



中天集团董事长楼永良： 履行社会责任，做好企业公民

文 / 陈超 唐瑶

楼永良（CEO 2004）所领导的中天发展控股集团有限公司（简称“中天集团”），2012年总产值及销售额超过500亿元，名列中国企业500强及中国民营企业50强。

他讲信誉，视质量为生命，从1990年的第一座“白玉兰杯”到2004年的“全国质量奖”、再到2010年的首届“浙江省政府质量奖”，他和他的企业一直都将工程质量当成企业的“生命线”在捍卫。

他坚持学习，学以致用，从容应对民营企业在管理与转型中遭遇的种种挑战，带领中天迈过一个又一个坎，更不忘大力支持学术研究和教育事业。从2004年开始，楼永良先后

参加了中欧国际工商学院全球CEO课程等多门高层经理培训课程，从中获益良多。2012年，他代表中天集团出资1000万元向中欧捐赠设立“中天管理学教席”，助力民营企业的发展研究。

他认为：财富源于社会，责任引领发展。公益慈善已成为中天集团企业文化中不可或缺的一部分。中天集团倡导“人人可慈善，人人应慈善”的理念，每年发布“慈善绿皮书”；从1996年至今，集团在公益慈善方面累计捐款已经超过2.5亿元，2012年度捐赠总额达2060万元。

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The Pursuit of Excellence

Lou Yongliang, Chairman of Zhongtian Group

By Kelly Chen & Dora Tang

Chairman of the Zhongtian Development Group Co Ltd Lou Yongliang (CEO 2004) believes in lifelong learning. His relationship with CEIBS began in 2004 when he participated in the CEIBS Global CEO Programme. The business concepts he learned in this Executive Education programme have helped him steer Zhongtian Group to impressive levels of success. Under his leadership, the company, which focuses on construction, real estate development, as well as building roads and bridges, last year ranked among China's Top 500 enterprises and Top 50 private enterprises. In 2012 its output value and sales volume totalled more than RMB 50 billion. Zhongtian Group has also earned many awards for its emphasis on quality and integrity, including the first Shanghai Municipal Quality Construction Award (the Magnolia Award) in 1990, the China Quality Management Award in 2004 and the first Zhejiang Provincial Quality Award in 2010.

The Zhongtian Group's impressive financial accomplishments and long list of honours are complemented by a corporate culture that emphasizes social responsibility. The Group releases an annual *Green Paper on Charity*, and since 1996 it has donated more than RMB 250 million to charitable programmes – its donations in 2012 alone totalled RMB 20.6 million. Lou's philanthropy also embraces education and research. In 2012, Zhongtian Group invested RMB 10 million in CEIBS to establish the Zhongtian Chair in Management, to encourage research into the challenges facing private enterprises in China.

TheLINK recently sat down with Lou to talk about why he decided to endow a chair in management at CEIBS, how he handles business challenges such as talent management and team building, and what benefits he and his company have realized from CEIBS Executive Education programmes.

***TheLINK:* How does a private enterprise like Zhongtian Group succeed in such a fiercely competitive market?**

Lou Yongliang: Team building, quality control, as well as brand and culture are currently our major focuses.

Zhongtian Group insists on high quality and careful management for every construction project. Quality is everything in the construction industry. It is our baseline and demonstrates the true value of our company. However, for us, quality extends beyond construction. We are also committed to quality in our operation, team building, management, and service. We try to improve quality in a comprehensive and systematic way throughout the entire business operation.

In 2004 the Zhongtian Group became the second construction enterprise to receive the China Quality Management Award. During the assessment stage for this, we found we still had many shortcomings so we established the Office for Management Improvement in order to promote "business process reengineering".

