



Contemporary Hong Kong  
Corporate Culture

# 当代红帮企业文化

张 艺 冯盈之 编著



ZHEJIANG UNIVERSITY PRESS

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## 前 言

当今世界,随着社会的进步,企业的生产经营活动正显示出越来越明显的文化导向性。从发达国家中的卓越企业来看,现代企业之间的竞争,已经不再仅仅是资金、技术、人才、策略的竞争,更主要的是企业文化的竞争。世界500强企业的经验表明,企业出类拔萃的关键是具有优秀的企业文化,它们引人注目的技术创新、制度创新和管理创新无不根植于其优秀而独特的企业文化。在中国,越来越多的企业家也逐渐认识到开展企业文化建设的重要性,并开始有所作为。

在国内外的成功企业和学界的大力推动下,企业文化研究很自然地成了我们这个时代的一门显学,有关企业文化的研究成果、学术著作如雨后春笋般不断涌现。但是这些成果、著作多数研究的是企业文化的一般原理,或者一个国家的经典企业文化案例,而把一个地方的某一行业群体的企业文化现象作为专门研究或描述对象的情况似乎尚未见到。如果不出意外的话,本书应该是开辟了一条新的企业文化研究的路径,至少是提供了一个新的企业文化研究的样本。

说到企业文化,一般人可能会语焉不详,但多少会知道个大概。如果说到红帮企业文化,很多人恐怕就会一头雾水了。基于这样的原因,本书在编写的时候做了如下设计:先从红帮生长地——宁波说起,然后再循着历史的根脉寻找红帮这一特殊行业群体的发展轨迹,最后将重心放在当代红帮企业文化的描述上。这样做的好处是,读者在了解宁波独特的地理和人文环境的基础上,能更清楚地了解红帮,尤其是当代红帮的企业文化特质,进而从中获知当代红帮企业成功的奥秘。

宁波是“红帮裁缝”的诞生地。百年的服装制作经验和行业精神,给宁波服

装人留下了一笔宝贵的文化财富。改革开放以来,宁波的服装业迅速崛起,服装企业和服装品牌无论在国内还是在国际上都具有了较强的竞争力,并已形成以西服、衬衫生产为龙头,集针织服装、女装、童装、皮革服装之大成的庞大产业集群。当代宁波服装人在市场经济的大潮中经过多年的摸爬滚打,已经演绎了一个近乎神话的“当代红帮”传奇。

宁波当代的红帮企业为什么能够取得成功?取得成功的当代红帮企业又为什么能够长盛不衰?这是众多研究企业发展的人都想一探究竟的问题,也是我们期望通过编写本书予以回答的问题。

“现代管理学之父”彼得·德鲁克说:“成功的企业都一个样。”这“一个样”背后的深意是,成功的企业都有卓越而优秀的企业文化。当代红帮企业正是这样的企业,它们不但有着极为深厚的文化意识,而且将其紧密地融合到了企业生产经营管理的各项活动之中。

当代红帮企业在文化建设方面具体是怎么做的呢?我们从数千个宁波服装、纺织企业选择了八个样本企业进行介绍。它们是:雅戈尔集团、杉杉集团、罗蒙集团、培罗成集团、太平鸟集团、洛兹集团、博洋集团和维科集团。这八个集团都荣获了“中国驰名商标”称号,都有着惊人的业绩和成功的经验。它们中的每一个都是一部现代传奇:雅戈尔是下乡知青李如成从一个家底只有2万元的村办服装厂(其实是一个小作坊)干起来的,罗蒙是农民盛军海怀揣2万元启动资金从一个服装加工小作坊干起来的,培罗成是农村妇女史利英靠着1000元流动资金和19个勤劳的姐妹干起来的,杉杉是退伍军人郑永刚从一个连大锅饭也吃不饱吃不好的集体服装厂干起来的,太平鸟是曾经摆地摊贩服装的张江平用哥俩一起借来的2万元购买的6台缝纫机召集了七八个人干起来的,洛兹是读完初中后便辍学找工作的罗奇华从一个总资产不足万元的村办厂子且一开始便遭遇纺织行业发展低谷的时候干起来的,博洋是24岁起就挑起企业大梁的戎巨川从一个资产不足36万元又濒临倒闭的街道小厂干起来的,维科是23岁起就开始挑起企业重担的何承命从一个已经处于停产半停产状态的集体针织厂干起来的。如果我们把这些企业都作为互相孤立的个案来看,其成功可能是历史的机遇偶然造成的;但是如果把它们视作一个相互联系的群体,其

