

# 卓越展翅，善行天下

——对话卓展工程顾问有限公司董事长黎展云先生

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黎展云先生，1977 年开始从事建筑行业工作，1981 年开始参与国内工程项目，拥有 30 多年的中国大型项目开发、管理及执行经验，黎展云先生是中国大陆机电工程领域的杰出先锋，他是自中国改革开放后早期就进驻国内工作的外来人员之一，同时也是民间公益组织“JAX 球善行”发起人。

BAC：北京美洲俱乐部

黎：黎展云先生

**BAC: 您从小就对工程专业方面感兴趣吗? 是单纯的热爱还是对未来职业的规划呢?**

**黎:** 我们那个年代大家都崇尚有一技之长, 多数选择像工程师、律师、会计师这些行业, 不像今天大家都会选择金融、电商这样有风险但是回报高的行业。我做工程专业领域有差不多十年, 后来转到项目管理, 到了跨国公司以后开始接触企业管理和公司发展, 差不多这个行业的岗位我都接触了。

**BAC: 从一家业内知名的跨国公司到从头创立卓展, 是什么样的情节触发了您从这个优越的平台走向创业之路呢?**

**黎:** 与资源丰厚的跨国公司工作相比, 创业道路无疑是艰辛的, 然而跨国企业的文化非常西化, 尽管中国市场发展潜力巨大, 但是很多外籍决策者的想法与国情是不相符的, 从而严重影响了战略的落地。面对问题他们更多的是问为什么不行而不是想解决办法, 这样做起来就产生很多的制约。虽然在这样一个亚太区的龙头公司里做高管到退休也是个不错的选择, 但当时有很多同事、朋友和伙伴鼓励我把握住机会出来创业, 到现在为止我也是不后悔当初的决定, 因为我们较当时想要做到的程度也算是成功了。

**BAC: 现在卓展的合作方大多是大型地产集团, 由此看来在业务开展方面应该是风生水起。**

**黎:** 以境外工程顾问公司来说, 我们应该算是最大的私人企业, 由于我们是私人的工程顾问公司, 而其他公司基本上都是集团或是上市公司, 跟他们比还是有一些差距。但是在国内来说, 大家都是同台竞争, 目前来说发展的还算不错。

**BAC: 您是如何带领自己的团队在这个大市场里占有一席之地, 后期对公司的发展方向有什么规划?**

**黎:** 就我们这个行业来讲, 客户对个人的信任度较强, 对新成立公司的规模、能力有所衡量的时候就会先交给你一些小的项目, 慢慢的对你和你的公司有了一定的信任度后, 会将大的项目交给你。专业性强的行业没有太好的市场营销策略, 只有靠能力、口碑与客户的信任度来说话。当然, 自身的变通能力也很重要, 不像互联网、通讯这些变通性很大的行业就需要根据市场的变化、需求而改变。我们公司在未来还是坚持可持续发展这个战略来运营。

**BAC: 现在卓展在业内已经拥有一定口碑, 您认为一个创业公司能够最终成功的主要因素是什么?**

**黎:** 我认为是团队的力量。在团队中, 人是决定团队力量的核心因素, 让一个人能有归属感很重要。这十几年来建筑行业人员的流动性是很大的, 但是对于卓展来说人员流失率还算比较小。人才培养的时候我们会强调团队意识, 不是一味地追求个体差异。公司会有几个项目同时运作, 个人的能力再强也不能独立完成一个项目, 所有的工作需要一个优秀的团队配合, 所以我常常鼓励员工, 你可以成就自己, 但同时你也要成就整个团队, 这就强调了整个团队的凝聚力以及向心力。

**BAC: 卓展不仅在专业工程方面战绩卓越, 对于公益慈善也是积极热情, 听说您组织了一个名为“球善行”的公益团体?**

**黎:** JAX 球善行是由热爱高尔夫球运动、热衷慈善事业, 长驻国内港澳人士自发性组成的非政府及非牟利组织。我们定期举行月例赛和组织其他打球活动, 以增进队员之间的友谊, 球队也热心组织和参与社会公益, 每年举办一次善款募捐比赛以资助我们的球善行山区活动。球善行得到了各界友好鼎力相助, 有慷慨解囊捐款的, 也有捐赠物资(衣服、书籍、文具等)的, 也有助养儿童上学的, 方式虽然各有不同, 但目的只有一个, 那就是: 尽我所能, 帮助别人。

我们一直资助及鼓励贫困地区儿童就学, 为改善贫困地区就学环境贡献自己的绵薄之力。我们的公益活动提倡亲力亲为将爱心送达山区, 避免资源错配及浪费。2006 年成立以来已在四川的剑阁太和村、冠京村、四川马尔康以、广西融水以及新疆也拉曼等地建立了帮扶项目。至今, 已经有超过 100 名不同地区的学生受惠于球善行的助养计划。我们也殷切期盼各界好友都能身体力行到慈善公益中去。





# Outstanding Development, Charity Focus

Dialogue with Jove Lai, Chairman of China Team Engineering Consulting, Ltd.

