

CTS

CHINA TILE & SANITARY WARE · 中国瓷砖卫浴



HCG 和成卫浴 | 90 载

将品牌印刻在时光轴上

A 90-year-old Brand
Engraved on Time Axis



和氣必成

HCG和成卫浴 | CTS

导 读

Foreword

和成（HCG），“和气必成”中国杰出的卫浴品牌。2011 年在和成成立 80 周年之际应邀与丁卫东会长一起到中国台湾和成公司进行学习考察。亲眼目睹一个品牌的创业、成长、发展、创新、变革的历程和为人类厕所健康文明做出的巨大贡献。厕所曾是一个被人看不起的行业。自 1596 年英国约翰·哈灵顿爵士发明了抽水马桶，并通过安装在伊丽莎白女王宫廷里的管道排污，第一次实现了人类厕所卫生革命，改变了人们的生活方式和对健康思维的认知。美国教育学博士朱莉·霍兰历时 8 年研究厕所史，并写就了《厕神：厕所的文明史》一书，提出人类文明是粪坑出现，而最终定居生存下来形成古代厕所文明。

事实证明，厕所在改善公共卫生、防止疾病传播、提升城市文明、延长寿命等诸多因素中成为人类不可缺少和生活质量提升的必需品。

和成九十年来一直执着于厕所文明的事业，从另一个维度卓见和成邱和成先生及家族敏锐的市场眼界与社会责任。

在中国改革开放初期，曾因卫生间配套不齐和马桶漏水问题引起国家最高领导人的重视，并组织了全国性的卫生间配套办公室。我有机会参加相关工作并先后到深圳、珠海、杭州、上海、北京、南京等主要城市考察了 60 多家五星级酒店的卫生间的设备和设计应用。大多数酒店采用美标、TOTO、科勒等品牌，而和成作为四大国际品牌之一，在八十年代就进入北京钓鱼台国宾馆等很多星级酒店。我深为中国有和成而自豪。1993 年和成来到厦门，并在苏州建立了现代化的卫生洁具生产线。把最先进的生产工艺、技术、标准、营销管理理念和卫浴生活方式带到祖国大陆，为促进中国卫生陶瓷产业的技术进步和产业发展发挥了积极作用，更为中国的房地产发展和百姓家居健康品质生活改善提供了更多的选择。

今天，和成顺应时代变革，又率先在苏州建立了“中国建筑卫生陶瓷行业智能健康厨卫设计研发中心”，把智能卫浴、健康卫浴、养生卫浴、装配一体化科技厕所融为一体，创造发明了智能尿检专利技术，并通过跨界合作，开启了智慧卫浴装配一体化产业链的新起航，为 21 世纪中国智慧城市、装配一体化建筑、公共健康卫生文明、养老无障碍厕所需求提供了全新服务方案。

“春寒赐浴华清池，温泉水滑洗凝脂”，期待着“和气必成”的坚守与“厕神和风”的再创。

HCG (“HOCHENG” in Chinese character) is an outstanding sanitary ware brand in China, which means “harmony will definitely lead to achievements”. In 2011 on the occasion of the 80th anniversary of the founding of HCG, the editor was invited to visit HCG in Taiwan, China with the Director of Ding Weidong. During the visit, the editor learned the whole story of HCG from its birth, growth, development, innovation changes and the great contribution HCG made to the health and toilet civilization of human beings with its sanitary ware products. Toilets used to be a business field being looked down upon by many people. In 1596, the first flush toilet was invented by Sir John Harington KCB and installed and linked to the plumbing system in Queen Elizabeth’s court, marking the first toilet revolution in human history. The invention of flush toilet changed the people’s way of life and the public awareness of health. Julie Horan, an American Doctor in Education, took eight years studying the history of toilets and wrote a book named *The Porcelain God: A Social History of the Toilet*. She proposed that human civilization actually emerged from the ancient toilet civilization when ancient people eventually settled down with cesspools.

There are many facts to prove that toilets have become a necessity for people’s daily life and even a better life. Toilets can improve public health, stop disease transmission, upgrade urban civilization and lead to a longer life.

HCG has been committed to a business concerning toilet civilization for as long as 90 years, which reflects, from another perspective, the keen vision and the great social responsibility of the founder Mr. Hocheng Chiu and his family.

In the early days of China’s reform and opening up, the top leaders of the Chinese government also paid great attention to the problems of toilets, such as lack of toilet facilities and leaky toilet ware, and the Chinese government organized a National Toilet Facilities Office to deal with those problems. I was very lucky to participate in some work in this regard and inspected the toilet equipment and the design and application of the toilets at more than 60 five-star hotels in some provinces and several major cities across China, including Shenzhen, Zhuhai, Hangzhou, Shanghai, Beijing and Nanjing. At that time, most hotels were installed with the toilet equipment supplied by American Standard, TOTO or KOHLER. As one of the four international toilet brands, HCG was installed in many star-rated hotels in the Chinese mainland as early as the 1980s, including Diaoyutai State GuestHouse in Beijing. I was very proud to see that we had HCG in the international brand list. In 1993, HCG entered Xiamen and set up a modern sanitary ware production line in Suzhou. HCG brought the most advanced production processing, technology, standards, marketing and management concepts and bathroom lifestyle into the Chinese mainland, which not only played a positive role in promoting the production technology of sanitary ware and facilitating the development of sanitary ware industry of the Chinese mainland, but also provided more options of sanitary facilities for the development of the Chinese mainland’s real estate industry and a healthier life to Chinese people.

Today, HCG is transforming with the beat of our times by establishing the first CBCSA R&D Center for Intelligent and Healthy Kitchen and Bath Facilities in Suzhou, integrating intelligent, health check and fitness sanitary ware with its assembly technology of integrated bathroom, inventing the patented intelligent urine testing technology, and cooperating with partners in other fields to take off in the integrated industrial chain combining intelligent sanitary ware and assembly technology. HCG will continue to provide innovative solutions to support the construction of smart cities, to serve residential buildings with integrated sanitary facilities, to promote public health and sanitary civilization, and to supply barrier-free toilets to more nursing homes in China in the 21st century.

“During a chilly spring day, the Emperor Tang Xuanzong granted his concubine Lady Yang Yuhuan to have a bath in the Huaqing Palace Pool; the warm water slipped down from her glistening jade-like body.” We hope to enjoy a comfortable bathroom space as beautiful as this well-known Chinese poem describes and we are also looking forward to new innovation of HCG by sticking to its inherited belief (“harmony will definitely lead to achievements”) in “the gentle breeze of the toilet god”.

中国建筑卫生陶瓷协会 高级顾问：

China Building & Sanitary Ceramics Association Senior Adviser：



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关注健康
Health Care

关怀长者
Elderly Care

关心生活
Space Care

关爱环境
Environment Care

和成信念

HCG Credo

这是清晨起来，我们必访的第一个房间，
也是晚上就寝前，最后进入的房间。

它使我们放松，舒适、清洁与平和，
HCG 深信，
我们必须爱护这个房间——我们的卫浴间，
因为它是我们真正的起居室。

HCG 相信，
我们能与您相伴每一天，点亮每一天，
让您爱上生活每一天。

It is the first room we go to when we wake up.
And the last room we go to before turning in.

It is the room that
relieves us,
relaxes us,
comforts us
and cleans us.

It is the room that takes care of us.
HCG believes we must take care of it.
The bathroom the true living room.

和成 HCG 发展里程碑

HCG Development Milestones



和成品牌创始人：邱和成先生

- 1931 邱和成先生以 12.5 美元资本，开始了和成淬土成金的辉煌历史。
- 1940 邱和成先生赴日本考察，回来后建立七室目仔窑，自制釉药，自此开始卫生器具的制造。
- 1955 在台北市中心成立和成第一个营业所，开始行销和成品牌卫浴产品。
- 1962 建成中国台湾第一座隧道窑，全长 70 米。
- 1978 成立“研究开发部”，开始自主研发及自创品牌的历程，成为 HCG 发展的重要转折点。

- 1981 和成成立 50 周年，变更及统一“和成”商标为“HCG”开始了国际化的发展历程。
- 1984 HCG 自主成功研发出中国台湾第一套低水箱单体静音马桶，行销应市，一举创造同年销量 10 万套的销量记录。
- 1985 与美国摩恩公司合作成立豪士多股份有限公司，生产水龙头行销全球。
- 1986 自 1985 年起，连续通过 9 个国际荣誉认证。
- 1989 投资 HCG North America Inc. 设立北美销售据点。