成功就不是偶然的,而是某种带有历史必然性的具有恒久稳定影响力的文化造成的。是什么文化呢?当然是红帮文化。红帮文化已经成为支配宁波服装企业家们经营管理行为的一种“集体无意识”。我们所要做的事,就是通过当代红帮企业中的杰出代表来呈现这种“集体无意识”,并使其光耀天下。

本书在编写方面具有如下三大特点:

第一,不作企业文化理论的演绎,而是客观地描述企业文化在红帮企业中的实际运行情况。这是由写作对象的特点决定的。因为企业本身不是研究机构,它们不会按照某种理论体系来建构自己的企业文化;它们是生产部门,只会根据自身的发展目标和实际需要实实在在地做文化。所谓“一流的企业做文化,二流的企业做产品”,说的正是这个“做”字。

第二,把企业家们作为企业文化建设的主导力量进行描述。虽然“企业文化就是企业老板的文化”这句话有失偏颇,但企业老板在企业文化建设中扮演着最具关键性的角色,起着最为核心的作用却是不争的事实。企业老板或企业领导者的个人理想、信念、气质、性格,乃至言谈举止,在企业员工中起到某种引领作用或者引发某种模仿效应的情况,可以说比比皆是,不胜枚举。

第三,除一、二章之外的其他章节都设计了相同的内容框架。之所以进行这样的设计,一是为了叙述的方便,二是为了阅读的方便。叙述的时候,容易进行内容的组织;阅读的时候,容易照顾读者的兴趣点,既可以一章一章地阅读,也可以选择每一章的相同板快来阅读。

就目前情况而言,当代红帮企业文化还不是一种广为世人熟知的独特文化现象,作为第一部专门介绍这一文化现象的著作,希望她能有助于揭开遮蔽其光芒的神秘面纱。倘使本书能让更多的人走近当代红帮企业文化,并从中获益,我们当无限欣慰。

编者

2012年5月于宁波

## Preface

Nowadays, with the progress of the society, the activities of corporate production and management are showing increasingly obvious cultural oriented. Seen from the perspective of the excellent business in developed countries, the competition between the modern enterprise is no longer just the competition of the capital, technology, human resources and strategy, but more emphasis on the competition of corporate culture. The experience of Fortune 500 companies has shown that the key to the outstanding business is a possession of excellent corporate culture, and their striking technological innovation, system innovation and management innovation are all rooted in its excellent and unique corporate culture. In China, there is a growing number of entrepreneurs who have come to realize the importance of carrying out the building of corporate culture, and began to make a difference.

Under the vigorous promotion of the successful enterprise and academia at both home and abroad, the corporate culture research has naturally become a famous school of our era. In addition, research findings and academic works about corporate culture are springing up and continue to emerge. However, these achievements and works are mostly studies of the general principles of corporate culture, or a case of a country's classic corporate culture. It seems that the instance of taking the corporate cultural phenomenon of certain industry group in a place as a specialized research or descriptive object is still unseen. This book should have opened up a new

path of corporate culture research, at least has provided a new sample of corporate culture research if there is no unexpected event.

When it comes to corporate culture, most people would not speak in detail, but they will have a rough idea about it more or less. Nevertheless, when it comes to Hong Band corporate culture, most people probably will be confused from the beginning. For this reason, this book will be written as the following design: to start with talking about the growth place of Hong Band—Ningbo, and then follow the historical root to find the development track of the particular industry groups of Hond Band, and finally will focus on the description of contemporary Hond Band corporate culture. The benefit of doing so is that the readers can have a clearer understanding of Hond Band on the basis of understanding Ningbo's unique geographical and cultural environment, especially the corporate cultural characteristics of contemporary Hong Band, and then get informed of the secrets of the success of contemporary Hong Band enterprises.

Ningbo is the birthplace of "Hong Band Tailors". Hundred years of experience in apparel production and industry spirit have left people in Ningbo's apparel industry with a valuable cultural wealth. Since the reform and opening up, Ningbo's garment industry has been rising rapidly, both the clothing enterprise and apparel brands have a stronger competitive edge whether at home or in the international community, and has developed a huge comprehensive industrial cluster consists of knitted garments, women's clothing, children's wear and leather clothing, led by the production of suits and shirts. After years of toil in the tide of market economy, people in Ningbo's apparel industry have almost been an interpretation of a myth-like legend of "Contemporary Hong Band".

