

From Family Legacy to Family Soft Power: Why Passion Matters for the Next Generation 从家族传承到家族软实力：激情为何对下一代至关重要

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Author Biographies



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Roger King is Senior Advisor and Founding Director of both the Roger King Center for Asian Family Business and Family Office and the Thompson Center for Business Case Studies, and Adjunct Professor of Finance at The Hong Kong University of Science and Technology (HKUST). His teaching and research interests include family business, family office, entrepreneurship, and corporate and family governance.

Professor King was a former US Naval Officer; member of Technical Staff of Bell Telephone Laboratories (USA). He served at various leading positions: Non-Executive Director of Orient Overseas (International) Limited and Chief Operating Officer of Orient Overseas (Holdings) Limited; Chairman and Founder of ODS System-Pro Computers Limited; Chairman of Euro-Asia Shipyard Limited; Chairman of Pacific Coffee Limited; President and Chief Executive Officer of Sa Sa International Holdings Limited; Independent Non-Executive Director of Sincere Watch (Hong Kong) Limited; Board Director of Arrow Electronics Corporation; Supervisory Board member of TNT Express; Honorary Consul for the Republic of Latvia in HKSAR; and Council member of The Hong Kong Baptist University and HKUST.

Professor King is currently Honorary Court Member of HKUST; Member of the Board of Directors, Hong Kong Academy for Wealth Legacy; member of International Advisory Council of NYC Family Enterprise Center; member of the Ernst & Young Family Business Advisory Council; and member of the Editorial Board of the Journal of Family Business Strategy. Professor King is a graduate of the University of Michigan, BSEE; New York University, MSEE; Harvard Business School, AMP; and HKUST, PhD (Finance).



Pauline Yeung (杨宝莲)

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Pauline Yeung is a multilingual global leader fluent in English, Cantonese, Mandarin, Korean, Japanese, and conversant in French. A graduate of Princeton and Central Saint Martins, she has over 15 years of experience at the intersection of finance, innovation, and international relations, leading forward-looking initiatives in business and government across Asia, Europe, and the United States.

As a finance official in Hong Kong, Pauline spearheaded a landmark listing regime for biotech companies and new economy firms with weighted voting rights structures. She also curated the inaugural Family Office Symposium at the Asian Financial Forum and developed family office strategies that mobilize private wealth for venture and impact investments on a global scale.

A prolific writer and biographer, Pauline has interviewed and researched family businesses as well as multinationals around the world, covering leading companies like Lenovo (China), Lotte (Korea), Maxim's (Hong Kong), Pasona (Japan), and Temasek (Singapore). She has worked on numerous projects with prominent families and her articles and case studies have been featured in publications at HKU, HKUST, SCMP, HKET, FTChinese.com, and Horasis, among others.

Recently, she has collaborated with central banks and financial institutions on digital currency and open finance projects, and her partnerships with tech pioneers reflect her commitment to advancing emerging technologies to drive innovation and social impact.

Pauline currently serves as Board Member of KEY (Korea, Europe & You), Fellow at Salzburg Global, Leadership Fellow at Korea Foundation for Advanced Studies, Asia 21 Next Generation Fellow at Asia Society, and Delegate to Australia-China Youth Dialogue. She enjoys spending time with students and has served as a mentor, speaker, and judge for the Sing Tao Interschool Debating Competition and as a case writer for the HKU HSBC Asia Pacific Business Case Competition. She was also the Master of Ceremony (in Mandarin) for an event with the first Chinese astronaut in space.



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Based in Hong Kong and Connecticut, Fiona Fu is a student at Choate Rosemary Hall, where she is a member of the John F. Kennedy '35 Program in Government and Public Service that has a focus on politics, economics, and law. She is the Editor-in-Chief of The Choate News, and is a writer, debater, and researcher of history.

About KnitKnot Global

Founded by Pauline Yeung in 2024, KnitKnot Global is a consulting company that focuses on three distinct but related areas, namely finance and innovation projects, family biographies and research, and global soft power initiatives. Pauline's vision is to continue bringing people from different walks of life together for connection and community, not unlike embroidery, and to use words to weave together tapestries that tell compelling stories. In recent years, Pauline has worked with central banks, financial institutions, business schools, start-ups and entrepreneurs, and prominent families, bridging diverse cultures, building resilient networks, advising innovative initiatives, engaging in Track II diplomacy, and serving as a thought leader in global soft power. For more information, please visit <https://knitknotglobal.com/>

A Brief Introduction: Contemporary Challenges for Families

简介：家族面临的当代挑战

Family businesses have historically been integral to the world economy, currently accounting for 70% of global GDP and about 60% of global employment.¹ However, with the average lifespan of a business becoming drastically shorter and the human life cycle becoming dramatically longer, family businesses face fresh challenges in trying to attain what is known as the “3Ps,” namely the preservation of family wealth, preservation of family harmony, and preservation of family legacy. Indeed, while the average S&P 500 company lifespan fell by 80% in the past 80 years to a mere 15 years, people are living longer and longer lives, meaning that next generation family members have a higher chance to at some point outlive the original business that they inherited from earlier generations.^{2,3}

Already, only 30% of family businesses make it to the second generation, and for many next generation family members, if given the choice they would not want to succeed their parents.⁴ Succession is an acute problem especially in mainland China. A recent survey by Shanghai Jiaotong University showed that 80% of the second generation are unwilling to take over the family business and have little interest in the operations of the companies that their parents built from scratch.⁵ This thus begs the question of how these families in mainland China and elsewhere which accumulated their wealth relatively recently can learn from other families globally that have experienced the transfer of wealth across generations.

家族企业历来是全球经济的核心组成部分，目前占全球GDP的70%，以及全球就业的60%左右。¹然而，随着企业的平均寿命大幅缩短，而人类的生命周期却显著延长，家族企业在实现“3P”时面临着新的挑战，即家族财富的保全、家族和谐的保全以及家族传承的保全。事实上，过去80年中，标准普尔500指数公司平均寿命下降了80%，如今只有15年，而人类的寿命却越来越长，这意味着下一代家族成员有更高的机会在某个时刻超过他们从前几代继承的原始企业的寿命。^{2,3}

目前，只有30%的家族企业能够传承到第二代，而且对于很多下一代的家族成员来说，如果可以选择，他们并不愿意继承父辈的事业。⁴继任问题在中国大陆尤其突出。上海交通大学的一项最新调查显示，80%的二代家族成员不愿接手家族企业，对父母白手起家建立的公司运营缺乏兴趣。⁵这引发了一个问题：这些近年来在中国大陆及其他地方积累财富的家族，如何能从全球其他经历了财富跨代传承的家族中汲取经验。

Definitions: Family Legacy and Family “Soft Power”

定义：家族传承与家族“软实力”

In this essay, we consider nine case studies in eight jurisdictions to argue that it is the opportunity for next generation family members to pursue their passions – whether within or outside the frameworks and boundaries of the inherited business – that not only preserves family wealth and family harmony but also contributes to family legacy, the focus of this paper which is directly relevant to the concept of family “soft power.” Indeed, beyond the orderly transfer of family assets and the absence of family lawsuits or other forms of family conflict in these examples, family legacy can be seen as a form of global “soft power” in an era where it is increasingly important for companies – and not just countries – to draw attraction and admiration in the domestic and international arenas.

