Contents

L	Pract	ticing S	hared Benevolence and Improving World Health	1	
	1.1		Beijing Tong Ren Tang	1	
	1.2	Corpo	orate Culture of "Shared Benevolence" ('Tong Ren')	2	
	1.3	Cultivating Teamwork Even in Its Name			
	1.4	Trademark of TRT			
	1.5	Characteristics of Corporate Culture			
		1.5.1	Morality – To Serve Public Health	4	
		1.5.2	Integrity – To Search for Excellence in Terms		
			of Professionalism	4	
		1.5.3	Trust – To Do Justice to Each Customer Based		
			on Professional Ethics	5	
	1.6	Innov	ative Corporate Culture	5	
	1.7		ess Philosophy of TRT	6	
		1.7.1	To Win by Quality – The Concept of Quality in TRT	6	
		1.7.2	To Be Honest and Trustworthy – The Core		
			Business Philosophy of TRT	7	
		1.7.3	To Profit by Ethics – Ethics vs. Profit in TRT	8	
		1.7.4	To Focus on Publicity – Image in TRT	8	
		1.7.5	To Prioritize People – The Humanism of TRT	9	
		1.7.6	To Lead in Solidarity – Harmonious Human		
			Motivation in TRT	10	
		1.7.7	To Inherit and Innovate – The View of Growth in TRT	10	
	1.8	Preser	ving Tradition While Moving with the Times	11	
		1.8.1	The Entrepreneurial Goal "Improve World		
			Health" and the Ethical Norm "Be Honest		
			and Hardworking"	11	
		1.8.2	Attaining Proficiency in Medicine Formulation		
			and Production Skills, Nurturing Talent		
			and Preparing Name Brand Medicine	11	
	1.9	Rigor	ous Internal Management and Motivating Employees	13	

