



埃森哲大中华区副总裁邓赞：稳步成长

文 / 柯玫秀

17年前，邓赞从上海交通大学毕业，随即加入埃森哲，从一名基层员工一步步地成长为大中华区副总裁兼能源业总经理。她曾服务的客户包括一批国内及国际大型能源和石化企业，这些都是埃森哲大中华区乃至全球范围中的重要项目。2003年，邓赞就读中欧全球EMBA 课程，这使她获益良多。

TheLINK：在您职业生涯的各项成就中，最让您为之骄傲的有哪些？

邓赞（以下简称“邓”）：我在埃森哲的发展是水到渠成

的。埃森哲拥有一条清晰的职业发展通道。只要你工作出色，就会受到重视。至于工作上的成绩有很多，无法一一列举。就咨询顾问的工作而言，每一个项目的成功都来自客户与埃森哲的共同努力，单凭我们自己的力量是无法实现的。我能想到的一个例子是：2009年，一家与埃森哲有长期合作的客户在国资委开展的国有企业信息化水平评价中获得第一名的佳绩。虽然当时我个人并没有服务于这一客户，但我看到这条新闻时还是感到非常自豪，因为那其中有我们的一份贡献。虽然这个第一名并不完全是因为埃森哲才赢得的，但我们在其中贡献了一份力量，也分享着这份荣誉。



Doreen Deng: A Steady Climb

By Janine Coughlin

Doreen Deng joined Accenture 17 years ago after graduating from Shanghai Jiaotong University. She began in an entry-level position and worked her way up to her current position as the Greater China Vice President, and the Energy Industry lead. Her clients have included several Chinese and multinational oil and gas companies, leading projects both in Greater China and globally. She is a CEIBS Global EMBA 2003 alumnus.

TheLINK: What are some of the career accomplishments that you are the most proud of?

Doreen Deng: My rise at Accenture happened naturally. At Accenture we have a very clear career path. As long as you do a good job you can be recognized. Regarding project-related accomplishments, there are too many to list. With a consulting job, every successful project is a joint effort between the client and the company. We cannot, by ourselves, make a project successful. One thing I can mention, one of the clients which I had worked with for many years was ranked #1 in 2009 when SASAC (the State-owned Assets Supervision and Administration Commission of the State Council) started to rate SOEs' IT performance. When I read the news, even though I was not working with that client at the time, I still felt very proud because we had contributed to that. Although the #1 ranking was not entirely because of Accenture, we had played a role there and we were part of it.

TheLINK: What do you find the most challenging about your job and how do you tackle the challenges?

Deng: How to prioritize and manage my time is a big challenge, particularly since I have moved into a higher position. Accenture uses three criteria to evaluate employees at management level and above. First is value creation. What kind of value can you deliver to clients and to Accenture? The second is business operation, which means you need to manage the quality of the delivery of your projects.

Third is people development. In the consulting business we need to develop our people, otherwise the business is not sustainable. Allocating my time at work between these three areas is a challenge, and I also need to take care of my family.

As a leader I think it's very important to have a team to support you, so the people development part has become more and more important for me, I give it a very high priority. If I have a strong team, I can delegate work to them and they can also grow while at the same time they share my workload.

The other challenge is that I am a woman and I work in an industry that is dominated by men. Most of my client counterparts are men, so I feel it can be difficult to build close relationships. The way I handle it is to focus on helping our clients, either as individuals or to make their companies better. We are a professional consulting firm and we can really provide value and fulfil our commitment to them. Through this I can build trust and good relationships with my clients. I cannot change the fact that I am a woman.

“The other challenge is that I am a woman and I work in an industry that is dominated by men.”



TheLINK: 在您的工作中, 最大的挑战是什么? 您是如何应对挑战的?

