

前言
Foreword

创业者究竟是怎样的一群人？他们如何看待自己？“天下最有活泼的精神，最有发达的能力，能够做人类的总机关，除了商，别的再没有这种价值了。”二十世纪初刊登在《中国白话报》中的《经商要言》，让我们得以瞥见中国近代商人身份认同的萌芽。与之同时诞生的美国《企业家》杂志在发刊词中写道，“我要做有意义的冒险。我要梦想，我要创造，我要失败，我也要成功”，同样让我们感受到涌入市民社会的一股不容忽视的力量——它来自雄心勃勃的创业者群体。

具有企业家精神的创业者究竟是如何诞生的？一百多年后的今天，关于企业和企业家精神，关于他们为世界带来的改变，以及他们身上的光环与误解、责任与贡献，我们已经积累了足够多耳熟能详的词汇，却依然难以充分回答这个问题。创业者老物件及其故事的收集工作，正肇始于这样的好奇，其过程本身也包含着对每个个体孜孜不倦的追问。问答之间，个体亲历与时代记忆的啮合之处显露，历史细部被不断展开，而我们也得以瞥见更多萦绕于他们头脑和心灵深处的疑问，新的探寻、创造和领悟也从这些问号中诞生。

对这样一群在企业经营中必须快速给出答案的人而言，为何湖畔反而对他们更强调“问题比答案更重要”？循着问答之间产生的故事，展览借由八个常在湖畔课堂中出现的提问和袒露的困惑进入叙事，它们见证着这群人的难眠与顿悟、迟疑与冲动、离别与眷恋，印证着他们在风口、风浪乃至风险中的日常与非常之断。一遍遍问与答中，时间冲刷执念，年岁磨砺心智。它们见证着诸此种种穿行于褶皱的记忆，并在你我的感知中刻下了它的形状，又将其推向了更远的地方。

而展览主题“何不继续追问？”则以一句反问，肯定提问的必要性，并鼓励持续追问。它昭示着答案提供者的复杂性，同时也鼓励观展者沉浸其中，不断变换询问的方式。它亦成为探索口述内容的引擎，在创业者的一字一句、一个眼神和一些细微举止中，挖掘那些可以感知到“精神”的故事。

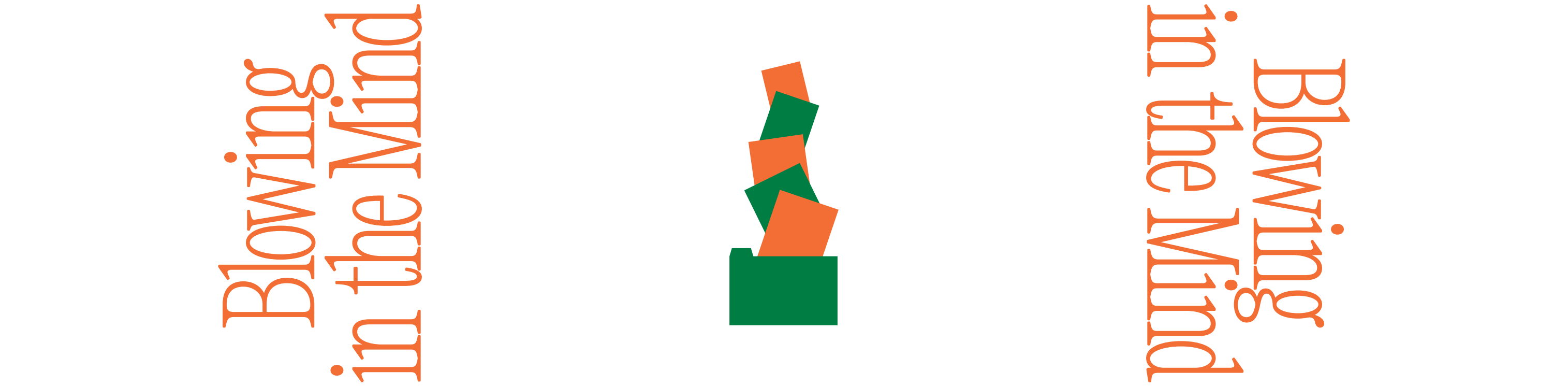
What defines entrepreneurs as a group? How do they perceive themselves? In the early 20th century, The Essentials of Business, published in the China Vernacular Journal, stated a striking assertion: "The most dynamic minds, the most capable individuals, those who serve as the engine of human society—none hold greater value than merchants." This glimpse into the evolving identity of modern Chinese merchants reveals an emerging sense of self-perception. Around the same time, the inaugural issue of *Entrepreneur's Magazine* in the U.S. proclaimed: "I will take the calculated risk. I will dream, create, fail, and succeed." Both statements reflect an unstoppable force shaping modern civic society—the ambitions of entrepreneurs.