In the late 1980s, Harvard professor Joseph Nye coined the term “soft power” to describe the ability of nation-states to attract and persuade in international relations.⁶ In contrast to hard power which leverages economic or military resources to have a coercive effect, Nye argued that soft power rests primarily on culture, values, and policies.⁷ As political leaders, diplomats, and academics have come to use the term “soft power” frequently in world politics, scholars from Zhejiang University point out that the concept has also been extended to the business arena, where multinational companies in particular have begun to see soft power as a means to “win social trust, secure market share, and maintain their competitiveness.”⁸

As one of the first essays to apply the concept of “soft power” to family businesses, we adopt Tella’s definition of “soft power” as a state or non-state actors’ ability to “influence the action, inaction, position, and behaviour of other actors through its non-coercion capability – including its philosophy, culture, values, and policies – that engenders these actors’ attraction, admiration, and aspirations.”⁹

To begin with, we look at two examples of next-generation family members for whom the pursuit of personal passions fell within the bounds of the original family business that they inherited. In both examples, the family member found meaning and purpose through self-motivated initiatives while playing an executive, leadership role in the day-to-day management of their respective companies. Not only do such initiatives help keep the family in the business despite a shorter business lifespan and longer human lifecycle; they also translate into opportunities to create a family legacy and amplify family “soft power.”

在本文中，我们通过研究八个地区的九个案例，论证下一代家族成员追求他们的激情——无论是在继承的家族企业框架内还是外——不仅有助于保全家族财富和家族和谐，还能促进家族传承。这是本文的重点，而且与家族“软实力”概念密切相关。实际上，这些案例除了展示家族资产的有序转移，而且没有家族诉讼或其他形式的家族冲突。家族传承可以被视为一种全球性的“软实力”，在当今时代，不仅仅是国家，公司在国内和国际舞台上吸引和赢得赞赏也变得越来越重要。

上世纪80年代末，哈佛大学教授约瑟夫·奈（Joseph Nye）提出了“软实力”一词，用以描述国家在国际关系中吸引和说服的能力。⁶ 与利用经济或军事资源产生强制效果的“硬实力”不同，奈认为软实力主要依赖于文化、价值观和政策。⁷ 随着政治领导人、外交官和学者们在世界政治中日益频繁地使用“软实力”一词，浙江大学的学者指出，这一概念也被延伸到了商业领域，尤其是跨国公司，认为软实力是一种赢得社会信任、确保市场份额并保持竞争力的手段。⁸

作为首批将“软实力”概念应用于家族企业的论文之一，我们采用特拉（Tella）对软实力的定义，即国家或非国家行为者通过其非强制能力——包括其哲学、文化、价值观和政策——来影响其他行为者的行动、不行动、立场和行为，从而激发这些行为者的吸引、赞赏和愿望。⁹

首先，我们来看两个例子，这些例子中的下一代家族成员在继承的家族企业框架内追求个人激情。在这两个例子中，家族成员通过自我激励的举措找到了意义和目标，同时在各自己公司的日常管理中扮演了执行领导的角色。这类举措不仅帮助家族在企业寿命缩短和人类生命周期延长的情况下继续留在企业中；它们还为创造家族传承和扩大家族“软实力”提供了机会。

Yashovardhan Lohia, Indorama Ventures, Thailand 亚绍瓦丹·洛希亚，泰国 Indorama Ventures

First, in the case of Yashovardhan Lohia, a second-generation member of Thailand-based Indorama Ventures, it was through roles at the family business itself that he found his passion in sustainability, as the company's first-ever Chief Recycling Officer and later as Chief Sustainability Officer. Yash admits that he was not excited about the family business when he first joined the company, even though he always knew that he would be part of it.¹⁰ But within a few years, he quickly found his passion in providing strategic leadership for sustainability initiatives at what is the world's largest PET producer.

Yash saw that Indorama Ventures occupied a unique position in the PET ecosystem as governments, consumers, and brand owners were beginning to be worried about PET plastic, such that they started developing relevant regulations and setting related targets. It was under Yash's leadership that recycling became a standalone vertical at Indorama Ventures, carved out from the PET and fibre companies. Today, Yash continues to serve as the Chairman of the ESG Council at the company, providing leadership for a family business that has as of September 2023 recycled 100 billion post-consumer PET bottles through 20 recycling sites in Asia, Europe, and the Americas.¹¹

In February 2024, Indorama Ventures was further awarded the prestigious Platinum Medal by EcoVadis Sustainability Assessment, meaning that it was ranked in the top 1% of all companies assessed within the primary industries of basic chemicals, outperforming other companies in the areas of environment, labour human rights, ethics, and sustainable procurement.¹² Yash is setting an example himself when he says that he would "advise a young person to join an industry they're passionate and excited about."¹³

首先，以泰国Indorama Ventures的二代家族成员亚绍瓦丹·洛希亚（Yashovardhan Lohia）为例，他通过家族企业内的角色找到了自己在可持续发展方面的激情，先在公司负责回收事宜，后来更成为首席可持续发展官。亚绍瓦坦承，刚进入公司时他对家族企业并不感兴趣，尽管他从小就知道自己终将成为家族企业的一部分。¹⁰但在短短几年内，亚绍瓦迅速找到了自己的激情，即为全球最大的PET生产商提供可持续发展的战略领导。

亚绍瓦看到，Indorama Ventures处于PET生态系统的独特位置，因为政府、消费者和品牌所有者开始对PET塑料感到担忧，并开始制定相关法规和设定相关目标。在亚绍瓦的领导下，回收成为Indorama Ventures的一个独立业务领域，从PET和纤维业务中脱离出来。如今，亚绍瓦继续担任公司ESG委员会主席，为一家截至2023年9月已通过位于亚洲、欧洲和美洲的20个回收厂回收了1000亿个消费后PET瓶的家族企业提供领导。¹¹

2024年2月，Indorama Ventures在EcoVadis可持续发展评估中获得了享有盛誉的铂金奖章，这意味着它在所有基本化工行业被评估的公司中排名前1%，在环境、劳动人权、伦理和可持续采购方面表现优异，超越了其他公司。¹²亚绍瓦以身作则，他表示会“建议年轻人加入一个他们充满激情和兴奋的行业。”¹³

Yongsoo Huh, GS Energy, South Korea

许榕秀，韩国 GS 能源

In South Korea, Yongsoo Huh is a third-generation family owner of GS Group which was officially separated from LG Group in 2005 after a long partnership between the Huh and Koo families. As CEO of GS Energy, Yongsoo is responsible for a business portfolio that includes refining and petrochemicals, electric power and district heating, gas, exploration and production, as well as new businesses such as green development, clean hydrogen, and power solutions.

