



洛阳市副市长杨萍： 一位外表文弱、内心激越的中欧女校友

文/夏敏

洛阳市副市长杨萍（EMBA 2001），她名片上的中欧徽标清楚地说明，她不仅是一位以母校为自豪的中欧校友，还是一位精明的职业女性。因为她知道，每次呈上名片时，中欧徽标能让她与其他中欧校友立即建立起信赖，同时对于非中欧校友来说这也是一个良好的谈话开端。杨萍曾担任一家国有纺织企业的高管，在中欧的学习经历让她学到了吸引投资者的技巧，使她能够充满信心地为洛阳高科技产业的发展而洽谈各项商业计划。她也从中欧的校友网络中汲取能量。在2008年的一次校友聚会中，她敦请校友们为顺利推进洛阳的可持续发展而献计献策。

2004年时，杨萍成为洛阳市副市长一职的优秀人选：她身为女性，受过高等教育，且是党外人士。当时她是拥有一万名员工的洛阳纺织公司总经理，在此前20年间已攒下了商场女强人的名号。从政本非她所愿，但既然在所难辞，她便会竭尽所能。虽然她一再说自己至今无法适应和融入官场，但在外人看来，她似乎已驾轻就熟，而且卓有成效。业余时间里，她经常去登山，还梦想着有朝一日开一家充满禅意和书香的茶馆，给她和客人们带来一缕书香与茶香，或者继续深入发掘她长期以来的爱好——中医养生。在身为副市长日理万机的同时，她也保留了一分优雅与从容；与此同时，中欧校友的身份也令她非常自豪。



Luoyang Vice Mayor Yang Ping

By Charmaine N. Clarke

The CEIBS logo on her business card says it all: Luoyang Vice Mayor Yang Ping (EMBA 2001) is a proud CEIBS alumnus and a shrewd business woman. She knows that each time she presents her card, the school's logo gives her an instant bond with fellow alumni; it's also an effective ice breaker for those who haven't yet enrolled. A former executive at a state-owned textile company, she credits her CEIBS studies with providing the solid foundation she needs to woo investors and confidently negotiate deals that will help cultivate Luoyang's high-tech industries. She freely taps into the school's alumni network as well, putting forward a proposal, during an alumni meeting in 2008, which called for advice on how to ensure her city's sustainable development.

In 2004, Yang Ping was seen as an excellent candidate for the vice mayor position: she was female, educated and not a party member. She was the General Manager of the 10,000-thousand-employee Luoyang Textile Company and, over the last 20 years, had earned a reputation as a savvy businesswoman. She had given very little thought to being a politician but, fully aware that declining the call to become vice mayor was out of the question, she decided to simply do her best in this new role. She confides that years later it's still a challenge, at times, for her to adapt to being among the ranks of "officialdom". For those looking on, this is hard to believe as Vice Mayor Yang projects an image of calm efficiency. In her spare time, she goes mountain climbing and dreams of one day opening a teahouse where she and her guests browse through books in between sips of tea; or maybe exploring her long-held interest in using traditional Chinese medicine to maintain a healthy lifestyle. For now, her days are filled with the routine tasks that come with the office of vice mayor. She does these with ease and grace, and always as a proud CEIBS alumnus.



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TheLINK: 如果您没有当副市长, 现在会从事什么工作?

杨萍 (以下简称“杨”): 可能会从事一份更加女性化的工作。我对中医养生非常感兴趣……或者开一家充满禅意并有浓厚读书氛围的茶馆。我有空的话, 经常去登山, 有时周末也会和朋友们到户外活动, 在青山环绕中一起读书、谈天、听琴。有一次五一节假期, 我和一群背包客在三天里爬了三座山。虽然膝盖酸痛, 但我觉得这让我非常放松, 很接地气。

TheLINK: 您觉得在中欧EMBA的学习经历对您担任副市长这一职务有什么帮助?