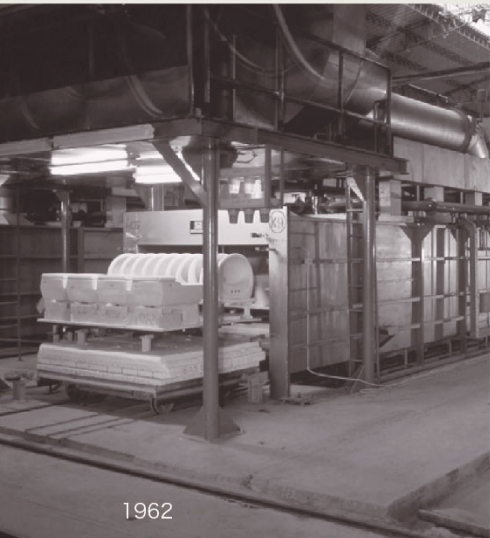
1981



1931



1955



1962



1984



1989



- 1991 中国台湾证券交易所上市，成为股票上市的卫浴公司，营业额突破 2 亿美金。
- 1992 HCG 成立“和成文教基金”持续投入中国台湾本土文化的传承与建设。
- 1992 进驻厦门开设第一家营业展厅，正式开启 HCG 品牌在祖国大陆的销售之旅。
- 1994 成立和成（中国）有限公司，并在江苏苏州建厂动工。
- 1998 聘请知名艺人刘德华作为品牌代言人，一首“马桶歌”传唱大街小巷。
- 2000 冠名播出上海综艺节目“五星奖和成大擂台”HCG 品牌知名度快速上升，成为卫浴行销推广的典范。
- 2005 HCG 成立筑礼国际 [LAZULI] 代理高端卫浴进口品牌。
- 2008 邀请“中国台湾知名名模”林志玲担任 HCG 形象代言人。
- 2010 参与上海世博会的各项建设，并被上海世博会（中国）民营企业联合馆授予“合作伙伴”称号。



- 2011 和成行销全球 80 周年。HCG 在中国台湾连续 25 年获选为“消费者理想品牌”。
- 2012 整合集团优势产业，和成厨具、陶板事业部正式进军祖国大陆市场。
- 2013 和成进入祖国大陆第 20 周年，以品质成就永远的信赖。
- 2014 亮相“第二届中国国际老龄产业博览会”，启动老龄化产业事业范畴。
- 2016 和成与松下集团签署战略合作协议，开启祖国大陆智能卫浴行业新篇章。
- 2018 行业首家 [智能健康厨卫设计研发中心] 落户 HCG 和成卫浴。
- 2019 HCG 品牌 88 载智能健康国际合作砥砺前行。
- 2020 应对新冠肺炎疫情参展厦门云展会入驻卫厨云展“国货精品馆”荣登人气展馆榜第一。
- 2021 深耕大健康卫浴专业服务者，90 载初心如磐，和成卫浴 2021 年 KBC 之旅圆满落幕。

和成与社会

HCG and Society

和成在发展九十年事业道路之余，没有忘记回馈社会的责任。因为和成深信“我们的成功，使我们有关怀社会的能力；我们的信念，使我们有社会公益的行动”为了纪念和成创始人——邱和成先生，和成成立财团法人「和成文教基金会」，秉承企业家的社会责任“取之社会，用之社会”的大爱精神，持续不断的投入到文艺活动中，举办「吾乡吾土——中国台湾民谣交响诗」！音乐会，推广中国台湾名谣音乐，音乐会同期发行的 CD 等音乐作品深受海内外人士的好评，创办金陶奖，鼓励陶艺的创作风气，以友善、积极、奉献的胸怀完成“源于陶瓷，嘉惠于陶瓷”的志愿。

和成在菲律宾，帮助当地的残障人士，积极投身到爱心公益事业中，积极参与到当地慈善基金会组织的公益事业中，捐赠卫浴产品给当地学校，参加公益植树活动，旨在通过企业行为，倡导大家节约水资源，保护同一个地球村。

和成在祖国大陆，捐赠爱心学校、支持汶川灾区。在苏州，和成捐赠金澄湖小学的所有卫浴产品；在河南，和成与国际爱心组织“晨露国际”合作，为无人照料的服刑人员未成年子女提供临时性社会救助爱心项目“晨露国际郑州爱童园”援建了所有的卫浴设备，为爱童园的孩子送上和成卫浴的关怀；在都江堰，和成为四川都江堰顶新新建小学和绵竹顶新富新第二小学援助所有卫浴设备。

和成一直都在坚持回馈社会，并将社会责任纳入企业文化之中，把“取之于社会，用之于社会”的社会责任不断地传承下去。



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文 / Susan

如果在网上提问中国或世界企业的平均年龄，知乎上一条高赞回答是中国企业的平均寿命只有 3.9 年；美国企业平均寿命 8.2 年，大企业平均寿命可长达 40 年；日本企业平均寿命 12.5 年，大企业平均寿命可长达 58 年。从 1931 至 2021，在 2021 年，和成卫浴迎来了自己的第 90 个生日，这个数据已远超世界任何一个国家企业寿命的平均水平。

1931 年，成立于中国宝岛台湾的和成卫浴，从一家做陶瓷件的作坊式家族企业发展至今业务涵盖卫生洁具、建筑材料、精密陶瓷及厨具厨房设备的诸多领域。今天，她依然是一家家族企业。当我们站在她面前，犹如洞见一株参天大树的生长，历经四季更迭，向上她不断抽枝发芽，丰满着时代的空间；向下她尽力使根系发达，牢牢抓住根基的核心。

2021 年岁末，我们带着对和成品牌的祝福，走进和成卫浴上海办公室和苏州展示设计中心，与邱士楷董事长和卢承猷总经理共话和成卫浴的历史与变革，未来与发展。

If you search on Zhi Hu App, an original content platform in Chinese for searches and informative answers on the internet, for the average lifespan of the businesses in China or elsewhere in the world, you can get the most popular answer like this: Chinese businesses: 3.9 years only; American businesses: 8.2 years (but the bigger ones could be expected to live as long as 40 years); Japanese businesses: 12.5 years (but the bigger ones could live as long as 58 years). By 2021, HCG, a world-renowned sanitary ware brand founded in 1931, has celebrated its birthday for 90 years consecutively. Its life is much longer than the average standard of enterprises in any country around the world.

Back in 1931, HCG was founded in Taiwan, China, an island of great abundance. Starting from a family-run ceramic workshop, walking through so many years, HCG has expanded its business to a much larger scope, covering sanitary wares, building materials, precision ceramics, kitchen ware and equipment, etc. Even in today, HCG is still a family business. Looking into this 90-year-old brand, you will feel that this business is just like a towering tree which experiences the seasons, stretching its flourishing branches and leaves fully into the space of our times and extending its powerful root firmly to grasp the root core.

At the end of 2021, we visited HCG Shanghai Office and HCG Suzhou Exhibition and Design Center with our best wishes to this great brand and had a cheerful conversation with Chairman Scott Chiu and GM Sam Lu about the history, the reform process the future and the development of HCG.



品牌沿革

看似低调，
实则深藏功与名

Brand History,
Deep Root and Great Reputation of
a Low-key Brand

CTS: 漫漫九十年，对于一家基业长青的企业来说这还仅仅是开始，我们先用一些数字开启回望九十年的发展之路。

邱董: 最近我父亲也在整理和成品牌发展的历史，和他的交谈中也让我回忆起很多过去里程碑式的事件，回看过去确实有很多重要的时刻，尤其是我们开展在祖国大陆的贸易，在苏州设厂后，不仅是公司发展的关键节点，也是国家发展的重要时期。

1931 年，创始人邱和成先生在中国台湾莺歌创立和成制陶部，彼时的他刚刚从警察的职位上退休，而主要产品为那一时期普通大众存水用的大缸。随着社会发展和生活条件不断变好，1945 年和成制陶部正式改为和成制陶厂，并从 1949 年开始生产陶瓷马桶。1950 年，中国台湾实施“进口替代政策”，大大促进了台湾地区工业品生产，那个时期的和成成功烧制出白釉，正式跨入高级卫生洁具生产领域。在接下来的 70 和 80 年代，和成逐步扩大生产，同时建立研发部门，统一商标为 HCG。



和成（中国）有限公司 董事长 邱士楷

1991 年，和成在中国台湾挂牌上市后，发展的脚步越来越快，同时也看到了祖国大陆市场的无限潜力。上市一年后的 1992 年和成正式跨过海峡，从厦门设立展厅到苏州工厂一期正式投入生产，和成只用了四年不到的时间。

1998 年，和成菲律宾工厂建成投入生产，那时我在菲律宾住了四年，从眼前的一片土地到最后工厂建成全程参与，这对于我本人来说是非常重要和宝贵的经历。



中国台湾



重庆



苏州



菲律宾

CTS: A journey as long as 90 years is just the beginning of an evergreen business like HCG. Could you please share with us some memories of the great journey of HCG in some figures?