Yongsoo is in an executive role at the helm of GS Energy, which also provided a platform for him to pursue his passion in the arts. Over the years, Yongsoo has served as Chairman of Korea National Ballet Society and board member for the Korea National Museum Society, Seoul Philharmonic Orchestra, and Korea National Contemporary Dance Company, among others. Known for being a collector of international contemporary art and supporter of young artists, Yongsoo has been a patron of the arts on both sides of the Pacific. In as early as 2011, Yongsoo lent the Jordan Schnitzer Museum of Art at the University of Oregon an exciting selection of work featuring 17 cutting-edge Korean artists.¹⁴

In fact, for Yongsoo, business is just the beginning for developing international ties, and it is culture and people that is the next level.¹⁵ While he had been visiting Abu Dhabi for many years on business, in 2019 he supported the debut of the Korean Symphony Orchestra in the Arab world at the Abu Dhabi Festival, when the orchestra played Korean composer Young Jo Lee's Arirang Festival for Orchestra, with a programme that also featured internationally acclaimed Korean pianist Cho Jae-Hyuck.¹⁶

More recently, Yongsoo served as the President of the National Organizing Committee of the World Choir Games in Korea, which has the distinction of being the largest choral competition globally. As Chairman, Yongsoo highlighted how the theme of the Games, held in 2023, was "Peace and Prosperity for All," with a hopeful tone for the world which had just gone through the COVID-19 pandemic. In his words, music has the power to heal and "choral singing is an art form in which harmony transcends all boundaries such as generations, genders, and borders."¹⁷

在韩国，许榕秀（Yongsoo Huh）是GS集团的第三代家族成员，GS集团于2005年与LG集团正式分离，此前许氏家族与具氏家族长期合作。作为GS能源的首席执行官，许榕秀负责包括炼油和石化、电力和区域供热、天然气、勘探与生产等业务组合，以及绿色发展、清洁氢能和电力解决方案等新业务。

许榕秀在GS能源担任执行角色，同时也为他追求艺术领域的激情提供了平台。多年来，许榕秀担任韩国国家芭蕾舞协会主席，并担任韩国国家博物馆协会、首尔爱乐乐团和韩国国家当代舞蹈团等多个机构的董事。作为国际当代艺术的收藏家和年轻艺术家的支持者，许榕秀一直是太平洋两岸艺术的赞助人。早在2011年，许榕秀就向俄勒冈大学的乔丹·施尼泽美术馆（Jordan Schnitzer Museum of Art）借出了一批令人兴奋的作品，展示了17位前沿的韩国艺术家。¹⁴

实际上，许榕秀认为，商业只是建立国际联系的起点，文化才是更高的层次。¹⁵虽然他多年来一直因业务访问阿布扎比，但在2019年他支持了韩国交响乐团在阿布扎比音乐节上的阿拉伯世界首秀，乐团演奏了韩国作曲家的《阿里郎节日交响曲》，演出节目还包括了享誉国际的韩国钢琴家的表演。¹⁶

最近，许榕秀担任了在韩国举办的世界合唱比赛国家组委会主席，该比赛是全球最大的合唱比赛。作为主席，许榕秀强调，2023年比赛的主题是“和平与繁荣”，为刚刚经历新冠疫情的世界带来了希望。他表示，音乐具有治愈力量，而“合唱是一种超越代际、性别和国界的艺术形式。”¹⁷

Transition from Family Business to Business Family 从家族企业到企业家族的转型

Of course, it cannot be taken for granted that the next generation finds their passion by implementing entrepreneurial initiatives in the existing business, or by engaging in philanthropy through the platform of the original company to which they still have a strong commitment to leading, as can be seen in the examples of Yash and Yongsoo. Indeed, we further argue that next-generation family members can in many cases better pursue their interests during the transition from a family business to a business family, where the latter is defined as a family that is open to developing multiple ventures and regards the preservation of long-term family wealth rather than the success of a single legacy business as its main objective, often with the support of new legal structures.¹⁸

Consistent with Brinkerink et al.'s organizational identity elasticity framework, family businesses have inelastic organizational identity where “who we are” and “what we do” are closely tied to the legacy firm, while business families have elastic organizational identity such that “who we are” does not necessarily overlap with “what we do,” opening doors for new initiatives that next-generation members are passionate about.¹⁹ While a family business is characterized by a “family-in-business mindset” or “operator’s mindset,” these shift to a “family-as-investor mindset” or “owner’s mindset” in a business family, with this new identity permitting the sale of the legacy business under suitable conditions or the appointment of non-family members for professional day-to-day management.

To be sure, a directional turn toward a business family is often accompanied by the establishment of family office or family foundation structures that support the personal and professional endeavours of next-generation family members.²⁰ In addition, there may also be the emergence of entirely new business lines, for example in family holding companies, that are the hallmarks of an entrepreneurial business family. In both cases, these are arrangements that respond to the global trend where currently active family members have a higher chance to outlive the original business, and which simultaneously provide opportunities for the next generation to leave a family legacy and amplify family “soft power.”

当然，不能理所当然地认为下一代家族成员会正如亚绍瓦和许榕秀的例子通过在现有企业中实施创业项目，或者通过原有公司平台从事慈善事业来追求他们的兴趣。事实上，我们进一步论证，在许多情况下，下一代家族成员可以在从家族企业向企业家族转型的过程中更好地追求他们的兴趣。企业家族是指一个开放发展多个企业的家族，其主要目标是保全长期家族财富，而不是单一遗产企业的成功，通常伴随着新法律结构的支持。¹⁸

根据Brinkerink等人的组织身份弹性框架，家族企业有着不弹性的组织身份，即“我们是谁”和“我们做什么”紧密联系在遗产企业上，而企业家族则有着弹性的组织身份，即“我们是谁”不一定与“我们做什么”重叠，从而为下一代家族成员热衷的新项目打开了大门。¹⁹ 家族企业以“家族在企业中的心态”或“经营者心态”著称，而这种心态在企业家族中转变为“家族作为投资者的心态”或“所有者心态”，这种新身份允许在适当条件下出售遗产企业，或任命非家族成员进行专业的日常管理。

可以肯定的是，向企业家族的转变往往伴随着家族办公室或家族基金会的设立，它们支持下一代家族成员的个人和职业追求。²⁰ 此外，还可能出现全新的业务线，例如家族控股公司，它们是企业家家族的标志性特征。在这两种情况下，这些安排回应了全球趋势，即当前活跃的家族成员比原始企业更有可能活得更长，同时为下一代提供了留下家族传承并扩大家族“软实力”的机会。

Annie Chen, Hang Lung Group, Hong Kong 陈恩怡，香港恒隆集团

Take, for example, Annie Chen, a second-generation family member of Hong Kong real estate developer Hang Lung Group, who found her calling in sustainability. After graduating from Brown and Columbia, Annie came back to Hong Kong and dived into the impact investing space through RS Group, a family office structure that established her as a pioneer in the field.

