Applying IoT OS to IIoT, implementing customized solutions, launching Ruff Chain, Ruff rising high … Ruff seems not like a serious start-up company, and Roy Li seems not like an entrepreneur struggling for the survival of its firm at all; instead, he is quite fit for a trending term: slash youth.

Different from ordinary technical entrepreneurs, apart from labels such as a hacker and tech pundit in the tech circle, Roy Li appears more like an “internet celebrity” in the tech circle. He is followed by 100,000 fans at zhihu.com, worked as the person in charge of OVI open platform of Nokia Symbian system, and then founded Ruff. From cellphone OS to IoT OS, he has accumulated knowledge and understanding of OS ecosystem over a long period, and thus developed Ruff naturally.

In contract bridge, Ruff means to “play a trump card”. Roy Li is a member of Canadian youth team of contract bridge, hence the name of “Ruff”. At the initial stage, Ruff was dedicated to the development of IoT OS, defining hardware with software and bridging software and hardware. And now, with “Ruff Chain”, it has been extremely popular in the circle of blockchain and token. In such an age when ideas like “changing the world” are likely to be laughed at, it seems that Ruff follows the trend to span industries, but, upon thorough consideration, it just continues with the concept of “doing what you think of and making visible what you’re doing” in another way.

Ruff has been engaged in IoT OS, implementing IIoT, customized IoT solution, access to factories, robots, energy and PV, and extended to seamless connection with blockchain. It is really a slasher now, but still, it has never forgotten why it started; instead, it makes it more concrete and visible to more people.

Thus, for Ruff, blockchain is a quite natural thing for it. It is so explained in the white paper of Ruff China: the blockchain-based distributed ledger may provide Ruff-platform IoT applications with support of trust, ownership records, transparency and communications. With the gene of IoT, Ruff is born to be a medium for blockchain.

Apart from at the business level, Ruff itself is a firm with its own “background music”. There are several questions and answers about Ruff at zhihu.com and lagou.com, all of which are long articles full of deep love and natural praise, indicating that the company has really high requirements of its employees’ writing skills.

Exercising with planks for males and swan arm gymnastics for females are common midday activities in the company, not distinct from standing-style working in big companies. Also, the nearby gyms are exclusively used by the company’s female employees. Not only the company, but also all employees are ready to be strict with themselves at any time, just like those who are just about to start their careers. I have to mention that, it is a long-term policy for the management to devolve the power over time. Only with good health can employees work better for the company.

In such an age of emphasizing balance between input and output, Ruff will absolutely not only consume physical strength. Monthly birthday gatherings, TGIF monthly summaries and the status of cabinets full of snacks remain to be daily welfares 365 days a year, which results in blatantly undermining of social stability in joint-work environments. I have been frequently asked by counterparts from other companies: “Why are guys in Ruff always eating?”

Instead of changing the world, change our meals first. After all, the boss — Roy is also such a person whose work efficiency is supported by snacks.

In all, employees’ welfare is the first productivity in the long term. In this company, where the recruitment passing rate is only 1%, the leave of one employee will cause great loss to the company. Since its foundation, new forces have been continuously added into Ruff, but almost no old employee leaves.

Nowadays, it seems to be an unavoidable path for so-called celebrities to be labelized after attracting public attention. To be an entertainment company, IoT company, technology company or internet company? — it seems difficult to labelize Ruff, since you’ll never know what Ruff will do in the next step, which may unavoidably surprise you.

Similarly, the life experience of Roy Li is also hard to ponder. A legend has gone like this in Ruff: Roy was among the first trainees to South Korea. If not due to his gift for hacker, there would have possibly been an awkward-sounding name on the list of idols years ago, probably on the same page with “Han Geng”: Roy Li. After that, he worked as director in Nokia North America and later went back to China, starting Ruff and engaged in something that seems amazing and yet incomprehensible to outsiders.

For Roy Li, Ruff has been like an obsession. From the initial intention of breaking the barrier between internet and IoT, to proving the applications of IoT in different fields with his practice, and to copying and utilizing the gene of IoT in the field of blockchain — it seems that, Ruff has never deviated from his own track, and still advanced with a thinking ahead of others. Perhaps, in the world of clever guys, no one can really see clearly, but they constantly create surprises.

And, as bystanders, we also expect new changes in the world to be brought about by Ruff.

