



和成欣业：家族齐心，“和气必成”

文 / 陈超 陈慧芳

由 邱和成家族一手创立的和成欣业股份有限公司（以下简称“和成欣业”）迄今已经走过了83年的风风雨雨。近一个世纪以来，邱氏家族祖孙三代薪火相传，齐心协力，秉持“和气必成”的家训，带领着这家企业从一间位于台湾莺歌小镇的手工式小作坊，发展成一家享誉全球的著名陶瓷卫浴品牌企业。

作为和成欣业的第三代领军人物之一，和成（中国）董事长邱士楷所走的传承之路并非一蹴而就。从小耳濡目染祖辈和父辈共同创业的身姿，海外留学归来后，隐瞒身份只身

赴菲律宾“开荒”奋斗，四年后再度转战有待开发的中国大陆市场，逐步升任和成（中国）董事长——邱士楷一步一个脚印地融入了家族事业，并正致力于将其发扬光大。

6月初，邱士楷应邀出席中欧国际工商学院第二届中国家族传承论坛，分享和成欣业的家族传承经验，建言助力中国新兴家族企业的基业长青。近日，邱士楷在悬挂着“和气必成”书法横幅的办公室里接受了《TheLINK》的专访。一席长谈，让我们得窥和成欣业如何以“和气必成”箴言，成就华人家族创业典范。



HCG: United Family, Successful Business!

By Kelly Chen & Joyce Chen

When Hocheng Chiu established a small family-run pottery workshop in Yin-Ko, Taiwan in 1931, it never occurred to him that his modest family business would eventually become an internationally renowned manufacturer of bathroom fixtures – Hocheng Group (HCG). Throughout 83 years of sticking together in good and bad times, all three generations of the Chiu family have been guided by their credo, “harmony brings success”.

Scott Chiu, the current Chairman of HCG China, represents the company’s third generation. Despite being the founder’s grandson his route to the top wasn’t easy. As a child, he was deeply impressed by the entire family’s dedication to the business. After graduating from UC Berkeley in America, Scott Chiu made a solo journey back to Asia and began as an ordinary employee with HCG Philippines. Four years later, he moved on to mainland China and worked his way up to become Board Chairman of HCG China. He is methodically and strategically making his mark on the family business as he works to ensure its continued prosperity.

Earlier this month, he attended the 2nd China Family Heritage Forum held by CEIBS where he shared HCG’s experience in family heritage, and offered suggestions for the sustainability of family businesses in China. Read on as he shares, during an exclusive interview with *TheLINK*, his views on how the family of Chiu can be a source of inspiration for other Chinese family businesses.

***TheLINK:* How did your family bring HCG from Yin-Ko in Taiwan to the international stage? What’s your family’s secret in ensuring continuous development?**

Scott Chiu: Looking back, every turning point in the history of HCG was an attempt to leave the Red Ocean for the Blue Ocean.

It was not until he was in his 40s that my grandfather Hocheng Chiu, by then a retired policeman, started Hocheng Pottery Manufacturing. At that time, there was no tap water in Yin-Ko and every family needed something in which to store water. As a result, all the local pottery factories were busy making various kinds of water containers. In 1955, when tap water became available in urban areas, grandpa realized that he needed to find a way to differentiate HCG from other pottery makers. He also realized that people had begun to attach greater importance to quality standards and pursue a healthy lifestyle. So HCG started to develop modern sanitary ware such as flushable toilets. We are proud to be the very first toilet manufacturer in Yin-Ko. In the 1970s and 1980s, Taiwan’s economy was booming rapidly. The demand for building materials was also soaring, bringing a huge opportunity for HCG. After years of fast development, HCG went public on the Taiwan Stock Exchange in 1991.