杨: 有很大的帮助。我分管科技、教育和高科技园区, 培育洛阳的战略型高科技产业是我的职责之一, 而我在中欧所学的一切让我对各种行业和整体经济有了更深的认识。我原先是纺织业背景的, 中欧给予我全新的商业视角, 教会我怎样理解更广泛范围内的经济问题, 让我能用更多的共同语言与潜在的商业伙伴进行交流和磋商, 提高招商以及合作的成功率。

洛阳是一个以传统产业为主的城市, 也是老工业基地。我的主要工作就是推进新型工业的发展, 并推动经济转型。身为中欧大家庭的一份子, 学院、校友会和校友们为我提供了关于各种产业和事务的建议与支持。比如说, 2008年当我决定在洛阳建设呼叫中心时, 得到了很多来自中欧校友的帮助, 中欧服务外包同学会甚至与我们携手举办了“洛阳呼叫中心产业规划及呼叫中心基地建设”新闻发布会。中欧院长朱晓明教授对我的工作一向支持有加, 他不仅介绍我们与中国服务外包研究中心建立合作, 还为洛阳呼叫中心产业园题

赠了墨宝“中原声谷”。中欧名誉院长刘吉教授也曾三次到访洛阳, 进行调研并发表演讲, 勉励洛阳校友, 也指导我们的工作。同时, 中欧私募基金会、电商协会、人力资源协会、国学会、戈友会等也都给予洛阳及我本人诸多的支持。

我想, 通过中欧的教育得到提高的不止我一人。洛阳位于中国内陆, 经济发达程度有限。许小年教授曾来洛阳做过讲座, 带动许多洛阳人踏上了来中欧的求学之路。之后, 他们的职业生涯都获得了长足进步, 也为服务洛阳做了许多工作。我们盼望能有更多的中欧教授来洛阳讲学。中欧也需要更多地走进中国内陆地区, 让中欧教授能了解当地的商业发展状况, 并就当地的商业成败案例进行分析研究。与沿海地区相比, 内陆省份的企业在市场化水平上有所欠缺。这些企业可以通过引入中欧的先进理念来发展业务, 它们的高管也可以通过到中欧求学来提升自己。

TheLINK: 您刚才提及通过中欧的教育得到提高, 那么您认为您和其他中欧校友对促进洛阳的发展会起到什么样的作用?

杨: 我会成为中欧、洛阳和中欧校友之间的联络桥梁; 而中欧校友已经为洛阳做了很多事了。举个例子, 自从我把每年一度的“玄奘之路”戈壁挑战赛中欧内部选拔赛请进洛阳, 这一盛事已经在玄奘故里——洛阳偃师举办了三次, 学院副教务长许定波教授和校友关系事务部王庆江主任均亲自带队来洛。参赛的中欧校友与当地的民众和公务员进行了许多互动, 不但将他们的最佳实践经验和先进理念带到洛阳, 还推荐并资助偃师市市长参加中欧的短期课程, 培养地方领导的





TheLINK: If you were not vice mayor, what job would you like to have?

Yang Ping: Something more feminine, perhaps. I'm also interested in using traditional Chinese medicine to maintain a healthy lifestyle. Or maybe I'd open a tea house, which has a Zen-like ambiance, where I can read. During the weekends my friends and I often sit among the green hills, reading, talking and listening to music from the zither. Sometimes I go mountain climbing. One May holiday, I spent three days climbing three mountains with some fellow backpackers. Even though my knees hurt, I found it very relaxing.

TheLINK: How did your CEIBS EMBA prepare you for your role as vice mayor?

Yang: It helped a lot. One of my major responsibilities is to cultivate a strategic high-tech industry in Luoyang and I focus on areas including technology, education and the high-tech park. What I learned at CEIBS helped me gain a deeper understanding of industries, and the overall economy. My background is in textiles; CEIBS provided me with new perspectives in business and taught me how to understand wider economic issues. Now, when I interact with potential business partners, I can hold my own during the conversation and negotiations.

Luoyang used to be a city with traditional industries; it's an old industrial base. I have been working on promoting the development of new industries and also doing a bit of economic restructuring. Being a part of the CEIBS community means that I have access to advice and support on a wide range of industries and issues. In 2008 when I decided to develop call centres in Luoyang, for example, I got a lot of help from other CEIBS alumni – CEIBS Outsourcing Service Alumni Association even co-hosted the press conference with us. CEIBS Executive President Prof Zhu Xiaoming has also been a strong supporter; he helped us collaborate with China Service Outsourcing Centre. CEIBS Honorary President Liu Ji has also visited Luoyang to encourage local alumni with his rousing speeches and offer us guidance where needed. In addition, both the city and I have benefitted tremendously from the support of CEIBS Alumni PE Association, E-commerce Association,

Human Resource Research Association, Chinese Ancient Civilization Association, Gobi Challenge Alumni Club, and more.