Chairman Chiu: Currently, my father is sorting some related materials about the footprint of HCG. I also recalled a lot of landmark events in the past when talking with him. Looking back into the development road of HCG, there are indeed many unforgettable moments, especially when we started our business and established plants in the Chinese mainland, It is the time when there are some milestones in HCG's development as well as the historic periods of China's development.

In 1931, my grandfather, Mr. Hocheng Chiu, just retired from his police post and founded HCG Ceramics Workshop in Yingo, Taiwan, China. In those years, our workshop primarily made large jars for storing drinking water by ordinary consumers. As the society was developing and people's living conditions kept improving, HCG Ceramics Workshop was officially renamed to "HCG Ceramics Plant"

in 1945 and began to produce ceramic toilets in 1949. In the 1950s, the Import Substitution Policy was implemented in Taiwan, China, which incited the production of local industrial goods on the island. During that period, HCG successfully worked out white glaze ceramics and formally marched into the market of advanced sanitary ware. In the following 1970s and 1980s, HCG kept expanding its production scale and set up its own R&D Department under the unified brand "HCG". In 1991, HCG was listed in Taiwan's stock market. Since then, it moved ahead even faster. At that moment, HCG perceived the infinite market potential of China's mainland market. In 1992, one year after its listing in Taiwan, China stock market, HCG formally crossed the strait. It took only less than four years for HCG to make progress from setting up an exhibition hall in Xiamen to operating Phase I facilities of its plant in Suzhou.

In 1998, HCG set up a plant in the Philippines and put it into production. During those four years, I lived there witnessing the factory having been erected from scratch. This experience is very important and valuable to me.



产品方面，1984 年，和成卫浴推出了具有革命性意义的阿尔卑斯系列，直至今日阿尔卑斯（ALPS）历经多次改造升级依然是和成的经典产品之一。1995 年和成第一次与国外设计师合作推出丽佳多 (LEGATO) 系列，再次掀起市场热潮。市场渐渐步入智能化后，我们于 2008 年成立和成行贸易（上海）有限公司，聘请林志玲小姐代言智慧型超级马桶，这一产品在 2010 年获得德国 IF 设计奖。之后我们持续在智慧和医养产品中发力深耕，2018 年行业首家 [智能健康厨卫设计研发中心] 落户和成厂。近几年陆续推出健检马桶等高端智能产品。

As for products, HCG launched the revolutionary ALPS product line in 1984. Even till today, it is still one of the classic lines of HCG although it has gone through many innovations and upgrades. In 1995, for the first time, HCG cooperated with foreign designers and launched LEGATO series, creating an upsurge in the sanitary ware market again. Since the sanitary ware market turned its focus to intelligent products, HCG set up United Pacific Express Trading Co., Ltd. (UPEX) in 2008 and invited Ms. Lin Chiling as the ambassador of our Superlet, intelligent toilet, which was awarded German IF Design Award in 2010. From then on, we have been focusing on intelligent, hospital-related and well-being products and launched several intelligent products for high-end niche markets such as health status check toilet. The industry's first "intelligent health kitchen and bathroom design and development center" was then settled in Hocheng factory.

卢总：和成卫浴走过 90 年，可以讲的故事真的很多很多。在和成进入祖国大陆以前，我一直服务于和成的国际事业部门。那时和成的产品经由香港、深圳等地的代理商进入祖国大陆市场。回看我个人的职业经历，因国际贸易从中国台湾到韩国，再到东南亚其他国家，最后到祖国大陆市场的几个阶段都与公司的发展非常契合。1992 年和成卫浴在厦门的湖滨中路开设展厅。那时也是中国改革开放如火如荼的时代，全国市场可谓遍地机会，众多台商跨过海峡纷纷来全国各地设点办厂，在他们中和成卫浴也是比较早进入华东市场的。

同一时期，1994 年，我们在苏州选址设厂，建立 25 万平方米制造基地，1996 年正式投入量产。彼时中国的市场与国外和现在都非常不同，进口品牌也很少，大量的市场被少数几家品牌经营着。正是看到这样的发展机遇，和成迅速扩张，几年间，在上海、北京、广州、成都等主要城市都建立了销售网点，全部都是沿袭台湾地区传统的经销商销售模式。在很长的一段时间内，和成卫浴 90% 都是零售，所以市场上可以看到非常多和成的零售店。回头来看，我们的一些竞争对手在各种大型工程上投入很大，而我们并没有在工程市场上调整太多或者说速度有些慢。从这方面讲和成卫浴一直都是很稳很理性地在对待各种市场变化，那么外界看到的也许就是我们有些保守了。近些年兴起的电商对市场的改变非常大，但是电商要做好也是要放很大的精力。所以各个渠道要做到平衡并同步发展对于企业来



和成（中国）有限公司 总经理 卢承猷

说非常难，必须根据自身情况做一个取舍。除工程以外，和成在零售和电商各项的渠道都能够很平均地发力去开拓，当然也会根据不同时期有一些先后次序的调整。我觉得在我个人的职业生涯中能经历那么多不同时空的市场，可以与热爱的品牌一起成长也非常幸运。

2009 年，和成连续 25 年获选消费者理想品牌第一名，这一成绩也反映出消费者对和成品牌与产品的认可。多年积累，注重消费者体验，关注长者需求等等这些和成一直在做的事情都得到了很好的市场回馈。

GM Lu: There are many, many stories about HCG in its 90-year history. I had been serving in HCG International Business Department before it officially entered China's mainland market. During those years, HCG delivered products to the Chinese mainland via the agents in Hong Kong SAR and Shenzhen. Looking back into my career life over those past years, from handling HCG international business in China's Taiwan, South Korea and some other countries in Southeast Asia, to working in the Chinese mainland, each stage of my career life exactly matches the development pace of our company. In 1992, HCG opened its exhibition hall at the Middle Hubin Road, Xiamen. At that time, the Chinese mainland was performing a reform and opening-up strategy in full swing. You could see opportunities almost everywhere in the Chinese mainland market. Since then, lots of Taiwan,China entrepreneurs sailed across the strait to set up factories here. It is proud to say that HCG is one of the earliest Taiwan businesses to set foot in the East China's mainland market.

In the same period, in 1994, we chose to set up a plant in Suzhou. We established a manufacturing base occupying an area of 250,000 square meters. The plant was put into mass production in 1996. At that time, the market in the Chinese mainland was quite different from both its current situation and overseas markets. There were few foreign brands, and the majority of market was taken by only a few. Learning this, HCG expanded rapidly. In just a few years, HCG set up its sales outlets in the major cities across the Chinese mainland, such as Beijing, Shanghai, Guangzhou, Chengdu, etc. All of those outlets were operated in the traditional dealership mode as that in Taiwan,China. For a

long period, 90% of our sales revenues were contributed by retail business. That's the reason why you could see many HCG retail stores in the Chinese mainland market at that time. Reviewing those years, we can discover that some HCG competitors invested heavily in the large-scale projects during that period, while HCG did not switch much effort to or we can say that we were a little bit slow in this field. From this point of view, you can see that HCG always keeps a stable and calm mind to various changes in the market. Well, the outsiders may think HCG is conservative to some extent. In recent years, the booming e-commerce has changed the market landscape dramatically. However, you cannot operate well e-commerce without much time and efforts input. Therefore, it is very difficult for an enterprise to balance all its business channels and develop all channels synchronously. We have to focus on something fit for us most, instead of asking for all. HCG is able to expand its development space with fairly even efforts both in retail and e-commerce channels, except for the project sector. It is certain that we will also, adjust our priority in those channels at different stages. In my viewpoint, I am very lucky to work in such some important markets at different stages and grow with my dear brand.

In 2009, HCG was honored as the top ideal brand for consumers for the 25th consecutive years, which is a tangible proof of the wide recognition of HCG brand and HCG products among consumers. For years, HCG has kept improving consumer experience to meet the needs of the aged consumers and other market demands. Years of efforts have paid us with good feedback from our consumers.