Talent development is also crucial. A company's ultimate competitiveness lies in its employees, which are its

TheLINK: 回顾多年来的发展，您认为中天作为一家民营企业，在激烈的市场竞争中获得成功的关键原因何在？

楼永良（以下简称“楼”）：中天是一家民营企业，在激烈的市场竞争中，我们始终“坚信诚信能赢得市场，坚信质量能赢得客户，坚信有一支强大的队伍能赢得发展”。队伍建设、质量提升和文化品牌是我们企业重点建设的“三大工程”。

中天集团坚持每建必优、精细管理。作为建筑企业，质量是安身立命之本。质量是我们这个行业的道德底线，追求质量是建筑行业企业的存在价值。但是我们并不局限于狭义的建筑工程质量，更从业务质量、队伍质量、管理质量、服务质量等方面全方位、系统性地提升。我们对稳定质量、提高质量特别是提高创优能力所做的努力，贯穿于企业经营活动的全过程，致力提高其整体质量。

2004年时，中天集团获得了“全国质量管理奖”，这是迄今全国第二家获此荣誉的建设企业。正是在这一奖项的申报、评估及现场评审过程中，我们发现了自身的许多不足。因此，我们居安思危，成立了“管理改进办公室”，全力推动“流程再造工程”的实施。

人才建设也是很重要的一个方面。企业最宝贵的资源是人才，市场竞争归根到底是人才竞争，人才是企业最大的财富。中天集团现有各类专业技术及管理人员近6000人，其中，具备中高级职称的有近1500人，持有注册建造师、注册造价工程师、注册建筑师、注册结构师等注册类证书的有近1000人，拥有研究生及以上学历的有近200人，集团高管大部分

拥有博士、硕士学历。随着企业的发展，中天涉足的领域越来越多，对人才的要求也越来越高。

TheLINK: 队伍建设是中天的“三大工程”之一，您在未来将如何继续加强这方面的建设？

楼：要使人才最大限度地发挥积极性，就必须创新内部机制，重视激励约束机制。中天这几年来推行了“动车组计划”，通过股份分红制度、期权分配制度和持股股权激励制度这三个制度的结合，激励每一个经营团队和经营骨干增加经营动力，直面市场挑战，保证了公司的可持续发展。正所谓“财散人聚”，我少占股份，意味着为企业的有用之才多留了股份。人聚了，中天才能更进一步发展。

但仅仅靠“散财”，还不足以使人才“引得进、留得住、用得好”。要形成企业的竞争力，就必须把企业建成学习型组织。为此，中天集团在人才培养上也有很多特色，比如“经理要当母鸡”、“到观众席上去找人才”、“拜师制”、“谁能升起谁就是太阳”、以及“网络培训学院”等等。

人才培养更离不开系统性的培训。我们已经派送了许多高层管理人员和重要岗位的中层人员到中欧参加培训“充电”。这是因为中欧提供的是比较规范的培训，不仅系统化、教学功底深厚，更具备全球视野。我们公司选送到中欧学习培训的中高层经理，在理念、思路、沟通能力和运用工具方法等方面都有很明显的收获。

我也发现，到中欧培训的外企和央企员工比较多，而民



教席捐赠仪式 During a ceremony to mark the CEIBS Chair Endowment.



greatest asset. Zhongtian Group currently has almost 6,000 skilled and managerial personnel. As the company develops and enters new areas, the company needs a great deal of talent.

TheLINK: You mentioned that team building is one of your areas of focus. How are you improving this?

Lou: To encourage employees to take initiative, we have retooled our processes and procedures and placed more emphasis on incentives. In recent years, Zhongtian Group has introduced a series of policies aimed at motivating every employee and team to tackle the challenges of the market, which helps ensure the company's sustained development. These policies include dividends and stock options, and stock incentives. We call it our "multi-unit training plan". There is an old saying that "wealth brings people together". Fewer shares for me means there are more shares for my valued employees. Zhongtian Group requires many talented employees in order to continue to grow.

However, it takes more than money to attract and retain talent. We need to build a learning-focused organization in order to stay competitive. Zhongtian Group has developed many unique programmes to encourage this. For instance, we want nurturing managers who will feel protective of their subordinates. We look outside the company for talent when we believe an outsider's view may be helpful. While encouraging younger workers to learn from more experienced colleagues we also believe that "he who is better is the master". We also offer online training courses.

TheLINK: Why did you opt to have your staff participate in CEIBS Executive Education programmes?

