



乐贝诺（左一）和公司员工 Benoit Leclercq (left) and his staff

## 五代传承的穆里耶兹家族

文/夏敏

让我们先来看看这一组不可思议的数字吧——一家由若干独立运营的子公司组成、拥有50万名员工的大型家族集团企业，其股权分属600位家族成员所有；其中250位成员直接参与各子公司的运营，分布于全球30多个国家；家族第六代的400多位家族成员还将依序继承这一传统。这就是著名的法国穆里耶兹（Mulliez）家族。体育用品零售商迪卡侬（Decathlon）、法国连锁超市欧尚（Auchan）等，都是其家族集团旗下的子公司成员之一。

在本期《TheLINK》的独家专访中，穆里耶兹家族旗下的私募投资机构——森合（上海）投资咨询有限公司（Crehol）董事总经理乐贝诺（Benoit Leclercq）先生为我们讲解了这个结构独特的集团如何应对家族企业普遍面临的挑战——培养下一代领导者，在“家族”与“事业”之间维系平衡，以及把握好求助于“外脑”的时机。他多年来积累的经验和教训，对致力于在中国市场开疆辟土的森合而言至关重要。

《TheLINK》：在您心目中，森合是一家怎样的公司？它与久负盛名的穆里耶兹家族之间的联系，对其达成自身目标带来了怎样的帮助？

乐贝诺（以下简称“乐”）：我们是一家投资公司，我们寻找那些认同穆里耶兹家族长期稳定发展理念的企业家，并与他们合作。在动荡不定的金融市场上，我们是一个可靠的选择。我们极大的优势在于穆里耶兹家族集团长久以来持续稳健的财务表现，这能令人产生稳定感和安全感。如果一家企业能够持续运转、并证明自己值得追加投资，人们便会长期对其寄予厚望。

《TheLINK》：您是集团创始人路易斯·穆里耶兹—莱斯迪恩（Louis Mulliez-Lestienne）的孙子，除了您以外，还有多少家族成员在穆里耶兹集团里任职？

乐：我们家族成员目前健在的有1000人，其中600人是



# Five Generations of Expertise

By Charmaine N. Clarke

**T**he numbers are staggering: 600 family members with shares in a consortium of independently run companies that employ half-a-million people; 250 are directly involved in these enterprises that span more than 30 countries around the globe and another 400 – the sixth generation – are next in line to continue the tradition. This is the legendary Mulliez family of France. Companies under its massive umbrella include sporting-goods retailer Decathlon and French supermarket chain Auchan.

In this exclusive interview with *TheLINK*, Benoit Leclercq, the Managing Director of Mulliez' private equity firm Crehol (China) Investments Consulting Company Limited explains how this uniquely structured syndicate manages the challenges typically faced by family-owned enterprises: grooming the next generation of leaders, finding the balance between 'family' and 'business', and how to know when outside expertise is needed. The lessons he has learned over the years will be vital to Crehol's success as it tries to make a name for itself in China.

***TheLINK:* What is your vision for Crehol and how does its association with the prestigious Mulliez family help achieve those goals?**

**Benoit Leclercq:** We are an investment company looking to partner with entrepreneurs that share Mulliez' views on long-term stability. We are the stable alternative to volatile financial markets. Having the family's strong financial history is a very good asset, because it provides a sense of stability, reliability. You know you can count on it in the long term once the business is sustainable and proves that it deserves further financing.

***TheLINK:* In addition to you, the grandson of founder Louis Mulliez-Lestienne, how many family members are actually involved with the Mulliez consortium?**

We have 1,000 living family members; 600 of us are shareholders of privately held companies within the family and of that number 250 of us are involved in the family businesses. We span five generations, with the sixth generation on their way to being shareholders. You can become a shareholder when you become 18 to 20 years of age; you can work and save enough money to buy your first shares.

