

追梦人

陈爱莲与万丰控股集团

郑作时◎著

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上海复星高科技集团董事长

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封面人物

陈爱莲

万丰控股集团董事局主席，出生于浙江新昌。中共十七大代表、全国第十二届人大代表、全国党建研究会非公专委会委员，中共浙江省委第十一、十二、十三次党代表，中共绍兴市委第五、六、七次党代表，绍兴市第四、五、七届人大代表（人大常委会委员），中共新昌县委三届委员；担任中国企业联合会副会长、浙江省工商联副主席、上海市浙江商会执行会长等。

曾获全国优秀中国特色社会主义建设者、中国经营大师、全国优秀创业企业家、全国三八红旗手、中国十大杰出女性、首届风云浙商、全国光彩事业特殊贡献奖等荣誉。

万丰控股集团

万丰控股集团创立于1994年，是以先进制造业为核心的国际化企业集团，遵循“永恒提升价值，不断奉献社会”的经营理念，涉足汽车部件、航空工业、智能装备、金融投资等领域。致力于“营造国际品牌，构筑百年企业”，名列中国民营企业综合实力500强前列、中国近3000家上市公司综合实力第39位，是名副其实的“隐形冠军”企业。

本书记录了万丰及其创始人20余年的发展历程。作者实地深入访谈，获得了众多鲜为人知的故事，并试图分析其高速发展并保持行业领先地位的秘密。“万丰人”发扬实事求是、艰苦奋斗、雷厉风行、一抓到底的作风，为中国民营制造业的发展壮大树立了典范。

郑作时

财经作家，曾任《南风窗》高级记者，中国本土最佳商业作者之一。著有《阿里巴巴：让天下没有难做的生意》、中国首富刘永行自述《希望永行——成为首富的短路径》、《汽车“疯子”李书福》、《阳光基业：一家金融保险新锐企业的崛起路径》、《领先的背后：一家港资企业的百年成长经验》、《商学有道：徐万茂与华茂的教育之路》等。



掌舵梦想^①

复旦大学管理学院院长 陆雄文

爱莲是复旦大学 2003 年春高级管理人员工商管理硕士（EMBA）班的优秀学员，她不仅是万丰奥特的创始人，也是中共十七大代表，是浙江唯一的民营女企业家代表，她还是第十二届全国人大代表。我认识她近 12 年，自以为对她和万丰奥特很了解，然而当她让我为《追梦人》这本记述万丰奥特创业 20 年的纪实作品写序的时候，我仍然禁不住好奇，想了解更多万丰奥特成功背后的故事和秘密。

我用了一个晚上加一个早晨读完了全书。我看到了爱莲在她积极向上、乐观自信之下的那份百折不挠、坚持不懈的成长基因，以及成就她事业的内在逻辑。我也明白了为何在过去十年，宏观经济多次经历起伏，她一直保有着

^① 本文写于 2014 年，本书初次出版时。——编者注

那份淡定和自信。当经济下行时，每当我关心地问她万丰奥特的状况，她总是告诉我：“是有些困难，但我们有我们的对策”，“我们企业仍然在稳定地扩张发展中”。她永远充满活力，充满激情，脸上永远挂着灿烂的笑容。

万丰奥特 20 年的奋斗史是中国经济奇迹般增长的真实写照；是一代民族企业家创业创新、奋力拼搏、勇于竞争、善于竞争的真实写照；是一家企业由小变大、由弱变强，由单一产品走向多元产业，由国内市场走向全球市场的真实写照；是中国一代企业家从早期凭直觉、凭悟性、凭刻苦、凭冒险的“野蛮”生长，向凭学习、凭借鉴、凭创新、凭视野的有机发展而蜕变，并赢得国际同行尊重的真实写照。

20 年持续成长的万丰奥特，同中国过去 20 年来许多发展壮大的民营企业一样，它们的领导者基因有着以下五个方面的共性：

一、有敏锐的、独到的市场先见，善于捕捉市场机会，发现并拓展市场空间；

二、有很强的领导力，身先士卒，带领团队勇于拼搏；

三、重视创新，尤其是技术研发，不断积累技术基础，发展核心竞争力；

四、重视人才，引进与培养人才，以事业、报酬和情感凝聚人心，并愿意为人才发展提供培训和专业学习机会，形成人才梯队；

五、在战略上也知道如何顺应经济发展周期，有进有退，从而避过险滩，实现在低谷时期积蓄能量、继而乘势而起，跨越发展。

然而，爱莲还有两点特别的地方，可能是很多其他企业家所不具备的：

一、非常注重管理制度的建设，善于亲自设计管理架构和规章制度，奖罚分明、集思广益、理性决策。

二、她自己非常勤奋好学、求知若渴。她参加过许多总裁研修班、MBA 课程班的学习，除了在复旦大学获得 EMBA 学位外，她几乎每年都要到高校进修，求学足迹遍布大江南北。她不仅善于向同行学习、向国际先进学习，而且更强调要形成系统化的知识体系，并且与时俱进，不断更新和升级自己

