



中国企业榜样丛书
EXEMPLARY ENTERPRISES IN CHINA

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红豆道路？ THE HODO MODEL

揭示中国民营企业生存与发展的

How Chinese Pri


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贾根良 徐建民◇著

Jia Genliang Xu Jianmin



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“中国企业榜样丛书”总序

英国皇家科学院院士、著名中国科学技术史学专家李约瑟（Joseph Needham）曾在上个世纪70年代出版的《中国科学技术史》中提出了一个颇具挑战性的问题：为什么公元15世纪前中国的科学技术发明和发现“远远超过同时代的欧洲”且“更容易得到应用”，而自进入16世纪以来却很少成就？^①世人称此为“李约瑟之谜”（Needham Puzzle）。为破解“李约瑟之谜”，学界洞见迭出，其中一个具有代表性的看法是，虽然“地理禀赋”优越和“经验试错”对于古代中国科学和技术创新产生过重大推动作用，但经济和社会制度的落后却是妨碍中国科学技术创新的根本原因。^②

近年来，一个与李约瑟之谜完全不同但同样具有挑战性的问题是：中国经济为什么能够保持长达30多年的持续高速增长，而在此前的30年却完全不可能？例如，改革开放之初的1978年，中国的GDP仅为2683亿美元，人均GDP不过224.9美元，但到2010年底中国经济总量不仅已经超过了日本、GDP达到了5.88万亿美元，人均GDP也达到了4292美元，^③而且还在继续保持较快增长，即使全球经济显现衰退特征的2012年，中国经济仍可望实现8%以上的增长率，成为全球经济增长

① 参见李约瑟著《中国科学技术史》（第一卷），科学出版社，1975，第3~4页。

② 参见李约瑟著《中国科学技术史》（第一卷），科学出版社，1975，第3~4页。

③ 按当年平均汇率6.7695计算。

的一个制高点。长达 30 多年持续较快增长，实属世界罕见，当然也就成了一个世界性“奇迹”，或者说“中国经济持续高增长之谜”。

如何理解这样一个奇迹的创造，如何解释这样一个“中国经济持续高增长之谜”？人们曾经给出过各种各样的答案。比如，多数人认为，奇迹源于体制机制的大变革。改革开放前，中国实行的是“斯大林式”的、高度集权的传统计划经济体制，否定市场的基础作用，因此，在那样一种体制机制下，不可能创造出国民经济持续较快增长的奇迹。改革开放以后，由于中国接受了市场，承认了市场有效配置资源的基础作用，同时又选择了政府对市场运行过程的宏观调控，从而才创造了一个长达 30 多年经济持续较快增长的发展奇迹。还有相当多的人认为，基本经济制度的选择比经济运行体制机制的选择更重要。改革开放前中国实行的是单一公有制。这种制度脱离了社会生产力的实际发展水平，在实践中难免出现“大锅饭、大帮哄和低效率”，从而不可能创造国民经济的持续较快增长奇迹。改革开放后中国实行的是以公有制为主体、多种经济成分平等竞争、共同发展的基本经济制度，通过建立和完善这样一种基本经济制度，不仅保证了政府对市场运行过程的有效调控，而且激活了市场固有的竞争机制和效率提升功能，从而创造了持续 30 多年的国民经济较快增长的奇迹。这就是说，由于有了计划与市场的有机结合，才在中国经济运行的宏观层面较好地解决了国民经济持续稳定增长问题；由于有了公有制经济与非公有制经济间的平等竞争和共同发展，才在中国经济运行的微观层面较好地实现了国民经济的长期持续较快增长问题。显然两个方面，缺一不可。离开了计划与市场的宏观层面结合，国民经济的增长与发展就难于实现持续稳定。缺少了公有与民营在微观层面的平等竞争、共同发展，国民经济的近期增长与未来发展也就难于实现。两个方面不存在互相替代关系，但相对而言，微观层面的平等竞争、共同发展，更具有基础意义。因为，在实际经济运行和发展过程中，没有微观层面的平等竞争、共同发展，不仅市场及其效率不复存