xiv Contents

	1.10	asizing Propriety and Human Harmony to Create			
		a Cohe	esive and Harmonious Business Environment	13	
	1.11	Commentary			
	Refer	ences		15	
2	The "	The "Three Great Ways"1			
_	2.1				
	2.1	2.1.1	The First Great Way: People-Oriented Management	17 18	
		2.1.2	The Second Great Way: Exemplifying Virtue	18	
		2.1.3	The Third Great Way: Conducting Oneself		
		2.1.5	to Serve Others	19	
	2.2	Philos	ophy of Success at INFINITUS	19	
	2.2	2.2.1	Brief Introduction to the Company	19	
		2.2.2	Business Philosophy of "Seeking Interest for Others"	21	
	2.3		matic Gear Shift" Management Philosophy	25	
	2.5	2.3.1	The Numbers Four, Five and Six and "Automatic		
		2.3.1	Gear Shift"	26	
		2.3.2	The "Coolness" Index	27	
		2.3.2	An Atmosphere of High Trust	28	
		2.3.4	Systems and Processes Related to "Virtue First"	29	
	2.4		nentary	31	
			ichtary	32	
	Kerei	ciices		32	
3			t Philosophy at ING-Aetna Life Insurance Co	33	
3	3.1	About	ING	33	
3		About Exemp	INGplifying Virtue or the Great Way of Morality	33 34	
3	3.1	About Exempt 3.2.1	ING plifying Virtue or the Great Way of Morality Loyalty to Employees	33 34 34	
3	3.1 3.2	About Exemp 3.2.1 3.2.2	ING plifying Virtue or the Great Way of Morality Loyalty to Employees Responding to Evil with Good	33 34 34 35	
3	3.1	About Exemp 3.2.1 3.2.2 Priorit	ING plifying Virtue or the Great Way of Morality Loyalty to Employees Responding to Evil with Good tizing People or the Great Way of Humanity	33 34 34 35 36	
3	3.1 3.2	About Exemp 3.2.1 3.2.2 Priorit 3.3.1	ING	33 34 34 35 36 36	
3	3.1 3.2	About Exemp 3.2.1 3.2.2 Priorit 3.3.1 3.3.2	EING plifying Virtue or the Great Way of Morality Loyalty to Employees Responding to Evil with Good tizing People or the Great Way of Humanity Genuine Customer Orientation Humanistic Incentives	33 34 35 36 36 38	
3	3.1 3.2	About Exemp 3.2.1 3.2.2 Priorit 3.3.1 3.3.2 3.3.3	EING plifying Virtue or the Great Way of Morality Loyalty to Employees Responding to Evil with Good tizing People or the Great Way of Humanity Genuine Customer Orientation Humanistic Incentives Importance of Empowering Employees	33 34 35 36 36 38 40	
3	3.1 3.2 3.3	About Exemp 3.2.1 3.2.2 Priorit 3.3.1 3.3.2 3.3.3 3.3.4	Plifying Virtue or the Great Way of Morality Loyalty to Employees Responding to Evil with Good tizing People or the Great Way of Humanity Genuine Customer Orientation Humanistic Incentives Importance of Empowering Employees Management by Walking Around	33 34 35 36 36 38	
3	3.1 3.2	About Exemp 3.2.1 3.2.2 Priorit 3.3.1 3.3.2 3.3.3 3.3.4 Condu	Plifying Virtue or the Great Way of Morality Loyalty to Employees Responding to Evil with Good. Lizing People or the Great Way of Humanity Genuine Customer Orientation Humanistic Incentives Importance of Empowering Employees Management by Walking Around Licting Oneself to Serve Others or the Great	33 34 35 36 36 38 40 41	
3	3.1 3.2 3.3	About Exemp 3.2.1 3.2.2 Priorit 3.3.1 3.3.2 3.3.3 4 Condu Way o	EING plifying Virtue or the Great Way of Morality Loyalty to Employees Responding to Evil with Good. tizing People or the Great Way of Humanity Genuine Customer Orientation Humanistic Incentives Importance of Empowering Employees Management by Walking Around acting Oneself to Serve Others or the Great of Conduct	33 34 34 35 36 36 38 40 41	
3	3.1 3.2 3.3	About Exemp 3.2.1 3.2.2 Priorit 3.3.1 3.3.2 3.3.3 4 Condu Way o 3.4.1	Plifying Virtue or the Great Way of Morality Loyalty to Employees Responding to Evil with Good tizing People or the Great Way of Humanity Genuine Customer Orientation Humanistic Incentives Importance of Empowering Employees Management by Walking Around acting Oneself to Serve Others or the Great of Conduct Harmonious Outlook of the Great Way of Conduct	33 34 35 36 36 38 40 41	
3	3.1 3.2 3.3	About Exemp 3.2.1 3.2.2 Priorit 3.3.1 3.3.2 3.3.3 4 Condu Way o	Plifying Virtue or the Great Way of Morality Loyalty to Employees Responding to Evil with Good tizing People or the Great Way of Humanity Genuine Customer Orientation Humanistic Incentives Importance of Empowering Employees Management by Walking Around acting Oneself to Serve Others or the Great of Conduct Harmonious Outlook of the Great Way of Conduct Favorable Objective and Subjective Factors	33 34 34 35 36 38 40 41 41 41	
3	3.1 3.2 3.3	About Exemp 3.2.1 3.2.2 Priorit 3.3.1 3.3.2 3.3.3 4 Condu Way o 3.4.1 3.4.2	Plifying Virtue or the Great Way of Morality Loyalty to Employees Responding to Evil with Good tizing People or the Great Way of Humanity Genuine Customer Orientation Humanistic Incentives Importance of Empowering Employees Management by Walking Around acting Oneself to Serve Others or the Great of Conduct Harmonious Outlook of the Great Way of Conduct Favorable Objective and Subjective Factors for Success	33 34 34 35 36 38 40 41 41 41	
3	3.1 3.2 3.3 3.4	About Exemp 3.2.1 3.2.2 Priorit 3.3.1 3.3.2 3.3.3 4 Condu Way o 3.4.1 3.4.2 Comm	Plifying Virtue or the Great Way of Morality Loyalty to Employees Responding to Evil with Good tizing People or the Great Way of Humanity Genuine Customer Orientation Humanistic Incentives Importance of Empowering Employees Management by Walking Around acting Oneself to Serve Others or the Great of Conduct Harmonious Outlook of the Great Way of Conduct Favorable Objective and Subjective Factors for Success mentary	33 34 34 35 36 38 40 41 41 41 42 43	
3	3.1 3.2 3.3 3.4	About Exemp 3.2.1 3.2.2 Priorit 3.3.1 3.3.2 3.3.3 4 Condu Way o 3.4.1 3.4.2 Comm	Plifying Virtue or the Great Way of Morality Loyalty to Employees Responding to Evil with Good tizing People or the Great Way of Humanity Genuine Customer Orientation Humanistic Incentives Importance of Empowering Employees Management by Walking Around acting Oneself to Serve Others or the Great of Conduct Harmonious Outlook of the Great Way of Conduct Favorable Objective and Subjective Factors for Success	33 34 34 35 36 38 40 41 41 41	
	3.1 3.2 3.3 3.4	About Exemp 3.2.1 3.2.2 Priorit 3.3.1 3.3.2 3.3.3 3.3.4 Condu Way o 3.4.1 3.4.2 Commences	Plifying Virtue or the Great Way of Morality Loyalty to Employees Responding to Evil with Good tizing People or the Great Way of Humanity Genuine Customer Orientation Humanistic Incentives Importance of Empowering Employees Management by Walking Around acting Oneself to Serve Others or the Great of Conduct Harmonious Outlook of the Great Way of Conduct Favorable Objective and Subjective Factors for Success mentary	33 34 34 35 36 38 40 41 41 41 42 43	
4	3.1 3.2 3.3 3.4	About Exemp 3.2.1 3.2.2 Priorit 3.3.1 3.3.2 3.3.3 3.3.4 Condu Way o 3.4.1 3.4.2 Commences	Plifying Virtue or the Great Way of Morality Loyalty to Employees Responding to Evil with Good tizing People or the Great Way of Humanity Genuine Customer Orientation Humanistic Incentives Importance of Empowering Employees Management by Walking Around acting Oneself to Serve Others or the Great of Conduct Harmonious Outlook of the Great Way of Conduct Favorable Objective and Subjective Factors for Success mentary	333 344 353 363 384 4041 411 412 423 444	
	3.1 3.2 3.3 3.4 3.5 Refer	About Exemp 3.2.1 3.2.2 Priorit 3.3.1 3.3.2 3.3.3 3.3.4 Condu Way o 3.4.1 3.4.2 Commences	Plifying Virtue or the Great Way of Morality Loyalty to Employees Responding to Evil with Good. Lizing People or the Great Way of Humanity Genuine Customer Orientation Humanistic Incentives Importance of Empowering Employees Management by Walking Around Licting Oneself to Serve Others or the Great of Conduct. Harmonious Outlook of the Great Way of Conduct Favorable Objective and Subjective Factors for Success mentary City in West China	333 344 353 363 384 404 411 411 424 434 445	