CTS: 荀子云：路虽远，行则将至；事虽难，做则必成。在古汉语中，“和”字总是与和谐、温暖、健康等含义相连，多年来和成卫浴一直秉承“和气必成”的理念，是客户心中有温度的品牌。面对不断变化的市场和消费需求，渐渐长大的和成如何平衡与外界的关系？

邱董：“和气必成”一直是我们的发展理念，在英语中，“和”往往被译为 Harmony，和谐之意。与员工，与客户，与社会如何创造一个和谐共生的状态非常重要。和成是一个家族企业，与员工的和谐关系造就了一代代忠诚的和成人。与客户的和谐关系造就了一批批和成产品的爱用人，这样的良性循环可以使企业永续发展，更好地回馈社会。和成发展多年，从中国台湾，到上海或者苏州，我们都尽可能与所在地融洽地一起成长，一起改变。

CTS: As the ancient Chinese ideologist Xun Zi said, although the road is far away, we'll finally arrive as long as we keep going; although the things are difficult to do, we'll finally achieve as long as we keep doing. The Chinese brand name for HCG is “和成”(literally HOCHENG in Chinese pinyin). In ancient Chinese, the word “和”(“harmony” in English) always conveys good meanings, such as harmony, warmth, and health. Over the past years, HCG has been adhering to its concept of “和气必成”(“Harmony will definitely lead to achievements”)(the Chinese word “成” means “achievements”). Gradually, HCG has become a brand with warmth in the hearts of customers. As HCG keeps growing in an ever-changing market and faces various demands of customers, what will HCG do to balance its relationship with the outside world?



Chairman Chiu: We have always stuck to our development philosophy, which is “Harmony will definitely lead to achievements”. The Chinese word “和” is conventionally translated into “Harmony” in English. It is very important for HCG to keep a harmonious co-existence status with our staff, our customers and our community. As HCG is a family business, the harmonious relationship between our enterprise and our people has fostered our loyal workforce from generation to generation. And, the harmonious tie between HCG and customers have fostered generations of loyal patrons. It is such virtuous circle that facilitates HCG to develop sustainably and give feedback to our community better. Throughout our development course, from Taiwan, China to Shanghai then to Suzhou, we always try our best to grow with the local community. We are developing together, and we are changing together.



关注健康



关怀长者

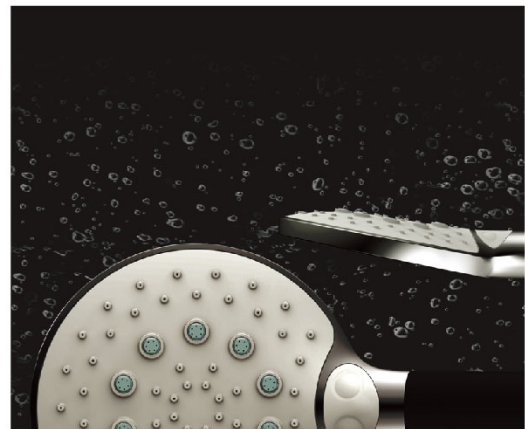


关心生活



关爱环境





在这样成长的过程中一定会随着时代的变迁遇到取舍，必须做出不同的抉择。和成自 1931 年成立以来，从战争年代到和平年代，从中国台湾启程，从厦门到全国各地，享受过国家发展，各行各业蓬勃发展的红利，也经历过行业产能过剩的艰难时期。和成的每一次的选择都尽力顺应时代和市场的需求，努力创造与周围环境和谐共生的局面。

企业发展唯一不变的就是改变，这种改变分为主动的和被动的。一个企业在历史发展的长河中又总是无法改变历史而只能顺应时代，比如战争和经济危机。但更多的时候我们考虑的是主动的改变，比如在中国台湾上市，获取资本的支持，比如布局东南亚，合理分配全球产能。当然最重要的企业的传承和产品的创新我们几乎天天在做，所有这些都需要通过时间和人员的积累才能在外环境改变的时候做出合适的调整。

It is inevitable for HCG to experience the changes of our times and to make its choice at each stage in our development course. Since the founding of HCG in 1931, we have experienced all the changes of our times across China, setting off from Taiwan, China, from Xiamen to other cities across the Chinese mainland. We have witnessed the war time and enjoyed the peaceful years. We have benefited from the booming economy of China and experienced the hard time of industrial overcapacity. Every time when we have to make a choice, we always try hard to keep pace with our times and meet customers' demands; meanwhile, we always strive to create a harmonious tie to co-exist with the market and with our community.

For a sustainable business, the only unchangeable thing is to change, whether proactively or passively. Throughout the development path of each enterprise, there will be definitely some moments in which you have no choice but to adapt to the times, instead of changing the history, such as wartime and economic crisis. We, however, always change more proactively. For example, HCG got listed in China's Taiwan stock market to obtain capital support from the market, laid out our development strategies in Southeast Asia to allocate our production capacity across the world at a proper proportion. Most importantly, without any doubt, we always adhere to our good inheritance and innovate our products nearly every day. Without years of unremitting efforts from HCG people, we could not adapt to the changes of the external landscape.



卢总：其实有人经常问我和成发展稳稳走过九十年是得益于哪些因素，所以也促使我经常去反思企业发展中遇到的各种情况。90 年，从人的角度来讲已经走过三至四代。成立于 1931 年的和成生于战乱时代，经历过经济危机和转型危机，当然也享受到了祖国发展的红利。既然是危机那必然存在机遇，所以在每个时期我们都不断在做各种尝试，各种调整，努力适应时代的变迁。

比如和成创立不久我们遇到中国台湾经济起飞的年代，到处都是各种建设项目，和成不遗余力地在技术上在生产上投入，使各方市场都可以用到我们的好产品，好技术，从而很快在业界奠定领头羊的地位。

在企业有了一定积累以后，我们在各个领域都有涉猎。比如全屋整装，从厨房热水器、抽油烟机到卫浴设备，以瓷器为主延伸到水龙头、五金配件等。我们也盖过房子卖过汽车，所有这些尝试都是和成不断在技术领域的投入保证我们一直拥有前进的动力。虽然这样多元化的发展不一定样样都成功，有时还会有惨痛的教训，但只有经历过这些，我们能更清楚认识到我们的核心竞争力是什么。

机遇一定会有，准备也一定要有。但在准备的当下，有时并不能精准知道要准备什么。回头看和成各阶段的决策者真的都非常有大智慧，几乎每个历史发展阶段的决策和投入都很及时并非常充分，给企业后面带来的效益也大大出乎我们的意料。

GM Lu: Actually, I was often asked about the question that what factors contribute to the steady development of HCG over the past 90 years. This question pushed me to reflect on various situations we once experienced in our development course. For human beings, a time span of 90 years means three to four generations. HCG was born in 1931 during the wartime. Then, we experienced economic crisis as well as the crisis of our business transition. It is certain that we have also enjoyed the dividends of the development of our motherland. Out of crises can emerge new and incredible opportunities, we never stop trying different methods and adjusting our strategies at each stage to adapt to every change of our times.

For example, shortly after its founding, HCG happened to encounter the economic take-off period in Taiwan, China . Back then, there were various construction projects everywhere in Taiwan, China. Therefore, HCG spared no efforts to invest in technology and production capability to supply our good products and technology to all market sectors. Soon, HCG built up its leadership in the industry.

Having accumulated some certain experience, we stretched into the related fields, such as one-stop home decoration, which covers kitchen water heaters, smoke lampblack machines and bathroom equipment. Our product lines also expanded from our main products, i.e., porcelain ware, to faucets, hardware accessories, etc. We also tried to construct buildings and sell automobiles. All of those efforts in new fields are the tangible proof of HCG's constant investment in technology with the purpose of ensuring a permanent power to move forward. We did not succeed in all the fields, sometimes we even learned from painful lessons. Those experiences, however, give us a better understanding of what is our core competitiveness.

There are always opportunities, but we must make a good preparation in advance. During the time of preparation, we cannot always know exactly what we should prepare. Reviewing every step of HCG, you can see that our decision makers are really wise, as we have made the right decisions and put into the right investment timely and sufficiently at almost every historic stage, which has rendered HCG economic returns much beyond our expectations.

