

张瑞敏：平台、创客与互联网时代

Zhang Ruimin: Driving Haier's Innovation

8月23日，海尔集团CEO兼董事局主席张瑞敏在中欧二十周年校庆活动“大师课堂”上发表了有关“互联网时代的管理模式创新”的演讲，本文根据讲稿整理而成。

On August 23, Chairman and CEO of Haier Group Zhang Ruimin shared his thoughts on “Management Innovation in the Internet Era” during a CEIBS 20th anniversary Masters Class. Here’s an edited version of his presentation and the Q&A that followed.



过去，我们中国的企业基本上属于追赶型：改革开放初期学习日本的全面质量管理（TQM），后来学习美国的六西格玛，接着是欧美的各种先进管理模式。但在互联网时代，传统的管理模式都不奏效了，必须打造新的模式，这是机遇，也是挑战。

没有成功的企业，只有时代的企业

在海尔的字典里，没有“成功”二字。其实，所有企业的成功都是踏上了时代的节拍，正所谓“台风来了猪都会飞”。而现在的问题就是，怎样才能踏准互联网时代的节拍。

现代企业管理理论体系有三位先驱：美国人弗雷德里克·温斯洛·泰勒（Frederick Winslow Taylor）提出了基于动作研究的“科学管理”；德国人马克斯·韦伯（Max Weber）提出了科层制，即今天常见的金字塔式组织结构；法国人亨利·法约尔（Henri Fayol）提出了组织内部“五大管理职能（计划、组织、指挥、协调和控制）”。但在互联网时代，这三位先驱的理论都被颠覆了。

首先，互联网带来了零距离。零距离要求从以企业为中心转变为以用户为中心。用户的需求都是个性化的。泰勒的科学管理基于大规模制造，而现在则要从大规模制造变成大规模定制。

其次是去中心化。谁是员工的领导？不是他的上级，而是用户；员工和用户之间要直接对话。这打破了马克斯·韦伯的科层制，互联网时代的企业应该没有什么层级的。

第三是分布式。资源不是在内部，而是在全球，“全球就是你的研发部”。这就颠覆了法约尔的一般管理理论。

总之，如果还想抱着原来那套不放，是不可能的，时代让你必须改变。



In the past, Chinese companies followed other's lead: at the beginning of the reform and opening-up period, we learned from the Japanese system of total quality management (TQM), later it was six sigma from the USA, and then the various advanced management models from both Europe and America. However, in the Internet era, traditional management frameworks do not seem to work anymore, and we have to build new models. This is as much an opportunity as a challenge.

Even pigs can fly

There's no definition for success in Haier's dictionary. In fact, I believe every "successful" company has simply capitalised on the times we're in. You know the saying, "even pigs can fly when there's a strong typhoon". The challenge is figuring out how you can ride the Internet wave.

There are three pioneers of modern corporate management theory: the American Frederick Winslow Taylor proposed

商业模式创新中的探索和试错

战略

海尔首先要实现战略转移,从以企业为中心转向以用户为中心,我们称之为“人单合一双赢”战略。“人”是员工,“单”是用户价值。将每个人和他的“用户价值”连接起来,真正找到他的战略,不是那么简单的。比方说,生产线上的操作工、记账的财务人员,能够清晰地知道他们的用户是谁吗?在金字塔型结构里,员工要听从上级。而海尔现在在推动转变,将员工解放出来,让每个员工都找到自己的用户,变成创业者,还可以寻找社会资源来支持创业。

举个例子,海尔的“智能水盒子”项目,其功能是监控自来水水质变化并改造自来水,就是员工从“金字塔”里解放后创造出来的,最后成了一个创业团队。这个团队一共五个人,自己掏出45万元来入股,当然海尔是大股东。不仅如此,他们还找来了英国和美国的资源,对方也持有一定的股份,这就完全变成了一个社会化的企业。它的发展映照了海尔的一句话,“我的用户我创造,我的‘超值’我分享”。

组织

原来的组织,简而言之,就是一个串联的、复杂的流程:干一件事有好多不同的内部组织来签字、审核,历时漫长。现在,所有的资源都围着用户转,研发、制造、营销都围着用户同时进行。过去我们学习日本,日本式研发是研制出来投放市场的产品必须是完美无缺、无懈可击的,所以耗时很长。现在这种办法不行了,必须根据用户的要求马上推出产品,再根据他们的意见来修改。硅谷有句话,“如果你投放市场的第一代产品不能使你感到羞愧的话,那你应该感到推出得太晚了。”