《TheLINK》：多年来，您的家族是怎样带领和成欣业从莺歌小镇走向世界，实现了可持续发展？

邱士楷（以下简称“邱”）：回顾过去，和成欣业的每一次关键转折都是一次从“红海”跳进“蓝海”的尝试。

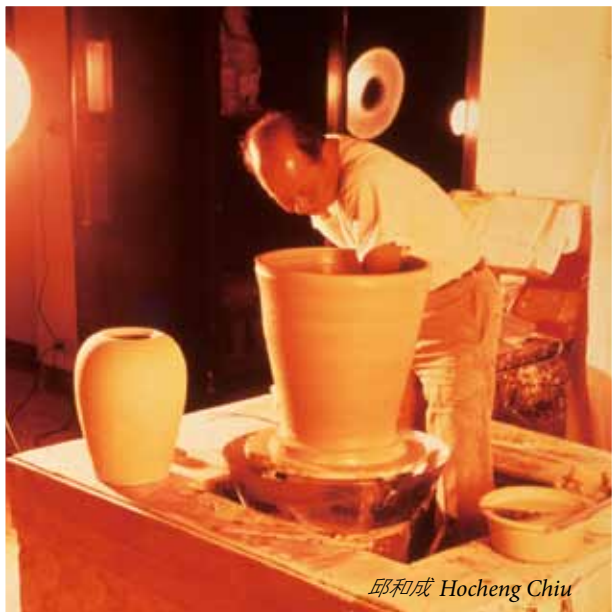
爷爷邱和成在40多岁时，从警察岗位上辞职后才开始创业，和别人合伙在桃园市莺歌小镇创立了和成制陶部。那时候莺歌没有自来水，家家户户都要用水缸，整个镇大大小小两百多家陶瓷工厂，一窝蜂都在做水缸。直到1955年，爷爷觉得一直做水缸与其他人没有差异化，同时看到城市里已经出现了自来水，人们生活水平有所提升，逐渐开始追求更有品质更健康的生活方式，于是和成欣业便开始着手研究抽水马桶等现代卫浴产品。我们是莺歌镇上第一家这样做的。

到了20世纪70、80年代，台湾经济快速发展，建材业需求不断高涨，和成欣业也随之迎来大发展，并于1991年在台湾证券交易所成功上市。

在台湾市场大展拳脚的同时，和成欣业也早早放眼国际，开拓新的“蓝海”。菲律宾、中国大陆、香港地区、北美等等，对于和成欣业而言都是一次次全新的跨步。我们在这些更大、更复杂的市场上与诸多国际和当地品牌竞争，取得了不俗业绩，由此跻身“全球十大卫浴集团”之一。

《TheLINK》：您的家族成员们在和成欣业当中分别担任哪些角色？其管理模式是怎样的？

邱：与所有的家族企业一样，我们都是边做边学、不断调整



邱和成 Hocheng Chiu

管理模式。

我的爷爷40多岁才创业，事实上，我的几个伯伯都陆续参与了和成欣业前期艰辛创业的过程，他们可以算是创业“1.5代”。我其实属于“第2.5代”。

刚开始创业时，所有的家族成员要参与到企业经营管理当中。比如，我奶奶当时负责所有人每天6顿的伙食，父亲那一辈的男性成员都要到生产车间帮忙。当然，也按各人所长进行分工。例如我的三伯父邱俊荣，今年已经83岁了，他是我们的“冠军销售员”；那时他每天都把生产出来的马桶用麻袋装好绑好，骑三轮车运到莺歌火车站搭车去台北，将所有马桶卖完然后回家。这就是早期的和成模式：大家同心协力，各司其职。

到了我们这一代，和成欣业的管理模式演变为：家中七房各派一位代表进入董事会，共同领导；经营权则下放给各事业部门主管。2000年，我们开始聘请职业经理人来负责公司的具体运作。我们家族的角色逐渐变成了资方，主要职责是协助与监督职业经理人的各项工作。目前我们家族所有的成员都从具体的经营管理（例如总经理、副总经理、协理等）岗位上抽离，退到了董事会当中。