的知识储备。

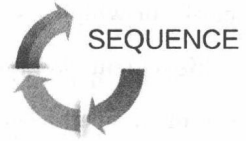
当然，如果还要加一点，那就是作为女性企业家，她也善于用自己的情商来拓展新兴市场、发展合作伙伴、凝聚团队士气。

《追梦人》非常真实而贴切地反映了爱莲的成长轨迹，以及背后的动力和成功的原因，她也一直把自己今天的成就归为她过去几十年的好学，尤其是在复旦大学管理学院EMBA班的学习。

我也经常审视，作为一所大学的管理学院，一个以致力于培养既具有国际视野又深谙本土情势的领袖人才为使命的管理学院，应该如何来评价自己。尽管我们已经有4个EMBA项目，一个MBA项目被英国《金融时报》列入全球百强，但我仍然觉得，这不足以更本质地反映我们的教育使命是否已经达成。我和我的同事们说，我可能并不在乎我们现在的毕业生工资可以拿多少，或者毕业几年内工资的增长幅度有多高，我也可能并不在乎我们的国际排名在前多少位，我更在乎的是，在我离开院长岗位的二三十年之后，再来看看我们曾经的学生，他们的事业成就、他们为国家和世界的贡献有多大。我真切地希望10年以后，爱莲的事业有更高的高度，在全球范围内成为更强大的行业领导者。

这本《追梦人》以其非常坦诚、真实、开放的风格还原了万丰奥特20年创业奋斗发展史，还原了一个丰富丰满、性格爽朗、心地坦荡的爱莲的形象。她也想以这本书作为自己的一个总结。同时，这本书也是商学院的一个很好的案例，也能为更多的企业家、职业经理和商学院学生所借鉴。

我一直认为，一个处于行业领导地位的企业的掌舵人是不能在商言商的，他们一定要承担起归属于他们的社会责任。这种责任不仅仅只是行善捐款、关注环保、体恤顾客，它必然也是企业家以其思想和行为溢出企业的边界从而影响社会文明进程的担当。所以，一个真正的企业家不仅在贡献着社会的物质财富，也在创造着社会的精神财富。《追梦人》这本书的写作和出版也反映了爱莲同我在这一点上的共识。



Dream to steer^①

by Lu Xiongwen, Dean of Fudan University

Ailian was an outstanding student in 2003 Executive MBA Spring Semester Program at Fudan University. She is not only the founder of Wanfeng Auto but also a member of the 17th Communist Party Congress, the only CPC member representing female entrepreneurs from Zhejiang private enterprises, as well as the member of 12th National People's Congress. I have known her and Wanfeng Auto well enough for nearly 12 years and still when she asked me to write a preface to this book, I could not help my curiosity to know more about Wanfeng Auto's story behind its success.

With a whole night and a morning, I finished reading the

^① This article was written in 2014, when the book was first published.— editor's note

book, in which I saw persistent growth gene and inherent logic of her career achievements behind Ailian's optimism and confidence. I also understand how she maintained her calm and positiveness through those macroeconomic ups and downs in the past decade. Whenever the economy was down and I was concerned about Wanfeng Auto's situation, she would tell me, "there is a bit difficulty, but we have our strategies," "our company is still expanding steadily ." She is such a lady full of energy, passion, always wearing a brilliant smile on her face.

Wanfeng Auto's 20-year venture is a portrait of China's miracle in economic growth; and a portrait of innovation, hard work, as well as the courage and wisdom of a generation of Chinese entrepreneurs to compete. It is about how a business grows from small to large, from weak to strong, from single-product to multi-industry, from domestic market to global market; how this generation of Chinese entrepreneurs transform from "barbaric" growth in their early times with instinctive understanding, hard work, risk-taking to organic growth with learning, reference, innovation and vision, and won respect from their international counterparts.