While members within the Hang Lung family have separate investment and philanthropic vehicles, such as the Morningside Foundation which is known for its US\$350 million gift to Harvard University's School of Public Health and a US\$100 million donation to MIT to fund the MIT Morningside Academy for Design, RS Group utilizes a total portfolio approach of grants, lending to charities, equity in social enterprises, and responsible investing to support impact initiatives and maximize a blend of social, economic, and environmental value.

In 2019, after a decade of experience in sustainable investing, Annie launched the “Natural Capital Initiative” at RS Group to bridge the massive funding gap in global biodiversity finance and to explore solutions to provide seed funding and hands-on support to Asian entrepreneurs in the initial stages of tackling such challenges when it is difficult to attract institutional capital. The goal is to play a role in protecting and restoring natural assets such as land, soil, air, plants, and animals.

Also in 2019, Annie incubated the Sustainable Finance Initiative to share her experience with other family offices in Asia, creating an active network of families that are interested in embarking on their own impact journeys. Since an impact eco-system grows very much in the same way as a forest, in developing the impact community in Asia Annie has arguably been “planting the seeds and seeing green shoots germinate into trees.”²¹

以香港房地产开发商恒隆集团的二代家族成员陈恩怡（Annie Chen）为例，她也在可持续发展领域找到了自己的使命。在从布朗大学和哥伦比亚大学毕业后，陈恩怡回到香港，投身于影响力投资领域，通过家族办公室结构RS Group，确立了她在该领域的先锋地位。

恒隆家族成员设有独立的投资和慈善机构，例如晨兴基金会（Morningside Foundation），该基金会因其向哈佛大学公共卫生学院捐赠3.5亿美元，以及向麻省理工学院捐赠1亿美元以资助MIT晨兴设计学院而闻名。而RS Group则采用了全资产组合策略，结合捐赠、贷款给慈善机构、投资社会企业以及负责任投资，支持影响力项目，最大化社会、经济和环境价值的融合。

2019年，经过十年的可持续投资经验，陈恩怡在RS Group启动了“自然资本倡议”，以弥补全球生物多样性金融的巨大资金缺口，并探索解决方案，为处于初期阶段的亚洲企业家提供种子资金和实际支持，这些企业家在吸引机构资本时通常面临困难。其目标是扮演保护和恢复自然资源的角色，如土地、土壤、空气、植物和动物。

同样在2019年，陈恩怡还孵化了可持续金融倡议（Sustainable Finance Initiative），与亚洲其他家族办公室分享她的经验，建立了一个活跃的家族网络，致力于开始他们自己的影响力之旅。正如安妮所说，影响力生态系统的增长方式与森林非常相似，在亚洲发展影响力社区的过程中，她无疑是“播下种子，并看到绿色幼苗发芽成树。”²¹

Robert Fisher, Gap Inc, United States 罗伯特·费舍尔，美国 Gap Inc.

In California, Robert Fisher, a second-generation member of the family-owned company Gap Inc., also found his passion in championing sustainability causes. In this case, this was accomplished through a family foundation – Pisces Foundation – that Robert created while serving on the Board of Directors of the original apparel business, a position he has held since 1990.

A testament to his commitment to sustainability, Robert currently serves as a board member of Conservation International, which aim is to empower society to care for nature, biodiversity, and the well-being of humanity, and as Chair Emeritus of the National Resources Defense Council, which aim is to tackle the climate crisis, protect the planet's wildlife, and to ensure access to clean air, clean water, and healthy communities.

As an example of the role of a family foundation in allowing next-generation family members to pursue their passions, Pisces Foundation's mandate is to fund non-profits that deliver innovative solutions to make the future more sustainable. Since 2013, the foundation has awarded more than 1,100 grants to 350 organizations, playing a key role in cutting down hydrofluorocarbons, methane emissions, and black carbon; developing environmental education inside and outside schools; and implementing better water management in cities.²²

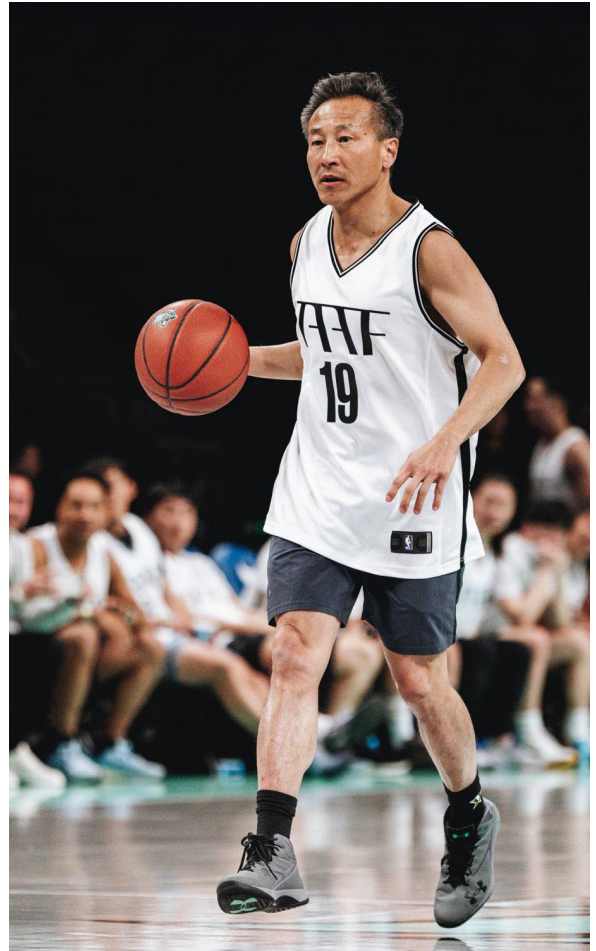
In addition to “soft power” initiatives in sustainability, Robert also safeguards the family legacy as a steward of the Doris and Donald Fisher Collection, one of the greatest collections of contemporary art encompassing works from the likes of Alexander Calder, Ellsworth Kelly, William Kentridge, Anselm Kiefer, Sol LeWitt, Agnes Martin, Gerhard Richter, Richard Serra, and Andy Warhol.²³ The collection is on public display at the San Francisco Museum of Modern Art where Robert serves as Board Chairman.