正如我堂兄、现任和成欣业董事长邱立坚所言，七家七票，正好是单数，任何表决都不会打成平手，也能让董事会顺利运作。

《TheLINK》：您在海外留学时学的是工程管理专业，在那时应该还没有明确的接班意向。您于何时决定加入和成欣业？

邱：其实我父亲之前并没有硬性规定我一定要加入家族企业。我加入和成欣业是由于一个很偶然的契机。

刚从美国念完大学毕业回台湾时，我尚未决定下一步方向。当时，和成欣业刚进入菲律宾市场，开始建设厂房，于是父亲建议我过去实习。没想到这一去就待了四年。

由于当时菲律宾绑架事件屡见不鲜，我改用母姓以避免不必要的麻烦，因此在当地没有人知道我的真实身份。我现在依旧能清楚地记得从一开始穿着雨鞋、戴着斗笠、拿着对讲机做监工，直到后来从事采购、行政、人事、管理等岗位工作时的情景。

在菲律宾的四年中，我学到了很多。在参与当地分公司从无到有的建设过程中，我接触到了企业管理的方方面面，见证一个公司从孵化走向成熟。这是非常宝贵的经验。

四年后，和成欣业在菲律宾市场站稳了脚，我也从菲律宾回到台湾。刚回来时，我一度尝试过自己创业，包括开酒吧、餐厅等。但是，很快我发现自己并不适应这样的节奏。我认为，年轻人还是要走出去闯一闯，台湾对于我而言太安



Even with our success at home, we never forget to create new opportunities in “Blue Oceans” – the Philippines, mainland China, Hong Kong, North America, etc. Each new market means huge progress for us. Despite fierce competition from numerous international and local brands in a larger and more complex market, HCG always manages to turn in a great performance. It has now become one of the world’s Top 10 sanitary ware groups.

TheLINK: What’s the role of your family members in HCG? What’s your family’s approach to management?

HCG doesn’t have a fixed approach to management. We learn from doing and adjust our methods accordingly. I am sure this is the same for other family business.

After my grandpa established the company, my uncles played a very important role in the early years of HCG. To me, they are more of a “Generation 1.5” than the company’s second generation. My cousins and I are “Generation 2.5”.

When HCG was in its infancy, all the family members were engaged in the operation. My grandmother was responsible for cooking the meals. My father and his brothers helped in the workshops. They were assigned different responsibilities according to their individual capabilities. For instance Junrong Chiu, one of my uncles who is now 83 years old, was our top salesman. Back then, every morning he would pack toilets in bags, ride a tricycle to the Yin-Ko railway

station and then take the train to Taipei. He wouldn’t go back home until he had sold all the toilets. This is how HCG made it in the early days: united as a family while doing different jobs.

When the third generation took over HCG, the management approach was adjusted. In earlier years, the seven branches of the big family would each choose their own representative who would serve as one of seven board directors. The management right was transferred to the heads of each business division. Since 2000, professional managers have been employed to take charge of the company’s operations. The role of our family has changed; we are now shareholders whose main duty is to support and supervise professional managers. Now, instead of holding operational and managerial positions, our family members serve on the board of directors.

As my cousin Ken Chiu – the current Chairman of HCG – says, the uneven votes from seven branches truly ensure that the board works effectively.

TheLINK: Judging from your decision to major in engineering management while at college, it appears your initial plans did not include a job at HCG. When did you decide to join the family business?

It was a coincidence. There was never any pressure from my father.

