变得更加紧张。而且，在我们的调查中，超过1/3的上榜企业家已经不再生活在自己的家乡或者原来的省市（他们把企业的总部移到金融中心，比如香港、上海或者北京），新的个人发展机会加重了这种家庭内部的矛盾关系。在我们的访谈中，我们注意到经营企业的压力经常导致这些企业家忽略自己的家庭生活。在一些案例中，比如曹德旺，这些企业家甚至和他们的配偶谈论过离婚，但是他们中的多数最后还是决定继续生活在一起。

「朋友」

时间是我们最有价值的资源。我们采访到的企业家认为他们最亲密的朋友是那些他们花费最多时间相处的人。对于这些企业家来说，这些朋友更多的是儿时玩伴，商界同仁或者部队战友。信任是交往的关键。我们所得出的结论也许会有一些误差，因为本书所采访的企业家与去年上榜的其他财富人物相比较，年龄普遍偏高，很多这一年龄段的中国企业家有过服役经历。这使他们和美国企业家相比，存在很大的不同。美国企业家在高中或者大学里遇到自己未来的事业伙伴，而中国企业家不一样，战友资源是他们重要的人际资源。

一个非常有趣的发现，中国最顶级的企业家在他们事业发展的过程中，很多都有类似的经历——与自己曾经朝夕相处的创业团队分手，或者迫使自己的家族成员离开企业。这并不是中国特有的现象，因为当企业一天一天成长，个人的性格以及方方面面都会发生变化，因此原来的人际关系很难像以前一样维持并且存在。

我在研究中发现，中国很多企业家都在努力为自己的朋友和生意伙伴打造俱乐部，以巩固和壮大他们在事业发展中所形成的“无形资产”。就我接触过的企业家而言，他们中有的已经有了高尔夫俱乐部、足球俱乐部、私人会所和餐厅。据我观察，股市投资者一般倾向于投资餐饮业。建立一个属于自己的空间，这既是一个非常好的获得新的商业信息的途径，同时也为成功企业家确立了一种归属感——在这里，他们属于他们自己所创造的世界（换句话说，他们是这个世界的主人）。

「真正的朋友」

"a friend in need is a friend indeed." 这是一句英文谚语，意思相当于中文的“患难之交见真情”，真正的朋友是在你最需要的时候曾经帮助过你的人。许多中国顶级企业家都曾经有过面对艰难时刻的经历，正是如此，所以我们所采访的企业家才认为，对于他们来说，最可信赖的就是那些和他们关系最亲近的人：那些当他们身处困境依然守在身边的家人和最好的朋友。

"What makes Bill Gates tick?"（什么使比尔·盖茨胜出？）这是资深互联网记者 Robert X. Cringely 所写的一篇文章的标题，在这篇文章中，Robert X. Cringely 认为比

尔·盖茨之所以能够脱颖而出，其核心在于他好胜的天性，而这些天性是比尔·盖茨的祖母一手培养的，通过下棋以及家庭体育竞赛，盖茨的这方面天性得到了鼓励和发展。

不同于大多数今日中国最成功的企业家，盖茨出生于一个富裕家庭。盖茨的母亲是一个银行经理，和盖茨有非常密切的关系，经常给他鼓励和建议。盖茨的父亲是一位事业有成的律师。比尔·盖茨在高中时代遇到保罗·艾伦，他们后来一同去哈佛读书，并且共同创立了微软。然而直到艾伦被诊断出患有严重疾病以后，盖茨才有机会独掌微软，从那以后，他才慢慢打磨出自己的管理技巧。

「祖国」

“中国像一个将要毕业的大学生，”2001年末孙广信（广江集团董事局主席）对我说，“这个学生知道有很多事情需要去完成



成而且正为走向世界做准备。中奥成功和加入世贸组织都将刺激中国经济的增长，并且使我们的人民更加具备竞争力。”

在美国，股东价值通常被当作商业运作的原因。但是在中国，就我所接触过的多数企业家而言，他们普遍怀有一种强烈的情感——他们希望能够造福于他们身边的人，同时，通过这种方式，使他们赢得周围人对他们的尊敬。

「关于《胡润财富书系》」

《财富情感》是《胡润财富书系》的第五本书，本书系主题是中国

大陆的企业家及企业家精神。书系的第一本书是以简洁的字典式风格呈现在读者眼前，简要介绍了2002年《中国大陆百富榜》上企业家们的情况，同时也对这个榜单4年来的发展作了一个回顾。书系的第二本书《财富品质》，则归纳了体现于成功企业家身上的10种特质。书系的第三本书《财富时刻》着眼于今日中国大陆最成功的企业家的事业转折点，企业家们叙述了财富时刻何时到来，以及那些影响他们做出决定的种种因素。书系的第四本书《财富基因》探究了企业家们认可的价值观念以及他们教育子女的方式，提供给读者一个衡量成功的基准。整个书系的出发点是为了超越《中国

大陆百富榜》，并从中发掘出各种趋势和观念。

《财富情感》以独特的视角关注了这样一个联结点，在这个联结点的一端是企业家的个人生活和他们在此基础上所建立的人际关系，另一端是他们成功的事业。我希望能以此鼓励更多的人深入探寻那些对自己而言重要的关系网，从而获得个人生活和职业生涯的双重成功。

「感谢」

如同《中国大陆百富榜》，本书也非一人之功。在本书及整个书系的制作过程中蒙受多位友人相助。在此，我要特别感谢下列最优秀的财经记者们：袁宏明、郑作时、郭怀亮、张国政、刘俐、陈冰、黄娜、苏小和、谢丹、薛惟中、余勇、袁卫东以及詹正凯，是他们代表我们去采访每一位企业家并写成实例。同时，陈冰、岑丽莹、丁键做了大量幕后工作。没有上述各位，本书无法成行。

最后，我要感谢我的妻子，虽然我们去年8月刚刚结婚，但她一直在背后默默支持着我的工作。

August H.
胡润

2003年1月16日，上海

第一部分 中国富人：我的感情生活 >

