

Promote Confucian Culture Build Centurial Foundation

弘扬儒家文化 筑梦百年基业

—— Interview with Mr. Stane Li, the General Manager of Shanghai Smile Precision Ceramics Co., Ltd. and Dongtai Smile New Materials Technology Co., Ltd.

—— 访上海施迈尔精密陶瓷有限公司、东台施迈尔新材料科技有限公司总经理李广仁先生

经过 30 多年的改革开放，中国的经济已步入快车道，各个领域的国际交流与合作日益扩大，与此同时，一大批台湾企业家看好大陆市场，纷纷前来投资与合作。在众多台资企业中，上海施迈尔精密陶瓷有限公司以其良好的发展势头引起了人们的关注。

这是一个 16 年后的相约，当记者再次来到上海施迈尔精密陶瓷有限公司的时候，亲切之情油然而生。总经理李广仁先生谦和、热情，大家就像重逢的老友开始了 16 年后的对话。时光似箭，16 年不过弹指一挥间，然而，这 16 年，施迈尔却实现了跨越式的飞跃。

“变则通、通则久”，体现了中国人革新的观念。上海施迈尔精密陶瓷有限公司自 1992 年成立



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起一直致力于氧化物陶瓷的研究与开发。为了进一步扩大大陆市场，满足更多客户的需求，李总大刀阔斧，不惜投入巨资，于 2006 年在江苏东台兴建新材料科技工厂，成立了东台施迈尔新材料科技有限公司。工厂占地面积 60 亩，主要生产纳米材料制品、精密陶瓷、无感电阻等产品。在推广陶瓷应用的过程中，李总和 500 多位员工始终有一个愿景，那就是将现代精密陶瓷应用到更多日常生活中。

施迈尔奉行厚德载物，知行合一，以人为本，德才兼备，和谐发展，倡导员工对企业负责和企业对员工负责，以实现企业与员工共同发展。施迈尔为客户提供技术最先进、质量最好的产品和服务，致力于将陶瓷应用推广到生物医药、防卫系统、化工设备、家用电器、精密机械和纺织等不同领域。目前施迈尔在中国拥有的三个生产工厂每年提供的产品超过数千万件。

上海施迈尔公司和东台施迈尔新材料科技公司都通过了 ISO9001, ISO14001 认证。公司严格前期控制、过程控制、结果控制、改善阶段控制这四项控管每一道生产程序，最终检验中心以最先进的设备确保产品能完全满足客户的需求，确保提供给客户的产品品质进度和成本都非常稳定，并提供定制化的各项服务。李总说：“上海公司是以销售服务为主，东台公司是以制造生产为主。我们的产品价格性价比高，品质稳定，稳扎稳打。今后公司代工要实现自动化，将成本或工序成本降低，让客户享受到更多便利。我认为，做任何事情都要准确的判断其着眼点、着力点和切入点在哪里，因为找到一个切入口，然后把着力点做好，那么着眼点自然就会达到。着眼点是理想，切入点和着力点都是现实的东西，因此我们要把握



住现在，面对现实，补短板，优化长板。”

儒家文化是中华民族的宝贵精神财富，其“仁、义、礼、智、信”的核心理念已深入人心，成为指导人们崇尚和平、追求自强、实现自我和社会和谐的重要思想。“忠、孝、仁、义、礼、智、信”是立国之本、立家之本、立身之本，吸收儒家文化之精华对于建构现代企业文化有着重要的价值。企业文化是企业的灵魂，是推动企业发展的不竭动力，其核心就是企业精神和价值观。李总在领导施迈尔的发展过程中，儒家文化对公司的企业文化建设起到了潜移默化的重要作用。“企业文化的内涵，即是企业生产经营实践中逐步形成的独具特色的精神财富，是为全体员工认同遵守的包含使命、愿景、宗旨、精神、价值观和经营理念。对于企业来说，要想在激烈的竞争中恒久不衰、健康发展，建立员工普遍认同的行业价值观和企业文化很重要。以儒治企，可以起到规范企业文化作用。”李总如此诠释道。

现代企业的竞争从根本上讲就是人才的竞争。企业管理说到底就是人的管理。要真正实现知人善任、人尽其才，这是对现代企业管理的一大挑战。只有培养、发现和留住人才，企业才能占领市场，赢得发展。李总强调说：“企业发展的根基是人才，能否正确地识人、