After college graduation, I was wondering what I should do next. At that time, HCG had just expanded its business to the Philippines where it began to construct factories. I took my

和成欣业简介

1931年创立于台湾莺歌的和成欣业，历经80逾载岁月历练，以创新、品质与服务，构建了业务涵盖卫生洁具、建筑材料、精密陶瓷及厨具厨房设备等诸多领域的强大卫浴王国，是唯一位列“全球十大卫浴集团”的华人品牌。现集团总部位于台北市，是台湾市场占有率超过55%的卫浴生产及销售公司，也是唯一一家股票上市的卫浴企业。公司产品已成功出口畅销于亚洲、中东、欧美等地60多个国家和地区，享有极高的声誉和影响力，并在全球包括台北、上海、苏州、厦门、北美、菲律宾、韩国、印尼等地区设有营运及生产中心，负责终端、渠道、制造、贸易等业务。

上世纪90年代初，和成欣业进入中国内地市场，目前已经发展成为中国内地五大制造业品牌之一，在北京、上海均设立了分公司，上百个销售据点覆盖全国，形成了庞大而高效的行销网络。

About HCG

Established in Yin-Ko, Taiwan by Hocheng Chiu in 1931, Hocheng Group has been dedicated to manufacturing sanitary ware for almost a century. The company has been very aggressive in new product development/launch in areas such as building materials, precision ceramics and kitchen facilities. HCG is the only Chinese original brand among the global Top 10 sanitary ware groups. It is also the only listed sanitary ware company on the Taiwan stock market. It boasts more than 55% market share in Taiwan. HCG’s products are distributed to more than 60 countries worldwide. In addition to its Taipei headquarters, over the years HCG has established a global network consisting of manufacturing and business operations in Beijing, Shanghai, Suzhou, Xiamen, North America, the Philippines, South Korea, Indonesia, etc.

Since entering the mainland market in the last two decades, HCG has now become a Top 5 sanitary brand in mainland China.



逸了，挑战相对较少。我一直相信，年轻人最需要经验，而获取经验只有一个简单的公式：经验=时间×痛苦。所以你要么花十年二十年的时间、尝到较少的痛苦，要么就用很短的时间、通过承受很大的痛苦来换取足够的经验。我决定选择一个挑战的环境，给自己一个磨练的机会。也正是在这个反思过程中，我真正决定加入和成。

正因如此，在不久后家族成员重新改选董事的时候，我自告奋勇，来到中国大陆开拓市场，边做边学，一步步走到了今天。

《TheLINK》：您在传承方面，家族应该如何进行规划与安排？您的家族在传承方面有哪些经验？

邱：很多人都惊叹于我们第三代的这些堂兄、堂姐、堂弟们都能在同一家公司工作。特别是对台湾企业来讲，这样很简单；很多家族企业在第二代的时候就已经吵翻、分裂了。所以，家族企业有必要塑造家族文化和家族传承与规划的概念。

我们从小就被灌输和成“和气必成”的思想，一家人的感情非常好。我的爷爷奶奶很有先见之明。他们还在世的时候，便和所有的第二代成员沟通安排好传承的相关事宜，让大家都明确自己的权责分配。我觉得传承不仅仅包括“我传给谁”这样的问题，更重要的是把这些规矩说清楚。

现在资讯比以前更发达，许多家族企业经营者或家族成员并不缺乏传承的知识，但缺乏对待传承的正确态度和观念。在许多两难的情况下，家族成员之间很容易产生情绪和冲突。这一点与非家族企业有所不同，非家族企业可以一切以利益最大化为目标，但是在家族企业中，往往并非如此。

《TheLINK》：对您的家族及和成欣业而言，成功的发展和传承是否有哪些关键的因素在发挥作用？

邱：首先，家族本身所安身立命的企业一定要兴旺，不然家族很容易散掉。

第二是要组建有效的董事会。很多家族企业没有正式的董事会架构；说到传承，父母和儿女在吃饭的时候讨论一下，就做出交班的决定了。但实际上，董事会在家族企业中是非常重要的，它是一个自我治理的机制。家族成员能否担任企业的某个职务，需要在董事会上通过公正的评价机制才能决定。我们可以在董事会会议上只谈公司的事情，在家族会议上讨论家族内的事务，将两者有效地区隔开来。