Wanfeng Auto's 20 years of continuous growth should be attributed to the following five aspects in its leader's gene, which are shared by many developed and expanded private Chinese enterprises in the past 20 years:

First, they have a keen, unique vision to capture opportunities, discover and expand the market;

Second, they have strong leadership to lead their team to compete;

Third, they place emphasis on innovation, research and development of technology in particular, continue to accumulate technical basis, core competencies;

Fourth, they value talents and attract talents with career opportunities, incentives

and emotion, and are willing to provide those talented with career training and opportunities for growth, which give birth to a benign reserve of human resources;

Fifth, they know how to adapt to economic development cycle, when to advance and retreat, and thus how to avoid traps and wait for the future rising at low tides.

Besides, Ailian possesses two special traits that many other entrepreneurs may not have:

First, she attaches great importance to building up management system and is good at designing management scheme and setting rules and regulations, penalties and rewards with brainstorming and rational decision-making.

Second, she is very studious and eager to learn. She participated in many CEO Seminars, MBA courses, in addition to getting EMBA degree from Fudan University. She goes to universities for further education almost every year and leaves her footprints all over China. She is good at learning not only from her peers, but also from her international counterparts. She puts more emphasis on building a systematic scheme of knowledge, and advancing with the times, constantly upgrading her knowledge reserve.

Moreover, as a woman entrepreneur, she is also good at using her own emotional intelligence to expand, to find business partners, and to cheer up her team's morale.

Dream Chaser is a vivid portrait of Ailian's growth, as well as the driving force of her success. She personally would rather attribute her success today to her studious learning in the past decades, especially her learning in the EMBA program at School of Management, Fudan University.

I often ponder, as a School of Management in a university committed to cultivating leaders with both global perspectives and local awareness, how we should evaluate ourselves. Although we already have four EMBA programs and an MBA program ranking top 100 globally by British "Financial Times", I still think

that is not enough to demonstrate the fulfillment of our mission. Once I said to my colleagues, I may not care about the wage of our graduates, or the rate of their pay-rise within a few years after graduation; I may not even care about the international ranking of my school; instead, I care more about my students' career achievements and their contribution to the country and the world in the following two or three decades, maybe after my retiring from the post of President. I sincerely hope that Ailian's career will mount on a new height and Wanfeng will become a more powerful industry leader globally.

Dream Chaser portrays Wanfeng Auto's 20 years of entrepreneurial struggle in a candid, truthful and open style and Ailian, an open-minded leader with rich fullness. She personally would like to take this book as a summary to her experience. At the same time, Dream Chaser can be a good case of Business Schools, as well a reference for more entrepreneurs, professional managers and business school students.

I always hold that a leading enterprise in the industry is not doing business for business's sake, they must bear more social responsibility than charity, concerns over environmental protection and caring customers. It should also be about entrepreneurs' spilling corporate boundaries and thus affecting the process of social civilization with their thinking and behaviors. Therefore, a true entrepreneur, not only contributes to the material wealth of society, but also creates social wealth. Luckily, the publishing of Dream Chaser shows that Ailian sees eye to eye with me.



不忘初心，二十年后“再创业” 是幸福的^①

上海复星高科技集团董事长 郭广昌

与爱莲董事长的相识已经有很多年了，因为我们都是上海浙江商会的成员，她还是商会女企业家联谊会的会长，在一起交流得也多，早就与她成了很好的朋友。而且，我还一直觉得爱莲董事长就像位大姐一样，经常给我们些很好的启发，非常受人尊敬。

今年正好是她创办的万丰奥特成立 20 周年，这本《追梦人》就是爱莲董事长过去艰辛创业历程的缩影。作为同时期的创业者，它激起了我心中的万般思考与共鸣。

民营企业是改革开放和中国现代化的产物，复星与万丰奥特一样，刚刚走过了自己的第一个 20 年。在复星集团（以下简称复星）创立 20 年的时候，我们非常明确地提出

^① 本文写于 2014 年，本书初次出版时。——编者注

要“再创业”。为什么？不是因为我们是苦行僧，要再创业；恰恰相反，我们感觉“再创业”很幸福，因为我们觉得成为一名创造者是最幸福的。所以，在面对未来 20 年的选择时，我们一定会选择再创业，要重新开始，有能力、有信心、有干劲，把企业的发展带上一个新的高度。

当然，创业不易，再创业更是难上加难。以我和复星为例，经过 20 年的不断发展，我们终于找到了一个可以为未来复星 20 年发展提供持续动力的“保险+投资”双轮驱动的战略。但是，在将战略落地的时候，我们还是一定要十分注重、强调两点内容，它们正如爱莲董事长过去 20 年经历的一样，一个是关注细节和产品力，另一个是不断地国际化。