But how is an entrepreneurial spirit truly formed? Over a century later, there is no shortage of familiar terms describing businesses and those who lead them—their impact, the myths surrounding them, their obligations, and their contributions. Yet, despite all discourse, a definite answer remains elusive. This enduring curiosity sparked a project to collect vintage entrepreneurial objects and their stories. In the process, each inquiry led to another, revealing where personal experiences intertwine with collective memories, expanding the details of history and uncovering lingering questions. From these uncertainties on minds and souls, new explorations, creations, and insights emerge.

For those accustomed to making swift decisions in the world of business, how does Hupan shift emphasis onto "questions being more valuable than answers"? Tracing the stories that emerge from these exchanges, the exhibition is structured around eight key questions and uncertainties frequently raised in Hupan discussions. These moments bear witness to sleepless nights and sudden realizations, hesitations and impulses, departures and attachments—reflecting the daily realities and defining crossroads amid the opportunity, turbulence, and risk that are part of entrepreneurial life. Through repeated cycles of questioning and answering, time erodes rigid obsessions while experience sharpens minds. These inquiries, woven into the folds of memory, take shape in our collective consciousness—propelling us forward.

The exhibition theme "Blowing in the Mind" reaffirms the necessity of inquiry while encouraging the pursuit of further questions. It underscores the complexity of those who provide answers while inviting visitors to engage more deeply, continuously shifting their approach to questioning. At the same time, it becomes a driving force for exploring oral narratives, uncovering the intangible essence of entrepreneurship with every word, glance, and gesture.

何不继续追问？
湖畔创业者博物馆馆藏展
Hupan Entrepreneur Museum Permanent
Collection Exhibition



追问
常设展
Permanent Exhibition
开展时间
Opening Date 2025.03.27

「何不继续追问？」
Blowing in the Mind

湖畔创业者博物馆馆藏展
Hupan Entrepreneur Museum Permanent
Collection Exhibition

致谢
Acknowledgments

“创业者老物件”是一项扎根于湖畔教研中心的长期计划，不似许多博物馆寻觅贵重稀有之物，湖畔创业者博物馆悉心收藏一些看似平平无奇的东西，致力于追随创业者回到他们各自的“历史现场”，带走他们的“个人文物”，收集他们赋予老物件的独特意义以及蕴于其中的人生故事，将创业者人生经历和创业过程中的喜怒哀乐、酸甜苦辣、明暗高低悉数珍藏。透过个体的目光和心灵，记录时代经济变迁。过去六年，湖畔积累了150余位师生的老物件，留下了70多位企业家和创业者的口述历史影像。在这样的契机下，湖畔携手UCCA Lab共同呈现本次展览，重新整理与编织这些资料，以全新的视角再现创业者的精神轨迹。在此感谢为本次展览做出贡献的全体成员。

"Entrepreneurs' Artifacts" is a long-term initiative based at the Hupan Learning and Research Center of Entrepreneurship. Unlike many museums that seek out rare and precious objects, Hupan Entrepreneur Museum takes a different approach by carefully collecting seemingly mundane items—personal relics that take entrepreneurs to back to their defining moments. These objects reflect the distinctive life stories imbued within—highs and lows, joys and sorrows, and the full emotional spectrum that shape an entrepreneur's path. Through the individual perspectives and life experiences of the entrepreneurs, this project also documents the broader economic transformations of our time.