在，就是宏观层面的政府审慎调控也将成为无源之水、无本之木。

说到这里，人们自然要问，既然微观层面的平等竞争、共同发展更具基础意义，那么，在微观层面上真正有效支撑中国经济持续健康较快增长的具体载体又是什么呢？

我们的回答是：企业，特别是具有榜样特征的企业。

如果没有改革开放以来在中国这片广袤的土地上迅速成长起来的上千万家大大小小的各种类型的企业，特别是如果没有做得越来越强、越来越大且吸纳了全社会75%以上的就业、承担了60%以上的财政收入、创造了50%以上的GDP、资本存量规模和新增投资规模均超过全国总量60%以上的为数众多的民营企业，如果没有这些企业作为资源有效配置的基础载体，如果没有作为基础载体的企业的持续成长与迅速壮大、不断创新与健康发展，中国经济是根本不可能创造长达30多年的持续健康较快增长和社会普遍繁荣与稳定发展的。在此意义上，我们必须确定无疑地说，企业既是资源实现有效配置的重要载体，又是国民经济活力的不竭源泉，还是国家繁荣昌盛、社会和谐稳定的重要基础。

2012年《财富》杂志以企业年销售收入为主要依据，对外公布了全球500强，其中79家中国企业（内地企业73家）榜上有名。虽然与十年前相比，中国在全球500强榜单中的数量扩大了6倍多，可以说是个巨大进步。但是，从一个经济大国走向经济强国的角度看，这种进步是远远不够的。因为，真正能够和有效支撑中国经济走向强大的，不仅是规模越做越大或者说销售收入越做越多的企业，还应该是质量越做越高、竞争能力越做越强的企业。从这个意义说，我国不仅需要“财富”500强等掌握众多垄断资源的企业巨头，尤其需要有诸如华为、绿地、沙钢、红豆、金山、中兴以及新希望等更具市场竞争力和发展潜力、更具榜样特征和时代特色的中国企业新星和市场新秀。大量经验事实表明，只有当我们真正透彻地理解了这类企业新星和市场新秀及其对中国经济社会发展的重要支撑作用和意义之后，只有当我们能够真正清

楚地理解和把握这类企业新星和市场新秀如何从草根长为大树、从分散走向集中、从弱小走向强大之后，我们才能真正清醒地理解和把握中国经济长期持续较快增长“奇迹”的创造及其未来可能的更大发展的深层原因与逻辑。然而，这一切是需要通过我们的勤劳与智慧去发现与总结的。

为了更多地发现和总结改革开放以来我国经济社会发展过程中曾经发挥重要作用和具有较强市场竞争力和发展力、同时榜样特征和时代特色特别明显的企业新星与市场新秀及其典型经验，在多方支持和广大典型企业的积极推动下，我们决定与社会科学文献出版社一起，编辑出版这样一套“中国企业榜样丛书”。

编辑出版这套丛书的基本指导思想和目的是：“发现和弘扬新星”、“总结和推广新秀”、“阐发和诠释典型”、“倡导和宣传榜样”、“引导和促进发展”。

编辑出版这套丛书的基本原则是：“不求企业十全十美，重在阐述企业榜样特征及其典型经验。”

编辑出版这套丛书的基本方法是：“以企业发展的具体实践经验为基础，运用通俗的语言，通过近距离生动介绍榜样企业的典型案例及其代表人物的优秀趣闻轶事，正面和盘托出企业的榜样形象、企业文化理念及其发展与成长潜力。”

榜样企业的选定和榜样企业经验的总结是编辑出版好这套丛书的重要基础和前提。为遴选好榜样企业，我们将着力采取部门推荐、企业自荐、专家推荐、比照企业业绩以及由丛书学术委员会和编委会委员民主评议确定的方式。在开始阶段，企业样本的选取重点将集中在三个方面：一是企业、特别是民营企业的品牌及其竞争力，品牌是决定一个企业是否植根于市场、植根的深浅及其市场竞争力大小的一个基本因素；二是企业制度及其治理结构与机制，制度及其治理结构与机制是决定一个企业生产经营的规范化程度及其市场运作与竞争能力大小的一个关键

因素；三是企业技术创新及其履行社会责任情况等典型经验与实践，技术创新是决定一个企业后发能力及其发展潜力的重要因素，企业履行社会责任的能力和水平则是决定一个企业长远发展的重要支撑。随着经济社会的发展，遴选范围会逐步拓宽。