在加利福尼亚，家族企业Gap Inc.的二代成员罗伯特·费舍尔（Robert Fisher）也找到了自己在推动可持续发展事业方面的激情。在这个案例，他是通过他自1990年起一直担任Gap Inc.董事会成员期间创建的家族基金会——Pisces基金会实现的。

作为他对可持续发展承诺的见证，罗伯特目前担任保护国际（Conservation International）的董事会成员，该组织的宗旨是赋予社会关爱自然、生物多样性和人类福祉的能力，并担任自然资源保护委员会（National Resources Defense Council）的名誉主席，该委员会的目标是应对气候危机，保护地球的野生动物，并确保清洁空气、清洁水和健康的社区。

作为家族基金会如何帮助下一代家族成员追求他们激情的一个例子，Pisces基金会的任务是资助非营利组织，提供创新解决方案，使未来更加可持续。自2013年以来，该基金会已向350个组织发放了超过1100份资助，在削减氢氟碳化物、甲烷排放和黑碳方面发挥了关键作用；在校内外开展环境教育；并在城市中实施更好的水资源管理。²²

除了在可持续发展中的“软实力”举措，罗伯特还通过担任旧金山现代艺术博物馆（San Francisco Museum of Modern Art）董事会主席，作为多丽丝和唐纳德·费舍尔（Doris and Donald Fisher）收藏的管理者，保全了家族的传承。该收藏是当代艺术中最伟大的收藏之一，涵盖了亚历山大·考尔德（Alexander Calder）、埃尔斯沃斯·凯利（Ellsworth Kelly）、威廉·肯特里奇（William Kentridge）、安塞尔姆·基弗（Anselm Kiefer）、索尔·勒维特（Sol LeWitt）、阿格尼丝·马丁（Agnes Martin）、格哈德·里希特（Gerhard Richter）、理查德·塞拉（Richard Serra）和安迪·沃霍尔（Andy Warhol）等艺术家的作品。²³ 该收藏在旧金山现代艺术博物馆公开展出，罗伯特担任博物馆董事会主席。



Yash Lohia: Photograph courtesy of Indorama Ventures (top left)
Joseph Tsai: Photograph courtesy of Joseph Tsai (top right)
Yongsoo Huh: Photograph courtesy of GS Energy (bottom)



Nachson and Arie Mimran: Photograph by Dmitry Kostyukov, courtesy of to.org (top)
 Jacky, Françoise, and Manon Lorenzetti: Photograph courtesy of Ovalto (middle)
 Andreas and Adrian Keller: Photograph courtesy of Diethelm Keller (bottom)

Nachson and Arie Mimran, Groupe Mimran, Senegal & Switzerland 纳克森和阿里耶·米姆兰，Mimran集团，塞内加尔和瑞士

The environment and the arts are recurring themes for Nachson and Arie Mimran, brothers who are third-generation family members of Groupe Mimran, the largest private sector employer in Senegal. Apart from addressing environmental challenges, the Mimrans are also prominent art collectors, with a focus on developing relationships with artists who create works for a social purpose. While the legacy business in Senegal is in sugar, the Mimran family, which exemplifies some characteristics of a business family, has a presence in other countries, including in Switzerland where the family developed the luxury hotel Alpina Gstaad.

In fact, it was their experience growing up between the vastly different countries of Senegal and Switzerland that inspired Nachson and Arie to focus their efforts on healing the world, a goal that is accomplished through to.org, a combination of a charitable foundation, a creative arm, and a venture fund that seeks to scale decarbonization, refugee empowerment, and human optimization. In their own words, the brothers are “accelerating Earth’s most vital ventures and facilitating permanent change not just in the short term.”²⁴

The non-profit arm of to.org is involved in projects like the Bidi Bidi Performing Arts Centre in Africa’s largest refugee settlement which is home to over 285,000 displaced people. The centre has been thriving since its inauguration in early December 2023 and has swiftly become a hub where youth gather to share music and dance traditions and develop stronger community bonds. The foundation’s upcoming project also focuses on the provision of creative infrastructure and will be unveiled later this year in Kenya’s Kakuma settlement.²⁵ Meanwhile, the creative arm functions like a design consultancy and brings together designers, architects, and scientists to amplify the Earth’s most vital ideas.

The venture arm of to.org, on the other hand, is an impact-driven fund that invests in companies like mPharma and Wasoko that improve healthcare access and support the informal economy in Africa.²⁶ In the words of Arie, each investment is evaluated in terms of financial, social, environmental, educational, brand, and spiritual return, with the last measure defined as whether as investors they would believe that they made the right decision at the right time, for the right reason, 50 years from the present.²⁷

In 2022, Arie and his nephew Joshua also co-founded TO VC, a venture capital fund that invests in vital ventures developing food systems, energy systems, and carbon removal technologies. With the belief that the market-driven, zero-carbon economy can turn the greatest mistakes of the 20th century into the greatest opportunities of the 21st century, it is fair to say that they are already thinking about family legacy and how they can radiate family “soft power.”

环境和艺术是纳克森（Nachson）和阿里耶·米姆兰（Arie Mimran）兄弟俩共同关心的议题，他们是Mimran集团的第三代家族成员。Mimran集团是塞内加尔最大的私营部门雇主。除了应对环境挑战，这对兄弟也是著名的艺术收藏家，专注于与那些为社会目的创作作品的艺术家发展关系。虽然Mimran家族在塞内加尔的核心业务是糖业，但作为一个展现企业家家族特征的家族，他们在瑞士等其他国家也有存在，例如家族在瑞士开发了豪华酒店Alpina Gstaad。

实际上，他们在塞内加尔和瑞士这两个截然不同的国家长大的经历激发了纳克森和阿里耶专注于治愈世界的目标，这一目标通过to.org得以实现。to.org是一个结合了慈善基金会、创意部门和风险投资基

