

王杰夫：离家越远，家越近.....

文 / 雷娜



王杰夫(EMBA 2008)的会所位于新华路上,弄堂幽深寂静,盛夏时分,车轮碾过路上金色的梧桐枯叶,发出如阳光碎裂般的声响,行至尽头,铜质大门缓缓移开,面前展开一片翠绿草坪,一幢赭色洋房端然屹立在远处。曲径深处,这样的开阔多少有些出乎意料。

穿过草地,踏上台阶,映入眼帘的是气韵独具的会客厅,古典的壁纸上装饰着主人收藏的艺术作品,颇有塞尚和保罗·克里的味道。作为一位中国当代艺术的收藏家和推动者,这些无疑是其钟爱的作品。他坐在沙发之中,剪影被窗外耀眼的阳光清晰勾勒,采访由此开始。

父与子,子与父

“昨天半夜两点半,我突然醒来,鬼使神差地打开手机,不出一分钟,儿子便打来电话,他已持续腹痛一两个小时。我连忙开车载他去医院,导航仪坏了,也打不到出租车,最后只能凭着记忆和楼宇标识,开到了华山医院。输液,B超,折腾到半夜。”他闲闲聊开,眼神藏着担忧,脸上却不见倦容。这个场景中的他,有点像大唐邮轮拍摄的微电影中的母亲,在下雨的深夜,独自带着孩子去看医生,个中艰辛煎熬,只有经历过的人才知晓。烈日留在眼底的光晕逐渐消散,屋内明朗开来,我发觉坐在眼前的并非严肃的企业家,而不过是一位怀着拳拳爱子之心的普通父亲。

Tang Cruises' Geoff Wang - On the High Seas, Yet Closer to Home

By Lei Na

The place where Geoff Wang (CEIBS EMBA 2008, SZ) finds solace is located along a tranquil lane nestled deep inside Xinhua Road. As I walk towards the end of the lane, I can hear the sound of leaves, browned by the summer sunshine, being crushed by the tyres of passing cars. The lane's solid brass door opens slowly and a stretch of bright green lawn unfurls before me. An auburn western-style house towers in the distance, an unexpected but pleasant surprise after the confines of the narrow path. This is his home.

I cross the lawn, climb the steps and walk into a parlour rich with ambience. The walls are covered with wallpaper whose traditional pattern is soothingly familiar. Expertly positioned paintings remind me of Cezanne and Paul Klee. These must be Wang's favourites. He is a collector and proponent of contemporary art. He is sitting on the sofa, his silhouette clearly outlined by the sunlight. Our interview begins.

Father & Son, Son & Father

"At 2 a.m. this morning, I suddenly woke up and turned on my cell phone. Within a minute, my son called and told me he had been having a stomach ache for the last two hours. I immediately got up and drove him to the hospital. The GPS was broken and we couldn't get a cab: we made it to Huashan Hospital by relying solely on memories and our recognition of buildings. Transfusion, ultrasound... It was almost dawn when all the checks were completed," Wang says casually. There is a hint of worry in his eyes, but despite his fitful night he doesn't seem at all tired. My vision clears, finally throwing off the dazzling effects of the earlier sunlight from outdoors; the room we are sitting in now appears brighter. I suddenly find that the man sitting opposite me is merely a loving father instead of an intimidating entrepreneur.

He has more stories to share about his son. "Once, on my way back from Hongqiao Airport, I came upon an article written by Hong Kong radio host Liang Ji Zhang. It was titled 'Loving or Not, We Won't Meet in the Next Life.' It was a letter to his son. I forwarded the article to my son. When I returned home, he was waiting outside the door for me. He doesn't usually do this so I was quite touched. I asked him if he was a little moved by the article. He just nodded without a word."