马云和马化腾是我们中国成功企业家中的翘楚，虽然表面看起来两个人的行事风格很不一样，但在不一样的背后，我觉得他们都是在不断寻求战略和细节的配合与深化。马云的战略思想一般人很难理解，但是他有一群非常务实的合作伙伴，这些人在执行力和对产品的深化上是非常强的；马化腾不仅是位极其优秀的产品经理，他现在写的一些文章，也很有战略思维，很有高度。我觉得他们最后会是殊途同归，因为都是要抓住客户的需求，要为了客户体验去积极努力，关注细节、提升产品力。所以，未来的再创业，关键问题还是看我们能不能继续深入下去。而不是说已经有了 20 年积累就可以高高在上，正如书中谈到爱莲董事长对于产品创新、质量细节的孜孜追求，我们要真正能接地气，一点一滴地去推动一个企业的发展。这就是我对未来“再创业”的第一点思考。

第二点，中国的企业想在未来取得更大的发展，我们的国家要成为最有力的经济体，那么我们就必须要更加主动地融入全球经济，中国的企业也必须要更积极、更主动地开始全球化。在这方面，我们有全球最大的市场，以前，我们的市场是被人家整合，现在我们为什么不能利用自己的市场去整合别人的资源呢？所以我的观点是，我们可以用中国动力嫁接全球资源，去主动整合全球资源，比如整合全球最好的品牌、渠道、技术和资金资源，等

等。所以，当下我深刻地感受到中国企业全球化的压力非常大，我们必须要用一个更开放、更淡定的姿态学习和融入。这方面爱莲董事长和万丰奥特也给了我们很好的示范。胸怀全球走向国际化，并购全球行业细分市场的领跑者是我们中国企业做大、做强的有效途径。当然，我还想说的是，在融入当中，我们所有的中国企业还应当更广泛地合作起来，中国也应该站在世界经济的角度来综合地考虑发展经济。

以上，即是我的一些思考。我们浙商团队共同见证了爱莲董事长的创业历程，勇气和决心是她 20 年不断发展的最大支持；与创立之初一样，勇气和决心，仍将是未来 20 年“再创业”最重要的力量。所以，此时此刻，我再次向爱莲董事长道一句祝贺，祝贺她已成为最幸福的创造者；也再表一声共勉，希望爱莲董事长不忘初心，享受，20 年后“再创业”的幸福。

让我们不忘初心，从容向前。



Holding to original dreams and "re-start" after two decades^①

Guo Guangchang, chairman of Shanghai Fosun High-Tech Group

I've been knowing chairwoman Ailian for many years as both members of the Commerce Chamber of Shanghai and Zhejiang. She is also the chair of Female Entrepreneur Association in the chamber. We have much communication and cooperation and have long become good friends. And, I always respect her as an elder sister who often inspires us.

This year happens to be the 20th anniversary of the foundation of Wanfeng Auto. Dream Chaser is a miniature of Ailian and Wanfeng Auto's story of 20 years' arduous pioneering journey. The book also aroused my thought and

^① This article was written in 2014, when the book was first published.— editor's note

sympathy as an entrepreneur in the same era with her.

Private enterprises are the product of reform and opening-up policy as well as the modernization of China, and Fosun and Wanfeng Auto, have both gone through their first 20 years. In the 20th anniversary of Fosun Group (hereinafter referred to as Fosun), we proposed a " re-start" not because we are ascetic and wanted to be mean to ourselves. On the contrary, we feel happy to be a creator. So, facing the next 20 years, we will choose to start all over again,from the beginning. We have the ability, the confidence and energy to bring our enterprises to a new era.

To start a business is difficult, not to mention restarting. For me and Fosun, for example, after 20 years of continuous development, we finally found a development strategy of "insurance plus investment" which can provide continuous driving force for the next 20 years. However, to employ the strategy, we must still attach great importance to two elements, as were experienced in the past 20 years by Ailian, one being details of products and the other being constant internationalization.

Jack Ma and Ma Huateng are considered as the role models by many Chinese entrepreneurs. Although they two have seemingly very different acting styles, they share in their constant search for a balance between strategies and details. Jack Ma's strategic thinking is astounding and even difficult to understand to general people, but he has a group of very pragmatic partners to execute and deepen the products. Ma Huateng is not only a very good product manager, but also one with strategic thinking. He wrote articles of profound perspectives recently. I think they will eventually become the same people, since they are both committed to seize the customers' needs,to go for positive customer experiences, to think highly of details and product competitiveness.

The future re-starting is about whether we can carry on.It is not about feeling