邓: 其中一个很大的挑战是: 如何区分事务的轻重缓急, 也就是如何安排时间。这在我升任高级职位之后尤其明显。埃森哲对管理岗位及更高级别职位的员工会采用三方面指标来评价与考核。首先是创造价值——你能带给客户与埃森哲什么样的价值? 其次是业务运营——这意味着你得为你的项目质量及交付结果负责。其三是团队建设。在咨询行业, 我们必须拥有不断成长的员工团队, 否则我们的业务就无法持续发展。在这三者之间如何分配我的工作时间, 无疑是很有挑战性的, 同时我还需要照顾家庭。

我认为对于一名领导者而言, 一个能为其提供有力支持的团队是必不可少的, 所以团队建设的工作对我来说越来越重要, 优先程度也更高。如果我有一个得力的团队, 我就可以把工作分配给他们, 他们在分担我工作的同时也能成长起来。

此外, 身为一名女性、却供职于一个由男性主导的行业, 这也是一项挑战。和我打交道的企业人士绝大多数是男性, 我感到很难拉近双方的关系。我的对策是将工作重点放在帮助客户上, 包括他们的个人成长、公司发展等层面。埃

森哲是一家专业咨询机构, 我们确实能够为客户创造价值, 实现我们的承诺。由此, 我才可以赢得客户的信任, 建立双方良好的关系。毕竟, 身为女性这一事实, 是我无法改变的。

TheLINK: 最近国际媒体多有聚焦讨论女性在高层领导者中的缺位问题。在您供职的公司, 您已经进入了领导层, 能否给其他职业女性提供一些建议?

邓: 埃森哲已经认识到领导层中女性数量少于男性这一现象, 这对于工作团队的多样化而言是一个不可忽视的问题。埃森哲一贯支持女性在公司里的发展。

当我回顾自己的职业生涯时, 我认为, 女性有时会对自己的工作不那么较真, 因为她们还可以选择回归家庭。我的建议是, 女性如果的确热爱自己的工作, 就应该着力于发展自己的事业。

女性有时也必须勇于“站出来”。我们往往倾向于担当一个从属角色, 支持他人; 但如果你确有能力, 那你就该勇于展示, 这样才能让你不断成长。

(工作与生活之间的) 平衡很重要, 特别是在中国, 人们往往认为女性应当更顾家。例如, 如果你有个孩子, 那么





“If you know that you don't know something that is a good thing. That just means you need to read some books or take an EMBA course so you can get to the next level in your career.”

TheLINK: There has been much discussion lately, in the global media, about the lack of women in leadership positions. Since you have been successful in attaining a leadership role in your company, what advice do you have for other women?

Deng: Accenture already recognizes there are fewer women in leadership positions than men, and that it is important to have a diversified workforce. The company tries to support women to be successful within the organization.

When I look back at my own experiences, I think sometimes women don't treat their careers very seriously, because they can choose to go back home. My advice is that women should have their own career if they really like their work.

Women also need to make themselves stand out sometimes. We tend to play a secondary role supporting others, but if you really are capable then you need to be brave enough to show it, and to support your own growth within the company.

Balance is very important, particularly in China where people may think it is more important for women to focus on family. For example if you have a child, then at certain periods in your life you may need to slow down your career and make sure you feel balanced. But even if you slow down for a while, when you come back to work you still need to believe in your own ability. You can still do as good a job as before.

Also sometimes, particularly when we are in higher positions, women feel that there may be many things we don't know. But we should not be afraid of this. If you know that you



don't know something that is a good thing. That just means you need to read some books or take an EMBA course so you can get to the next level in your career.

TheLINK: Why did you decide to enrol in the CEIBS Global EMBA programme?

Deng: Since graduating from university, I had always wanted to take an MBA course. At that time I thought maybe I would study in the US. After joining Accenture I was always busy with work, then I got married in 1998 and my husband didn't want to go abroad. I thought that if I quit my job to do a full time MBA then the opportunity cost would be quite high and maybe I could not find such a good job after graduation, so I only considered EMBA programmes. At that time Accenture was sponsoring their high performers to take the CEIBS Global EMBA so I applied for that.



在生命中的某些阶段，你可能需要放慢事业上的进展。但在放缓脚步一段时间后重返工作岗位时，你仍需要对自己的能力满怀信心。你完全能够工作得像以前一样出色。

有时候，特别是当我们升任高级职位以后，职业女性会感到对许多事情不够了解。但我们不必害怕这种未知的感觉。如果你认识到自己对某些事务的了解程度不够，那其实是一件好事——意味着如果你多读些书，或是读一个EMBA课程，便能够在事业上跃上一个新台阶。

TheLINK：您为什么决定就读中欧的全球EMBA课程？

邓：大学毕业以后，我一直想读MBA，也曾有考虑赴美深造。在埃森哲，我一直忙于工作；1998年时我结了婚，而我丈夫并不想去国外。我想，如果辞职去读全日制的MBA，机会成本就太高了，毕业后也不一定会找到这么好的工作。所以我考虑就读EMBA课程。当时埃森哲正好在甄选并资助优秀员工就读中欧的全球EMBA课程，我便提出了申请。