王杰夫 Geoff Wang



打造最具幸福感的邮轮旅行体验

从此，邮轮不再是旅行而是一种生活方式

“有一次，我从虹桥机场回来，读到一篇文章，是香港电台主持人梁继璋写给儿子的信，叫《下辈子，爱或不爱，我们都不会再见》，我将它转发给儿子。当我回到家中，发现儿子竟站在门口等我，真有点受宠若惊。我问他，是不是有些感动，他点点头，并没有说话。”

这位见识过风雨的商人，父子之情，似乎对他有着非同寻常的意义。

在另一部弘扬孝道的微电影中，王杰夫为父亲写下了这样的台词，“在我三岁的时候，是他教会我做个诚实的人；在我七岁的时候，是他教会我勇敢面对；在我十二岁的时候，也是他送我一辆自行车，让我成为整个街区最骄傲的少年。”不仅是父亲，还有一直陪伴在父亲身边，那位美丽的母亲，梳着光洁发髻，一支精巧的花簪，从年轻戴到年迈，娴静的身影为影片赋予一种象征般的意味。

“一生二，二生三，三生万物。三代才能传承，可至永恒。就一个家族来说，三代方为一家。我求索的事业，与这个观念相连。要身体力行照顾孩子，要带着父母一起远游。弘扬中国传统文化中的孝道，是我们这代人承载的使命。”

后来的一切，都从这个理想生发。

塘通玉，镂刻成器

“我来到上海的时候，住在和平饭店，在那儿遇到了一个旅行社在做推广，我上前询问，他们回答说，在做邮轮。可以让我入点股吗？那好，聊聊吧。当年那个旅行社，是今天大塘邮轮的雏形。我为它取了个新的名字，叫‘塘’，塘通玉，质碧坚忍，镂刻成器，是一个好名字。”

将理念放到企业之中，就像将种子放进土壤里面。“我们这代人，不够善待自己。曾经很多年，我每天八点钟准时出现在办公室，在那之前，清晨冲凉的时候，疼痛就已经来袭。”“自己

都照顾不好，妻子儿女自不待言。对于父母而言，虽然我们确实改变了整个家族的命运，但是侍奉和陪伴，也很稀少。”为什么选择做大塘邮轮，“因为邮轮是最适合全家一起出行的交通工具，在那里，人在，心也在。邮轮行驶得离家越远，家就越近。我们提供的是一种生活方式，让客人旅行归来，收获的不仅是沿途美景，还有家族中代代流传的故事。”

大学时代的王杰夫，曾经是个积极向上，却不为众人理解，陷入自我怀疑的青年。直到有一天，他在老师的书架上翻开周国平先生的《尼采：在世纪的转折点上》，读到这样一段话：“许多人的所谓成熟，不过是被习俗磨去了棱角，变得世故而实际了。那不是成熟，而是精神的早衰和个性的夭亡。真正的成熟，应当是独特个性的形成，真实自我的发现，精神上的结果和丰收。”从那一刻起，他明白了坚持的意义。坚持，不是无谓的执著，是在漫长的理性的思索之后，一种坚定的选择，它意味着挥别，意味着远行，意味着迎接试炼，忍受孤独，承担重压，但对于企业家来说，有时候，坚持是唯一的道路。正是这种坚持，让他有勇气解散运转良好的IT公司，赴京求学问道，让他重拾天性，参与艺术品的收藏和传播，也让他做起了大塘邮轮，将善举变成了一份事业。

“7月1日，国家颁布法令，不经常看望和问候老人将属违法。这让我相信，大塘邮轮会是个伟大的企业，因为我们早已开始做这样的事。”

王杰夫谈及他的企业时，眼中流露出的闪光让人感动，仿佛手中有一个无形的容器，能够将世界最珍贵美好的情感融合在一起，凝聚，升腾，纯粹，停驻。言语之中，他带着一丝魔法师般的狡黠与自信，而背后的辗转，停顿，思索，付出，因为有了一个坚定的方向，而都有了意义。这种意义来自于一种向往，一种认真。他仿佛是阅尽浮华，最终选择做一个传统文化的朝花夕拾者，他要做的事，向大海出发，在陆地延绵。

The bond between father and son seems to have a special meaning for this businessman who has experienced his fair share of ups and downs.