Lou: Talent development requires a systematic training programme and we have sent many senior executives and middle managers with key roles to participate in training programmes at CEIBS. Its comprehensive and international-standard training and its global view have all benefitted our managers in many ways, including business practices, problem solving, and communication skills.

I've heard that many of the Executive Education students at CEIBS are from foreign companies or state-

owned enterprises. Private enterprises usually send the boss for business school training. Because of the expense, with high talent mobility private enterprises need to think carefully before deciding to spend several hundred thousand yuan to train a middle or senior manager. However, I think we should think long-term. To improve its management, an enterprise cannot rely on the boss alone. It requires the effort of the entire management team to implement new processes and procedures.

I think CEIBS is well worth the tuition paid. It has helped Zhongtian Group develop, and we will continue to collaborate with CEIBS.

TheLINK: Why did you decide to endow a chair in management at CEIBS? Why did you choose private enterprises as the research topic?

Lou: Zhejiang has the most private enterprises of any province in China. Though they have been the pioneers for China's market economy, private enterprises have many management-related weaknesses. They need to quickly get up-to-speed on the ever-changing market environment and international standards. The merchants and private enterprises in Zhejiang Province must adapt and upgrade. This cannot happen without help from research institutions.

There are many reasons why I decided to endow the chair at CEIBS. First, I'm convinced that for a country to thrive it is critical to improve education. I read former British Prime Minister Tony Blair's memoir, *A Journey*. He regards education reform as one of his major accomplishments. Zhongtian Group is also active in promoting education. We have our own schools that offer international-standard education from kindergarten through high school. It's an honourable and noble cause.

CEIBS is a well-regarded institution; it teaches what an enterprise needs most to develop. I have been with CEIBS for many years and gained a great deal from the experience. It's truly a business school with "China Depth, Global Breadth". Judging from its reputation and by what I have heard myself from other alumni, CEIBS has greatly changed China's education landscape. I believe that in the future, it will make even more contribution to business education, as well as talent and corporate development in China.



胡锦涛与楼永良亲切握手
Earning recognition from Hu Jintao, China's former President.



慈善绿皮书发布仪式
Green Paper on Charity released.

企除了老总之外，很少还会派送中高层经理去学习。这主要是因为费用问题：民企的人才流动性比较大，投入几十万来培训职业经理人或是中层管理人员，确实需要考量。但是我认为，我们的眼光需要放长远些。企业管理水平的提升不仅是靠老总一个人，更重要的是整个管理层在理念和方法上都得到整体提升。

在我看来，中欧的培训可谓货真价实，物有所值，对企业发展的帮助很大。因此将来我们还将继续这样做。

TheLINK: 您为何决定向中欧捐赠管理学教席？又是为何选择以民营企业为这一教席的研究方向？

楼：浙江是民营企业大省。民营企业是中国市场经济的拓荒者，但在企业管理上有自己的短板与不足，需要尽快与现代市场接轨，与国际经济接轨。浙商迫切需要提升，浙江的民企需要转型升级，这些都需要得到研究机构的知识给养和支撑助力。

我做出捐赠教席的决定，原因主要有三个方面：

第一，一个国家是否兴旺发达，与教育的关系十分密切。当时我正好阅读了英国前首相布莱尔（Tony Blair）的回忆录《旅程（A Journey）》，他认为自己任职首相期间为社会做的一大贡献便在于发展教育事业。中天一直以来致力于助学、办学等活动，为教育尽绵薄之力是光荣而高尚的。中天自己也开办了一个教育园区，包括从幼儿园到高中的系列学校，开展国际化教学；

第二，中欧的办学非常成功，她所传授的知识是企业管理和发展所需要的。我很早就开始关注中欧，在中欧的学习也让我获益良多。她不但能与国际接轨，又能兼具中国特

色。从社会上的反响、以及与校友和同学的交流中，我都确实感觉到中欧为中国工商教育事业的发展做出了很大贡献。我相信在未来，中欧也将在助推中国教育、人才培养以及企业发展等方面发挥越来越大的作用；