产品

从“供求关系”
到“温暖人心”

HCG Products,
Transforming from“Adapting to
Supply-Demand Relationship”to “Warming Hearts”

CTS: 和成卫浴一直是客户心中有温度的品牌，面对客户的各种需求，有时合理，有时苛刻。请问和成卫浴是如何保持产品发展与客户需求的平衡的？

卢总: 很多企业会秉承客户至上的原则，当然和成也是将客户放在第一位的。但我们对待客户的态度是要赢得客户的尊重，赢得我们目标市场方面的尊重。因为和成的产品不像快消品一样随时可以更改，我们根据自己以往的经验 and 长处来做一些研发。

和成一直努力做有温度的品牌和产品，对待合作者，我们要对整体方案的融合给出建议；对于普通消费者，我们要推荐合适的产品。正如多年前我们请刘德华来代言时的 Slogan 叫做“生活中的朋友，HCG”。我们希望我们和客户的关系像朋友，并没有太多花里胡哨的东西，希望和成的产品并没有太多光鲜亮丽的外表，但我们给客户的陪伴像生活

中的朋友，平易近人又具性价比，在客户需要的时候给予适当舒适的照顾。目前我们在生产销售的产品基本都属于中等偏上，并不是非常高端难以企及的。

随着社会的发展，一些高端项目也会有对于奢侈品的需求。在发现这一部分的产品缺失后，我们针对高端客户的需求代理一些欧美知名品牌的产品来填补和成自身这部分产品线的空白。于是成立了「筑礼国际（LAZULI INTERNATIONAL）」，正式跨足进口卫浴服务。

在我们的产品标准之内，我们都会尽量弹性地满足客户需求。往往很多时候我们对客户坦诚说“不”的时候更能赢得他们的尊重。客户会从我们的坚持中看到我们品牌的原则，会清楚知道是与负责任的企业在合作。这种互相尊重的合作必定高于只一味追求销量的买卖，也会一起走得更远更好。



CTS: In the hearts of customers, HCG is always a warm brand. Customers have various needs, sometimes reasonable, sometimes hard to meet. So, could you please tell us how HCG keeps a balanced tie between developing good products and meeting customers’ needs?

GM Lu: Many enterprises would adhere to the principle of “Customer First”. It is crystal clear that HCG also puts customer first all the time. Besides that, we’ve done more. We try our best to win the respect from our target markets as well as from our customers. It’s mission impossible for our products to change from time to time like fast-moving consumer goods, so we should do our R&D with a full consideration of our experience and strengths.

We have been devoted to building a warm brand and providing trustworthy products. For our partners, we propose good suggestions to them to match their overall programs; for our consumers, we recommend them the good products which really meet their needs. Just as the commercial advertising slogan represented by Mr. Lau Tak Wah (Andy Lau) for HCG some years ago, “HCG, a friend in your life”, we hope to keep a friendly tie with our customers, without fancy things, and we hope to supply approachable and affordable products to the market,

lack of shiny appearance. However, we’ll accompany our customers with comfortable care in their needs like close friend. Currently, all the HCG products supplied across the Chinese mainland are basically within middle to upper categories, not very expensive. They are not difficult for our customers to reach.

With the development of our society, there will be some demand for luxury products in some high-end projects. Having perceived the gap in this sector, we supplied some well-known brands from European and American markets by way of dealership to consummate our product line and meet the demand of our high-end customers. Therefore, "LAZULI INTERNATIONAL" was established to provide imported sanitary ware services.

We are always endeavoring to meet our customers’ needs through flexible methods in line with our product standards. It is more likely for us to earn clients’ respect when we say “no” to them honestly. They will learn our brand principles through our insistence, and they will be clear that they are co-working with a responsible enterprise. Our cooperation with clients based on mutual respect will be surely much better than the deal purely pursuing sales volume, and we can walk in a better and farther way with our clients.

since 1931

20年后我们会在哪里？

20年，不只是流逝的时间，更是一份坚守不移的承诺
就如同每一天，HCG与您一同迎接清晨，步入夜幕
从20年到永远，无论在哪里，也不会离开





CTS: 和成的企业生态圈中有一些长期合作伙伴都是从最开始的贸易伙伴或协作加工企业而来，和成是如何不断巩固和壮大合作联盟的呢？

邱董：合作伙伴一直是和成生态圈中非常重要一环，从台湾区域性的到全球设计合作，从地方的经销商到各类代工厂，和成一直都遇到过非常优秀的企业，比如与路达在龙头方面的合作，与海鸥在陶瓷件上的合作。经过时代和市场的变迁，最后总会留下与和成长远发展的一些战略合作企业。

2020 年，我们做出了一个重要决策，在祖国大陆我们选择和坚朗五金的合作，包括业务发展和市场开拓等方面。坚朗的优势在于专攻 B2B 领域，这正好与和成卫浴擅长生产和研发做了优势互补。他们在全国各地众多的直营项目可以迅速将和成产品铺出去，而和成成熟的生产能力，多年的配套经验又可以使坚朗原来的业务更趋于完善。



CTS: Some of your long-term partners are actually your trading partners or cooperative processing plants in the early years. How does HCG constantly consolidate and expand its cooperation alliance?

Chairman Chiu: Partners are always very important for our ecosystem. We have been cooperating with excellent enterprises, from the local enterprises in Taiwan, China, to the partners cooperating with us in our global design projects, from local distributors to various OEM plants, such as LOTA group, who cooperated with HCG in faucets, and SEAGULL group, who worked with HCG in ceramic ware. Through the ups and downs of our times and markets, some partners remained and still keep cooperation with HCG till today as our strategic partners for a long-term development.

In 2020, we made an important decision: to cooperate with Guangdong KIN LONG Hardware Products Co., Ltd. in the Chinese mainland market to expand our business scope and market room. KIN LONG is good at B2B market, which is exactly complementary with our strength in R&D. As KIN LONG has a wide network of direct sales projects across the Chinese mainland, it is able to spread HCG products in the market; the matured production capacity and years of supporting experience of HCG, in turn, will help the original business of KIN LONG to a higher level.



所谓合作，就是互相磨合进而融入。第一年我们双方都花了很多精力在互相了解与培训中，尽量使最终项目的实施大家可以统一步调。这两年的疫情也给我们之间合作带来很多困难，但无论怎样，经过一年互相了解和调整，今年进入第二年夯实基础的阶段，要将前期我们双方认可的东西做得更好，这样在未来我们才可以一起向前冲的更远。

In a nutshell, cooperation is mutual understanding and then integrating with each other. In the first year of our cooperation, both of us spent a lot of time and efforts in understanding each other and holding training activities, trying to implement our projects at the same pace as possible as we could. The COVID-19 pandemic during the past two years also brought some obstacles on the road of our cooperation. Nevertheless, we have entered a new stage to strengthen the foundation of our cooperation after one year of mutual understanding and adjustment. This year, the second year on the way of our cooperation, we need to enhance what we have already confirmed at the previous stage. Only in this way can we go further in the coming years.

责任

企业战略与社会责任

共生的银发事业

Social Responsibility,
Developing Senior Business with
Smart Strategy and Social Responsibility

CTS: 众所周知，和成卫浴在台湾地区的医养市场中占有很大份额。进入祖国大陆市场后医养结合领域表现也很亮眼，同时经常在慈善活动中看到和成卫浴的身影。是怎样的理念支持和成常年坚持对于社会的回馈呢？

邱董: 和成卫浴在医养产品上的多年坚持，不仅仅是公司战略发展的需要，更是和成公司的企业责任所在。就像我们在企业文化里所宣导的那样，卫生间是清晨起来，我们必访的第一个房间，也是晚上就寝前，最后进入的房间。它使我们放松，舒适、清洁与平和，HCG 深信，我们必须爱护这个房间——我们的卫浴间，因为它是我们真正的起居室。对普通人是这样，对病患、老人等特殊人群，这个要求就更加强烈。



中国目前已经进入老龄化社会。截止 2019 年年底，60 岁以上老人 2.5 亿。截止 2020 年 2 季度，我国共有养老机构 3.58 万个，养老床位数为 791.9 万张；而预计到 2022 年，老年总人口峰值达到 2.8 亿人，产业综合需求总额 20 万亿元。

而在医院建设方面，国家最高层面也在大力推动高质量的医院发展，并且在迅速增加医院的数量，包括基层。比如国务院办公厅 2021 年 05 月 14 日发布的国办发〔2021〕18 号文件《国务院办公厅关于推动公立医院高质量发展的意见》，国家卫生健康委 2020 年 07 月 08 日发布的国卫基层发〔2020〕12 号文件《国家卫生健康委关于全面推进社区医院建设工作的通知》等重要文件都要求全面开展社区医院建设工作。以上的数据都说明今后几年健康医养是一个很大的市场。和成结合自己在台湾地区多年的健康医养卫浴经验，充分在祖国大陆市场布局，不仅是公司发展的方向，而且也是造福社会，尽自己的能力给广大人民关怀。

CTS: As we all know, HCG sanitary ware has taken a large share in the hospital-related and well-being market in Taiwan, China. HCG also cut a good figure in the hospital-related and well-being segment in the Chinese mainland market. HCG is a market leader in this field, not a market follower. In addition, we can see HCG takes part in charity activities from time to time. What concept supports HCG to constantly give back to our community?

Chairman Chiu: HCG has supplied hospital-related and well-being products for many years, It is our corporate responsibility other than our development strategy. As you can see in our corporate culture copywriting, bathroom is not only the first place we will visit every morning after we get up, but also the last place we will visit before we go to bed at night. It makes us being relaxed, comfortable, clean and peaceful. HCG firmly holds the belief that we must care for this place, namely, the bathroom in our residences, because it is the real living room for all of us. It is true of ordinary people, and especially true of the sick, the aged and other groups with special needs.