《TheLINK》：中欧国际工商学院近期成立了专门的家族传承研究中心。您对该中心的研究工作有怎样的期望？

邱：我有很多朋友都是中欧的学生或者校友，与中欧的渊源很深厚。国外学术界对家族企业进行了很多研究。对于家族而言，传承中涉及的财务规划、如何建立有效董事会机制、成立家族信托基金等课题都不容忽视。我也期望中欧的教授和校友们能够为此贡献智慧，分享经验。

此外，我本人是青年总裁协会（Young Presidents' Organisation，简称YPO）的北亚区会员主席。该协会在全球有2万多名会员，其中很多来自家族企业。YPO与哈佛商学院之间的学术合作已经开展了50年左右，也与伦敦政治经济学院等其他许多学术机构建立了合作关系。我认为，在亚洲，中欧国际工商学院是非常具有代表性的，YPO也可以与中欧探讨开展一定的合作。



father's advice to do an internship there. However, I never thought I would stay for four years.

Kidnapping was common in the Philippines then, so I took my mother's surname to avoid being a target. No one there knew my real identity. I can still remember my early days in the Philippines as a project supervisor: wearing rain boots and a bamboo hat. Later, I worked in various positions: purchasing, administration, human resources, management, etc. During my four years in the Philippines, I learnt a lot, I gained an understanding on every aspect of business management. Witnessing a company grow out of nothing was a valuable experience for me.

Four years later, HCG became a strong competitor in the Philippine market and I decided to return to Taiwan. Back home, I first tried to start my own business. I opened a pub and a restaurant but found it was just not for me. Life in Taiwan was too comfortable. A young man should go out to explore the world, gaining more experience. There is only one way to gain experience: Experience = Time × Pain. You can either gain experience little by little over a long, long time, or suffer from great pain to instantly gain enough experience. I decided to choose the latter and give myself a chance to face challenges. This is why I finally decided to join HCG.

During the next board director re-election after I had made up my mind, I volunteered to help expand the market in mainland China. I learn through doing. One step after another, I became who I am today.

TheLINK: What kind of planning do you think a family should make in terms of family heritage? What's HCG's experience?

Many people are amazed that all our family members can work together in one company. It isn't easy, especially for Taiwanese companies. A lot of family businesses break apart by the second generation. It's essential for family businesses to build a family culture and a consensus on family heritage planning.

As the Chius, we all grow up believing in the credo "harmony brings success" and we have a close relationship with each other. All this cannot be separated from the wisdom of my grandparents. When they were still alive, they had already talked to their children and made arrangements on heritage. Every family member is clear about his/her

duty. In my opinion, family heritage is more than "who the inheritance goes to". What matters most is that there are clear rules on heritage.

More than ever before, there is a lot of information available so the owners and operators of family businesses do not lack related knowledge. What they need most is the right attitude about family heritage. Family members may sometimes be resentful or harbour grudges against each other. In non-family businesses whose only aim is to maximize profits these issues do not matter at all. However, a family-run business cannot ignore these disturbing factors.

TheLINK: For your family and HCG, what is the crucial factor in ensuring successful business development and heritage?

First and foremost, the family business should thrive, or the family will simply break apart.

Second, an effective board of directors should be established. Many family businesses don't consist of a properly-functioning board. Parents might make decisions on heritage while having dinner with their children. A board of directors is a very important mechanism of self-governance. Problems such as whether a family member is qualified for a certain post should only be settled through a fair evaluation process during a board meeting. There should be a clear boundary: board meetings for business issues, family meetings for family issues.

TheLINK: CEIBS has launched a research centre for family heritage. What are your expectations of it?

Academics overseas have done extensive research on family business: how to deal with financial planning during succession, how to set up an effective board, how to launch a family trust fund... I hope the professors and alumni from CEIBS can share their wisdom on these aspects.

I am the Regional Co-Chair of Young Presidents' Organisation (YPO) North Asia. Our organisation has more than 20,000 members around the world, many of whom are from family businesses. There has been an academic collaboration between YPO and Harvard Business School for more than 50 years. YPO also partners with LSE and other academic institutions. As a leading business school in Asia, CEIBS would also be a great partner for YPO.