第三，中欧一向非常重视民营企业的发展课题，也已成立了民营经济研究中心。朱晓明院长亲自出任中天管理学教席教授，这更说明了学院对民营企业的重视。我在中欧学习期间获益很大，希望有更多的民营企业也能从中欧获益，成为中国企业家中的精英。

我也希望通过设立教席，促使中欧的专家学者们将目光和研究课题更多地放在民营企业上，能带来学术界对民企更多的关注、支持和研究，改变民企现在“领导过多、管理不足”的现状，为中国民营经济的发展助力！

TheLINK: 您期望中欧的教学和研究能在哪些方面更好地帮助中天集团、乃至中国民营经济健康发展？

楼：我希望中欧的教学和课程设计能进一步贴近市场，在经典案例的基础上，增加一些更加本土化、具有中国特色的新颖案例，由此在保证教学质量的同时，进一步提高教学效果。比如：中国哪些产业由盛到衰，又有哪些产业由弱到强；哪些企业原来红红火火、现在奄奄一息，哪些企业原来名不见经传、如今蒸蒸日上等等。专家教授的学术科研可以与当今市场和企业的现实情况更好地进行对接乃至融合。

我也希望今后能有机会在浙商的转型升级方面与中欧合作研究一些合适的课题。浙江的民营企业发展得不错，但这不是一劳永逸的，还有许多新的挑战和问题会不断涌现。



CEIBS has always placed great emphasis on the development of private enterprises. Back in 2002, the CEIBS Centre of Chinese Private Enterprises was established. Now, CEIBS Executive President Prof Zhu Xiaoming holds the Zhongtian Chair in Management, which clearly demonstrates CEIBS' great concern for private enterprises in China. I have personally learned a lot at CEIBS, and hope more entrepreneurs will also benefit from what the school can offer.

By endowing the chair, I want to attract more academic support for research focused on private enterprises in China, in order to change the current “excessive-leading” but “poor-managing” situation that now occurs frequently in the private sector.

TheLINK: How do you think CEIBS' teaching and research can help support Zhongtian Group's healthy growth, and the growth of China's private economy?

Lou: I hope CEIBS' teaching and curriculum design can follow the market more closely, and that it will add even more new case studies featuring Chinese companies to the existing body of classical case studies. This can benefit CEIBS as well. For example, cases can be developed on industries that have declined in China, and those that prosper. Cases can also be developed about companies that were once fast growing and healthy but are now struggling and on their last legs, and about companies that come from out of left field to take centre stage in a sector. I hope that the academic research done by expert professors can be even better geared to market conditions and corporate reality in China.

I also hope we will have the opportunity to develop research projects with CEIBS on the transformation of Zhejiang merchants. Zhejiang's private enterprises have fared quite well so far, but as the business environment changes, new challenges are constantly emerging.

TheLINK: Under your leadership, Zhongtian Group has supported many charitable programmes. How has this been meaningful to you?

Lou: Zhongtian Group has been very active in charity. This demonstrates our values of corporate social responsibility as

well as personal responsibility.

A company must be honest and focus on quality in order to build a good reputation. We entrepreneurs can be compared to bees: on one hand, I collect honey from the industry, and make my fortune, while on the other hand I contribute to the ecosystem and give back, rather than just using resources. As the overall industry grows, honour, credibility, and overall quality improve. Everyone operates and competes in a more orderly fashion with fairer rules, and the environment of the whole society improves.

As an enterprise develops, its basic social responsibilities include paying taxes, creating job opportunities and providing superior products. Charity work cannot mitigate violations of laws and regulations or tax evasion, and mistreatment of employees.

Zhongtian Group insists on doing charity from the heart. We are sincere and honest and adhere to good corporate behaviour and values. “From the heart” means we do charitable works with a loving heart, and without hypocrisy. “With sincerity” means we are sincere to every recipient of our contribution and respect them, expecting nothing in return. “With honesty” means we are low profile, don't seek attention for what we do, and we work to make every project a success. In 2012 we donated a total of RMB 20.6 million towards charitable programmes. Much of this went towards student subsidies – in 2012 we provided subsidies to 2,068 students – as well as to poverty alleviation and disaster relief.