薪酬

薪酬太重要了,因为它是企业的一个驱动机制——薪酬怎么做,大家就会往哪个方向走。现在,我们的薪酬体制改为“二维点阵表”:横轴基本上和一般企业一样,叫“企业价值”,即市场成果,简而言之就是创造顾客。纵轴上是用户,我们叫“网络价值”。顾客和用户不是一个概念,“顾客”和企业是一次性交易,你向我付费,我给你产品,然后不再联系;“用户”则不同,用户和我永远有交集,今天你买了,给我提意见,我继续改进。梅特卡夫定律指出,网络价值与网络规模的平方成正比。网络规模是什么呢?网络规模就是网络节点和网络连接用户的数量。企业内部应该是一个扁平化的组织,外部则与市场、用户相连接。连接的用户有多少?有多少人能成为你的粉丝?这就是网络价值。有些网络企业亏损,但是市值或估值非常高,因为它连接了非常多的用户。

海尔的商业创新目标

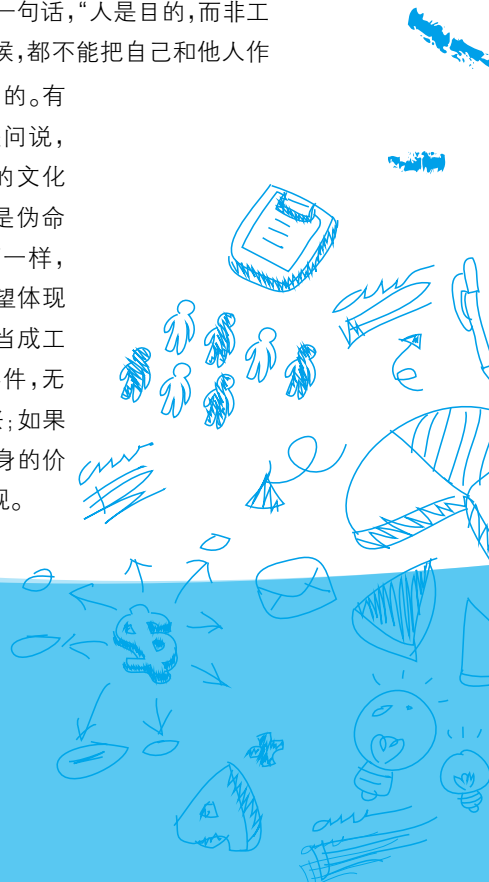
海尔在商业模式创新中的目标是什么?就是企业平台化、员工创客化、用户个性化。

企业平台化是大势所趋。企业如果不是做平台,做大有多少作用?零售业,很大的连锁店,一个电商来了就把它冲垮;工业也是一样,今天做得挺大,但是明天就很难说,3D打印发展起来会怎么样?也许就不行了。总而言之,如果不做平台,肯定不行。简单地说,企业平台化就是让全球的资源都可以为我所用。

员工创客化。创客是什么?按照克里斯·安德森(Chris Anderson)在《创客:新工业革命》所说的,创客就是个性化和数字化的结合。过去,人们想创造一个东西非常难,但是现在利用互联网,随时可以创造。所以要让员工都可以成为创客。

用户个性化。现在的用户需求千差万别,随时在变,怎么去捕捉呢?而且,进入移动时代,正如美国人查克·马丁(Chuck Martin)在《决胜移动终端》里所说的:他们是“在购物”,不是“去购物”,所以企业只能不断和他们交互,交互不好马上会被打倒,因为移动购物时的每一个感受都可以成为全球的实时新闻直播。很多企业垮在这上面,一个不满意发到网上去,马上被冲垮了。当然话又说回来,如果用户非常满意,那也不得了。

最后,我想引用康德的一句话,“人是目的,而非工具”。无论是谁,无论什么时候,都不能把自己和他人作为工具,因为人自身就是目的。有一次我在欧洲演讲,有人提问说,最大的课题就是跨国并购的文化融合问题。我说,其实这个是伪命题。世界各国的文化肯定不一样,但本质都一样,每个人都希望体现自身的价值,如果你把他人当成工具,当成生产线上一个零件,无论哪个国家的人都不会高兴;如果你把他当作目的,体现他自身的价值,那么很多梦想都可以实现。



“scientific management” based on behavioural studies; the German Max Weber came up with the theory of bureaucracy, that’s the well-known pyramid-shaped organisation; and Frenchman Henri Fayol pointed out the “Five Management Functions” of the organisation (planning, organising, directing, coordinating, and controlling). But in the Internet era, the theories of these pioneers have all been challenged.

First, the Internet has [closed the distance between suppliers and users], which forces us to shift our focus from the company to our users, and each user has his own needs. Taylor’s concept of scientific management is based on mass production, but today we have shifted our focus from mass-production to mass-customisation.

Second, there is the trend of decentralisation. Who leads your employee? Not his supervisor, but his customers; he has to report directly to them, which breaks Max Weber’s bureaucracy theory. In the Internet era, a company shouldn’t have red tape.