Editor: Moon Chen

**M**r. Jove Lai entered the construction industry in 1977 and started involve with domestic projects in 1981. He now has over 30 years of experience working on the development, management, and implementation of large projects in China. Mr. Jove Lai was a prominent pioneer in the fields of mechanical and electrical engineering in mainland China, he was one of the first outsiders of

mainland who entered and was stationed in China during opening and reform period. He is the original sponsor of the nonprofit organization “JAX Community.”

BAC: Beijing American Club  
J: Mr. Jove Lai

**BAC:** Were you interested in engineering from a young age? Was it simple love or were you planning for your future career?

**J:** At that time, we all admired professional skills, so most of us chose industries requiring engineers, lawyers, or accountants, instead of choosing low-risk and high-return industries that are popular today, such as finance, e-commerce, etc. I worked in the engineering field doing project management for nearly ten years before coming into contact with business management and company development, I have been exposed to nearly every job in this industry.

**BAC:** From leading a multinational company to starting the Chinese Team, what were the circumstances that prompted you to embark on this entrepreneurial journey and create a superior platform?

**J:** Compared to a transnational corporation with its rich and abundant resources, the entrepreneurial road is undoubtedly difficult. Though there is huge development potential in the Chinese market, multinational companies have a very westernized corporate culture which restricts foreign policymakers from understanding China's actual conditions--this seriously affects implementation of strategies. Faced with these problems, they spend too much time

asking for the reasons instead of finding solutions, so their work efficiency naturally produces many restraints. While it was a wise decision for me remain at the senior management level in leading companies in the Asia-Pacific region until I retired, many colleagues, friends, and partners encouraged me to seize different opportunities and do more pioneering work. I have not yet come to regret this decision, because we think that we have succeeded in doing what we originally set out to do.

**BAC:** At present, partners of China Team are mostly large-scale real estate groups, so it seems your business development should be fast and prosperous.

**J:** In terms of overseas engineering consulting companies, ours should be regarded as the largest private enterprise. There are still some gaps between our company and other companies because our company is a private consulting company, while other companies belong to a larger corporate group or are listed companies. However, in China, we all compete on the same platform. So, yes, the development of our company has been good so far.

**BAC:** How do you lead your team to succeed in this huge market, and what plans do you have for the future direction of the company?

**J:** As to our industry, customers mainly rely on individual credibility. As such, they will give you some small projects when first ascertaining the scale and capacity of a new company, then give some larger projects to you after you have gradually gained their trust and loyalty. Professional industries are not very good at marketing strategies and mainly rely on their capacities, reputation, and customer credibility. Their flexibility is also important, unlike in such industries as the internet where communication of changes is based on the demands of the market. In the future, our company and operations will continue to adhere to this sustainable development strategy.

**BAC:** China Team already has a certain reputation in this industry. According to your experience, what are principal factors that dictate success for start-up companies?

**J:** I think success mainly depends on the strength of the team. In a team, people are the core factors that determine the team's power, and it is very important to make each person feel they have a sense





of belonging. Over the past ten years, the mobility of people within the construction industry has been significant, but the turnover rate of the China Team is still relatively low. We emphasize team awareness when training our staff, instead of blindly promoting individual differences. Our company operates several projects at the same time, and no single person can complete a project independently. All work requires good teamwork, so I often encourage my employees to pursue personal success in the course of building a strong team. This emphasizes and reinforces the team's cohesion and solidarity.

**BAC: China Team has not only achieved outstanding results in terms of professional engineering projects, but has also shown great enthusiasm for charity. I heard that you organize a public interest group called “JAX Community”?**

**J:** JAX Community is a non-governmental and non-profit organization created spontaneously by Chinese mainlanders and citizens of Macau who love golfing and supporting charities. We hold monthly tournaments and organize other activities to promote friendship between team members. The team also delights in

organizing and participating in public interest activities. We also hold a charity fundraiser every year to help finance our mountain activities. The JAX Community receives much friendly assistance, some people give generous monetary donations, some donate various goods (clothes, books, stationery, etc.) and some make contributions that help children stay in school. Although there are different ways the donations can be used, they are given for but one purpose: to help others.

We have been encouraging children in impoverished areas to stay in school, and have made modest contributions to improve the school environment in poorer regions. In our public benefit activities, we advocate bringing our love and charity to mountainous areas by ourselves in order that we may avoid mismanagement and any waste of resources. Since the founding of the organization in 2006, sponsorship programs have been set up in Jiange Taihe Village, Guanjing Village, and Maerkang(Sichuan), Rongshui (Guangxi), Yelaman (Xinjiang), and in other places. So far, more than 100 students have benefited from the JAX Community sponsorship program. It is our wish that friends from all walks of life can personally join in philanthropic efforts.