Contents xv

	4.2	Gover	rnment-Driven Urban Economy	46
		4.2.1	Land Resources for Urban Development	46
		4.2.2	Bridgehead Linking China with Southeast Asia	47
		4.2.3	Regional Cooperation	47
	4.3	Mr. Q	riu's New Deal	48
		4.3.1	Required Stage of Development in Kunming	48
		4.3.2	"Administrative Accountability" System in Kunming	49
		4.3.3	Better to Sever a Finger Than Blink	50
		4.3.4	Urban Villages	50
		4.3.5	Real Estate	51
		4.3.6	Leadership Kidnapped	52
	4.4	"Clear	n Dianchi Lake, Dynamic Kunming"	53
		4.4.1	"Sir River Accountability" System	
			and the Steering Team	53
		4.4.2	Duck Slaughter and House Demolition	54
		4.4.3	"White and Black, Five Plus Two"	54
		4.4.4	Cutting Pollution and Diverting the Niulan River	55
	4.5	Comn	nentary	55
	Refer			56
_	700 I		. (m) ••	57
5	The Mengniu "Tao"			
	5.1		t Mengniu Dairy Industry (Group) Co., Ltd	57
	5.2	-	e "Tao" of Decision Management	57 50
		5.2.1	Building the Market First and the Factory Second	58
		5.2.2	Implementing a Win-Win or Even Multi-win Strategy	58
		5.2.3	Using Public Relations to Lift Popularity	59
	5.3		ne "Tao" of Quality	60
	5.4	-	ne "Tao" of People-Oriented Management	60
		5.4.1	To Promote the Able and Avoid Complacency	61
		5.4.2	The "Triad-Right Theory" of Selecting Human Talent	61
		5.4.3	To Utilize Human Talent Based on the "Three-	
			Stage Rocket Theory"	61
		5.4.4	The Importance of Action	62
	5.5		ue "Tao" of Corporate Culture	62
		5.5.1	The Leader-Driven Culture	62
		5.5.2	The Mengniu Business School and Corporate	
			Culture Training	63
		5.5.3	The Learning Festival and Thanksgiving Day	63
		5.5.4	The Articles by the President	64
		5.5.5	All-Round Assessment and Contest	64
		5.5.6	The Unique Atmosphere of the System	64
	5.6		nentary	65
	Refer	ences	•••••	66