The topic of family relationships and filial piety are a recurrent theme in three micro films that he has produced. In one, Wang said of his father, “When I was three, he taught me to be an honest person; when I was seven, he told me to confront difficulties and obstacles; when I was twelve, he bought me a bicycle and made me the proudest teenager in the whole neighbourhood.” In the film, there was also a beautiful mother who was always at her husband’s side. Her hair coiled neatly into a bun, a delicate floral clasp worn from youth to old age, the serene figure added a symbolic meaning to the film.

“It begins with one individual, after marriage there are two; then a child is added to make three. After three comes all things. Three generations constitute home. Three generations can provide an inheritance that lasts forever. My business is closely linked with that concept: we should take care of our children and introduce our parents to the joy of travel. It is the responsibility of our generation to encourage filial piety in keeping with our traditional culture,” says Wang.

Everything he does flows from these firmly-held beliefs.



The Origins of Tang

“When I first came to Shanghai, I was staying at the Peace Hotel and saw some people promoting their travel agency outside. I asked what they were doing and they said they were in the cruise business. I asked if I could buy a share. They said, ‘Let’s talk about it.’ The travel agency is the kernel that grew into what is today’s Tang Cruises. I renamed the company ‘Tang’, which means jade. It is clear and powerful and can be carved into beautiful works of art. It’s a good name,” he says.

Why did he choose a career in the cruise industry? “Because cruises are the most suitable vehicles for a family outing,” Wang explained. “People are on board; they are emotionally invested in the experience. What we offer is a lifestyle. Customers return home from their journeys not only with memories of spectacular views, but also stories that will be passed from one generation to another.”

TheLINK: Describe the journey that took you to Tang Cruises.

I graduated from Tianjin University of Science & Technology and became a businessman in 1992. While I was the director of a clothing factory, I turned it around and made it profitable. At that time I also had a ringside seat to the development of Hainan Province. I went back to Kunming and hoped to do something within the system but encountered political upheaval. At the beginning I was quite unfocused in my approach and tried many different ventures. In 1993, I started Kuai Te Business Card Production Centre. After that I founded Yunnan Geoff Industrial Company Limited, which became a famous IT company in Yunnan. In December 2003, I shifted into the field of mineral resources and succeeded in getting a mine. In 2003 I went into the mining business and things went well for a number of years. In 2010 I decided to get out. I came to Shanghai to completely transform my lifestyle. This is where I began Tang Cruises.

TheLINK: Why is there so much of your personality infused into Tang Cruises?

I occasionally went on cruises before I got into the business. I thought it was a very laid back way of travelling. When I first began to construct Tang Cruises’ company culture, I decided to place family values at its core. For me, this isn’t some vague concept. It’s something concrete. A culture of filial piety is inherited from one generation to the next. It begins with the relationships between parents, spouse

“我就想以家庭为主体，有长辈，有配偶，有孩子，三代同堂，才形成家庭孝道文化传承。”



《TheLINK》:聊聊您的创业经历吧?

我是天津科技大学毕业的,1992年下海,当过服装厂厂长,将一个企业扭亏为盈,也亲眼见证过当时海南的发展。回到昆明,原想在体制内做点事,但遇到了政治风雨。创业之初很匆忙,1993年成立了快特名片制作中心,后来创立云南捷夫实业有限公司,成为云南小有名气的IT公司。2003年12月我进入矿产资源领域,成功地拿下了一座矿山,当时还是很欢欣鼓舞的。2003年到2010年,一直从事矿产行业。2010年我决定淡出,来到上海,想换一种生活方式,于是有了大塘邮轮。

《TheLINK》:具体谈谈烙上您个人印记的大塘邮轮吧?