Zhongtian Group is also remarkable in that both the company and our employees are enthusiastic about public welfare and charity. Thousands of employees join our volunteer team; they organize and participate in various activities. Helping employees develop good values about wealth is instrumental in the sustainable development of the company.

TheLINK: What does Zhongtian Group plan for the next five and ten years, as the economy and market environment changes?

Lou: We entrepreneurs must have a clear view of the market so that we can capture all opportunities. The decade after the 18th CPC National Conference will be a great strategic



吕祖善（时任浙江省省长）为楼永良颁奖
Receiving the Zhejiang Provincial Quality Award
from Lv Zushan, then Governor of Zhejiang Province.



楼永良出席浙江省人民代表大会
Voting in NPC's Zhejiang Committee session.

TheLINK: 面对今年以来的市场形势，中天针对未来5至10年的新时期部署了怎样的发展规划？

楼: 我们做企业，需要认清形势，顺势而为，抓住机遇。十八大之后的十年将是中天的重大战略机遇期。

中央提出，“城镇化”是中国发展最大的潜力，城镇化与中天的主业紧密相关，这是中天未来发展中最大的利好。同时，随着中国的改革向市场化方向不断深化，社会更加公平，市场更有秩序，民营企业将得到更多的发展空间。中天走的是市场化之路，是在市场竞争中摸爬滚打发展起来的，因而在改革的进程中也会有更多的受益。

十年前，中天第一次正式提出“每建必优”，第一次将区域公司运作模式固化为模拟法人运作，总结概括了区域化运作要达到业务基地化、市场网络化、经营规模化。过去十年以来，中天的年产值从30亿元增长至500亿元，业务从房产建筑扩展到四大板块，在规模、实力和队伍等各方面的发展已经颇具基础。在今后十年，中天应该更有作为。

中天未来的发展并不是简单扩张、盲目求大，而是要通过技术进步来推动，实现转型升级，引领行业走可持续发展之路。我们将提升企业创新能力，坚定开展产业升级，用信息化来改造传统产业。智能建筑、节能建筑、绿色建筑等都是我们着力拓展的业务方向。对小城镇的有机更新改造也是我们今后重点发展的新领域之一。

我相信这个方向是正确的，但是实施的难度很大。在这个过程中，中天需要从中欧汲取给养，也希望中欧为中天的发展提供更多的支持。

TheLINK: 在您的带领下，中天集团为公益事业做出了许多实实在在的贡献。这对您而言有着怎样的意义？

楼: 在公益慈善方面，中天比较主动，做得早，项目也多。这是一种价值观树立的过程：在社会上树立企业行为价值观，同时在企业内部树立财富价值观。

首先，在行业内重质量、讲诚信，赢得良好的口碑是基础。我们可以把企业家比作蜜蜂，一方面我在这个行业里面采到了蜜，得到了财富，另一方面我也为这个生态系统的良好运作做出了贡献，而不是野蛮破坏。当这个行业越来越讲诚信，质量越来越有保证，大家更有规则和秩序地经营和竞争的时候，这个行业、这个社会的生态就得到了改善。

其次，在企业发展过程中，照章纳税、解决就业和创造优质产品是企业最基本的社会责任。作为企业，你决不能一边在做善事、做好事，一边却在违法乱纪，偷税漏税；也决不能外边在做善事、好事，企业内部却未能善待员工、厚待员工。

中天在坚持履行这些企业行为价值观的同时，真心、真诚、真实做慈善，真心就是以赤诚之心做慈善，绝不伪善；真诚就是对每个受赠对象真诚、尊重，不求任何回报；真实就是踏实做事不作秀，每个项目都落实。2012年我们共捐助善款2060万元，主要用于助学、扶贫和救灾这三个方面，以助学为例，全年共计助学2068人。

我们公司还有个特点，从企业到员工都热心公益慈善。我们集团内有几千名员工加入了中天志愿者队伍，每年组织和参加多种多样的志愿者活动。引领员工树立正确的财富价值观，无疑是有利于企业的可持续发展的。



opportunity.