xvi Contents

6	Ancient Art of War Style Management at Huawei				
			s Co., Ltd.	67	
	6.1		Huawei Technologies Co., Ltd	67	
		6.1.1	Sense of Crisis at Huawei	67	
		6.1.2	The Past and Present "Spring"	67	
	6.2		Knowledge, Work Hard, and Insist		
			ading Technology	69	
	6.3	Excel	at "Going Through the Narrow Door"	70	
	6.4	People	e-Oriented Corporate Culture	70	
	6.5	Chine	se "Wolf" Culture	71	
		6.5.1	The Sense of Crisis and Huawei's Dialectic		
			Perspective on the Art of War	71	
		6.5.2	Huawei Democratic Life and "Attack		
			by Stratagem" in the Art of War	72	
		6.5.3	Huawei Contingency Focus and "Variation		
			in Tactics" in the Art of War	72	
		6.5.4	"Guerrilla" Style Marketing Strategy		
			and "Staying Clear of the Enemy's Main Force		
			and Choosing to Attack Its Vulnerable Spots"	73	
		6.5.5	The United Front and the Wu-Yue Covenant Stratagem	74	
		6.5.6	Huawei Human Resource Management		
			and the Art of War	75	
	6.6	Huaw	ei's Dilemma	76	
		6.6.1	The Ubiquitous Compliance Culture	76	
		6.6.2	The Quick Success of the Incentives	77	
	~	6.6.3	The Sense of Excessive Crisis	77	
		6.6.4	Successor-Less Individual Hero	77	
	6.7		nentary	78	
			······································	79	
_					
7			Chinese and Western Cultures at Hainan	0.1	
		•	NA)	81	
	7.1		t Hainan Airlines	81 82	
	7.2		alizing the Essence of Traditional Chinese Culture		
	7.3		HNA's Godfather – The Real Board Chairman Mr. Chen F		
	7.4		aditional Chinese Basis of the HNA Corporate Culture		
	7.5		stent Implementation	86	
		7.5.1	Establishment of Specialized Training		
			Institutions and Organizations Under		
			the Guidance of the Board Chairman	86	
		7.5.2	Including Employee Recognition Corporate		
			Culture in Employee Assessment	87	
		7.5.3	Publishing Numerous Monographs	88	

Contents xvii

	7.6	Power	of Traditional Culture	88
		7.6.1	Helping HNA Achieve Sustained, Healthy,	
			and Rapid Development	88
		7.6.2	Changing Employee Behavior	89
	7.7	Comb	ining Traditional Culture with Advanced Western	
			ce and Technology	92
		7.7.1	Incentive System	92
		7.7.2	Flexible Employment Mechanism	93
	7.8	Servic	e Quality Management System	94
		7.8.1	Strict Service Standards	94
		7.8.2	Service Quality Control	95
	7.9	Comn	nentary	96
	Refer		· · · · · · · · · · · · · · · · · · ·	96
_			7 11 7 10 P 1	
8		_	World Famous Kangnai Group Based on	0.5
		•	lture	97
	8.1		Kangnai Group	97
		8.1.1	Building Enterprise Strength Through Hard Work	97
	8.2		tizing People and Harmoniously Creating	
			terprise "Home"	100
		8.2.1	Good Working and Living Environment	100
		8.2.2	Equal Treatment of and Respect for Employees	100
		8.2.3	Meticulous and Humane Care for Employees	101
	8.3	-	ng Faith and Fostering Corporate Responsibility	102
		8.3.1	Maintaining Customers Through Honesty	102
		8.3.2	Sincerely Seeking Benefit for Distributors	103
		8.3.3	Fostering Corporate Responsibility	103
	8.4	_	ng Ahead and Actively Building a Learning-	
		Orient	ted Enterprise	104
		8.4.1	Universal Standards of Learning and Training System	104
		8.4.2	Varied Mechanisms for Promoting Learning	104
	8.5	Target	ting the World and Creating a World Famous Enterprise	105
		8.5.1	A Variety of Brand Expansion	
			and Product Diversification	105
		8.5.2	Aiming at the World and Finding the Way	
			of Multinational Operations	106
	8.6		usions	106
	8.7	Comn	nentary	107
	Refer	ences		108
9	Colle	ge Men	ıtal Management	109
	9.1		the Individual Mental Model	109
	9.2		iew of the College Context	109
	. =	9.2.1	College Culture	110
			College History	110

xviii Contents

	9.2.3	College Status	110
	9.2.4	National Rankings of College Performance	111
9.3	The Fi	irst College Scandal	111
	9.3.1	The "Poker Game Incident" Becomes a National	
		Sensation	111
	9.3.2	A Murderer Disgraces Himself and Brings	
		Disaster to His Alma Mater	112
9.4	The S	econd College Scandal	112
	9.4.1	The Sensational "Zhou Xia Incident"	112
	9.4.2	Focus on Part-Time Jobs Off Campus	113
	9.4.3	Different Opinions	113
9.5	Twin	Approaches to the Two Incidents	114
	9.5.1	Confronting the "Poker Game Incident"	114
	9.5.2	Confronting the "Part-Time Job Incident"	115
9.6	Comn	nentary	116
Refe	rences	*	116
1 4 41	O	-41	1.10