TheLINK：中欧的全球EMBA课程对您的职业生涯有何帮助？

邓：2003年入学时，我在埃森哲的职位是经理。虽然当时EMBA课程在我身上还没有显现立竿见影的效果，但我感到它拓宽了我的知识面。之后，我在事业上不断获得发展，其中EMBA的学习的确对我裨益良多。特别是现在，当我与客户企业的高层人士交谈时，我能够更好地理解他们的观点、以及他们为确保企业成功而需要考虑的问题。

我仍常回顾从前的时光，觉得最开心的时间就是当时每个月来中欧读EMBA的那4天——我坐在课堂上，聆听教授们讲课，和同学们一同研究案例。那的确是一段让我获益良好的经历。

TheLINK：对于考虑就读中欧全球EMBA课程的人，您有哪些建议？

邓：就个人经验而言，我建议大家要充分利用这个机会，尽可能地教授和同学们学到最多的东西。那两年中，我在每一节课上都一定会全神贯注，因为我其他时间都要花在工作



上，还得照顾孩子——我儿子那时才1岁。我很遗憾自己那时没能花更多的时间预习，也没能花更多的时间与同学们相处。

TheLINK：您为何在埃森哲工作了这么多年？

邓：其中一个原因在于，埃森哲为我提供了一个良好的平台。我喜欢这里，我喜欢公司的文化，我喜欢我的工作，我也喜欢公司的六大核心价值观。每当一位客户真正认可我们的努力和贡献时，我就会油然而生一种成就感。其次，我总是很忙，所以没时间考虑去留的问题。埃森哲是个很好的职业平台。每年我们都有一次问卷调查，当中有这样一个问题：你还会在这里继续工作多久？我总是答道：至少两三年。

TheLINK：您的长期职业目标是什么？

邓：我其实并没有什么特别激进的长期职业目标。我希望能拥有工作与生活之间的平衡，而我只不过一直在尽力成为最好的自己。



TheLINK: How has the CEIBS Global EMBA benefited your career?

Deng: When I began in 2003 I was still a manager so I didn't see an immediate impact but I do feel this programme has helped broaden my knowledge. Since my EMBA, as I have moved up in my career path, the courses have really benefited me a lot, particularly now when I talk to C-level people among my clients. I can better understand their view and what they need to think about for the successful operation of their business.

I still look back and think the most enjoyable time was those four days per month when I could just sit and listen to the professors and share those case studies. It was really a rewarding experience.

TheLINK: What advice do you have for people who may be considering the CEIBS GEMBA programme?

Deng: Based on my own experience I would recommend that they try to fully leverage this opportunity and try to learn as much as possible from the professors, as well as from their classmates. During those two years, I could only really focus on those four days [of classes every month] because my other time was spent working and I also needed to take care of my baby – my son was only one year old at that time. I wish I had spent more time doing pre-readings and that I had spent more time with my classmates.

TheLINK: Why have you stayed with Accenture for so many years?

Deng: One reason is that Accenture provides a good platform. I like it, I like the culture, I like the type of work I do, and I like the company's six core values. Whenever a client really recognizes our efforts and contributions I feel a sense of accomplishment. Secondly, I am always very busy so I don't have time to think about leaving. Accenture is a great place to work. Every year we have a survey and one question it asks is how long you will you stay with the firm. I always say two or three years at least.

TheLINK: What is your long-term career goal?

Deng: I don't really have a very aggressive long-term career goal. I hope I can have a balanced life and I just always try to be the best that I can be.

“ I like the culture,
I like the type of
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夏初淳（左）和陈暖盾（右）
Thitita Jeeyasak (left) and
Wipavee Watcharakorn (right)



夏初淳和陈暖眉：引领泰国果品行业

MBA Grads Partner in Thailand

文 / 麦筱丽

By Rachael McGuinness

2007年，两位中欧MBA2002级的泰国校友夏初淳（Thitita Jeeyasak）和陈暖眉（Wipavee Watcharakorn）接管了Vachamon食品公司（Vachamon Foods）。这是一家由夏初淳的母亲在1992年创办的家族企业，主营新鲜水果的进出口和大宗零售及批发业务。六年以来，两位中欧校友携手奋进，使这家公司迅速发展壮大，成绩斐然——雇员人数达到原先的三倍，全年营业收入从2007年的650万美元跃升至2012年的6400万美元。今年，她们的目标是实现8000万美元的营收。