Why contemporary Hond Band enterprises in Ningbo can be successful? And why can they keep flushing for a long time? This is a question that a



number of enterprise development researchers want to find out, which is also the question we are looking forward to answer by writing this book.

The “Father of Modern Management” Peter Drucker said, “Successful companies are the same.” The deep meaning of “same” is that successful companies all have an outstanding and excellent corporate culture. Contemporary Hong Kong business is such a business, which not only has a very deep cultural awareness, but also has closely integrated it into the various activities of corporate production and operation management.

What are the concrete steps in the cultural construction of contemporary Hong Kong enterprises? We select eight samples from thousands of Ningbo’s garment and textile enterprises to introduce. They are: YOUNGOR Group, SHANSHAN Group, ROMON Group, PROGEN Group, PEACE BIRD Group, ROUSE Group, BEYOND Group and VEKEN Group. All these eight groups have been awarded with the title of “China Famous Brand”, which have amazing performance and successful experience. Each one of them is a modern legend: YONGOR has been started by the educated youth working in the countryside Li Rucheng from a village clothing factory (actually a small workshop), which has a family property of merely 20 thousand yuan. SHANSHAN has been established by veteran Zheng Yonggang from a collective garment factory where one can not eat enough or well even in the big pot system. ROMON has been set up by Farmer Sheng Junhai with a start-up fund of 20,000 yuan from a small workshop of the work clothing. PROGEN has been initiated by rural woman Shi Liying relying on one thousand working capital with 19 hard-working sisters. PEACE BIRD has been found by Zhang Jiangping, who has been once a street clothing stall vendor with money of 20,000 yuan borrowed by Zhang Jiangping brothers for 6 sewing machines and a few people they have convened. Rouse has been built by Luo Qihua, who has been looking for a

job after dropping out of school as soon as he finished junior high school education, from a village factory whose total asset has been less than 10,000 yuan, and suffered the downturn of the textile industry from the outset. BEYOND has been set by Rong Juchuan, who has shouldered the enterprise beam since 24, from a small street factory whose asset has been less than 360,000 yuan and has been on the verge of closure. VEKEN has been started by He Chengming, who has taken on the corporate burden since 23, from a collective knitwear mill which has been in a cut-off and semi-shutdown state. If we take these businesses as mutually isolated cases, their success may be the accidental result of historic opportunity; but if they are treated as an interrelated group, then its success is not accidentally caused by the historic opportunity, but instead is caused by certain culture with historical inevitability and a long-lasting influence. What is the culture then? Of course it is the Hong Band culture. Hong Band culture has already become a kind of “collective unconscious” that govern the operation and management behavior of Ningbo garment entrepreneurs. And what we are going to do is to render this kind of “collective unconscious” through the outstanding representatives of contemporary Hong Band enterprises, and make it shine the world.

This book has the following three characteristics in terms of compiling:

First, there is no interpretation of the theory of corporate culture, but an objective description of the actual operation of the corporate culture in Hong Band enterprises.

This is determined by the characteristics of the writing object. Because the enterprise itself is not a research institution, they will not construct their own corporate culture in accordance with a theoretical system. They are the production sector, which will only make culture according to their own development goals and actual needs. The so-called “first-class enterprises make culture, second-class enterprises make products” is just talking about

the word “make”.

Second, entrepreneurs are described as the leading force of corporate culture construction. While the words “corporate culture is the culture of the business owners” is biased, business owners play the most crucial role in the building of corporate culture, and it is an indisputable fact that they play the most central role. The personal ideals, beliefs, temperament, personality and even manners of the business owners or leaders play a leading role among the employees, or lead to some kind of imitation effect, which can be said to be abound and too numerous to mention one by one.

Third, except Chapter One and Chapter Two, the other chapters are all designed with the same content framework. This kind of design is for the sake of convenience of both narration and reading. It is easy to carry out the organization of content in the process of narration; and it is also easy to care for the reader’s interest. They can either read chapter by chapter or choose to read the same part of each chapter.