Over the past six years, Hupan has gathered over 150 artifacts from entrepreneurs, alongside oral histories from more than 70 business leaders and founders. Now, in collaboration with UCCA Lab, Hupan presents this exhibition of reinterpreting and reorganizing these materials through a fresh narrative lens to reimagine the spiritual trajectories of entrepreneurship. We extend our deepest gratitude to all those who contributed to making this exhibition possible.

联合策展：
湖畔创业研学中心 × UCCA Lab
Co-Curated by:
Hupan Learning and Research Center of Entrepreneurship × UCCA Lab

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8 个提问

8 inquiries

46 个创业者老物件

46 artifacts from entrepreneurs

1 部艺术影片

1 art film



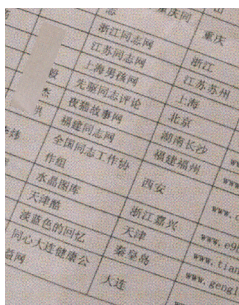
影像艺术家：方迪



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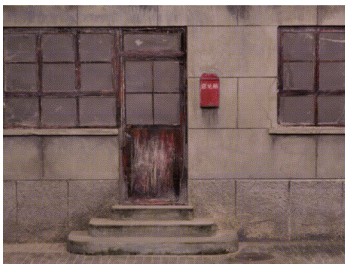
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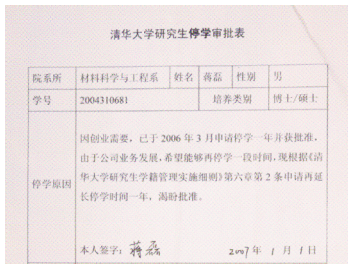
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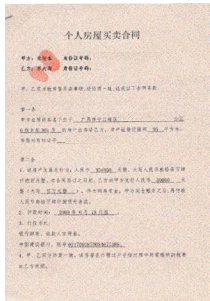
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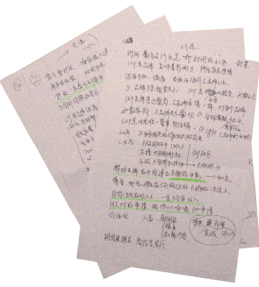