In addition, in all our companies we try to encourage employee ownership because we believe this benefits both employees and the company in the long run. Having both family and employee shareholders works well, because all interests are aligned. My interest is that the employee minds the business and his interest is that the company grows in value.

Today we have roughly 500,000 employees in different companies. So it's not one company by itself, but the whole of these various companies. That means we have a social responsibility towards those people, as they do towards the companies of which they are shareholders.

***TheLINK:* With so many family members working together, how do you separate personal issues from professional ones?**

Of course we have family issues and conflicts. But we share the same vision and we have simple words that have become hues – transparency, courage, desire to develop, people first, company first, clients, improving people's quality of life. Those hues have become so important that they are the cement that binds us together. And of course the strong performance of the companies helps us to stay together, too. That's one very important aspect. If a family member wants to give up his ownership of the company, he can. We have an open market once a year where people can buy and sell family ownership and everybody is free to go; and because of that everybody wants to stay.

家族企业各子公司的股东，这当中又有250人直接参与家族生意的经营。我们已经传承了五代，第六代也正在为成为股东而打拼。我们家族的年轻一代在成长到18岁至20岁时便可以开始在家族产业中持股——通过工作赚取足够的资金，买进人生中的第一批股份。

除家族成员外，穆里耶兹家族也鼓励各个子公司的员工持股。我们认为，从长远来看，这对员工和企业双方皆有裨益。利益的共享关系促使家族成员股东和持股员工都更加努力地工作。员工会非常关心公司业务，并从公司的成长中收获更多的回报。

目前，我们家族旗下各子公司的员工人数一共有约50万名。这意味着，我们对这些人负有责任，而他们也会为自己持股的公司而尽力工作。

**《TheLINK》：您的家族有这么成员在一起共事，怎样将“私人”与“职业”的问题有效区分开来？**

**乐：**我们当然会有家族内部的问题和冲突。但我们有一个共识，简单地讲，我们坚持——透明、勇敢、渴望发展、以人为本、公司为先、顾客至上、提升人们生活品质——这样的理念。这些理念非常重要，是使我们彼此间紧密相连的“粘合剂”。当然，公司优秀的业绩也是我们携手至今的另一个重要因素。如果某位家族成员想要放弃自己所持的公司股权，也是完全可行的。我们拥有一个每年开放一次的公开交易平台，家族成员们可以自由地对家族股权进行买卖——不过，也正是因为我们对股权的掌控拥有充分的灵活性，每个人都想继续持有家族股份。

**《TheLINK》：除了以上的共同价值观之外，您的家族还采用了怎样的治理架构，由此做到运转有序？**

**乐：**我们有一套十分优秀的治理架构：我们采用家族治理模式，制定了许多联合条款，使我们有规则可循。我们每5年重选一次家族董事会成员，并针对董事会选举出一个监督委员会，由此，我们的家族治理架构条理分明。

我们每年都会举办两次家族聚会。聚会时，每位家族成员都有许多机会，以多种形式深入了解家族企业内的各种领域。例如，我们每年都会在欧尚超市举办一场名为“换个活法”的活动。家族里的每一位合伙人和股东都会受邀来过一天欧尚员工的生活。他们可以自由选择，当一天屠宰工、收银员，或者会计、搬运工、电脑操作员等。我们致力于让所

有家族成员充分了解家族企业，这只是其中一个例子。

我们家族成员里有艺术家、教师、业务员，也有企业家，可以说，社会上各种类型的人才都应有尽有。我们得让所有人都参与进来，激发大家对家族企业的热情，让大家愿意继续持股；这对我们家族企业的发展而言非常重要。

同时，我们还会举办许多培训。我们有一个高效运作的家族办公室专门负责这件事，确保每位家族成员股东每年都有一两次机会参加适合自己的、内容不限的培训，让大家接触家族企业，并一直热爱它。