在本次访谈中，担任业务拓展总监一职的陈暖眉校友为我们解读了Vachamon公司的长期发展目标，并娓娓道出在中欧的学习经历对她与公司总裁夏初淳从事的商业经营所带来的助益。

TheLINK：在泰国，职业女性在商场的社会地位和角色是怎样的？

陈暖眉（以下简称“陈”）：虽然男性仍然主导着其他行业，但果品行业有不少出众的商业女性崭露头角。据我个人看来，女性管理人员并没有受到太多的性别歧视，但进入高层的女性人数相对较少，这是因为许多女性将大量的时间用于抚育儿童和料理家务。

TheLINK：你们如何发展业务，面临过怎样的挑战？

陈：2004年中泰自由贸易协议签订之后，许多企业开始进入果品行业。但这些企业通常缺乏良好的商业管理技能，他们在决策时往往感情用事，而这有时会给行业带来负面影响，比如引发价格战。鉴于果品行业的特性，进入本行业的门槛非常低，因此我们必须在产品质量、成本管控、管理效率和顾客关系等方面都胜人一筹。

为了赢得客户的信任，我们工作得十分勤奋。至关重要的因素在于我们能否迅速响应他们的需求，让他们感到我们是可靠的合作伙伴，双方能够共同成长。我们的目标是成为

In 2007, MBA 2002 alumni Thitita Jeeyasak and Wipavee Watcharakorn took over Vachamon Foods. Established by Jeeyasak's mother in 1992, it's a Thailand-based family business that imports and exports fruit to major retailers and wholesale customers. Over the past six years, the CEIBS grads have grown the business significantly: the number of employees has tripled and revenue jumped from US\$6.5 million in 2007 to US\$64 million in 2012. This year, their goal is to reach US\$80 million in revenue.

In this interview Watcharakorn, Vachamon's Business Development Director, explains the company's long-term goals as well as the impact that CEIBS has had on how she and Company Director Jeeyasak manage their business.

TheLINK：What is the business climate like for women in Thailand?

Wipavee Watcharakorn：While men still dominate other sectors, there are quite a few high-profile women in the fruit industry. I don't think there is a significant amount of discrimination against female executives, but the number of high-ranking women is relatively low because most females spend much of their time raising children and looking after their family.





“一站式供应商”，让批发商能够从我们公司采购到他们需要的所有货品。

2007年，我们创造了650万美元的营业收入，2012年的这一数字是6400万美元。2013年，我们希望营收达到8000万美元，因而我们也需要更多的“蓝领”工人和“白领”职员。

在2007年我们接管Vachamon 食品公司的时候，其职员人数是50名，现在我们有157名职员了。在是否雇佣更多包装工人的问题上，我们正在考虑及评估更多地使用机器设备的利弊，因为人力管理总不会那么省心。

TheLINK: 你们是怎样决定要成为商业伙伴的？

陈: 我们在大学里既是室友也是最好的朋友，我们也做出了

TheLINK: What have you done to grow the business?

What were some of the challenges you faced?

Wipavee: Particularly since the 2004 free trade agreement between China and Thailand, many fragmented players have entered the fruit industry, and they often don't have good business management skills. They tend to make emotional decisions and sometimes this has negatively affected the industry, in terms of pricing. Because of the nature of the business, people can enter the industry quite easily, so it is important for us to be competitive in terms of product knowledge, costing, managerial efficiency and customer relations. We work hard to gain customer trust. It's crucial that we respond to their requirements quickly, and make them feel as if we are their partner and we can grow together. Our aim is to be a one-stop-shop where wholesale customers can find everything they need.

We had revenue of US\$6.5 million in 2007 and US\$64 million in 2012. In 2013, we hope to grow to US\$80 million, and so we will need to have more workers and office staff. When we took over in 2007, the company had 50 employees. We now have 157. In terms of hiring more packing workers for the factory, we are studying the pros and cons of relying more on machines because managing labour is always problematic.

“We had revenue of US\$6.5 million in 2007 and US\$64 million in 2012. In 2013, we hope to grow to US\$80 million, and so we will need to have more workers and office staff. When we took over in 2007, the company had 50 employees.”