金的组织，旨在推动脱碳化、难民赋权和人类优化。他们形容自己是在“加速地球上最重要的事业，并促进永久性的变革，而不仅仅是在短期内。”²⁴

to.org的慈善基金参与了多个项目，包括位于非洲最大难民营的Bidi Bidi表演艺术中心，那里有超过285,000名流离失所的人。自从该中心于2023年12月初开幕以来，它一直兴旺发达，并迅速成为年轻人聚集分享音乐和舞蹈传统、发展更紧密社区纽带的中心。基金会即将推出的项目亦着重于提供创意基础设施，并将于今年晚些时候在肯尼亚的卡库马定居点揭幕。²⁵与此同时，创意部门则像一个设计咨询公司一样运作，将设计师、建筑师和科学家聚集在一起，放大地球上最重要的理念。

to.org的风险投资部门是一个以影响力为导向的基金，投资于如mPharma和Wasoko等公司；这些公司改善了非洲的医疗保健服务，并支持非正规经济。²⁶正如阿里耶所说，每项投资都会从财务、社会、环境、教育、品牌和精神回报的角度进行评估，最后一个衡量标准是，作为投资者，他们是否相信自己在当下做出了正确的决定，并且50年后仍会认为这是正确的。²⁷

在2022年，阿里耶和他的侄子约书亚（Joshua）共同创立了TO VC，这是一家投资于发展食品系统、能源系统和碳去除技术的重要企业的风险投资基金。他们坚信市场驱动的零碳经济可以将20世纪的最大错误转变为21世纪的最大机遇，可以说他们已经在思考家族传承，并且正在扩大家庭的“软实力”。

Lee Siblings, Lee Kum Kee, Hong Kong

李氏兄妹，李锦记，香港

Family legacy is equally important for the Lee siblings, fourth-generation members of the Hong Kong based Lee Kum Kee family who in 2018 introduced their “1,000-Year Plan” to keep family longevity in mind and to guide family governance and values. In their transition from a family business to a business family, they have branched out from the original oyster sauce business into property investments, traditional Chinese medicine, and Chinese herbal health products.

Now 135 years old, the Lee Kum Kee brand is a household name in many Asian cities, including in Hong Kong, where it is headquartered. The Lee siblings designed the concept of an “enterprising family” to help members of the extended family understand that they could contribute to multiple aspects of the family enterprise and not just the sauce business. Apart from a family office and family foundation, this also resulted in the creation of a family council, family investment arm, and family learning centre, each helmed by a different member of the Lee family.²⁸

Venture capital arm Happiness Capital is an impact-focused fund that puts the concept of a “happiness return” into practice.²⁹ Through long-term initiatives, Happiness Capital aims to make the world a happier place by “investing in startups and VC funds that are committed to the same mission.”

One representative investment of Happiness Capital is Redefine Meat, which uses proprietary 3D printing technology, advanced food formulations, and meat digital modelling to produce vegan meat with the same flavour, appearance, and texture as animal meat.³⁰ Not only does this contribute to a world with less carbon and methane and less water wasted; it also improves access to meat that is healthier and just as tasty. As a sign of family “soft power,” the Lee family’s investment philosophy has been featured in the Stanford Social Innovation Review as a unique approach to investments in food, health, and the environment.³¹

家族传承对李锦记的第四代家族成员李氏兄妹同样重要。2018年，他们推出了“千年计划”，以家族长寿为目标，指导家族治理和价值观。在从家族企业向企业家族的转型过程中，他们已经从原始的蚝油业务扩展到房地产投资、传统中医药和中草药健康产品。

如今已有135年历史的李锦记品牌在许多亚洲城市（包括香港）家喻户晓。李氏兄妹设计了“企业家家族”的概念，帮助家族的扩展成员理解，他们可以为家族企业的多个方面做出贡献，而不仅仅局限于酱料业务。除了家族办公室和家族基金会，这还促成了家族委员会、家族投资部门和家族学习中心的创建，每个部分都由不同的李氏家族成员领导。²⁸

风险投资部门爽资本（Happiness Capital）是一个以影响力为重点的基金，将“幸福回报”的理念付诸实践。²⁹通过长期的举措，爽资本的目标是通过“投资那些致力于同样使命的初创公司和风险投资基金”来使世界变得更加幸福。

爽资本的一个代表性投资是Redefine Meat，该公司使用专有的3D打印技术、先进的食品配方和肉类数字建模，制造口味、外观和质地与动物肉相同的素肉。³⁰这不仅有助于减少碳和甲烷排放，减少水资源浪费，还改善了人们获得更健康且同样美味的肉类的渠道。作为家族“软实力”的标志，李氏家族的投资理念已被斯坦福社会创新评论（Stanford Social Innovation Review）作为食品、健康和环境领域投资的独特方法加以介绍。³¹

Andreas and Adrian Keller, Diethelm Keller, Switzerland **安德烈亚斯和阿德里安·凯勒，Diethelm Keller，瑞士**

In Europe, Andreas and Adrian Keller, fourth-generation members of a prominent Swiss family carry on the legacy of a business family that has for decades been deeply rooted in communities across the Asia Pacific and played a significant role in Asian-European relations. Starting from the late 1860s when two young men from Switzerland, Wilhelm Heinrich Diethelm and Edward Anton Keller, settled in Singapore and the Philippines respectively, DKSH Group today focuses on market expansion services in consumer goods, healthcare, performance materials, and technology in Asia. Through the family's holding office, Diethelm Keller, which is chaired by Andreas Keller, the family remains an anchor investor in DKSH but is no longer involved in the company's day-to-day management.

In a clear sign of an entrepreneurial business family, Diethelm Keller runs five operating units, namely Diethelm Keller Premium Brands, which specializes in premium outdoor furniture; Diethelm Keller Household Brands, which specializes in household, kitchen, and dining products; Diethelm Keller BBQ Brands, a newer operating unit which comprises Outdoorchef and Grillfürst; Diethelm Keller Industrial, which owns Wetrok, a Swiss B2B brand specializing in robotics and cleaning systems; and Diethelm Keller Investments, for strategic equity holdings in small and medium-sized companies. Diethelm Keller also takes part in global real estate investments and has made strategic investments into DKSH and the independent Swiss private bank Bergos.