As things are at the moment, contemporary Hong Band corporate culture has not been a unique cultural phenomenon widely known by the world yet. As the first work specially devoted to introduction of this cultural phenomenon, we hope that she can help to unveil the mysterious veil which shield her light. If the book can help more people approach contemporary Hong Band corporate culture and benefit from it, we are definitely pleased. This is for the preface.

Author: Zhang Yi

Feng Yingzhi

May, 2011 Ningbo, China

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# 第一章 红帮生长地——宁波

中国有句俗语,叫做“一方水土养一方人”。如果我们把这句话的含义从精神层面剥离出来的话,似乎也可以做如下的类比和延伸:“一方文化养一方人”、“一方文化养一方企业”。宁波究竟是一个怎样的地方?这里的人民到底有着怎样的精神特质,使得他们能够创造出独树一帜的红帮企业文化?为了找到这些问题的答案,就让我们一起走进红帮生长地——宁波。

## 一、历史文化名城

### (一)宁波概况

宁波,简称“甬”。是中华人民共和国文化部批准的全国历史文化名城之一。

宁波位于东经  $120^{\circ}55'$  至  $122^{\circ}16'$ , 北纬  $28^{\circ}51'$  至  $30^{\circ}33'$ 。地处我国 11000 公里海岸线的正中央,长江三角洲南翼,北临杭州湾,西接绍兴,南靠台州,东北与舟山隔海相望。

宁波属亚热带季风气候,冬夏季风交替明显。多年平均气温  $16.4^{\circ}\text{C}$ , 极端气温最高  $41.2^{\circ}\text{C}$ , 最低  $-10^{\circ}\text{C}$ 。多年平均降水量 1480mm。多年平均日照时数 1850 小时。由于所处纬度常受冷暖气团交汇影响,加之倚山靠海,特定的地理位置和自然环境使各地天气多变,差异明显,灾害性天气相对频繁,但同时多样的气候类型,也给发展多种经营提供了有利的自然条件。

宁波境内地势西南高,东北低。地貌分为山地、丘陵、台地、盆地和平原。全市现有土地总面积 9365 平方千米,其中山地面积占陆域的 24.9%,丘陵占



25.2%，台地占1.5%，谷(盆)地占8.1%，平原占40.3%。境内有四明山和天台山两支山脉，甬江、姚江和奉化江三大水系，北仑港、镇海港、象山港、石浦港、三门湾和杭州湾等港湾，大小岛屿300多座。

宁波市下辖6个区(海曙、江东、江北、鄞州、镇海、北仑)，2个县(宁海、象山)和3个县级市(慈溪、余姚、奉化)。区、县及县级市之下共有57个街道、80个镇和11个乡。常住人口760.57万。<sup>①</sup>宁波还是著名的侨乡，有430多万宁波籍人士旅居在世界50多个国家和地区。

## (二)宁波的历史文化

宁波的历史可以上溯到新石器时代。早在六七千年以前，繁衍生息于宁绍平原的宁波先民们就凭借其特有的勤劳和智慧创造了灿烂的河姆渡文化。1973年，余姚河姆渡遗址的成功发掘，说明这里有着极为悠久的农耕文明。

河姆渡遗址是世界闻名的新石器时代遗址，遗址总面积约4万平方米，堆积厚度4米左右，上下叠压着四个文化层。根据北京大学C<sub>14</sub>实验室测定，第四文化层距今7000—6500年，第三文化层距今6500—6000年，第二文化层距今6000—5500年，第一文化层距今5500—5000年。

河姆渡遗址发掘发现的文物遗存具有种类多、数量大的特点，为研究距今七八千年前氏族公社繁荣时期人们的生产、生活情况提供了比较全面的材料。该遗址于1973年和1977年冬进行过两次考古发掘，出土生产工具、生活器具、原始艺术品等文物6700余件，陶片达40万片之多。如果用同样的发掘面积作比较，这是其他新石器时代遗址所不及的。

河姆渡遗址的发掘说明数千年以前，生活在这片土地上的人们就以自己的勤劳智慧创造了非常先进的农耕、建筑、纺织、水上交通、髹漆技术和原始艺术。

### 农耕文明

河姆渡遗址两次考古发掘的大多数探坑中都发现20~50厘米厚的稻谷、

<sup>①</sup> 宁波市人口普查中心. 宁波市2010年第六次全国人口普查主要数据公报. 宁波统计信息网, 2011年5月12日, <http://www.nbstats.gov.cn/read/20110513/26705.aspx>.