The CPC Central Committee has said that urbanization is important to the future development of China. Since urbanization is closely linked to the core business of Zhongtian Group, this is good news for the company's future development. However, as China's reforms continue towards a more market-driven economy, China's society will become fairer, the market more orderly, and private enterprises will have greater space for development. This will also benefit Zhongtian Group. Ten years ago, the company introduced the concept of "Excellence in Every Project", and we gave our regional companies more operational autonomy. We believe that operations should be more localized in order to be more responsive to the needs of the market. Over the past decade, Zhongtian Group's annual production has grown from RMB 3 billion to RMB 50 billion, and our business has expanded beyond housing construction to include four areas of operation. This has laid a solid foundation for the future development of the group. Our current scale, strength and teamwork means that the company will see even greater development over the next ten years.

Zhongtian Group will not simply expand for the blind pursuit of scale. We want to develop advanced technologies and lead the industry towards more sustainable development. We want to improve corporate processes and procedures, and information technology. We will focus on smart buildings, energy-saving buildings, and green buildings, and a new area of focus will be the organic transformation of small towns.

Though I believe this strategy is correct, it will be difficult to implement. Zhongtian Group will need to get inspiration and knowledge from CEIBS, and I hope CEIBS will work together with us to help support the Group's development.



楼永良和员工们
Lou with his employees.

楼永良简介

楼永良，浙江东阳人，在职研究生学历，高级工程师，中共党员。现任中天发展控股集团有限公司董事长，浙江省人大代表，浙江省工商联副主席，中国建筑业协会副会长。获得荣誉包括：全国“光彩事业奖章”，“中国十大公益楷模”、“新中国成立60年影响慈善事业60位人物”、“浙江省优秀中国特色社会主义事业建设者”、“浙江省道德模范”等称号。

中天集团简介

中天发展控股集团有限公司（简称“中天集团”）是一家以土木建筑、地产置业、电子·化工、投资为主要经营业务的全国500强大型企业集团。下辖中天建设集团有限公司，浙江中天房产集团有限公司，中天西北建设投资集团有限公司，浙江中天装饰集团有限公司，浙江新嘉联电子股份有限公司，浙江中天氟硅材料有限公司等10多家成员企业。

中天集团以转型强企为发展方向，是全国质量奖单位、全国文明单位、全国守合同重信用单位、中国优秀企业公民、中华慈善奖企业。

中天集团重视市场、网络建设，延伸产业链，深耕大市场，以“诚信、务实、敬责、协同”为核心理念，以“真心缔造美好家园”为企业使命，肩负企业公民的责任，向着“品牌中天”的目标和“成为具有核心竞争力和可持续发展能力的大型企业集团”的愿景迈进。

Lou Yongliang

Lou Yongliang was born in Dongyang, Zhejiang Province. He has an EMBA from Zhongnan University of Economics & Law, he is a senior engineer, and a CPC member. He is Chairman of Zhongtian Development Holdings Group Co Ltd, a member of NPC Zhejiang Committee, Vice Chairman of Zhejiang Federation of Industry and Commerce, and Vice President of the China Construction Industry Association.

Zhongtian Group

Zhongtian Development Holdings Group Co Ltd ranks among the Top 500 enterprises in China, and focuses mainly on construction, real estate development, as well as building roads and bridges. The Group comprises more than ten member companies, including Zhongtian Construction Group, Zhejiang Zhongtian Housing and Real Estate Group, Zhongtian Northwest Construction Investment Group, Zhejiang Zhongtian Decoration Group, Zhejiang New Jialian Electronics, and Zhejiang Transit Fluorine Silicon Material.

Zhongtian Group has won numerous awards, including the National Quality Award, National Civilized Unit, National Quality Contract-Honoring and Credit-Keeping Enterprise, China's Excellent Corporate Citizen, and China Charity Award Enterprise.

Zhongtian Group strives to 'build better homes' while also building on its corporate values of social responsibility, sustainable development, honesty, practicality, and hard work.