榜样企业经验总结工作的执笔人也即丛书著作人的选聘，将采取丛书学术委员会编委会和专家推荐、主编确认并签订著作协议的方式进行。经选定的丛书著作执笔人，既是“中国企业榜样丛书”的独立著作人，又要在丛书学术委员会、编委会指导下开展调查研究与文稿写作。作为丛书著作人，其完成的书稿应尽可能充分地体现其个人的著作水平与写作风格。作为丛书著作执笔人，其书稿还必须充分体现这套丛书编辑出版的指导思想和文字质量要求，保证达到丛书应有的理论和文字水平。为此，每本丛书著作人完成书稿后，除需要得到所写企业的认可外，均需要经丛书学术委员会和编委会指定的专家学者进行审核评阅并提出评审报告后，才能最终决定其执笔的丛书著作是否可以送交出版社正式编辑出版。

经研究，我们决定在2012年10月党的十八大召开前正式启动这套丛书，然后将尽我们所能地一直把它编辑出版下去。这套丛书启动后，大家一致赞同把生动描述红豆集团为什么能够持续健康成长和快速发展经验的《红豆道路？》一书作为这套丛书的开山之作。由于《红豆道路？》的作者参与这方面的调研与写作经验不足，加之时间仓促，还不能说这本书的写作方式和表达风格，一定是后续著作人的必须参照。但是，作为“中国企业榜样丛书”的开篇之作，后续著作人完全可以从中发现一些可资借鉴的经验与教训，并由此逐渐形成这套丛书的特有风格，达到趣味性、通俗性、可读性和思想性的内在统一。在今后的调查研究与经验总结和榜样企业文稿写作过程中，其他著作人到底愿意或喜欢接受与使用哪种文字风格和表述方式，到底愿意或喜欢接受与使用哪些语言和案例来更生动地描述与刻画一个典型企业的榜样力量，还是要

由具体著作人根据丛书编辑出版的基本指导思想和原则、按照自己的偏好和习惯进行，以各扬其长、各避其短，有效保证丛书质量。我们也坚信，由此调研和撰写出来的“中国企业榜样丛书”，一定会更加耐人寻味和更能充分展现改革开放后涌现出来的大量典型企业的榜样作用，从而会被更多的企业和广大读者认可与接受。

最后需要指出的是，这套丛书的编辑出版意向一经提出，便得到了国家有关部门和领导的大力支持与悉心指导。中国社会科学院副院长、著名经济学家李扬欣然接受邀请，出任这套丛书的学术委员会主任，一大批著名经济学家和专家学者以极大热情应邀出任这套丛书的学术委员会委员和编委会成员，社会科学文献出版社谢寿光教授还亲自挂帅组织成立了丛书编辑出版工作小组，国务院有关部门和广大企业和专家教授更是对编辑出版这样一套丛书给予高度重视和积极支持。值此“中国企业榜样丛书”正式公开出版之际，我们要向所有参与、关心和支持这套丛书陆续编辑出版的单位、部门、企业和各位领导与个人表示衷心感谢。

让我们共同努力，遴选、调查、研究、撰写、编辑、出版好这套“中国企业榜样丛书”，为推进和尽早实现中华民族的伟大复兴作出新的更大贡献！

“中国企业榜样丛书”主编



2012年9月10日

于北京小倦游斋

FOREWORD

In his book *Science and Civilization in China*, published in 1970s, Dr. Joseph Needham, the Fellow of British Academy and a prominent scholar of the history of science and technology in China raised a challenging question: How is it that China was able to produce remarkable inventions and discoveries in science and technology that not only were “far superior to European contributions” but also “readily lend themselves to practical application” before the 15th century, but could claim few comparable achievements after the 16th? This question has come to be known as the “Needham Puzzle”. Many scholars have tried to solve the “Puzzle”. According to one widely-held view, while our geographic endowments and the method of “trial-and-error” preferred by Chinese of the ancient and the classical eras was once instrumental for the advancement of science and technological innovation, our economic and social systems have nonetheless been a chief hindrance to sustained progress in these areas.

In recent years, an equally challenging question, albeit one quite different from the Needham Puzzle, has arisen: why would the kind of high growth rate that the Chinese economy has enjoyed in the last thirty years and more have been impossible altogether in the preceding 30 years? In 1978, the beginning of the policy of reform and openingup,

China's gross domestic products (GDP) was USD 268.3 billion, and the GDP per capita was USD 224.9. But by the end of 2010, China had achieved a GDP of USD 5880 billion and per capita GDP of USD 4292, and exceeded Japan in terms of the size of the economy. Moreover, the Chinese economy was not showing any signs of slowing down. Even in 2012, a year in which the world economy has suffered major setbacks, the Chinese economy is well on its way to reaching a growth-rate of no less than 8 percent, which would be unrivalled worldwide. Such sustained high growth rate over the course of over thirty years is indeed a rarity that merits the word "miracle". More precisely, it is "the puzzle of sustained high growth rate of the Chinese economy".