邮轮旅游其实是我偶然参与的,是一种十分轻松惬意的旅行方式。在我构建大塘邮轮企业文化定位伊始,我就想以家庭为主体,这个核心并不是一个空泛的概念,它很实在,有长辈,有配偶,有孩子,三代同堂,才形成家庭孝道文化传承。也正是对这一概念的重视,让我们能够更专注于三代同游这一细分化的市场,因为邮轮是最适合老人和孩子出行的旅游方式,给家人的陪伴也是有品质的,人在,心也在。茫茫大海迫使你们出行的目的只能是旅游,外界的干扰少之又少。整个世界跟你并肩而行,但是,行走一次人数有限。邮轮里也有欲望,但不会超出船头和船尾的界限。大塘邮轮主张三代方为一家。我们的父母亲不是需要我们给他们多少钱,更需要的是我们的陪伴。我们要作为表率,将中国的孝道文化传承下去。因为,孩子们不是听我们怎么说,而是看我们怎么做的。

《TheLINK》:大塘创作拍摄了三部唤醒中国人传统家庭价值理念的微电影,将中国传统伦理观念“回家”倡导到了极致,是否可以这样理解,在一定意义上,这是您生命体验的分享?

确切来说,就是如此。当我把这三部片子的创意拿给朋友看时,很多人都说我是在自我陶醉,我也不否认其中有我的影子,我的人生经历和感悟。三部影片第一部是《唤醒梦想》,第二部是《和谐家庭》,第三部是《百善孝为先》。三部影片想表达的观念就是人生的成功是事业和家庭兼备。我把它称之为完美人生计划三篇章:善待自己,善待家人,孝顺父母。电影中的重要元素其实都是我们这代人所经历的,小时候老师问我们长大想做什么?回答永远是:我长大以后要做科学家,要做人民解放军,要做人民教师。当一个孩子站起来说我想环游世界,是很出格的。我就是这样的人。还有我们事业成功后回乡探望父母,也是很多人的真实写照。正如影片中所说,我们走得太远,已经忘了当初为何出发。这句话感动到我。

《TheLINK》:具体描述一下大塘邮轮的服务理念吧?

我们倡导的是品质。以一个五口之家为例,我们会通过ITOB系统将整个服务细节做得非常完善。首先,给顾客的是成本价,十万元服务费听上去似乎很贵,但是从出行开始,收到的礼物就非常丰厚。服务品质自然没得说。拿购物来说,如果是我们签约的商家,得到的回扣会全数返还。旅行的过程,也是一次赚钱的过程。而核心在于,我们倡导的方式,会令优雅出行成为可能。我

and children. Having family values at the core of our operations helps us to concentrate on the three-generation segment of the tourism market because cruise is the most suitable method of travelling for the elderly and children. We think three generations make a family. Our parents don't need much money from us, but they need our companionship. We should set a good example and promote a culture of filial piety in China. We influence our children by our behaviour, not just our words.

When our clients are on board they are totally immersed in the experience, both physically and emotionally. Surrounded by the vast ocean they are isolated from outside distractions and have no option but to enjoy the journey.

TheLINK: Tang Cruises has made three micro films aimed at awakening traditional family values among the Chinese and promoting the traditional value of 'going back home'. Why was it so important to you to make these films?

When I shared the ideas of the three films with my friends, many of them said I was just being self-indulgent. I won't deny that my own experiences and feelings were reflected in the films. The first of the three films is titled 'Awakening Dreams', the second is titled 'A Harmonious Family' and the third one is 'Filial Piety: the Foundation of All Virtues'. All three films share the same theme: true success means success in both career and family. I like to call them the 'Trilogy of a Perfect



Life'. We need to treat ourselves well; treat our families well and treat our parents well. The essential elements of the films are common experiences of our generation.

