



联化科技总裁王萍：问道中欧

文 / 陈超 蔡娜

“70后”王萍（AMP 2005，CEO2010），身为民营企业的新一代掌舵者，勇挑重担。十年来，在主要由男性把持的化工行业，她凭借女性的坚韧、谦虚、善于沟通和学习等特质奋力打拼，成功占据一席之地。

在“二次创业”的过程中，王萍付出了比常人更加艰辛的努力。她的日程表永远排得满满当当，身先士卒。但不管有多繁忙，学习对她而言始终不可或缺。自2003年初识中欧，王萍便与中欧结下不解之缘。多年来，在她的带动下，公司所有高层管理团队都陆续学习了中欧的各项培训课程。

正是带着这股冲劲，王萍带领联化科技股份有限公司

（深圳：002250）成功上市。正是带着这股活力，王萍率领这家典型的浙商家族企业实现战略转型、启动“二次创业”，走重视人才培养和科技研发的可持续发展道路。

经过王萍与联化团队多年来的不懈努力，联化科技从一家小作坊式的乡镇企业发展成为外向型的现代股份制企业，并在上海、江苏、黄岩等地设立了四家控股子公司，主要从事高级精细化工产品中间体的产销业务，2011年收入超过25.5亿元，60%以上产品销往美国、西欧和日本等国际市场。



Lianhetech President Maggie Wang

By Kelly Chen & Cai Na



It took Maggie Wang (AMP 2005 & CEO 2010) 10 years to earn herself a top spot in an industry typically dominated by men. She is President of Lianhetech, a prominent name in China's private chemical sector. Born in the 1970s, Wang is a typical generation X leader: independent, resourceful and she does not shy away from taking on more responsibilities. She led the team that took Lianhetech public in 2008 (Stock Code: 002250).

With revenues topping RMB 2.56 billion per year, the company produces and sells fine chemicals, 60% of which goes to international markets such as the US, western Europe and Japan. Over the past four years since being listed on the Shenzhen Stock Exchange, the company set up four subsidiaries in the Yangtze River Delta, including Shanghai and Jiangsu Province. Lianhetech is now at a crucial stage of its development, positioning itself to become a major global player in the fine chemicals industry.

Fully aware of the benefits of a CEIBS education, Wang plans to have many of her mid-level managers enrolled this year. They will join her and many other colleagues who have studied at CEIBS over the years. The company president places great emphasis on human resources, technology, innovation and sustainability, which has helped transform a small-township business into a modern joint-equity enterprise with global clients. Lianhetech owes its success to Wang and her team.





TheLINK: 在您的带领下，联化科技成功上市。这对联化的发展起到了哪些促进作用？过程中是否有一些让您印象深刻的经历？

王萍（以下简称“王”）：上市对于联化科技带来的积极影响主要有两方面：第一，利用上市的资本平台，联化更有胆量根据公司战略方向开展兼并收购，向产业链上下游扩展；第二，上市让我们看得更高、更远。上市之后，我们接触到了全新的平台和人员，这让企业和我们的团队获得了更加充分的成长空间，迎来更广泛、更快速的发展。

联化科技的上市过程可以说是一波三折。

联化科技身处台州，民间资本雄厚，企业家都认为不需要上市，也不愿意上市，担心上市会削弱对企业的影响力和控制力。我们也曾抱有这种想法。2001年，联化改制为股份制企业，在台州当地政府的推动下开始准备上市，但就我个人而言，一开始并没有认识到上市的重要性，主要交给团队中的其他成员负责。

由于当时公司上市条件并不完全成熟，再者材料准备也不够充分，证监会并未批准我们第一次提出的上市申请。得知这一结果时，团队成员热泪盈眶。想到他们为此付出的辛勤努力，我深深地感到自责，同时下定决心，一定要促成联化上市。

此后，我和团队统一认识，积极参与上市申请的各项准备工作。经过整个团队的不懈努力，我们最终顺利上市。

在这个过程中，我深刻地感受到，要想做成任何事情，关键是自身的积极意愿和务实行动。只有充分认识到事情的重要性，才能发挥主观能动性，而务实做好每件事才能推动目标达成。

TheLINK: 联化科技的未来发展目标是什么？您认为目前联化科技处于创业还是守业的阶段？

王：我们的愿景是成为全球领先的精细化学品定制服务公司。现在离这个目标还是比较远的。从行业发展趋势来分析，我们相信未来的10至15年里，中国将在全球精细化学品领域中扮演非常重要的角色，这对我们中国企业来说是难得的机会。在未来3至5年内，我们将继续加强核心竞争力，努力达到中国领先水平。