同样的决定——到中欧深造。此后，成为商业伙伴也是我们自然而然形成的决定。

TheLINK: 你们为什么选择中欧？在中欧的学习经历对你们将Vachamon食品公司经营发展作为一家成功企业有何帮助？

陈: 就我个人而言，选择就读中欧是因为我想学习具有世界领先水平的MBA课程，同时我也被中欧的“中国深度，全球广度”这一特质深深打动。

公司有很多中国供应商，而我们曾在就读MBA课程时在中国生活了近两年，这为我们带来了极大的优势，让我们对这些供应商的商业文化理解得更贴切。

中欧的MBA课程给我们打下了牢固的管理基础。特别有用的是案例研究，它让我们能够从别人的错误中吸取教训，当然也从别人的成就中学到经验——我们在经营时参照应用那些正确的做法，同时也避免重蹈别人的覆辙。

我们明白，成功固然不易，但守成更加困难。但我相信，我们在MBA课程中学到的东西将帮助我们事业长久地经营下去，并获得持续发展。

TheLINK: How did you decide to become business partners?

Wipavee: We were roommates and best friends at university, and we both made the decision to enrol at CEIBS. After that, being business partners just came naturally.

TheLINK: Why did you choose CEIBS? How did studying at CEIBS help you to develop Vachamon Food into a successful business?

Wipavee: Personally, I chose to study at CEIBS because I wanted to attend a world class MBA programme, and I was impressed by CEIBS' in-depth China knowledge and global outlook. At the moment, we have many Chinese suppliers, and living in China for nearly two years during the MBA programme has given us an edge in understanding the business culture of these suppliers.

The CEIBS MBA gave us a solid management foundation. The case studies were especially helpful, allowing us to learn from others' mistakes, as well as successes – we have been able to adopt the positive practices in our business while avoiding mistakes that others have made. CEIBS emphasises the importance of sustainable growth. We know that becoming successful is difficult, but maintaining that success is even harder. But I believe that the lessons we learned during the MBA will help to make our business last long and grow consistently.





程亚娟：“邦女郎”的平衡之道

文 / 朱琼敏

回顾这十二年来在财务领域的成长之路，程亚娟（FMBA 2012）凭借出色的专业能力，以四年为一轮回，实现了事业发展上的三次突破。

第一个四年无疑是起步阶段。2000年自上海财经大学毕业后，程亚娟加入一家中法合资公司，为其建立起一套完整的标准成本核算方法和差异分析体系。

此后的八年中，她成为一位对财务管理更加得心应手的“邦女郎”。2004年，程亚娟完成ACCA（特许公认会计师公会）全部考核后，加入了杜邦亚太区高性能涂料事业部。除了日常的财务报表和预算分析工作，她还要实地了解各个工厂的生产业务情况，给予财务解决方案，针对新产品开发、新投资和新业务模型提供财务分析。

四年后，她所负责的事务从杜邦亚太区的一个事业部扩展到了集团层面。2008年10月，程亚娟被任命为杜邦亚太区财务服务中心运营经理。此后，她从零建立起拥有35名员工的应付帐款服务中心，游刃有余地服务于杜邦亚太区旗下遍布9个国家和地区的25家公司。

2012年，已成为“中坚力量”的程亚娟再度全新出发。7月，她被任命为杜邦贸易（上海）有限公司和杜邦（中国）

研发管理有限公司的财务经理。前者是杜邦全资子公司，资产达4亿美元，年销售额达10亿美元；后者则是杜邦在美国本土以外设立的第三大公司级、综合性科研机构，是杜邦实现可持续发展全球战略计划的重要组成部分。而程亚娟在这两个组织中均担任着不可或缺的重要角色。

除了事业之外，程亚娟在2012年还迎来了另一个全新的起点——加入中欧国际工商学院在职金融MBA2012级课程。在积累了多年工作经验之后，她选择在中欧学习更多的理论知识来充实自己。近日她接受了《TheLINK》的专访，讲述了自己作为一位职场女性，如何平衡员工、妻子、母亲及学生等多重角色的体会。

TheLINK：您多年来从事财务管理工作，对其价值和意义有怎样的理解？

程亚娟（以下简称“程”）：虽然不能直接为企业创造效益，但是有效的财务管理能够保证企业的正常运转，并促使其达到盈利的目的。财务领域博大精深，包括成本控制、风险控制、财务分析、资产评估、资本运作等很多方面，渗透和贯穿于企业的一切经济活动中。



