

## 引言（一九八九年）

本書為紀念香港荳品有限公司創立五十周年而作，但它不是商業宣傳，也不只是一間公司的發展故事而已。本書作者嘗試把香港荳品公司的誕生和它多年來的轉變，放在中國和香港的歷史變化中作一個簡單的檢討。荳品公司的故事，反映出這幾十年來從近代中國實業家到今天香港資本家的遞嬗；而我們也可以從中看到一個企業裡，傳統的家族組織如何與種種現代的因素結合。此外，荳品公司的主要出品維他奶，是香港道地的產品；隨着香港本土文化與身份認同的抬頭，維他奶的歷史也自然而然的成為香港歷史的一部分。

本書之能夠完成，全賴多位人士所給予的支持，作者謹在此向他們致以深切的謝意。曾經在香港荳品公司服務多年的員工，包括羅開蘊、羅開昆、羅開棋、鍾奇萬、邱常、顧海、胡百城、關銳廣等諸位；還有董事關炎初、簡悅強爵士、羅騰祥、羅芳祥和邵志堅；荳品公司現任董事總經理羅友禮和董事副經理羅友義；電通廣告有限公司董事總經理周路聲，堂煌廣告有限公司董事總經理 Irene Li，都曾慷慨地撥出時間接受作者的訪問，並不厭其繁地回答及解釋各種問題。

此外，李惠斌在繁忙中抽時間來評閱本書的初稿，並給予寶貴的意見；陳麗香和朱劍華花了不少心思和時間構思全書的美術設計，並四出徵集圖片。陳啟祥於本書付梓前作最後一次，也是最重要的一次校對。最後，本書之所以能夠面世，當然是源於維他奶的創辦人羅桂祥博士的構思；但是，更重要的，是他難得的信任和坦誠的態度，讓作者從與他多次認真、坦率和懇切的談話中，得到很多寶貴的體會。

蔡寶瓊

香港 沙田

一九八九年十二月

## Preface (1989)

This book commemorates the 50th anniversary of The Hong Kong Soya Bean Products Co., Ltd (HKSBP). It is not a publication for business promotion, nor is it merely a retrospect of the company's development. I aim to review HKSBP's inception and subsequent evolution in the context of historical changes in China and Hong Kong. The HKSBP story mirrors the metamorphosis of a modern Chinese industrialist into a Hong Kong entrepreneur over the past decades; it also demonstrates how a traditional family business embraces modernity on all fronts. Vitasoy, HKSBP's flagship beverage, is an authentic Hong Kong product. As local culture and local identity gain importance in Hong Kong, Vitasoy's heritage has become part of Hong Kong history.

This book would not have been possible without the support of many individuals. I would like to take this opportunity to extend my sincere gratitude to all of them. Appreciation goes to long-term employees who have provided service to HKSBP for many years, including Lo Kai-wan, Lo Kai-kun, Lo Kai-kee, Chung Kee-man, Yau Sheung, Koo Hoi, Woo Pat-shing, Kwan Yui-kwong, and others. I am also grateful to Directors Kwan Yim Chor, Sir Yuet-keung Kan, Victor T. S. Lo, Lo Fong-seong and Shiu Chi-kian; as well as current HKSBP Managing Director Winston Yau-lai Lo, HKSBP Deputy Managing Director Frank Yau-yee Lo, HDM Managing Director Antony Chow, and Bozell Managing Director Irene Li; all of whom have spared precious time for interviews and patiently provided input and elaborate details on a wide range of issues.

I would also like to thank Fatima Lee who made time to review the first draft of this book and gave valuable comments. Special thanks go to Rosanne Chan and Chu Kim Wah who contributed both time and effort to create the graphic design and build a rich collection of images. I am indebted to Chan Kai Cheung who carried out the final and most important proofreading of the book. Last but not least, we owe the successful publication of this book to Vitasoy's founder Dr. K. S. Lo, whose idea inspired the whole project. More importantly, thanks to his rare trust and candidness, every open, meaningful and sincere chat with him proved to be a truly rewarding experience.