Third, there is distribution. Resources are not kept inside a company, but distributed across the globe; so “the entire globe is your R&D department.” This contradicts Fayol’s general theories of management.

In a nutshell, it’s impossible to still cling to traditional practices, as the times drive you to change.

Trial & error in business model innovation

Strategy

For Haier, strategic transformation is very important. This is how we changed from being company-focused to user-orientated, and we call this the strategy of “win-win between person and order”. “Person” refers to our employees, while “order” represents user value. It’s not always easy to clearly link each employee with the value he can bring to the organisation and help him define his strategy. In organisations that have a bureaucratic structure, employees take orders from their supervisors, but Haier is now pushing forward to ensure that employees are given some amount of leeway. They can thereby become entrepreneurs and identify resources from outside the company for their business initiatives.

Take Haier’s “Smart Waterbox” for example: its function is to monitor and improve the quality of tap water. It was created by our employees after their “liberation” from the “pyramid”, and they finally evolved into an entrepreneurial team. Five of them invested RMB 450,000 into shares of the project – of course Haier is the majority shareholder. What’s more, they attracted British and American investors who also became shareholders, and in this way the project turned into a totally independent enterprise.

Organisation

In the past we learned from the Japanese who produced products that were impeccably perfect, but they took a long time in making them. That would not do nowadays. You must present your product as quickly as possible according to user demand, and make improvements on the first version according to users’ feedback. As the saying goes in Silicon Valley, “If the first generation of your product does not make you ashamed, your only regret will be that it came out too late.”



Haier's objectives in business innovation

What are Haier's objectives in its business model innovation? They are “company as platform, employee as maker, and user as individual”.

“Company as platform” is the general trend and it simply means utilising global resources. If a company isn't a platform, what's the point of making it bigger? In the retail industry, even a huge retail chain can be crushed by e-commerce's relentless onslaught. It's the same for industries: even if you are a very big company today, you cannot tell what will come tomorrow. What if 3-D printing becomes the norm? Maybe your company will fade away. If you do not build your company into a platform, it will not survive.

Our second goal is “employee as maker”. What is a maker? According to Chris Anderson's book, *Makers: The New Industrial Revolution*, a maker is the combination of individualisation and digitisation. In the past, it was extremely difficult for people to create something. Now, with the help of the Internet, it's easier to do that. So we shall turn all our employees into makers.

The third goal is customer individualisation. Today we face different demands from customers, and they keep changing all the time. So how do we keep up with their needs? As Chuck Martin notes in his book *Mobile Influence: the new power of the consumer*, people don't just “go shopping” anymore, in today's Internet era they “are always shopping”. So the company has to interact with them nonstop. When the interaction isn't good enough the company will be beaten, because anything that goes wrong in mobile shopping can easily become the object of a live world-wide newscast. Many companies have been ruined this way: with just a complaint posted on the Internet, they were crushed. On the other hand, of course, if customers are all happy, that would be amazing.

There's a well-known saying by Kant, “Treat people as an end, never as a means to an end”. No one should ever treat themselves or others as mere tools to be used to achieve a goal. Once when I spoke in Europe, I was

“ If a company isn't a platform, what's the point of making it bigger?”



asked about my opinion on the theory that the biggest problem transnational mergers and acquisitions face is the cultural blending that accompanies the process. I said it was a pseudo-proposition. Different countries in the world definitely have different cultures, but they are essentially the same in their philosophies toward the value of mankind: everyone wants to realize his own value. If you treat people like tools, like small parts on assembly lines, they will be unhappy no matter which country they live in; if you treat them as an end in themselves, and help them realize their value, then many dreams will come true.



以下是中欧国际工商学院战略学副教授陈威如和海尔集团CEO张瑞敏在“大师课堂”上的精彩问答：

Read on for the Q&A between CEIBS Associate Professor of Strategy Chen Weiru and Zhang Ruimin:

陈威如： 将组织做成一个共赢的生态圈，将员工当成其中非常重要的利益相关方。在这种企业平台化的过程中，人人都是CEO，人人都是创客，所以创新不再只是老板的责任。但是，这会不会产生“万马拉车”的局面？平台型企业需不需要一个清晰的战略方向？否则会不会乱掉？

张瑞敏： 其实，这也是我们经常思考的问题。原来的治理结构是科层制，哪一级做什么都有规定，好像非常有序。现在我们是“零签字”，没有签字直接就去做，会不会乱了？但是，我们将科层制去掉，是为了让员工和用户直接联系。

现在海尔里头只有三种人：平台主、小微主、小微成员。“平台主”搭建一个平台，做两件事：一、把原来的组织结构、流程解散变成互联网式；二、确保这个平台是开放的，实现“一流资源无障碍进入”和“各方利益最大化”，这样才能更好地吸引人才进来。有了平台主这层架构，能够防止从根本上乱掉。

小微主是一个个创业队长，他们可以利用社会的资源、资金去创业。剩下的就是小微成员，他们不是指定的，完全是市场导向的，是流动性比较大的人群。

Chen: We see that you are building the organisation into a win-win ecosystem where employees are treated as very important stakeholders within the structure. In this process of building the company into a platform, everyone becomes CEO and maker, so innovation is no longer the sole responsibility of the boss. But, will this lead to a situation where everyone is pulling in different directions? Would a platform-type company need a clear strategic orientation? Or would there be chaos?