用人，决定着企业在竞争中的成败。施迈尔遵从‘以人为本’的企业文化，重视发挥人的积极性和创造性，给员工提供充分施展才华的平台和空间。我们选的每一个员工都是‘发电机’，而不是需要插电才能亮的‘灯泡’。他们都很活力，乐在工作，在整个工作中体现他的价值和意义，他们越做越久，越有感情，公司 10 年以上的老员工很多。”

“不以仁政，不能平治天下”。管理中也是如此。施迈尔是一个融合的大家庭，李总爱护员工，关心员工，把每一个员工都当做家庭中的一份子，因此赢得了员工对他的尊敬和对企业的爱护，使他们忠于职守，忠于企业，具有高度的主人翁责任感，因此公司内部容易协调一致，以形成强大的凝聚力和向心力。

家是中国人的生活重心。中国文化全部从家族观念上筑起。家族企业可以说是中国企业的主要经营形态。据统计，目前在中国国内的民营经济中，家族企业至少占到了 90% 以上。所以，发展民营经济必须大力发展家族企业，中国下一轮经济发展的主力将是家族企业为代表的民营经济。李总感慨道：“我们的合作伙伴基本都是百年企业。我们公司的定位也是做百年企业。我的梦想就是要打造百年企业。施迈尔在大陆已经历了第一个发展阶段，第一个 25 年。通常百年老店经历要四代传承。我儿子已经开始接班，这就一定要夯实根基，‘筑高墙，广积粮，深挖壕。’最后，李光仁总经理满怀信心地表示，大陆经济的迅速发展和“十三五”规划为施迈尔提供了更多新的发展机遇，今后公司会做得更好。施迈尔愿与更多的客户进行广泛的交流合作，通过合作共同发展，共同受益。

逆水行舟，不进则退。一个企业只有不断超越自己才能发展。施迈尔正是在不断超越自己的过程中成长和壮大的。我们相信，施迈尔未来的发展蓝图一定会更加光彩夺目。



Over 3-decade reform and opening up, the Chinese economy has stepped on the fast lane and its international exchange and cooperation are enhanced gradually in various fields. Meanwhile, a large batch of Taiwanese entrepreneurs hold favorable prospect upon the Mainland market and come hereinto for investment and cooperation one after another. Among the numerous Taiwan-funded enterprises, Shanghai Smile Precision Ceramics Co., Ltd. has aroused great attention by virtue of its favorable development trend.

This is an appointment for 16 years later. When Multinationals in China revisits Shanghai Smile Precision Ceramics Co., Ltd., the intimate feeling rises spontaneously.

Then we start the dialogue with Mr. Stane Li, the greatly modest, gentle and enthusiastic General Manager, 16 years later like old friends in reunion. With time flying, 16 years is just a short span. However, during this period, Smile has fulfilled its great leap.

"Change brings solution while solution brings prosperity" reflects the concept of Chinese innovation. Since its establishment in 1992, Shanghai Smile Precision Ceramics Co., Ltd. has been dedicated to the research and development of oxide ceramics. In order to further expand the Mainland market and meet the demand of more clients, Li, bold and resolute, spares no effort to invest huge capital for establishment of new materials technology factory in Dongtai, Jiangsu in 2006 and thus established Dongtai Smile New Materials Technology Co, Ltd. This factory occupies the ground area of 4 hectares, mainly producing such products as nanometer materials ones, precision ceramics and non-inductive resistance. During the process of ceramics application promotion, Li and his over 500 staff hold one vision all the time, namely apply the modern precision application into much more daily lives.

SMILE pursues self-discipline and social commitment, the unity of knowing and doing, people-orientation, equal stress on equality and ability and harmonious development as well as advocates responsibility for the enterprise and employees to fulfill the consensus development of enterprise and employees. SMILE provides the clients with most technologically-advanced and top-quality products and excellent service and is dedicated to promotion of ceramics application into various fields such as bio-medicine, defense system, chemical equipment, domestic



appliances, precision machinery and textiles. Currently, the three production factories of SMILE in China provide over tens of millions of products every year.