China has already entered an aging society. By the end of 2019, there were 250 million aged people over 60 years old. As of the second quarter of 2020, there are 35,814 nursing homes with 7.919 million beds in China. It is expected that the total aged population in China will peak at 280 million with a total demand valued RMB 20 trillion yuan in the industry by 2022.

As for hospital construction, the highest level of China central government is also vigorously promoting the construction of high-quality hospitals and encouraging more hospitals in a short period, including those in the grassroots. For example, on May 14th, 2021 the General Office of the State Council, China's cabinet, issued No. 18 Document, i.e. *G.B.F. [2021] Opinions of the General Office of the State Council on Promoting High-quality Development of Public Hospitals*. On July 8th, 2020, the National Health Commission of the People's Republic of China issued *No. 12 Document at Primary Level by NHC [2020] The Important Circular on Comprehensive Promotion of Constructing Community Hospitals by the National Health Commission of the People's Republic of China*. The government issued those documents and called for great efforts to develop community hospitals in all aspects. Ut supra, the healthcare, hospital and well-being sectors will develop rapidly in the following years. Taking full advantage of HCG's years of experience in sanitary ware for healthcare, hospital-related and well-being sectors in Taiwan, China. we laid out a comprehensive strategy in the Chinese mainland market. It is not only a direction of our future development, but also welfare for our community, as we are trying our best to supply our warm care to the public.

医养市场是很大，但和成会采取稳健的策略，不贪多，不贪快，一步步向前发展，并以满足普通用户的需求为己任，为老百姓的健康生活提供福祉。

和成在发展九十年事业成就之余，没有忘记回馈社会的责任。因为和成深信“我们的成功，使我们有关怀社会的能力；我们的信念，使我们有社会公益的行动。”

卢总：和成卫浴在祖国大陆市场的主要策略是站稳一二线市场，然后逐步向三四线城市覆盖，实现既满足发达大城市的高品质健康医养卫浴需求，也能解决目前经济尚未达到先进水平的中小城市的健康医养卫浴基本需求，并在此期间把品牌知名度向这些中小城市下沉，积累口碑和培养消费者对品牌的忠诚度，以便在这些地区消费升级、购买力迅速上升的时候做产品的升级换代。

和成卫浴进入祖国大陆市场接近 30 年的时间，做过的医院项目已近 200 个，从北至冰城哈尔滨的大型现代化的综合医院——哈尔滨顺迈医院，到首都北京著名的 301 医院，再来到东方明珠上海的同济医院，最后再到南方经济热都深圳的孙逸仙心血管医院，无不留下了我们的足迹。



There is great potential for the hospital-related and well-being market, but HCG will take a steady strategy, being neither greedy for a large market share nor speedy expansion; On the contrary, we will take a step-by-step development and stick to our social responsibility to meet the demands of the public and make contribution to the people's healthy life.

HCG has never forgotten its social responsibility and has been making contribution to the welfare of our community along its "90" years of development, as HCG firmly holds the belief that “our successful business enables us to care for our community, and our belief empowers us to make contribution to the welfare of the public.”

GM Lu: Our main strategy for the Chinese mainland market is to set a firm footing in the tier 1 and tier 2 cities firstly and then expand to the tier 3 and tier 4 cities gradually. In this way, on the one hand, HCG will meet the demands for high-quality sanitary ware in the healthcare, hospital-related and well-being sectors in the advanced cities in the Chinese mainland, and on the other hand, HCG will also satisfy the needs for the basic sanitary ware in the healthcare, hospital-related and well-being sectors in the developing small and medium-sized cities. Meanwhile, HCG will build up its brand cognition in those small and medium-sized cities to accumulate public praise and customer loyalty, so as to get prepared for the retrofit market in those cities when the local consumption level is upgrading with surging purchasing power.



HCG has been in the Chinese mainland market for nearly 30 years. We have served nearly 200 hospital projects and left our footprints across the Chinese mainland, such as Harbin Sunbetter Hospital, a big modern general hospital to the northernmost, the well-known General Hospital of the People's Liberation Army (PLAGH) in the capital, Tongji Hospital in the city of the Oriental Pearl, Shanghai, and Sun Yat-sen Cardiovascular Hospital in Shenzhen, the booming city of South China.



无障碍卫浴设备



尤其是近年来，随着国家和各地地方政府对医院基础建设的投入加大，社会文明程度的提高，人们对医院的卫浴设施的观念有了很大改观，也促使了我们在医院市场的市场份额越来越大，单个项目的金额也越来越高，比如我们在 2019 年做的杭州余杭区第三人民医院、浙江大学医学院附属第一医院，2020 年做的厦门马銮湾医院，2021 年做的深圳中医院光明院区、盐城中医院、深圳南山医院等卫浴金额都超过了百万，深圳南山医院甚至有五百万之多。

在康养项目上，和成近些年也颇有建树，比如苏州康养养老院、徐州鸿星养老院、君康年华上海闵行浦锦康养社区、临安康养中心等，这些项目不仅要求高，而且提出了更多人性化考虑，对我们也是一个挑战。通过对这些项目的实施，我们对中国的医养市场也有了更好的了解，并为我们今后的进一步发展提供了有益的思路。

谈到动力，和成自成立之初就将社会责任纳入企业文化之中，一直坚持回馈社会，把“取之于社会，用之于社会”的社会责任不断地承载下去。在普通卫浴产品上如此，在医养卫浴产品上更是如此。作为一家有深刻底蕴的公司，和成愿意随着中国的社会一直发展。

In recent years, in particular, both the central government and local governments made more and more investment in hospital infrastructure constructions, and the public concept of the sanitary facilities in hospitals has changed dramatically with ever-improving social civilization in the Chinese mainland. Thus, both our market share and the single contract value of our projects in hospital field grow in an upward trend. For example, we had won several hospital projects with the sales revenue over RMB 1 million yuan, including the Third People's Hospital in Yuhang District, the city of Hangzhou, the First Affiliated Hospital, Zhejiang University in 2019, Xiamen Maluan Bay Hospital in 2020, the Bright Hospital Area of Shenzhen Traditional Chinese Medicine Hospital, Yancheng Traditional Chinese Medicine Hospital, and Shenzhen Nan Shan Hospital in 2021. There is a star project, Shenzhen Nan Shan Hospital, which reaches sales revenue of over RMB 5 million yuan.

In well-being projects, HCG has also made great achievements over the past years. We managed to overcome challenges to meet the strict standards and fulfill more human-oriented design requirements for well-being projects, such as Suzhou Well-being Nursing Home, Xuzhou Hong Xing Nursing Home, Jun Kang Nian Hua Pu Jin Well-being Community in Minhang District, Shanghai, and Lin'an Well-being Nursing Center, etc. From having served those projects, we have gotten a better understanding of the hospital-related and well-being market in the Chinese mainland and have more inspiration for our future development in this field.

Speaking of our motivation for sustainable development, we have always rooted our social responsibility deeply into our corporate culture and give feedback to our community. We will continue to implement our social responsibility of “coming from the society and serving for the society” in our daily operation to supply HCG general bathroom products, especially HCG hospital-related and well-being sanitary ware and accessory facilities. As a sanitary ware manufacturer with a 90-year history, HCG is ready to grow up in the fast-growing market in China.