Zhang: This is a question we often think about. The traditional bureaucracy requires that each procedure goes with approvals, and there are regulations everywhere in the system, which seems very orderly. Now we're having “zero-signature”, so will there be chaos without upper-level approvals? We got rid of the bureaucracy so our employees can have direct contact with customers.

Now we have three kinds of people at Haier: platform owners, SME (small and micro enterprise) owners and SME members. Platform owners establish platforms to do two things: first, reshuffle the traditional organisation and procedures into one based on the Internet's structure; second, ensure that the best resources flow in without obstacles and there is maximisation of the various parties' interests. When you have that layer of platform owners, that prevents the entire system from falling apart.

“人是目的，而非工具。无论是谁，无论什么时候，都不能把自己和他人作为工具，因为人自身就是目的。”

陈威如：您作为一个平台的领导人，怎样来控制好这么多的小微组织呢？一个平台的领导人应该怎样管理这么庞大、复杂的企业？

张瑞敏：首先，你不能控制和管理，因为控制和管理意味着让他人按照你的路子去走。另外，你也控制和管理不了，因为只有创客本人才最清楚用户的需求和变化。你没有了原来控制和管理的权力，那现在的权力是什么？只能是帮助小微组织不断往正确方向去演进。在某种意义上说，原来企业的一把手拥有非常多的权力，但我现在认为CEO不应拥有权力，CEO的权力只不过是所有的小微公司让渡给你的，那就是怎样更好地使整个系统演进。

陈威如：海尔在这场变革之中，鼓励员工创新、创业，但员工可能只有某方面的资源、技术或研发，那么公司怎样帮助创业者找到其所需要的市场、信息和其他资源？

张瑞敏：这是一个非常大的问题，我们经常遇到。有的员工来到海尔，是冲着薪酬和安稳来的，他们不愿去创业；有的员工专业很窄，创业中的很多事他都不会做。这两种情况非常普遍。现在，我们要让员工改变一下定位，你未必有多大的能力，但你一定要变成一个“接口人”，如果你是个开发人员，要开发出全球最好的产品，你可能做不到。但你可以改变定位，变成一个“接入者”，接入全球一流资源，这样就有可能开发出全球一流的产品。

陈威如：过去的海尔是全球领先的家电企业，未来您对海尔有什么愿景？

张瑞敏：希望海尔不再是一个传统的企业，就像您那本书里写的，是一个平台、一个生态圈，希望每个人都有非常大的空间发挥才能，就像彼得·德鲁克所说的，让每个人成为自己的CEO。

SME owners are individual entrepreneurial team leaders, who can start a business with external resources and capital. The rest are SME members; they're not appointed, but totally market-oriented, and they're a highly mobilised crowd.

Chen: As a leader of a platform, how can you adequately control so many SME organisations? How can a platform leader manage so huge and complex an enterprise?

Zhang: First, you shouldn't control and manage, because that means you will merely have others go in the direction that you point. Besides, you cannot control and manage, because only makers themselves know users' needs and how these needs change over time. You don't have the traditional power of controlling and managing, so what kind of power do you have now? The only power you have now is your duty to help SMEs evolve in the right direction.

Chen: Haier encourages its employees to innovate and engage in business initiation, but employees may have only certain resources – such as those in technology or R&D. How does the company help entrepreneurs find the market, information and other resources that they need?

Zhang: This is a very big problem that we often have. Some employees come to Haier for the steady salary and a feeling of security, and they don't want to start new adventures. Some employees are highly specialised in training, and don't have the skills to launch a business. These two situations are very common. Now, we first need to get our employees to change their mind-set. You do not necessarily have to have any great talent, but you must become a “connector”. In the same way, if you are a developer you may not necessarily be able to develop the world's greatest product, but you can change yourself to become a “connector”. This way you can tap into first class global resources, and in this way you can develop world class products.

Chen: Haier is a leading white appliances manufacturer worldwide. What does the future hold for the company?

Zhang: I hope Haier will no longer be a traditional enterprise. It should be a platform, an ecosystem. I hope that everyone has ample room to give their talents full play, not just listen to their supervisors. As Peter Drucker says, everyone should become his own CEO.



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