Choi Po King  
Shatin, Hong Kong  
December 1989

# 序（二零一五年）

# 怎一個“情”字了得？

二十五年前，因緣際會，有幸獲香港荳品公司創辦人羅桂祥博士邀請，寫《厚生與創業——維他奶五十年（一九四零至一九九零）》一書。一晃眼二十五年，羅博士的公子羅友禮先生打算將書重印出版，於是我又一次造訪設於屯門的廠房——還是原址，不過香港荳品公司早於一九九四年上市，易名為“維他奶國際集團有限公司”。廠房佔地增加了，生產設備水平當然也大大提升。二零一四年七月一個炎熱的下午，我跟著羅友禮先生在廠房的樓層上上下下的走，聽著他自豪地介紹生產速度極快、無菌保障程度極高的飲品生產線，然後大家坐在冷氣會議室中細談四分一世紀以來公司的進展和變化。會議室旁羅友禮先生的辦公室還是老樣子，廿五年前我就坐在這裡訪問過他。今天重來，時光流逝、物換星移，但在一剎那裡，時間好像靜止了，心中油然而生起一種很溫暖、很特別的感覺。

羅友禮先生說維他奶就像他的一位“大哥哥”，伴隨他長大。對香港幾代人來說，維他奶也像一位老朋友，我們從幼稚園、學校走到工作間，甚至去了外國，總還有著它的影子。“情”一字，大概用於描述維他奶故事會很貼切吧。一九四零年，羅桂祥博士懷著對中國貧苦百姓的關懷，在香港開始生產樽裝豆奶。太平洋戰爭和平後幾十年，中國和香港的政局及經濟狀況變遷，豆奶在香港變成富裕社會中“並不簡單”的汽水<sup>1</sup>，這是創業者始料不及的。一九七九年中國剛宣佈改革開放政策，羅桂祥博士就率先在深圳開設奶牛農場，也是為了一種報效中國的情懷所驅使。

一九七八年，羅友禮先生從父親手中接棒，當公司的董事總經理，一九九四年公司上市，業務擴展至中國內地、美國、澳洲和新加坡。這二十多年的變化，讀者可以從代後序二（二零一四年）（家族企業的挑戰——羅友禮先生專訪）看到，

1 一九七零年代到一九八零年代初，維他奶的廣告點子是“點只汽水咁簡單”，當時人人琅琅上口。

毋庸多贅。細心的讀者可以看到兩代公司主理人之間的連繫。一方面，羅友禮先生交代了上市前後公司在體制和管理上的改革，但另一方面，他也強調貫串著維他奶歷史的線，那就是“專一”。廿五年前，羅桂祥博士坐在香港仔的辦公室中告訴我，他跟香港其他生意人不同之處，在於他堅持生產，不染指地產買賣。今天羅友禮先生在屯門廠房的會議室也同樣告訴我，他之所以獲丹麥寶隆公司邀請當非執行董事的原因，就是他們欣賞維他奶國際集團專一，不做地產炒賣。“專一”的一個解讀，也許就是“情”吧！社會學家桑內特在他的著作《新資本主義的文化》<sup>2</sup>中提到，長期、專一地投入某種生產工作的人會培育出一種巧匠的素質。這種素質要求嚴格的自律和自我反省、高水平和高品質。“愈知道如何做得更好，愈心焉繫之”<sup>3</sup>那天在廠房聽羅友禮先生不厭其祥地對我這個外行人介紹無菌生產及包裝的過程，又坐在會議室聽他細說這幾十年來他如何改善公司制度、完善產品素質和規劃市場的發展，我深切感受到這種“心焉繫之”的“情”。正如桑內特所說，這種“情”，在今天追求找快錢、分散投資／投機的膚淺社會文化中已難得一見了。因為罕見，更顯彌足珍貴。

在這個全球化經濟的年代，香港的經濟社會面貌瞬息萬變。加上主流社會重金錢回報而輕人文價值，香港無論人情連繫和歷史地貌每天不斷被破壞、被取代。維他奶從一九四零到二零一五年，走了七十五年的道路，得力於兩代的耕耘，到今天是讓第三代接棒的時候。維他奶對飲品生產的堅持，不僅是維他奶國際集團有限公司的榮譽，也是整個香港社會作為一個有機、有生命力群體的福份。