多功能厕所

功能性的辅助设施，优化的整体解决方案：
一般人、母婴、轮椅族、装设人工膀胱、肛门（造瘘术后）使用者。

地面区域

地板落水（Floor Drain）沿出门切齐断开地面流水。无门槛能减少摔倒危险且方便轮椅出入，并有利于地砖的整齐施工。

脸盆区域

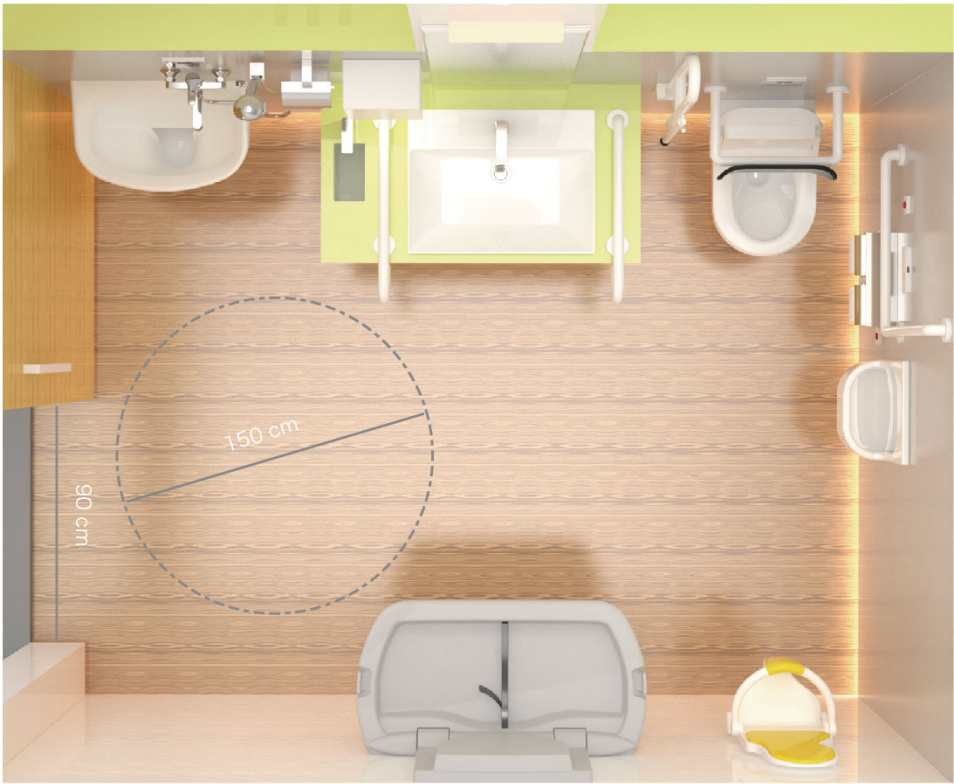
洗手盆面离地高 80cm, 下方需留 65cm 净空间供轮椅进入，并设置扶手让高龄者使用。

马桶区域

- 1 马桶两侧净宽必须留 75 ~ 80cm, 以便轮椅倒车入库，以扶着马桶侧边的方式平移坐上马桶。
- 2 马桶两侧扶手相距宽度 70cm、高度 65cm ~ 70cm: 供行动不便者在马桶上穿脱裤，其安装尺寸务必严守。
- 3 安装马桶靠背需注意是否能掀起便坐并让便坐站立，以便男性使用者小便。
- 4 应去除马桶盖。

侧墙区域

多功能厕所之马桶侧墙需安装小洗手盆，方便便秘患者因浣肠不小心弄脏手能实时清洁。
小型洗手盆安装高度应注意：坐在马桶上洗手时，水不容易往手肘到流，盆口离地 55 ~ 70cm。



未来

与其仰望星空
不如走好自己的路

The Road to Go,
Sticking to Our Own Direction is
Better than Stargazing.

CTS: 不断成长就会有不断选择，不断地更新。和成卫浴是如何在不断前进中保持有力的核心竞争力的？未来的三到五年怎样延续和突破呢？



邱董：管理方面，第一个我必须要提到的是和成是家族企业。走到现在是我们第三代担任董事会的成员，第四代的人也陆陆续续的有长大了也进到公司里面来服务了，家族企业的团结非常重要。每一代领导者做的事情都会有发展，有改变，但企业的核心价值一直都不会变。这一点在长远来看会给我们的客户，我们的员工带来很大的信心。

在产品方面，和成会涉猎很多相关领域的材料和技术的研发，有些最终会变成产品，但是核心一定还是卫浴行业这个老本行。和成每一年在产品研发上的投入大约占销售额的 3-5%，这些关键技术的升级，新材料的创新一直是和成的核心竞争力。

“客户是我们的老板，品质是我们的生命”，过去的 90 年我们是这样做的，未来我们还是会这样对待客户和产品。可能对于一代代不同的消费者我们应对的方法会有调整，从传统宣传销售手段转变为更适合年轻人的方式，但优化整合平台资源，时刻做好拥抱数字时代的准备是我们未来重点关注的方向。



CTS: Constant development and growth are always accompanied with endless choices and upgrades. So, how does HCG keep its core competitiveness on its way forward? How will you carry on and even break through your business in the next three to five years?

Chairman Chiu: When we are talking about management, first of all, I would like to emphasize that HCG is a family business. Up to now, we have the third generation of our family members serving in our Board of Directors, and some family members of our fourth generation have grown up and are serving in HCG. For a family business, unity of the whole family is very important. Each generation of our leaders maybe evolve or change something to some extent in their leading style, but our core values will remain unchanged. In the long run, this will bring much confidence to our customers and our staff.

Regarding products, HCG will research and develop new materials and technologies in many related fields. Some of those R&D fruits will be eventually turned to products. But we will always stick to our traditional business, that is to say , sanitary ware. HCG invests about 3% to 5% of its sales revenue in product R&D every year. Upgrading key technologies and innovating new materials are always the core competitiveness of HCG.

“Our customers are the boss, and our life lies in the quality of our products”. We have stuck to this principle for 90 years, and we will still treat our customers and products in this principle in the future. We will possibly adjust our way to deal with different generations of consumers, like transforming our conventional marketing means into something new, which is more suitable for our younger consumers. In the following years, we will focus on optimizing and integrating our resources on platforms and getting ready to embrace this digital era.



卢总：说到坚持，尤其对于一个发展已经 90 年的企业并不表示一成不变，而是坚持突破和保持初心。和成的发展可能一直给外界一种很稳的，甚至于被理解为缓慢的，但其实每个时期我们都有自己的方法去尝试新的营销手段，新的产品，在新的地区展开业务。比如在很少品牌请明星代言的上世纪八十年代我们请那时如日中天的刘德华代言马桶；在上世纪九十年代我们冠名上海综艺节目“五星大擂台”等等。面对市场的变化，在产品研发上的取舍几乎是每天都在进行的。

今年，我们在生产方面也走出了勇敢的一步：结束苏州工厂。这个对于和成的很多同事以及我本人来说都是非常不舍的。很多人都见证了这家工厂从无到有，从小到大，但是随着苏州周围城市化的发展，那里已经不再适合做陶瓷产品的生产。这一决策会对和成在全球范围的生产能力带来一定风险，但也促使我们考虑如何在生产上做转型。我们可以重新审视我们的核心竞争力是什么？在未来我们将加大投入到技术创新以及和成自有技术上，不断培养合作生产企业，做管理和技术的输出。得益于和成集团的生产力及全球供应链和董事会的支持，我们在祖国大陆的转型力度也会大一些快一些。

GM Lu: Persistence is by no means sticking to tradition without any change, which is especially true of HCG, a 90-year-old family business. It should be interpreted as endless breakthroughs and sticking to our original aspiration. In the eyes of some outsiders, HCG has been developing very stably, or slowly. In fact, we have actually tried new marketing methods and new products to develop our business in new regions at every stage. Let's take an instance, in the 1980s when few brands would invite show celebrities to advise for their products, HCG already invited Mr. Lau Tak Wah (Andy Lau) as the image ambassador for its toilet products at his prime time; in the 1990s, HCG sponsored Wu Xing Jiang Challenge Show, a very popular variety TV show in Shanghai at that time, as a title sponsor, and so on. In this ever-changing market, we have to decide what to do and what not to do in our product R&D nearly each and every day.

This year, we took a brave step in production. That is, we closed our plant in Suzhou. This is a very difficult decision for many HCG people including me. Many HCG people witnessed the plant growing from scratch, from a small scale to a bigger one. With the urban development around Suzhou, plant's location is no longer suitable for ceramic production. This decision will pose risks to our global production capacity to some extent, but it also encourages us to think about how to transform our production. We can review what our core competitiveness is. In the coming years, we will invest more in our know-how innovation and cooperative manufacturers' fostering, and we will turn to export our managerial experience and technology. Thanks to the productivity of Hocheng Group and global supply chain also the great support from our Board of Directors, we will transform our operation in the Chinese mainland market in a larger scale more efficiently.



我们期待未来三五年内，和成卫浴能从生产型企业转变为服务型企业。具体来说就是生产转到我们技术辅导的第三方，和成更专心于技术和制程的研发，为我们合作的生产企业提供足够的技术支撑。我很幸运可以参与到和成的这些抉择中，与大家一起走出勇敢的每一步。

CTS：和成卫浴已经走在自己的路上，未来她会比我们每个人走得更长远，您希望未来的和成卫浴是什么样子的？

邱董：首先我会想企业存在的意义是什么？如何延续过去 90 年中成功的经验？未来和成卫浴一定还是要做好自己核心的产品，守住核心价值观。中国是一个非常复杂非常细分的市场，所以未来需要想办法整合各种产品，带给消费者更好的品牌价值。

卢总：和成卫浴的愿景是成为精致卫浴与厨房空间的方案解决者。我们将更加关注和照顾到每一位顾客的特别需求，可以及时准确地为客户解决定制需求，成为强大的方案解决者。我是和成（中国）有限公司第 11 任总经理，和我的前辈们一样，和成的工作经历使我们成为很像的人，未来这个接力棒还是会一直传下去。我期待和成能够变成大家很忠实的朋友，无论什么时候她还是一样，从容地陪着大家，希望岁月积累可以让和成的未来更加精彩。

We expect that HCG is able to transform itself from production-oriented to service-oriented in three to five years. Specifically, we will transfer the production to the third party under our technical guidance, while HCG will concentrate more on the R&D of technology and production process, so as to ensure supplying sound technical support to our cooperative production enterprises. I am honored, also very lucky to be part of the decision making team and stride every step forward strongheartedly with all HCG people.