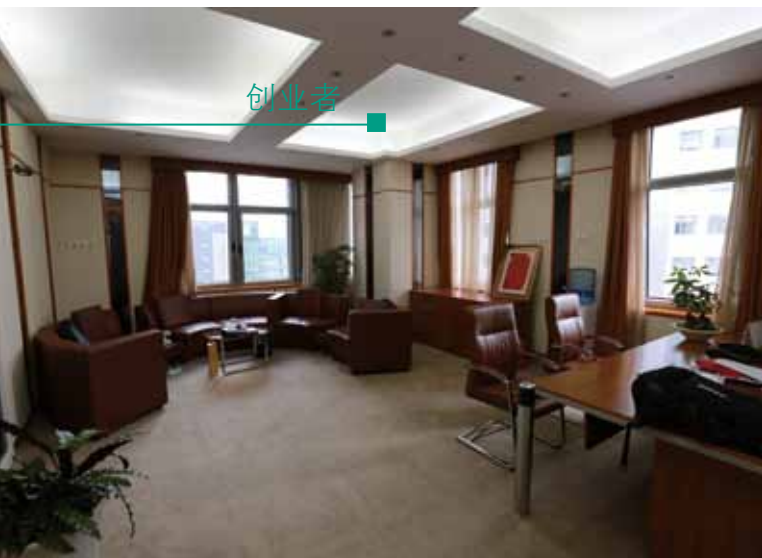
TheLINK: Tang Cruises is in the services industry. What are your guiding principles?

We focus on quality. The RMB 100,000 service fee may seem expensive, but our clients receive many high-quality gifts from the beginning of their stay with us to the very end. All this is offered with impeccable service. We also make every effort to minimise the costs paid by our customers. Take shopping, for example, we pass on the commission that we receive from our corporate partners to our clients. So during the journey our clients are actually making money. The key point is that the travelling style we promote enables people to travel 'elegantly'. We have shattered the traditional model in which tour guides make a profit by talking clients into going shopping.

Our clients are provided with generous discounts at Crazy Horse Club, Moulin Rouge and Michelin-starred restaurants that are our corporate partners. If people are forced to suspect, doubt and take precautions during the journey, there will be no room for elegance. Our stewards and tour guides are well respected. They don't ask anything of our clients. There is mutual respect on both sides.

TheLINK: You also publish 'World of Cruising', the only high-end cruise magazine that promotes the cultural value of 'home'. Is it important for the magazine to turn a profit, which must be difficult in the current media environment in which print media is on the decline?

Of course I care about the profitability of the magazine because the ability to make a profit implies market acceptance. The magazine is an investment that is necessary to promote our official image. It is China's first and only cruise magazine. I wanted us



们打破了传统旅行社导游怂恿游客购物从中渔利的模式。客人去疯马俱乐部、红磨坊、米其林餐厅，只要是我们在对接的商家，享受的都是我们的进价，再无后顾之忧。如果旅行是在猜测、怀疑、防备中度过，优雅将无处存身。我们的管家和导游是受人尊重的，他们对客人没有索求，二者是相互尊重的关系。

《TheLINK》：您还以邮轮为主体，出版发行了中国第一本也是唯一一本高端邮轮杂志《湾》，以此输出“家”的文化价值，听上去很有使命感和情怀，是否会在意这本刊物的盈利，因为在当下大媒体环境下，纸媒的市场份额在不断缩小？

我当然会在意这本刊物是否盈利，因为盈利才代表被市场接受。作为官方形象来说，这种投入还是必要的，这是中国第一本也是唯一一本邮轮杂志，我希望有自己的媒体发出自己的声音，能够通过生活方式去影响到更多的人。让他们不忘记家中的老人。我坚持每次出版时都自己写一篇文章。现在已经写了三篇，第一篇是《隐形的弱势群体》，是关于当前中国家庭现状的；第二篇是《千万不要错过与孩子牵手的机会》，是关于亲子关系；第三篇是《三代方为一家》。人到中年，有太多的观点想要表达。关于纸媒的市场份额问题，我觉得我们会一直办下去，只是在形式上会更多样，方便读者阅读和传播。但我对纸媒的判断是，无论在哪个时代，它都不会消失，因为有一群人，比如我，不太喜欢在电脑上看书。很多微信和QQ能解决的事，我还是喜欢亲笔写一封信给我的朋友，那种感觉是手机和电脑无法替代的。