**《TheLINK》：贵集团有这么家族成员积极参与家族生意的不同方面，继承权肯定是个棘手的问题。请问你们如何处理这个问题？贵家族怎样选定下一代领导者？**

**乐：**我们努力让尽可能多的家族成员在各个层面上参与家族生意，并对他们的职业发展情况进行跟踪考察。他们能否成长为企业领导者或是业务专家，都是以实际能力为考评基准的。

并不是每个家族成员都能被我们推上领导者的位置。我们非常清楚地知道，领导者必须是对公司而言最有用的人，这样的人选并不是非得家族成员不可。穆里耶兹家族旗下的各家公司都设有一个指导委员会或是董事会，我们希望指导委员会或董事会的主席是我们的家族成员，但是，公司的高级管理层可以由家族以外的经理人担任，因为他们更加职业化，并在业界身经百战、脱颖而出。

如果你询问我们50万名员工中的任意一人，我想每个人都会告诉你，我们是家族企业，每个人都是家族的一员，因为大家都是家族企业股份的持有者。持股员工虽然没有家族的血脉，但实际上也像我兄弟这些家族成员一样，对企业付出其心血。每个人都明白，谁都不能不劳而获，轻松获得高位。一定要说有什么区别的话，便是在于：家族成员要在企业里证明自己的实力，反而比外人更为艰难。因此，对我们家族成员而言，加入家族企业任职实际上是一桩勇敢之举，说明其具备长期奉献的精神。

**《TheLINK》：对贵集团而言，一套准备就绪的交接班计划具备怎样的重要性？**

**乐：**这是极其关键的。对于任何企业来说，它都是最重要的因素之一。一个人是否称职，要等到他离职5年后才能看得出来。你可能是一位非常优秀的领导者，在任期间率领公司走得



**TheLINK:** In addition to these shared values, what are the concrete structures in place that make your consortium work?

We are very structured; we have a family governance, there are articles of association, so we have rules. We elect our family board members every five years. We elect a surveillance committee of the board, so we have a very structured family organization. We meet twice a year for business only. In between these meetings, every family member has many occasions to participate in one way or another in some aspect of the family businesses. We have, for example, once a year at Auchan an event that's called "live my life". Each family associate and shareholder is invited to live the life of one of Auchan's workers for one day. Some live the life of a butcher; others are cashiers, accountants, the logistic guy, the computer guy, whatever. That's just one example of how we integrate family members/owners into the businesses. Some are artists, some are teachers, some are business developers/owners, so we have all the various types of individuals that you could find in the society.

We have to find ways to integrate them and have them be passionate about the family businesses so that they want to remain shareholders. That is very important to us. At the same time, we have a lot of training sessions. We have a very structured family office that takes care of this and makes sure every single shareholder has a couple of chances every year or so to be trained at his level, whatever it is, to be involved in one of the family businesses and have passion for it.

**TheLINK:** With so many family members actively involved in different aspects of the family business, succession must be a challenge. How do you address this issue and how are the next generation of leaders selected?

We try to have as many family members as possible in the business, at all levels, and then we try to follow their careers, which evolve based on their actual capacity to become leaders or experts in their businesses.

Not everybody is called to become a leader. It is very clear to us that the leaders have to be the best people for the company, and that is not necessarily a family member. Every one of our companies has a coaching committee (which is



what we call a board, because we are very simple people). We like, whenever possible, to have a family member be the president of the coaching committee. However, the executive leadership of the companies can be outsiders and managers because they are professionals and they have grown into their position in the business.

If you ask any one of our 500,000 associates, I think every one of them will tell you we are a family business and they are part of the family because they are shareholders as well. So the associate who is not a family member is actually just as devoted and involved as my brother who is a family member. It is very clear to everybody that there is no pre-set seat for anybody. On the contrary, if anything it is more difficult for the family members to actually prove themselves in the business. So it's actually an act of courage to join the family business and show long-term devotion.