How is this "miracle" to be explained, and how should we make of "the puzzle of sustained high growth of the Chinese economy"? Different answers to these questions have been articulated. For example, many commentators hold the view that the miracle is attributable to institutional and systematic overhaul that have been implemented across the country. Prior to reform and opening-up, the institutional configuration of the Chinese economy was modeled on the "Stalin-style", which was characterized by a central-planning mechanism and premised on a denial of the core economic functions of the market. The kind of sustained high growth rate miracle would simply have been impossible under such a system. After the country adopted the policy of reform and opening-up, recognition of the virtues of the market system, in particular its roles in optimizing resource allocation and in improving economic efficiency, and acknowledgement of the government's role in macroeconomic coordination have made such a miracle a reality. Many reckon that the choice about fundamental economic institutions is more important than that about the operational system. Prior to

reform, the Chinese economy was based on a homogeneous system of public-ownership of the means of production. This left the full productivity potential of the Chinese society severely under-realized, hampering the growth of aggregate output, wasting human resources and compromising economic efficiency. Again, we have little reason to believe that the recent economic miracle could happen under such a system. In the years since the beginning of reform policies, the Chinese government has retained public-ownership as a primary form of ownership of the means of production while allowing the mutually beneficial co-existence of and fair competition among a variety of types of entities of diverse ownership structures. In this transformation process, the Chinese government has been able to retain the ability to guide the development of the macro-economy through policy instruments, even as the creative energy of the country has been unleashed, resulting in a vast burst of increase in economic efficiency and productivity. Ultimately, the new economic system prepared the country institutionally for the miracle to take place. In other words, that the Chinese economy has been able to maintain a brisk rate of growth for so long is attributable at the macro level to the hybridization of planning and a market mechanism and at the macro level to open competition between and joint development of the public and the private sectors of the economy. It should be clear from this that both components of the Chinese economic system are indispensable. Neither strong economic growth nor sustainable development in China would be possible without either the strategic combination of economic planning and market mechanism at the macroeconomic level or the tactical synthesis of competition between and joint development of the public and the private economic sectors at the microeconomic level. These two trends

that characterize Chinese economic development today are not mutually substitutable. Still, the micro level public-private synthesis and cooperation are of more fundamental significance, insofar as the effectiveness of government-market cooperation at the macro level presupposes fair competition among and joint development of all the economic players. Without proper functioning at the micro level, coordination efforts at the macro level would be either for naught or merely superficially effective.

The question that naturally arises at this point is this: if these aforementioned critical dynamics at the microeconomic level are so instrumental to sound economic development in China, what are their underlying mechanisms?

Our answer is: it is enterprises, in particular those that are exemplary.

Had it not been for the hundreds and thousands of businesses of different kinds and sizes that have sprung up across China's vast territorial span since the beginning of reform and opening-up, or for the private companies that are now employing 75 per cent the nation's labor force and which now generate roughly 60 per cent of the revenue, that account for over 50 per cent of GDP and hold over 60 per cent of national capital stock and new investments, that have become the main pillar of the Chinese economy, the 30-year-long sustained economic growth, social prosperity and steady development would all have been impossible. Therefore, we must firmly acknowledge the crucial contributions of corporations as constituting an effective resource allocation mechanism and a constant source of energy fueling the continual growth of the national economy, which provides the foundation for long-term prosperity and social harmony.

In *Fortune* (Magazine)'s 2012 list of the world's top 500 companies ranked according to annual revenue, 79 are Chinese (73 being from mainland China). This number is more than seven times what it was just ten years ago, representing significant progress. But this is still insufficient for completing the transition from a large economy to a great one. This is because a truly great economy depends not only on corporations that are large and profitable, but also on those that are of high caliber qua corporations and genuinely competitive. This means that besides these Fortune-listed giant corporations that commandeer vast social and economic resources, what is also needed in China are younger and more vibrant companies like Huawei, Greenland, Shagang, HOdo, Kingsoft ZTE and Newhope, which are more competitive, have more growth potentials, and embody or otherwise exemplify the spirit of the times to a higher degree. Both data and experiences have shown that if we are fully to understand both how the "miracle" of thirty years' of sustained economic growth has taken place so far and what may need to happen if such growth is to continue in the future, it is imperative that we have a thorough understanding of the significant roles these rising star enterprises are playing in socio-economic development in China, and more specifically, of how they have been able to grow in size, in market share, and in leverage. Such understanding can only be attained through hard work and deep reflection.