CTS: HCG has stride forward on its own way. It will go further than any of us. So, what do you expect HCG will be like in the future?

Chairman Chiu: First of all, I would think about these questions: What is the purpose of HCG thriving in the market? How can we carry forward our successful experience over the past 90 years? In the future, what HCG will definitely do is to provide its products with core competitiveness as usual and stick to our core values. China market is very complex with many segments. In this aspect, we need to find ways to sort out our products well and bring a greater brand value to our customers.

GM Lu: HCG holds a great vision: Premier Bathroom and Kitchen Solution Provider. We will pay more attention to fulfill the individual needs of each customer and become a powerful solution provider by satisfying the customized requirements of each customer timely and accurately. As the 11th general manager of Hocheng (China) Co., Ltd., I have acquired the working style very similar to that of my predecessors through those years of service in HCG. This baton will be passed on in the future. I hope that HCG will become a loyal friend to all of our customers. She will accompany you as comfortably as always. I am looking forward to a more brilliant future in HCG through years of our concerted efforts.



后记

Postscript

企业的成功之道，就像一个黑箱。很多人，都想从成功的企业身上找到确定的成功之道，然而，它却始终像个黑箱。设想一下，如果你能深入了解一百家成功的企业，是否就能得到这个成功之道呢？或者可以复制成功之道呢？和成卫浴 90 年历程的成功不能复制，但她的故事或许可以让大家窥见黑箱中的一缕阳光。

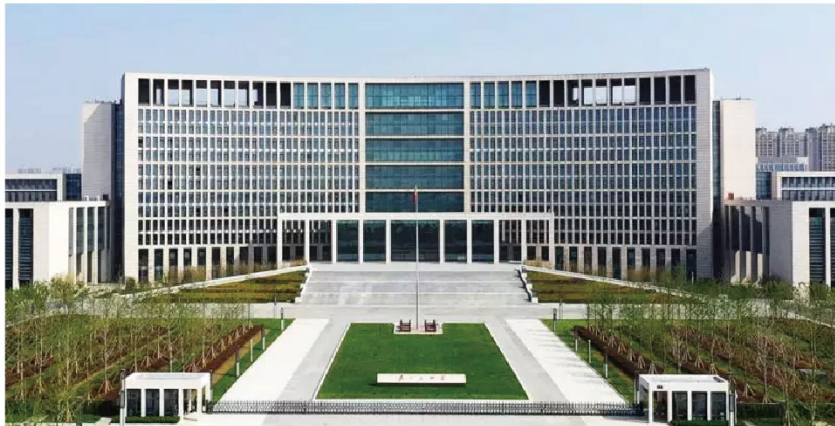
日日行，不怕千万里；常常做，不怕千万事。邱士楷董事长与卢承猷总经理提及最多的莫过于和成卫浴的不断变革与核心价值的传承，他们对和成卫浴未来美好的期待让我们在这个最寒冷的季节看到了未来火热的夏季。

For businesses, the road to success is like a black box. Many people are eager to find out the way from the stories of the successful market players. The way to success is, however, always like a black box. Is it possible for us to discover it if we have a chance to look into the development course of one hundred successful enterprises? Alternatively, maybe we can copy it? The success story of HCG over the past 90 years is impossible to be copied, but her story may shed a ray of sunshine out from the black box.

We can travel tens of thousands of miles only if we keep walking day by day; we can achieve everything only if we keep doing it day by day. During our conversation with Chairman Scott Chiu and GM Sam Lu, what they mentioned most is nothing but their constant innovation and firm inheritance of the core values of HCG. Their enthusiastic expectation for the bright future of HCG has depicted a flourishing summer for us even in the coldest season.

*HCG*和成卫浴 | 90 载
工程项目案例
Job References

公共工程



杭州市市民中心
郑州新郑国际机场贵宾厅
世博会联合国联合馆
郑州国际会展中心

中石化加油站配套

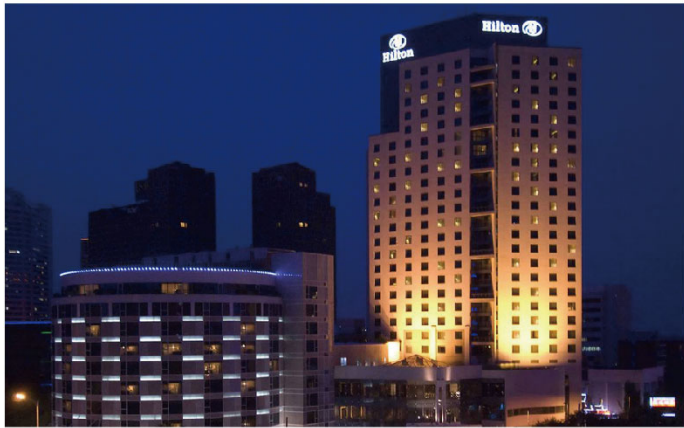
邯郸博物馆
济宁市运会指挥中心
日照市规划展览馆
上海南站改造工程

酒店项目



福州海瀛湾佰翔度假酒店
全季酒店

上海颖奕高尔夫皇冠假日酒店
希尔顿酒店
遵义市创元千禧大酒店
济源那些年小镇



办公楼宇



富士康科技集团
中国网络视听基地
华为苏州研发中心

华东勘测设计研究院



住宅项目



- 中铁北湖国际城
- 厦门万科云城
- 华润成都金悦湾
- 南京雨花客厅
- 西安天地源曲江香都
- 番禺华新汇



商业地产

- 金鑫缤格汇
- 昆明吾悦商业
- 江南环球港

长沙松雅湖吾悦



医院学校

盐城师范学院

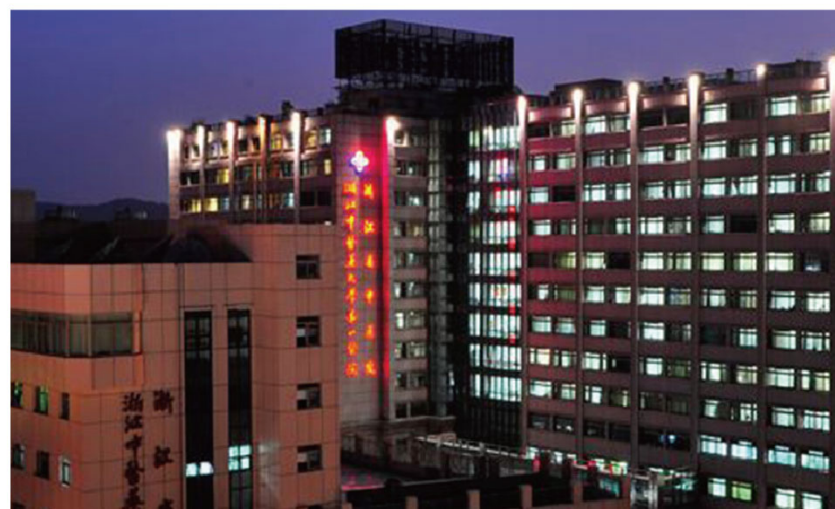
唐仲英医学院

深圳市第三人民医院

浙江大学紫金校区

南通大学附属医院

浙江省中医院



HCG 和成卫浴

战略合作伙伴



LYDU 绿都地产

SUNING 苏宁置业



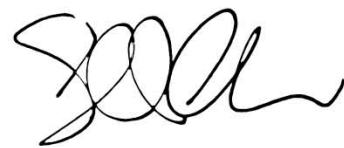
RiseSun 荣盛



Although HCG has already had a history of 90 years, yet she is still as energetic as an adolescent, striding forward with her chin up on the walk of fame.

I do wish we HCG people fight for HCG's 100 centenary with wisdom, diligence, innovation and reform.

「九十载和成如同青葱少年，正昂首阔步地走在时代
赋予我们的星光大道上，
愿和成人用智慧、勤劳、
创新、变革为和成百年基业而奋斗不朽。」



和成（中国）有限公司 董事长 邱士楷

和气永续成经典
篝火更盛再百年



和成（中国）有限公司 总经理 卢承猷