Both the two above companies have passed the certification of ISO9001 and ISO14001. The company strictly controls every production procedure: strict preliminary control, process control, result control and improve stage control and final inspection center, via the most advanced equipment, guarantees that the

products can meet the demand of clients and quality, schedule and cost of the product provided to clients are stable as well as provide customized services. As Li expresses, "Shanghai Company is centered on sales service while Dongtai Company on manufacture and production. Our products are highly cost effective, quality-stable and enjoy slow and steady win. In future, the Company's OEM must be automatic to reduce the cost or procedure cost, enabling the clients to enjoy more conveniences. I hold that, whatever you do, you need judge where the entry point, acting point and respect lie accurately as the respect will naturally be fulfilled after finding the entry point and do well at the acting point. The respect is just the ideal while the entry point and acting point are the reality, so we need grasp the present, face the reality, fill short board and optimize the long board."

Confucian culture is the precious spiritual wealth of the Chinese nation. Its core concept - "benevolence, justice,



courtesy, wisdom and credibility" has taken root in the people's mind and becomes the significant thought guiding people to value peace, pursue self-strength, as well as fulfill self and social harmony. "Loyalty, filial piety, benevolence, justice, courtesy, wisdom and credibility" are the foundation of a country, a family and our mission, and absorption of the essence in Confucian culture is of great value for construct the modern corporate culture. Corporate culture is the soul of enterprise, the endless drive to boost the development of an enterprise and its core is just enterprise and value. During the development process of Li's leading SMILE, the Confucian culture has exerted an unconscious key influence on the corporate culture construction of the company. "The connotation of the corporate



culture is just the unique spiritual wealth gradually formed during the production and operation practice of the enterprise, as well as the mission, vision, tenet, spirit, value and operation concept that all the employees jointly comply with. As for the enterprise, to keep long-lasting prosperity and healthy development in fierce competition, it is of great significance to establish the industrial value and corporate culture that the employees universally recognize. Confucianism for company may normalize the corporate culture." This is what Li interprets.

The competition among modern enterprises is basically that for talents. Enterprise management is people management after all. It is a great challenge to modern enterprise management to truly discover able people and put them at suitable posts, give full scope to talents. Only cultivation, discovery and retention of talents can enable the enterprise to occupy the market and win development. Li emphasizes, "The foundation for enterprise development is talents: the correct evaluation and employment of talents determines success or failure of an enterprise in competition. SMILE complies with the corporate culture of "people-orientation", prioritizes the exertion of people's initiative and creativity as well as provides employees with sufficient platform and space to exploit their talent. Every employee we chose is "generator" rather than "lightbulb" to plug on. They are energetic and enjoyable in life as well as

reflect their value and meaning on work: the longer they work, the more affectionate they are, so many employees have worked at the company for over ten years."

"No Benevolent Administration, No Fair Rule", which is the same for management. SMILE is a harmonious family: Li cares for the employees and takes every one as a member in this Family, thus has won the employees' respect for him and care for the enterprise to enable their devotion to their duties and the enterprise as well as boast high sense of "being the masters", so harmony and consistence easily occur in the company to form strong cohesion and centrifugal force.

Family is the focus of Chinese in life. The Chinese culture is completely built on family concept. Family enterprise can be called the major operating form of the Chinese enterprises. It is estimated that, so far within the domestic private economy in China, the family enterprises account for over 90% at least. Therefore, the development of private economy must be based on vigorous development of family enterprise and the main force for the next round of economic development in China will be the private economy represented by family enterprise. Li expresses emotionally, "Our cooperative partners are basically century enterprises. The positioning of our company is also century enterprise, which is also my dream. SMILE has already



gone through its first development stage in Mainland - the first 25 years. Generally, the century company need be inherited for four generations. My son has started to take succession, which must require tamping the groundwork, "build high wall, secure your food and dig deep trenches". Finally, Li expresses confidently, the rapid development of Mainland economy and "13rd Five Plan" provides more new development opportunities for SMILE, which will develop even better. SMILE would like to conduct extensive exchange and cooperation with more clients and enjoy common development and benefit via cooperation.

Rowing upstream, not to advance is to drop back. Only via unceasing superego can an enterprise develop. SMILE just grows up based on that all the way. We firmly believe that the future development blueprint of SMILE will surely be more brilliant.