I think many others could benefit from a CEIBS education, like I did. Luoyang is located in inner China and it's not very developed. After Prof Xu Xiaonian gave a presentation here, many people from Luoyang enrolled at CEIBS. This paved the way for remarkable headway in their individual careers, which in turn benefitted our city. We look forward to seeing more CEIBS professors in Luoyang. CEIBS needs to go to China's inland areas more often, so that the faculty can get to know what business is like there, do case studies of successful and unsuccessful experiences in these areas. Companies in the inland are not as market-oriented and do not keep as close a relationship with their counterparts as those in coastal areas do. The advanced ideas brought by CEIBS faculty may help them develop their businesses, and entrepreneurs can learn a lot from enrolling at CEIBS.

TheLINK: You spoke of the benefits of a CEIBS education, what role do you think you and other CEIBS alumni can play in fostering Luoyang's development?

Yang: I will serve as the bridge between CEIBS, Luoyang and our alumni; and they have already done quite a bit. For example CEIBS organized three annual internal trials for the Gobi Challenge in Luoyang's Yanshi County. Luoyang is the hometown of the monk Xuan Zang whose pilgrimage the race retraces. Gobi has now become an important cultural event. CEIBS alumni have also interacted a lot with locals and local civil servants and, in doing so, have brought their best practices to and forged business partnerships with Yanshi. During our annual Peony Flower Show, local alumni and I always invite other CEIBS alumni to visit Luoyang, increasing their understanding of the city and creating more business opportunities. Meanwhile, the CEIBS Charity Fund has helped many female students in our rural areas. They also helped start the Pearl Class which provides assistance to bright high school students who are in need. Local CEIBS alumni and I also did some voluntary counselling to help small and medium enterprises.



新思维；偃师也基于与中欧校友建立的友谊，更好地进行招商引资。我和另外几位洛阳的校友还会在每年牡丹花会举办之时邀请校友们来洛游学，增进校友们对洛阳的了解，给洛阳创造招商引资的机会。此外，中欧校友已经通过他们设立的慈善基金资助了许多洛阳农村地区的女学生，也在洛阳开设了“珍珠班”，专项资助学业拔尖的贫困女中学生。我和其他洛阳的校友们也会做一些公益咨询，帮助中小企业成长。

TheLINK: 洛阳有什么特殊之处？人们来投资、旅游的目的是什么？

杨: 洛阳是独一无二的！洛阳是中国最古老的城市之一，文明首萌于此，道学肇始于此，儒学渊源于此，经学兴盛于此，佛学首传于此，玄学形成于此，理学寻源于此。司马光说：“欲问古今兴废事，请君只看洛阳城。”洛阳作为中国首都的时间长达1500年，曾有13个王朝以此为首都，其间有97位皇帝在这里号令全国。俗话说：三十年中国看深圳；一百年中国看上海；五百年中国看北京；一千年中国看南京；三千年中国看西安；华夏文明五千年，尽在古都洛阳城！洛阳背靠邙山，前照洛水，风水绝佳。南北环绕九县，山清水秀，风景旖旎。龙马负图寺、周公庙、白马寺、关林、龙门，记录着厚重文明；白云山、鸡冠洞、龙潭大峡谷、小浪底、天池山、神灵寨书写着壮美河山。来洛阳既可寻古探幽，也能游山玩水。

在投资方面，洛阳的吸引力在于它位于中国的中心，“得中原者得天下”！河南省是中国人口最多的省份，拥有中国十分之一的人口，是未来经济发展所倚赖的劳动力资源以及潜在市场之所在。早在20世纪50年代，洛阳就已成为一个工业基地，其装备制造配套完整，材料加工业门类齐全，资源能源充沛。近年来，伴随着产业转型的浪潮，洛阳发展了呼叫中心、金融服务外包、数据存储处理、软件外包等现代服务业以及文化创意产业。对于洛阳传统的制造业，我们会将其升级为智能制造业，如工业软件、机器人、储能

技术及智能电网、光电产业、环保节能等产业。

与此同时，我们也要挖掘洛阳丰富的文化底蕴。洛阳有40万件馆藏文物，到处是遗址、传说、古迹（如龙门石窟）和庙宇等，我们将它们当作“文化产品”来开发。我们正在努力发展动漫和创意产业，洛阳的历史文化遗产可以为这些产业提供无穷无尽的灵感和内容素材。美国的迪士尼已经用河南的花木兰形象制作了动画片《木兰》，而洛阳还有很多这样的历史故事、历史人物和历史事件，都可以做成动人心弦的电影和动画片，并由此创造出巨大的文化衍生品市场。