We decided to undertake this project in partnership with Social Sciences Academic Press (China) to publish this series titled *Exemplary Enterprises in China*, for the very purpose of learning more, both empirically and theoretically, about some of the enterprises that have been instrumental over the course of China's economic and social development since reform and opening-up, enterprises that are exemplars by the

industry's inherent standards and whose practices reflect the spirit of the time. We have been helped by many individuals and organizations that care about this, including many outstanding corporations.

Our chief motivation for and guiding principles in producing this series are "to discover exemplary enterprise and to promote them", "to distill the lessons that can be learned from their experiences and to share these with others," "to understand the experience of ideal-typical enterprises", "to give exposure to exemplars", and "to guide and facilitate developments".

The foundational principle to which we adhere in putting together this series is "to attach greater weight to the objective of articulating the experiences of exemplary companies than to that of making sure these companies are or are described as being beyond improvement".

In terms of the specific methods we have used in putting together the series, we are empiricist in our research about the companies we profile, then we report our findings in plain and comprehensible language, we make use of vivid portrayals of the "human side" of outstanding entrepreneurs, highlight what is exemplary about the exemplary enterprise, and articulate corporate philosophies by which they are governed.

Determining which enterprises are exemplary and deciding what the main lessons are that can be learned from their experience are the core tasks in compiling a series like this. To make the selection process open and fair, we rely on a combination of nomination by various agencies, by enterprises themselves (including self-nomination), and by experts, and careful studies by the series' Academic Committee and Editorial Committee. Earlier in the selection process, three things

about an enterprise receive the most attention: first, its competitiveness (especially of those that are privately owned) such as measured by because it is contingent on the competitiveness of its brand; secondly, corporate governance, including rules and structures, which play a decisive role in determining the corporation's compliance with the law and its competitiveness; thirdly, an enterprise's track record in innovation and its performance in corporate social responsibility. Technological innovation offers a crucial measure of an enterprise's ability to catch up with forerunners and to sustain long-term growth, while performance in fulfilling one's corporate social responsibility is functionally linked to an enterprise's prospects for long-term growth. We expect the selection to cover an increasing number of enterprises in the future.

The writers responsible for articulating the best practices of the enterprises profiled here are the authors of the individual titles under this series. They were recommended by the Academic Committee and the Editorial Committee respectively, and approved by the editor-in-chief for the series, with whom they signed a contract. These writers must follow the guidance of the Academic Committee of and the Editorial Committee in conducting their research and in reporting their findings. However, they do write independently. The authors must make sure to demonstrate their writing abilities and style in composing their contributing volume to the series. In addition, they must honor the general academic and editorial principles underlying the project and meet the relevant standards in their writing. In order to make sure these criteria are met, in addition to requiring manuscripts to be reviewed by the profiled company prior to publication, we also require that they be subject to peer review by experts appointed by the

Academic Committee and the Editorial Committee.

After careful deliberation, we decide to launch the series in October 2012, on the eve of the opening of the 18th National Congress of the Chinese Communist Party. And we hope to be able to continue the project into the future. We were also unanimous in our decision that the book *The HOdo Model*, in which the author provides a vivid description of how the HOdo Group has been able to maintain sound growth since its founding as the first to be published in the series. However, due to the lack of experience in the kind of field work and writing required for this project on the part of the author, and the tight time-line, the writing style one finds in this book does not necessarily represent the style that is to be followed by authors of the subsequent titles in the series. Nevertheless, this book does set a good example of a book that is at once interesting to read, easy to understand, intellectually accessible to the populace and thoughtful. Authors of future installment of the series are well-advised to try to do the same in writing their contributing titles. Of course, in the end, the decision about what writing style to adopt for their own work rests with the individual authors of the series, which will be made after careful consideration of the editorial guidelines. Within the limits set by these guidelines, however, ample space will exist for these authors to capitalize on their strengths, to eschew their weaknesses, and to follow their personal preferences.

We have every reason to be confident that the *Exemplary Enterprises in China* such as produced by the rigorous process that has just been described promises to be informative and thought-provoking. The series will give much needed exposure to the experiences of some of the best Chinese enterprises that have emerged since the beginning of