《TheLINK》：您觉得在中欧读书最大的收获是什么？有什么难忘的经历？

我特别感谢中欧替我挑选了一帮良师益友。我们班曾经拍摄过一部电影，全班同学只有一位没有参加，这是非常难得的。这要归功于我们班班长许丽红，她是我非常敬重的人。

在深圳参加潜能训练的时候，游戏的题目叫“生命是一场感召的游戏”，我的挑战是：到机场办理登机的时候，故意晚到两分钟。你必须感召所有人来支持你，帮助你，才能成功。我感召了那个办登机的女孩，她拿着对讲机找值班经理，值班经理马上对着塔台呼叫，当我被车子送到飞机下边的时候，飞机已经在跑道上。我生平第一次登上波音737的软梯，站上去的时候，我热泪盈眶。因为那一刻我相信，没有什么是做不到的。

《TheLINK》：现在的梦想是什么？

我曾经的梦想，像把昆明义工团搞起来，去贫困县当县长，后来都没有实现。但我现在的梦想更伟大一点，就是让中国的老人不再被遗忘在家中。这次国家颁布经常看望父母，善待父母的法令，与大塘的价值观完全吻合。我们希望通过自身的努力，让关爱、呵护父母成为一种自觉不自觉地去做的事情。

我想做一个有梦想和有清晰价值主张的企业。我们的企业文化是：正直、勇敢、付出、忠诚。只要目标正确，并具备这一点，成功是迟早的事，就像是上了一辆列车，只要方向对，不中止，就一定能到达终点。

to have our own media, to speak for ourselves and influence more people through lifestyle, and also to remind people not to forget their parents at home. I insisted on writing an article for each issue. Now there are three articles altogether. The first one is titled ‘The Invisible Disadvantaged Group’. It is about the condition of Chinese families. The second one is titled ‘Never Miss a Chance to Hold Your Child’s Hand’. It’s about the parent-child relationship. The third one is titled ‘Three Generations Constitute a Family’. As a middle-aged man I have many opinions to share. As to the market share of the magazine, I think we will continue to do our best. Perhaps in order to be more reader friendly and attract a wider audience the content will become more diverse. But I believe in print media. It won’t disappear, no matter how time changes. There will always be people, like me, who prefer printed books to computers. Even though nowadays we can solve a lot of problems using WeChat and QQ, I still prefer to write letters to my friends. That sense of intimacy can never be achieved using cell phones or computers.

TheLINK: How has studying at CEIBS helped shape your life and what was the most unforgettable moment of the time you spent doing your EMBA?

Once we went to Shenzhen for a training session. There was a game called ‘Life is all about Persuasion’. My challenge was to be intentionally two minutes late for the airport check-in. To complete my task, I had to

“ I want to build a company with distinct values: honesty, courage, loyalty, one that makes a contribution to society. ”

persuade everyone I encountered at the airport to support and help me. My pleas for help moved the young lady at the check-in counter. She used her walkie-talkie to call the manager on duty, and he immediately called the control tower. When I was driven to the plane, it was already in the line-up of flights cleared for take-off. That was the first time I climbed up the rope ladder of a Boeing 737. When I stepped onto the ladder, I suddenly burst into tears because at that moment I really believed that everything was possible.

TheLINK: You have already had so many exciting experiences throughout your life, what is the one thing you still dream of doing?

I once had a dream of establishing a volunteer association in Kunming, or becoming a magistrate in some impoverished county. But these dreams were never realized. My dream is bigger now – I want to do all I can to ensure that the elderly are never ignored. The rules that the central government recently issued about visiting parents and treating them well dovetails with Tang Cruises’ values.

I want to build a company with distinct values: honesty, courage, loyalty, one that makes a contribution to society. You are certain to achieve success sooner or later with these qualities and the right goal. It is like getting on a train: you will arrive at your destination if you keep moving in the right direction.