TheLINK: 你认为女性管理者会怎样影响中国未来的发展？

杨: 我之前没想过这个问题。男女当然有差别，比如女性管理者会更关注细节、更忠诚、更专注、更敏感、更谨慎、更努力，也更人性化处事。正因如此，许多女性管理者利用了这些女性的特质，将事业做得风生水起。如果更多的女性能够如此积极努力的话，这个社会是否会变得更加温馨、更加平衡？我所在的EMBA班60位同学里，只有12位女生。中欧EMBA学生中女性少于男性，是因为女性企业高管少于男性。此外，中国的一大问题是，农村地区的女孩受教育程度普遍低于男孩，这或许会影响中国的未来。

尽管如此，我们班上还是有許多优秀女性。比如余秀慧，她在中欧读书的时候负责管理一家汽车厂，我对女性能够领导这样一家男性气质的工厂感到十分惊讶。另外还有三位外企高管徐润红、骆晓东、邓春平，现任中欧校友剧社社长那莉（上学时真没发现她有这项爱好）和一家广告公司的总经理鲁思，她们都非常出色。

TheLINK: 您的女儿正当20多岁的妙龄，您希望她选择什么样的事业？

杨: 我希望她自己选择今后的道路。未来事业的选择权在她自己手里。我只希望她健康、幸福、快乐，最好别像我这么辛苦。



TheLINK: What makes Luoyang special? Why would anyone want to invest, or visit?

Yang: Luoyang is truly unique! It is one of China's most ancient cities. It is the origin of Chinese philosophy and religion. For example, Daoism originated in Luoyang. So did Confucianism, Buddhism and other philosophies. Famous historian Sima Guang said, "If you want to know the rise and fall of nations, study the history of Luoyang." Luoyang witnessed 13 dynasties. It had 97 emperors within 1,500 years when it was China's capital. There is a saying that if you want to know the history of China over the last 30 years, you go to Shenzhen. In Shanghai, you can know the last 100 years. In Beijing, you can get an idea of 300 to 500 years of history. In Nanjing, you can get an idea of 1,000 years of China's history, and in Xi'an, 3,000 years. But in Luoyang, you learn about 5,000 years.

For investors, Luoyang is attractive because it's located in central China. As the saying goes: "Whoever controls the central plains controls the entire country." Henan Province has the largest population in China. So it has a huge potential for economic development, as it has a very large labour market. In the 1950s, Luoyang was an industrial base. Its equipment manufacturing industry is quite developed and it has quite a wide variety of material processing industries. Luoyang has recently developed a modern service sector which includes call centres, financial service outsourcing, data collection and processing and there has also been an emphasis on culture and innovation. Building on the base of Luoyang's traditional manufacturing industry, we will upgrade into smart manufacturing, such as industrial software, robotics, energy storage technology and smart grid, the optoelectronic industry, as well as industries related to energy-saving and environmental protection.

At the same time, we are aware of the importance of our rich cultural heritage. That's why we are preserving more than 400,000 antiques and numerous historic sites such as the Longmen Grottos and our temples while developing them as 'cultural goods' – because they are very precious. That's the reason we are now developing animation and creative industries. Our cultural and historical heritage can be a source of inspiration for those industries. Americans made a cartoon based on the character Hua Mulan in

Henan. And Luoyang has more of these stories to tell. All of these can be made into great movies and cartoons, thus creating a huge market for a variety of culturally-related initiatives.

“The question is: will our society become more harmonious and balanced when more women are actively involved?”

TheLINK: What role do you think female business leaders can play in shaping China's development?

Yang: I've never really thought about this before. Of course there are some differences between men and women. For example, female leaders tend to be more detail-oriented, more loyal, more dedicated, more diligent. They approach things with greater sensitivity and that's why you see many women with careers that draw on these traits. The question is: will our society become more harmonious and balanced when more women are actively involved? One of the problems in China is that many female students in rural areas are not well educated, and this will have an impact on the country's future. Out of the 60 students in our EMBA class, there were only 12 females. This is because there are fewer female executives.

That being said, there were some outstanding female students in my class. There was Yu Xiuhui, when she studied at CEIBS, she was in charge of an automobile factory. I was amazed that a female was at such a high level in an industry which we often associate with males. There were also three top executives of foreign companies: Xu Runhong, Luo Xiaodong and Deng Chunping, and Lu Si was general manager of a local advertising company.

TheLINK: You have a daughter in her early 20s, what career path would you like to see her choose?

Yang: I hope that she will pursue whatever career she chooses. The choice is hers to make. I only wish that she's healthy, happy, and that she doesn't have to work as hard as I do.