与长远的愿景相比，目前联化无疑还处于创业阶段。围绕目标与现状，我们的管理团队也反复进行了充分的探讨，并达成这样的共识：“我们处于二次创业期，我们要拿出创业时的勇气和斗志迎接更多的挑战。”

TheLINK: 联化科技2012年的发展情况如何？

王：联化科技从事中间体等化工品制造，行业下游为农药和医药行业，产品应用广泛，需求较为刚性，受宏观经济波动影响较小。因此，在总体经济形势十分严峻的背景下，联化科技在2012年依然交出了亮眼的成绩单。

2012年前三季度，在新老产品的共同拉动下，公司工业收入增长27%，整体业务增速也达到预期的20%。

2012年，公司研究分析了今后3至5年间的发展目标、客户需求、产业链结构等，针对自身核心业务需求部署了一系列兼并收购。目前已在山东平原、辽宁阜蒙和湖北荆州布局了新生产基地。

但我认为联化在2012年的发展原本可以更好，主要原因是目前人员梯队建设仍需加强。在2008年全球金融危机时期，由于很难对市场及时做出准确的判断，我们采取了保守





***TheLINK:* You have successfully taken the company public, is there any particularly memorable aspect of this process? How has being listed benefited the company's growth?**

Maggie Wang: There are two main benefits to being listed: First, access to the capital market makes it easier to initiate more mergers and acquisitions that will help us extend the industry chain from both ends. Second, going public has broadened our horizons and matured our team.

But taking the company public has not been easy.

Lianhetech is based in Taizhou, Zhejiang Province, where there are many opportunities to access private sources of capital. Many entrepreneurs there believe going public would undermine their control over the company. In 2001, Lianhetech became a joint-equity enterprise, and we began the process of becoming listed. But at the time I didn't realise the importance of this step, so I put someone else from my team in charge.

Structurally, the company wasn't quite ready for listing and our application material wasn't well prepared, so our first attempt was unsuccessful. Our team members were so devastated when they heard the news that their eyes welled up with tears. I was heartbroken that they had nothing to show for their hard work and deeply regretted that I hadn't paid more attention to the listing process. I made up my mind that, no matter what, I would take the company public.

My team and I worked hard and Lianhetech was finally listed. This is proof that will-power plays an essential role in everything we do.

***TheLINK:* What's the goal for Lianhetech's future? At which stage of development is the company right now?**

Wang: Our goal is to become a global leader in providing customised fine chemicals; for now, there is still a long way to go. But we can see from development trends in this industry that China will definitely play an important role in the next 10 to 15 years, which will be a great opportunity for all Chinese players. So our goal for the next three to five years is to strengthen our core competence and become a leader in China's fine chemicals industry.

We still see Lianhetech as a start-up because our

ambition is to take the company far beyond what it is right now. The members of our management team all agree that the business is in its second stage, and we need to accomplish even more than we did in the beginning, we need more courage and drive, we need to meet even greater challenges.

***TheLINK:* How did Lianhetech perform in 2012, a particularly challenging year for companies all across the world?**

Wang: Lianhetech produces fine chemicals which are the basis for pesticides and medications. Market demand is stable for our main products; it's not directly influenced by the macro economy. As a result, although the overall economic picture was grim, Lianhetech still did fairly well in 2012.

Revenue from fine chemicals grew by 27% in the first three quarters of 2012 while the entire business met our projections of 20% growth.

Based on a strategic analysis of our core business structure, we have completed several mergers and acquisitions, and established new production bases in Shandong, Liaoning and Hubei provinces.

However, I think Lianhetech could have done better if not for the gap in our talent levels. During the global financial crisis in 2008, we stopped recruiting for a while to play it safe, and the consequences are that our management team can't match the company's growth. So talent training and team building will still be our top priority in the next few years.

***TheLINK:* Why did you choose to enrol at CEIBS and how have your experiences there shaped your personal development and career path?**

Wang: I got my Masters degree in Britain but, after taking over Lianhetech, I realised that there was still a lot more that I needed to learn. So I did some research on the many business schools in China, even audited some courses. Finally I chose CEIBS, because I felt that I was in sync with the school's pragmatic spirit and its values. I was also impressed by the world-class professor team and practical teaching methods.