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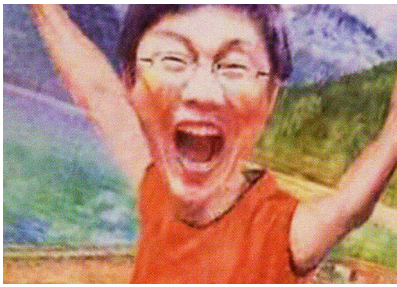
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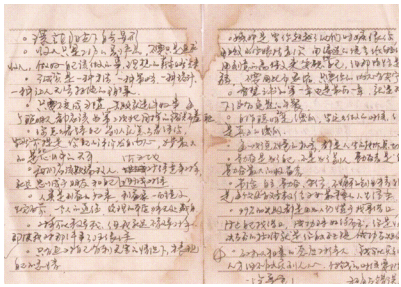
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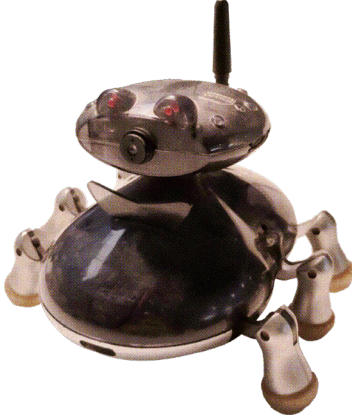
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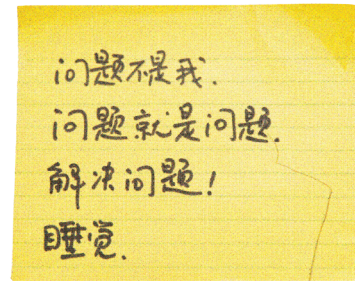
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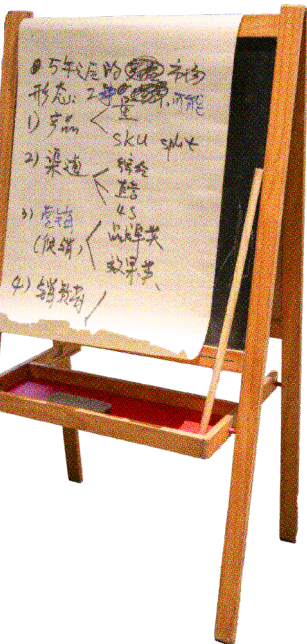
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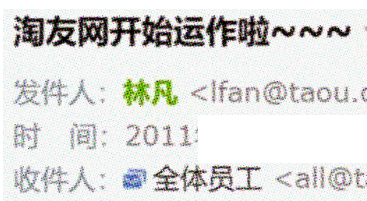
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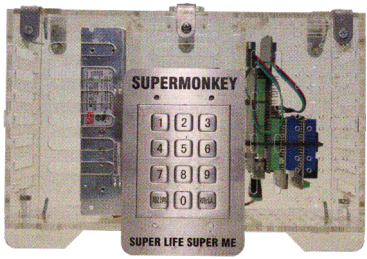
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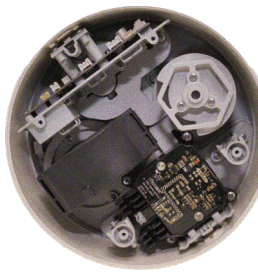
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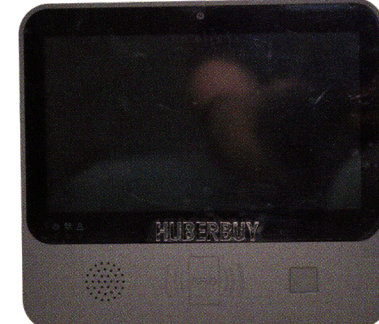
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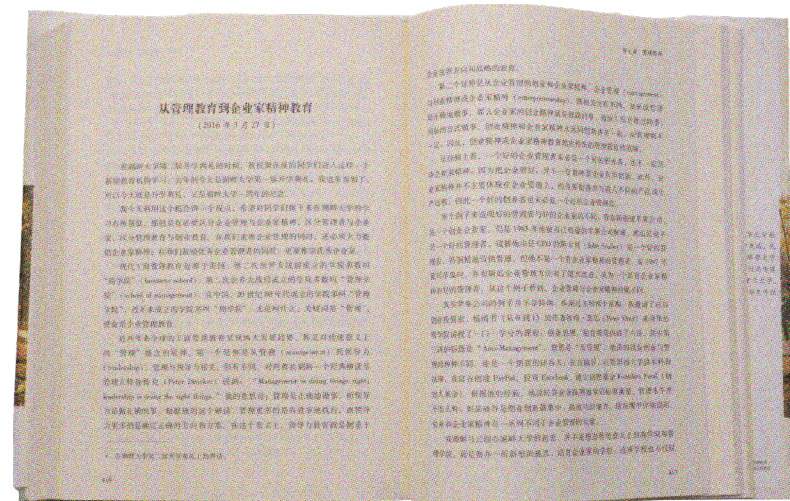
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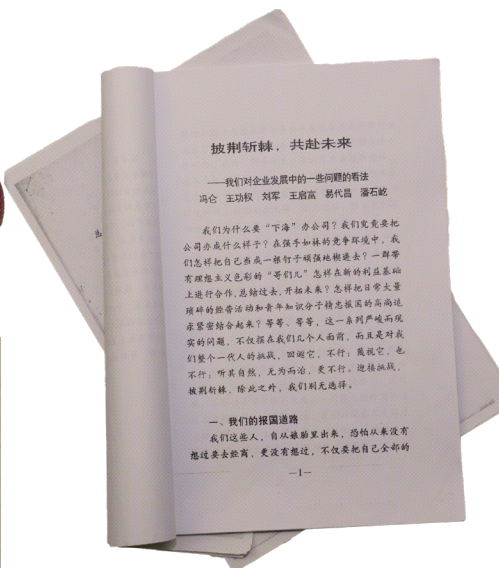
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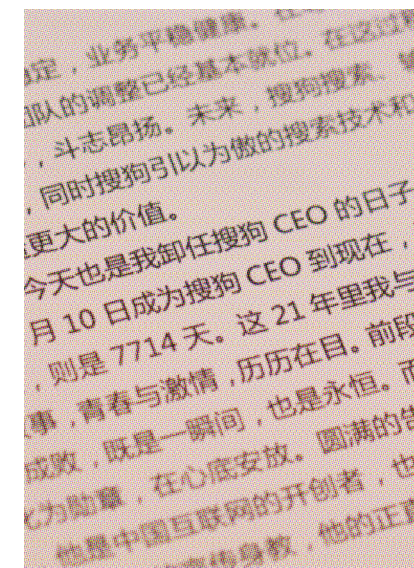
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我从哪里来，要去哪里？