Notably, the family's ties with Asia are sustained by Adrian's role as Chairman of Asia Society Switzerland, Global Trustee of Asia Society, and a member of the Executive Board of the American Swiss Foundation. Dedicated to fostering "Asia Competence," or the ability to operate in an Asian context, Asia Society Switzerland is a non-profit organization that plays a critical role in facilitating dialogue and understanding

between Switzerland and Asia. Indeed, Adrian's work in international dialogue echoes what previous generations of the family have done; business and diplomacy are closely tied, and Edward Anton Keller, the original founder of the legacy business, was appointed Consul in Manila by Switzerland back in the 1890s.³²

在欧洲，安德烈亚斯（Andreas）和阿德里安·凯勒（Adrian Keller）是一个著名的瑞士家族的第四代成员，他们继承了家族企业几十年来深深扎根于亚太地区，并在亚洲与欧洲的关系中发挥重要作用的传统。从19世纪60年代末两位来自瑞士的年轻人威廉·亨利·迪特海姆（Wilhelm Heinrich Diethelm）和爱德华·安东·凯勒（Edward Anton Keller）分别定居新加坡和菲律宾开始，今天的DKSH集团专注于亚洲的市场拓展服务，涵盖消费品、医疗保健、性能材料和技术。通过家族控股公司Diethelm Keller，安德烈亚斯·凯勒担任主席，家族继续作为DKSH的核心投资者，但不再参与公司的日常管理。

作为企业家家族的一个鲜明标志，Diethelm Keller经营五个业务单元，即Diethelm Keller Premium Brands，专注于高端户外家具；Diethelm Keller Household Brands，专注于家居、厨房和餐具产品；Diethelm Keller BBQ Brands，一个较新的业务单元，旗下包括Outdoorchef 和 Grillfürst；Diethelm Keller Industrial，拥有Wetrok，一个专注于机器人和清洁系统的瑞士B2B品牌；以及Diethelm Keller Investments，专注于战略性控股中小型公司。Diethelm Keller还参与全球房地产投资，并对DKSH和独立的瑞士私人银行Bergos进行了战略性投资。

值得注意的是，凯勒家族与亚洲的联系通过阿德里安在亚洲协会瑞士分会（Asia Society Switzerland）担任主席、亚洲协会全球理事以及美瑞协会（American Swiss Foundation）执行董事会成员的角色得以延续。致力于培养“亚洲能力”，即在亚洲背景下开展业务的能力，亚洲协会瑞士分会是一个非营利组织，在促进瑞士与亚洲之间的对话和理解方面发挥了关键作用。实际上，阿德里安在国际对话中的工作呼应了家族前几代人的努力；商业和外交密切相关，家族创始人爱德华·安东·凯勒早在1890年代就被瑞士任命为马尼拉的领事。³²

Jacky, Françoise, and Manon Lorenzetti, Ovalto, France

杰基·洛朗泽蒂、弗朗索瓦兹·洛朗泽蒂和马侬·洛朗泽蒂，Ovalto，法国

Another example of an entrepreneurial business family is that of French-Swiss entrepreneur Jacky Lorenzetti, founder of European real estate company Foncia, which he sold in 2007. Since then, Jacky has pursued his diverse interests through subsidiaries of his family holding company Ovalto, venturing into wine and sports.

In 2008, Jacky and his wife Françoise acquired their first Bordeaux vineyard, Château Lilian Ladouys in Saint-Estèphe, which they describe as “love at first sight” with the couple bringing “passion and ambition to this new project, throwing themselves almost immediately into an enormous programme of plot consolidation.”³³ In relation to daughter Manon's leadership of Château Pédesclaux in Pauillac, the family also emphasizes how she is “focused on working the land in ways that respect both the people and the environment” such that she brings “the same passion as her parents” through an investment that allows the Lorenzetti family to leave behind their family legacy and amplify their family “soft power.”³⁴

As a sports fan, Jacky also owns Racing 92 Rugby and the Paris La Defense Arena, the latter of which hosted the swimming and water polo games at the 2024 Paris Olympics. With the help of Ovalto business advisor Jean-François Lamour, two-time Olympics gold medallist and former French Minister of Sports, the arena saw the installation of two temporary swimming pools of 50 by 25 meters, one for the competition and the

other for the warm-up, with a capacity of 16,000 seats. Thanks to Jacky, the initiative saved as much as €60 million for the organizing committee of the Paris Olympics.³⁵

Indeed, the Paris La Defense Arena's 1600 square meter screen is the largest in Europe and the venue also has retractable bleachers that have a capacity of 30,000 people for a rugby match and 40,000 people for a concert, such as the Taylor Swift concerts that it hosted in 2024. It is also significant that there is a social dimension to Ovalto's staging of the swimming and water polo games as the pools will be dismantled after the Olympic and Paralympic Games and rebuilt in Seine-Saint-Denis to teach thousands of children to swim. After all, sport is one of the most effective means for developing soft power, both for countries and for families.

另一个创业家族的例子是法国-瑞士企业家杰基·洛朗泽蒂 (Jacky Lorenzetti)，他是欧洲房地产公司 Foncia 的创始人，并在2007年出售了该公司。此后，杰基通过家族控股公司 Ovalto 的子公司，追求了葡萄酒和体育方面的多元化兴趣。

2008年，杰基和妻子弗朗索瓦兹 (Françoise) 收购了他们的第一个波尔多葡萄园位于圣埃斯泰夫的 Château Lilian Ladouys，他们形容这次收购为“一见钟情”，夫妇俩几乎立即投身于巨大的地块整合项目中，带着“激情和抱负”推进这一新项目。³³ 关于女儿马侬 (Manon) 领导的波亚克的 Château Pédesclaux，家族也强调她“专注于以尊重人类和环境的方式耕种土地”，她带来了与其父母相同的“激情”，让洛朗泽蒂家族能够留下家族传承并增强家族的“软实力”。³⁴

作为一位体育迷，杰基还拥有 Racing 92 橄榄球队和巴黎 La Defense 竞技场，后者承办了2024年巴黎奥运会的游泳和水球比赛。借助 Ovalto 商业顾问，两次奥运会金牌得主及前法国体育部长让-弗朗索瓦·拉穆尔 (Jean-François Lamour) 的帮助，该竞技场安装了两个50米×25米的临时游泳池，其中一个用于比赛，另一个用于热身，座位容量达16,000个。借助杰基的努力，这项举措为巴黎奥运会的组委会节省了高达6000万欧元的资金。³⁵

事实上，巴黎 La Defense 竞技场1600平方米的屏幕是欧洲最大的，场地还配有可伸缩的看台，能够容纳30,000人观看橄榄球比赛，或40,000人观看演唱会，例如它在2024年举办的泰勒·斯威夫特 (Taylor Swift) 演唱会。值得注意的是，Ovalto 举办游泳和水球比赛具有社会意义，因为泳池将在奥运会和残奥会结束后被拆除，并在塞纳-圣但尼 (Seine-Saint-Denis) 重建，用于教成千上万的孩子游泳。毕竟，无论是对国家还是对家庭，体育是发展软实力最有效的手段之一。

Joseph Tsai, Alibaba, China

蔡崇信，阿里巴巴，中国

Finally, for Joseph Tsai, one of the co-founders of Chinese tech giant Alibaba, his family office Blue Pool Capital and his sports investment vehicle J Tsai Sports have become avenues for him to pursue his love of sports which he developed from a young age as a lacrosse and football player.³⁶ Although Alibaba is not a family business, this example suggests that personal passions are important even for first-generation entrepreneurs as they seek to leave a legacy that is not directly correlated to their original business.