将IoT OS应用到IIoT，实施定制化解决方案，推出Ruff Chain，Ruff高涨……Ruff看起来不像是一家正经的创业公司，Roy Li看起来根本不像是一个为公司生存而苦苦挣扎的企业家；相反，他非常适合一个流行词：斜线青年。

与普通的科技创业者不同，除了科技圈的黑客、科技达人等标签外，Roy Li 更像是科技圈的“网红”。他在知乎被10万粉丝追随，曾担任诺基亚塞班系统OVI开放平台负责人，随后创立了Ruff。从手机操作系统到物联网操作系统，他长期积累了对操作系统生态系统的知识和理解，自然而然地开发了Ruff。

在合同桥牌中，Ruff 的意思是“打出一张王牌”。Roy Li是加拿大青年合同桥队的成员，因此得名“Ruff”。初期，Ruff 致力于 IoT OS 的开发，用软件定义硬件，桥接软件和硬件。而现在，凭借“Ruff Chain”，在区块链和代币的圈子里已经火爆了。在这样一个“改变世界”这样的想法很容易被嘲笑的时代，Ruff似乎顺应了跨越行业的趋势，但经过深思熟虑，它只是延续了“做你所想，做你想做的事”的理念。以另一种方式让你看到你正在做的事情”。

Ruff一直从事物联网操作系统，实现IIoT，定制物联网解决方案，接入工厂、机器人、能源和光伏，并扩展到与区块链的无缝连接。它现在真的是一个slasher，但它仍然没有忘记它为什么开始；相反，它使它对更多人来说更加具体和可见。

因此，对于 Ruff 来说，区块链对它来说是一件很自然的事情。Ruff中国白皮书中是这样解释的：基于区块链的分布式账本可以为Ruff平台的物联网应用提供信任、所有权记录、透明度和通信的支持。凭借物联网的基因，Ruff 天生就是区块链的媒介。

除了业务层面，Ruff 本身就是一家拥有自己“背景音乐”的公司。在知乎和拉勾网有几个关于Ruff的问答，都是充满深情和自然赞美的长文，说明公司对员工的写作能力要求确实很高。

男性做平板支撑，女性做天鹅臂体操是公司午间常见的活动，与大公司的站立式工作没有区别。此外，附近的健身房是公司女员工专用的。不仅是公司，所有员工都做好了随时严于律己的准备，就像那些即将开始职业生涯的人一样。不得不提的是，随着时间的推移，权力下放是管理层的一项长期政策。只有身体健康，员工才能更好地为公司工作。

在这样一个强调输入和输出平衡的时代，Ruff绝对不会只消耗体力。每月的生日聚会、TGIF 的月度总结和装满零食的柜子的状态仍然是一年 365 天的日常福利，这导致在联合工作环境中公然破坏社会稳定。其他公司的同行经常问我：“为什么 Ruff 的人总是在吃饭？”

与其改变世界，不如先改变我们的膳食。毕竟老板——罗伊也是这样一个工作效率靠零食支撑的人。

总而言之，员工福利是长期的第一生产力。在这家招聘通过率只有1%的公司里，一个员工的离职会给公司造成很大的损失。自成立以来，Ruff不断有新的力量加入，但几乎没有老员工离开。

如今，所谓的名人在引起公众关注后被贴上标签似乎是一条不可避免的道路。做娱乐公司、物联网公司、科技公司还是互联网公司？——给 Ruff 贴上标签似乎很困难，因为你永远不知道 Ruff 下一步会做什么，这可能会不可避免地让你感到惊讶。

同样，罗伊的身世也难以琢磨。一个传奇在拉夫就这样发生了：罗伊是第一批来到韩国的学员之一。如果不是因为他对黑客的天赋，几年前的偶像名单上可能会有一个听起来很尴尬的名字，可能与“韩庚”在同一页：Roy Li。之后，他在诺基亚北美担任董事，后来又回到中国，创办了 Ruff，从事了一些在外人看来不可思议但又难以理解的事情。

对于 Roy Li 来说，Ruff 就像是一种痴迷。从打破互联网与物联网壁垒的初衷，到用实践证明物联网在不同领域的应用，再到在区块链领域复制和利用物联网基因——看来，Ruff从未偏离过走自己的路，依然以领先于他人的思维前进。或许，在聪明人的世界里，没有人能真正看清，但他们却不断地制造惊喜。

而且，作为旁观者，我们也期待着拉夫给世界带来新的变化。