蔡寶瓊  
香港 沙田  
二零一五年三月

2 Richard Sennett, *The Culture of New Capitalism*, New Haven and London, 2006. 中譯本：李繼宏譯《新資本主義文化》，上海譯文出版社，二零一零。

3 Richard Sennett, *Ibid.*, p. 105（筆者譯）。

Twenty-five years ago, as fate would have it, I had the honour of writing *Enriching Lives and Founding A Business — Vitasoy Looks Back over Fifty Years (1940-1990)* on the kind request of Dr. K. S. Lo, founder of The Hong Kong Soya Bean Products Co., Ltd.(HKSBP). Twenty-five years passed in the blink of an eye. Mr. Winston Lo decided on a reprint of his father’s book and I found myself at the company’s Tuen Mun factory yet again. The factory has stood here all these years but HKSBP was renamed Vitasoy International Holdings Limited in 1994 for public listing. Now occupying a bigger site, the factory is equipped with completely upgraded production facilities. On my visit to the factory one hot afternoon in July 2014, Mr. Winston Lo took me up and down the staircase to show me the paper pack production setup, which took up the space of several floors of the building. With a subtle hint of pride, he explained how the high-speed production process based on advanced aseptic technology ensured optimum safety. Sitting down in the air-conditioned conference room afterwards, we had a long chat about the company’s development and transformation over the last quarter of a century. Mr. Winston Lo’s office next to the conference room still looked the same. That was where I last interviewed him twenty-five years ago, which felt nothing but a fleeting moment. So much had changed but, in a split second, time stood still, ushering in a very special, warm feeling.

Mr. Winston Lo said Vitasoy is like a “big brother” who grew up with him. To several generations of Hong Kong people, Vitasoy is like an old friend. It has been with us all these years, from kindergarten, primary and secondary schools to the workplace, or even our lives overseas. The Vitasoy story is filled with deep sentiments. Driven by his genuine care and concern for the poor in China, Dr. K. S. Lo started his bottle soya milk business in Hong Kong back in 1940. Then, a few decades after the Pacific War was over, as political and economic situations in China and Hong Kong evolved, soya

milk became “Not Just a Simple Soft Drink” in affluent Hong Kong<sup>1</sup>. It is something that the founder had never envisaged. When China announced her open and reform policy in 1979, Dr. K. S. Lo made a prompt decision to set up a dairy farm in Shenzhen. This business move was motivated by patriotic sentiments and a determination to serve the country.

Mr. Winston Lo took over the family business from his father in 1978. As Managing Director, he led the company to go public in 1994 and extended its business reach to China, the US, Australia and Singapore. Detailed accounts of changes over the past two decades can be found in Epilogue II (2014): Challenges of A Family Business — An Interview with Mr. Winston Yau-lai Lo. Observant readers may be able to identify a similarity between these helmsmen of two generations. While telling me how he initiated structural and management reforms before and after Vitasoy’s public listing, Mr. Winston Lo also stressed a thread that links up every episode of Vitasoy’s history: single-mindedness. Twenty-five years ago, Dr. K. S. Lo told me in his Aberdeen office that unlike other businessmen in Hong Kong, he stood by a principle to do only food manufacturing and steered clear of real-estate investment. Likewise, Mr. Winston Lo said in the Tuen Mun factory conference room that it was exactly this highly-focused business approach that had motivated the East Asiatic Company Ltd of Denmark to invite him to join their Board as a Non-executive Director. This Danish company was impressed by the fact that Vitasoy had concentrated its efforts on its core business and had said no to property speculation. Such single-mindedness could perhaps be read as a kind of sentiment. Sociologist Richard Sennett points out in *The Culture of the New Capitalism*<sup>2</sup> that people who make ongoing efforts in one particular form of production often develop a kind of craftsmanship. Craftsmanship is

1 “Not Just a Simple Soft Drink” was a very catchy advertising slogan for Vitasoy from the 1970s to the early 1980s.

2 Richard Sennett, *The Culture of New Capitalism*, New Haven and London, 2006. (Li Ji-hong, translated Chinese version, Shanghai Translation Publishing House, 2010)

the culmination of strict self-discipline, self-reflection, high standards and high quality. “The more one understands how to do something well, the more one cares about it<sup>3</sup>.” During our factory tour, Mr. Winston Lo patiently explained the aseptic production and packing processes to me, a layman who knew nothing about these industrial technicalities. Later in his office he recounted in detail how he improved corporate systems, product quality and market development plans over the decades. His sentiment of devotion was obvious. As Sennett said, in today’s shallow culture of fast money and diversified investment/speculation, such a sentiment is very rare. All the more reason for us to treasure it.

In this age of globalised economy, Hong Kong keeps changing both on the economic and social fronts. When financial return almost always triumphs over humanistic values, Hong Kong’s social bonds and historical landscapes are gradually being dismantled and replaced. From 1940 to 2015, Vitasoy has been on the road for seventy-five years. Bearing fruit from the hard work of two generations, it is now time for the third generation to take up the baton. Vitasoy’s uncompromising dedication to producing beverages is not only the pride of Vitasoy International Holdings Limited, but a blessing for Hong Kong as an organic and energetic society.

Choi Po King  
Shatin, Hong Kong  
March 2015

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3 Richard Sennett, *Ibid.*, p. 105 (Translated by the author)