**TheLINK:** How important is it to have a succession plan in place?

It is crucial. That's one of the most important factors for any business. You only see if someone has been good at his job five years after he's left it. You can be a fantastic leader and take the company a long way, but then if two years after you leave the company it's a catastrophe, you've done the worst job of your life because you haven't pre-prepared your successor.

At Mulliez, one of the most important roles of the family board is to assign the leaders and make sure succession plans are in place. A number of times each year,



很远，但如果你离开公司两年后它就倒闭了，这将成为你一生中表现最为糟糕的一份工作，因为你没有为其预备好接班人。

在穆里耶兹集团，家族董事会最重要的任务之一就是确定领导者人选，以及确保交接班计划能够如期有序进行。每一位指导委员会的成员每年都要多次检视自己的交接班计划——这不仅包括最高领导层的交接班工作，还涵盖了各层级每一个人员的相关事宜。我记得我的叔父、欧尚的领导者杰拉德（Gerard）曾对我说：“贝诺，我一直都在寻找比我更高效、更能干的人，以便将我的工作移交给他。这是我能使企业继续成长的唯一方式。比我更有能力的人接手我的工作，会做得更好；所以，我可以走开去干点儿别的了。”

对于任何企业而言，确保继任者能随时待命，也是非常重要的。实际上，早在真正实施交接班的数年之前，继任者就必须已准备就绪。这便是我们每一天都在思考的、关于“人”的问题。对一个大型组织而言，归根到底，一切都

是“人”的因素在起作用。因此我们总是将“人”放在第一位。如果没有优秀的人才，企业将毫无价值可言。

我们大部分家族成员都认识家族企业的2000位高级管理人员。这意味着大家花了许多时间、付出了许多心血，致力于携手合作，并彼此欣赏。话说到底，你尊重别人，别人也会尊重你，双方相互尊重，企业就能运转顺畅。家族之外的高级职业经理人只会为自己所尊重的人而工作，如果担任其上级的管理者不能赢得他们的尊重，他们就会离开，去寻找更好的公司。所以，请牢记这一点——无论你预备的继任者是谁，是否为家族成员，他都应有足够的能力，能获得人们的敬重。他必须愿意和别人共事，而不仅仅是让别人为自己做事。我们为人真诚，脚踏实地。我们没有超高的学历，也不会做花哨的计划，但我们总是从大众的角度看问题。我们还在更加踏实地努力前行。这使我们一直以来得以顺畅发展，同时也使我们至今仍能齐心协力地将家族事业发扬光大。



2012年3月，森合完成了对寺库的投资。寺库在线上 and 线下自营二手奢侈品的寄卖和零售业务。

*In March 2012, Crehol completed their initial investment in Secoo, a second-hand, luxury accessory company that operates both online and offline in China.*





every single person on the coaching committees has to review his succession plan – not just the boss but everybody at all levels. I remember my uncle Gerard, who was the leader of Auchan, told me, “Benoit I spent my life giving my job to somebody that was more efficient, more competent than I was. That’s the only way I could grow the business, because there was somebody stronger than I that could take my job and do it better. So I could go and do something else.”

For any business, it is very important to make sure that a successor is in place, and is actually there for a few years before the plan is activated. We face this every day. It’s a people issue. When you are a big organisation, it all comes down to people. This is why we always put people first. Your company is not worth anything if it does not have the right people.

Within our organisation, most of our family members know the top 2,000 executives of our family businesses. That

means a lot of time, a lot of effort and a lot of hours spent together working on issues and appreciating one another. In the end, it’s the respect that you give to people, and it goes both ways, that makes the business work. Non-family executives will only work for people they respect. If they don’t respect who you put in front, they’re going to walk away and find a better company. So make sure whoever you put in place, and this may or may not be a family member, deserves the respect of people. He must be willing to work with people, and not just have people working for him. We’re very simple people, very down to earth. We are not highly super-educated people that make elaborate plans and are always in the public eye. We try to be very down to the earth. It has helped so far. It has also helped us remain together as well.