Blue Pool Capital's portfolio includes hedge funds, real estate, and private equity, focusing primarily on technology, media and telecoms, as well as services and the consumer sector. But it has also ventured in

sports-related investments. In 2022 alone, Blue Pool invested in sports gaming company Fast Break Labs, sports media company Just Women's Sports, and the Premier Lacrosse League.³⁷

Joseph was one of the earliest Asian investors in international sports franchises. Today, he serves as Chairman of BSE Global, which includes the Brooklyn Nets, the team's home arena Barclays Center, the Long Island Nets of the NBA G League and the Nets Gaming Crew of the NBA 2K League.³⁸ He is also the owner of the New York Liberty of the Women's National Basketball Association, and the San Diego Seals and Las Vegas Desert Dogs, professional indoor lacrosse teams in the National Lacrosse League.

Coupled with his philanthropic activities in education, health, and music, Joseph can be said to be building bridges across continents in the international sports sector which has traditionally been dominated by Western players.

对于阿里巴巴（Alibaba）联合创始人之一的蔡崇信（Joseph Tsai）来说，他的家族办公室蓝池资本（Blue Pool Capital）和他的体育投资工具J Tsai Sports是他追求年轻时所热爱的体育事业的途径，那时他是一名长曲棍球和橄榄球运动员。³⁶虽然阿里巴巴并不是一个家族企业，但这个例子表明，即使是第一代企业家，在寻求留下遗产时，个人的激情也是重要的，这个遗产并不直接与他们的原始业务相关。

蓝池资本的投资组合包括对冲基金、房地产和私募股权，主要关注技术、媒体和电信行业以及服务业和消费领域。但蓝池资本也涉足体育相关投资。仅在2022年，蓝池资本就投资了体育游戏公司Fast Break Labs、体育媒体公司Just Women's Sports和Premier Lacrosse League。³⁷

蔡崇信是最早投资于国际体育特许经营权的亚洲人之一。如今，他担任BSE Global的董事长，该公司包括布鲁克林篮网队（Brooklyn Nets）、篮网队的主场巴克莱中心（Barclays Center）、NBA发展联盟的长岛篮网队（Long Island Nets）和NBA 2K联盟的篮网游戏队（Nets Gaming Crew）。³⁸他还拥有女子国家篮球联盟（WNBA）的纽约自由人队（New York Liberty），以及国家长曲棍球联盟（National Lacrosse League）的圣地亚哥海豹队（San Diego Seals）和拉斯维加斯沙漠犬队（Las Vegas Desert Dogs）。

除了他在教育、健康和音乐方面的慈善活动外，可以说，蔡崇信正在国际体育这个传统上由西方参与者主导的领域搭建桥梁。

Conclusion 结论

In conclusion, we can revisit this paper through the lens of Rondi et al's research on family business innovation postures, which is based on the two axes of risk-taking propensity and tradition attachment, resulting in the four typologies below:

- **Re-enactor:** a family with high attachment to tradition and low risk-taking propensity is primarily concerned with maintaining the family's identity and passing the family business to the next generation.
- **Seasoner:** a family with low attachment to tradition and low risk-taking propensity develops numerous small changes that are "tastier" but have little risk.

- **Digger:** a family with high attachment to tradition and high risk-taking propensity engages in innovative projects that are risky but attached to tradition.
- **Adventurer:** a family with low attachment to tradition and high risk-taking propensity results in the freedom to seek and act on opportunities for innovation.³⁹

While these typologies are archetypes, they are nonetheless useful in conceptualizing and analysing the examples in this paper. For instance, the example of Yongsoo, who leads the family business in energy while pursuing philanthropic endeavours in the arts, suggests that he is a re-enactor, while the example of the Lee siblings, who have ventured into new businesses while maintaining the sauce business, suggest that they are Diggers. On the other hand, the example of Jacky, who sold his real estate business in 2007 before venturing into wine and sports, suggests that he is an Adventurer.

Yet what is more important is the fact that families that lie within the spectrum from Re-enactor to Digger to Adventurer are in a position to inspire in others attraction and admiration and instil feelings that evoke aspirations. From causes that champion sustainability, support the arts, evaluate spiritual returns, promote happiness, engage in international dialogue, to those that harness the power of sports, passion projects often develop into full-blown initiatives that either keep the family in the business or result in a “family-as-investor mindset” or “owner’s mindset” that also applies when the original business is or will one day be gone. Despite a shorter business lifespan and a longer human life cycle, self-motivated initiatives within the bounds of the existing business or structures such as family offices, family foundations, and family holding companies are avenues that enable family legacy and family “soft power” to go hand in hand, creating impact that will last for generations.

最后，我们可以通过Rondi等人关于家族企业创新姿态的研究视角重新审视本文，该研究基于风险承受能力和传统依附性的两个轴，得出了以下四种类型：

- **Re-enactor**：一个对传统高度依附且风险承受能力低的家族，主要关注保持家族身份并将家族企业传承给下一代。
- **Seasoner**：一个对传统依附度低且风险承受能力低的家族，发展了许多“小改进”，尽管这些改进带来的风险较小，但令其更加“美味”。
- **Digger**：一个对传统高度依附且风险承受能力高的家族，参与了与传统相关的高风险创新项目。
- **Adventurer**：一个对传统依附度低且风险承受能力高的家族，结果是他们有自由去探索和把握创新机会。³⁹

虽然这些类型是原型，但在概念化和分析本文中的实例时，它们仍然是有用的。例如，领导能源家族企业并同时在艺术领域从事慈善事业的许榕秀（Yongsoo）的例子表明他是一个Re-enactor，而李氏兄弟（Lee siblings）的例子表明，他们在保持酱料业务的同时，已经涉足了新业务，暗示着他们是Digger。另一方面，杰基（Jacky）的例子表明，他在2007年出售了他的房地产生意后，涉足了葡萄酒和体育领域，表明他是一个Adventurer。

然而，更为重要的是，介于Re-enactor、Digger和Adventurer之间的家族能够在他人中激发吸引力和敬仰，并激发出令人向往的情感。从倡导可持续发展、支持艺术、评估精神回报、促进幸福、参与国际对话，到利用体育的力量，这些激情项目往往发展成全面的计划，这些计划要么让家族留在企业中，要么导致“家族作为投资者心态”或“所有者心态”，即便遗产企业已经消失或某天会消失。尽管企业寿命较短、人的寿命较长，但在现有企业或家族办公室、家族基金会和家族控股公司等结构内的自我激励举措，提供了让家族传承和家族“软实力”齐头并进的途径，创造出将影响几代人的影响力。

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