的措施，在一段时间内暂停人才招聘。由于培养人才和梯队建设需要时间，这段时间的暂停招聘导致公司的人才梯队与此后的业务拓展速度不尽匹配。人才梯队建设是我们在这两年中的首要任务。

TheLINK: 您选择中欧进行学习深造的契机是什么？中欧的学习经历对您的成长和职业发展有着怎样的影响？

王：我在英国学习并获得了工商管理学硕士学位，但如果没有管理实践，很难真正去完全消化吸收所有的知识，并转化为自己的思维方式和使用工具。接手联化之后，我很快便发觉课堂上学到的知识不够用，因此想在国内选择一家商学院继续进修。

为此我曾经到国内多所商学院试听课程，最终选择了中欧。我认为中欧的务实风格和价值观都与我十分契合，中欧良好的学习氛围和一流的教授团队也让我获益匪浅。

未来十年、二十年中国企业应如何发展？中国将如何发展？这些问题困扰着每一个企业家。中欧的教授团队嗅觉灵敏，对经济趋势把握精准，选取的案例也极具前瞻性和代表性，不断推出与时俱进的课程，我每每能从中获得许多启发。

通过学习，向同学和老师取长补短，才能让自己变强，和别人平等交流，共同成长。以我就读的中欧CEO课程为例，同学们都拥有丰富的阅历和实战经验，他们成熟的待人处事、思维方式、事业心和领导力等等，都让我印象深刻，也从中学到了很多。

如今，我仍坚持每年选读中欧推出的最新课程，同时安排公司高管团队参与中欧的各项课程培训。我们的高管团队在年龄和背景方面相差很大，有些是联化创业元老，有些来自跨国企业，有些则是从联化内部成长起来的。通过就读中

欧的系统培训课程，我们能够使用同一种思想语言，相互理解，为联化的长远发展共同努力。

2013年，我们计划派送联化的中层管理者前来中欧参加培训课程，进一步加强人才培养。

TheLINK: 您的职业发展目标是什么，是否有心目中的学习榜样？

王：我的职业发展目标与联化科技的企业发展紧密结合在一起，希望我们的团队一起努力达到所期待的目标。企业在不同的发展阶段需要的领导者风格各不相同，只要有利于企业发展，到了未来某个阶段，我也很高兴成为团队中某个小角色，换个角色和团队共同努力促进我们公司的发展。

无论是中欧校友或是联化客户企业的高管人员，只要身上有闪光点，都是我的学习榜样。我很喜欢与人聊天。通过交流，我会了解到他们的想法，再吸收和内化，从而开拓眼界、提高能力。

TheLINK: 请您与校友们分享：您认为一名女性领导者应该发挥哪些有利的特质？

王：在化工行业，由于行业特性，女性从业者明显少于男性，而高管级别的女性更是少之又少。不过比起男性，女性更善于倾听、善于交流、在交际中能屈能伸，这有助于我们在团队合作时更容易打开局面，更好地开展管理工作，获得更多成长的机会。

中欧老师和同学的热心帮助，为我的成长提供了一个广阔的平台，但由于工作繁忙，我之前很少参加中欧各种精彩的校友活动，为此深感遗憾。希望今后能够有更多的机会与校友们交流。



Every entrepreneur, at one time or another, is faced with questions such as “How should Chinese businesses develop in the next 10 to 20 years?”, “What’s ahead for China?” CEIBS professors have the best instincts on current economic events and trends, and I benefited a great deal from their expertise and insights. Also, at CEIBS, I had excellent classmates. I learned a lot from their rich experience and entrepreneurship skills.

I still take several CEIBS courses each year, and so do all the senior executives at Lianhetechnology. Our management team members come from very diverse backgrounds: some are founding members, some come from multinational companies, etc. Taking classes at CEIBS has made it easy for us to think and communicate with the same (business) language in terms of Lianhetechnology’s development.

As of this year, in order to cultivate more managerial talent, I plan to send our middle-level management team to CEIBS.

TheLINK: What’s your long-term career goal? Is there anyone in this field whom you look up to?

Wang: My personal career goal is in sync with Lianhetechnology’s development. During its various stages, a business needs

different kinds of leaders. I’m prepared to do whatever it is in my power to do to ensure that the company succeeds, even if it means playing a relatively small role on our team.

I learn from anybody who has anything worth learning. I like to talk with other people, and those conversations always broaden my horizon.

TheLINK: As a successful business woman, what advantages do you think women have over men in business?

Wang: Because of the nature of the fine chemicals industry and its specific requirements, the number of women practitioners is significantly less than men, let alone women who are top executives. But compared with men, women are usually better listeners, more communicative, more adaptable, all traits which make it easier to bring a team together and get the job done.

I made the right choice to take CEIBS courses, and my professors and classmates have all helped me grow. It’s a pity that, because I’m so busy at work, I’ve seldom taken part in CEIBS alumni events. I’m looking forward to meeting more excellent alumni in the future.

中欧总经理论坛 全球视野下的中国总经理职业化之路

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