From where did my venture first take flight, and toward what horizon must it now navigate?

柳传志：我生活在一个拐点的时代，正好拐点这头你也见过，那头你也见过，这多难得，我生在这个时代。

为了创业，我能放弃其他事情到什么程度？

How much am I willing to sacrifice in pursuit of my entrepreneurial vision?

蒋磊：说实话，当时我对退学这件事也是犹豫的，但有人捐钱给你，投资给你，如果这个事搞砸了，很对不起这几百人。

明天很美好，我怎样才能不倒在今天？

Tomorrow holds promise—but how can I stay standing through the hardships of today?

耿乐：最困难的时候我就想，明天晚上还会更残酷，但是我还是要坚持，因为我要迎接后天的早晨。

我可以“既要、又要、还要”吗？

Can I truly have it all—ambition, work-life balance, and personal well-being—or must some desires give way to others?

刘楠：内心深处有一个声音说要变革。要自己做自己认为正确的事情，但另一个声音又告诉自己满足别人对我的期待。

我的公司从团伙变成团队了吗？

How has my company transformed from a collective of individuals into a true team?

戴跃锋：我可能在公司希望用“独裁”的方式实现自由，就是实现一个内部的自由市场。

苏峻：创业者的特点就是任何一个环节都要经历，你一定经历过没有人，你自己管，管得乱七八糟，然后再找人的过程。

我怎么看待风光之外的自己？

How do I perceive myself beyond the spotlight of success?

张红梅：一个真正的心态，帮助这家企业，一个很老的都走不动的企业，能够转型，能够重新焕发它新的生机，那么团队的能力应该是得到了锻炼和验证的。

高敏：刚接班的时候，你会觉得那摊事是父辈留下来的，自己不需要这么努力，但当你真的决定自己做什么这样一件事，才会理解父辈为什么要努力到那个份上。

作为接班人，我到底在跟谁较劲？

As the successor, who is my real competition?

刘振鹏：如果我们核心的团队能够帮助这家企业，一个很老的都走不动的企业，能够转型，能够重新焕发它新的生机，那么团队的能力应该是得到了锻炼和验证的。

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我为什么依然要创业？

What keeps me returning to the path of entrepreneurship?

冯仑：如果到 80 岁算生命有效折腾的时间，那最后 20 年干什么？我十几岁的时候就老想改造中国，现在叫改变，其实都是用我的力量来让世界更好一点，大的做不了，我就做小的，多做。

01 柳传志
02 沈国军

03 蒋磊
04 宋迎春
05 邵晓峰
06 吴国平

07 徐灏
08 耿乐
09 马云
10 史玉柱
11 任向晖
12 刘夜

13 杨晖
14 刘楠
15 任晓倩
16 倪张根
17 王野

18 汪静波
19 余建军
20 程杭
21 贾国龙

22 戴跃锋
23 林凡
24 姚跳
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29 贾瑞德
30 苏峻
31 邢玮

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38 高敏
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43 许单单
44 冯仑
45 王小川
46 田霏宇