Julia Cheng's Balancing Act

By June Zhu

With the long list of accomplishments she has racked up during a decade in the finance sector, no one can question Julia Cheng's abilities. In her first job with a Sino-French joint venture she implemented a comprehensive company-wide set of standard cost accounting methods and a variance analysis system. Four years later in 2004, after passing the Association of Chartered Certified Accountants exam, she joined DuPont where she worked her way up the local and regional ranks of the well-known MNC. During her stint as Operations Manager for the company's Asia-Pacific Financial Service Centre, she established its Accounts Payable Service Centre which serves 25 subsidiaries in 9 countries and regions. In July 2012, she was appointed Finance Manager for both DuPont Trading (Shanghai) and DuPont (China) Research & Development and Management Co Ltd. DuPont Trading (Shanghai) has US\$400 million in assets and annual turnover of more than US\$1 billion. DuPont (China) Research & Development and Management, the third largest corporate-level and comprehensive research institution outside the US, is an important component in the company's sustainable global strategic plan. Cheng is a vital member of both teams.

Last year, she enrolled in CEIBS part-time Finance MBA programme in an effort to complement her years of on-the-job experience with more extensive theoretical knowledge. Read on as she explains what it's like to juggle her roles as career woman, wife, mother and student.

TheLINK: Do you find your career fulfilling?

Julia Cheng: I've thoroughly enjoyed the various stages of my career. At each stage I learned different lessons as my experience grew. While an organisation's finance department cannot directly generate profits, it is essential to achieving the company's goal to be profitable. The field of finance is extensive, covering a wide range of services

including cost control, risk control, financial analysis, asset appraisal, managing capital, etc. It permeates all aspects of the company's business activities. In addition to covering basic financial accounting in a general sense, my responsibilities also extend to other functions. I enjoy helping the company discover and solve problems – from a financial analysis and management angle – by providing valuable information to the management team and participating in the decision making process.

TheLINK: What are your expectations for your future career and how can studying at CEIBS help you reach your goals?

Cheng: I know, because of my years of experience in this field, that there will be more and more changes as we move away from the traditional models. Transactions will be increasingly centralized, and there will be a growing preference for countries with lower labour costs, which means financial practitioners will face daunting challenges. Shanghai has a goal of becoming an international financial centre. For that to happen, those in the field of finance cannot limit themselves to merely basic practices and the city needs more top talent involved in the sector. I view my career development within the context of the entire city's growth. I hope I can play a role in Shanghai's efforts to become an international financial centre by being excellent at my job, and by helping to cultivate more financial talent for the city. Studying at CEIBS provides me with access to a wider and more professional platform. I'm hoping that this experience will not only help me accumulate knowledge, but also broaden my way of thinking about finance and the wider economy and also enhance my ability to think independently. Only then will I be able to make a difference.

TheLINK: Why did you choose to enrol in CEIBS FMBA Programme?



我职业生涯中涉及的每一块领域，就像一片拼图；通过不断积累经验，我相信最终能集齐全部拼图，看到全景。因而我一直很享受不同的职业经历。我的职责不仅限于一般意义上的财务基础业务，还需要更多地融入其他各种业务当中，从财务分析与管理的角度为企业找出问题、解决问题，向管理层提出有价值的信息，努力成为决策的参与者。

TheLINK: 您对今后的职业发展有怎样的期待？中欧的学习对您实现自己的发展目标有何助益？

程：多年的财务工作经验让我意识到，无论是公司财务还是金融领域，今后的运营模式都会与传统模式大不相同。交易类事务会越来越集中化，也越来越趋向于人力成本低的国家和地区，这势必会给未来的财务及金融从业者带来更多挑战。

上海的目标之一是建设成为国际金融中心，因而需要更多财务金融方面的中坚力量和高端人才。我不但希望自己在专业领域更上一层楼，也希望能够在日后的管理工作中培养出更多更好的专业人才，为上海建设国际金融中心贡献一份力量。

中欧的学习给我提供了一个更专业也更宽广的平台。我相信在中欧的学习不仅能让我实现专业技能和管理水平上的知识积累，还能够触发我对金融领域和社会经济更多的思考，让我进一步拓展视野，为今后的管理工作汲取更多灵感。

TheLINK: 您为什么选择中欧继续学习深造？

程：中欧是我最心仪的学校，这源于她良好的口碑和品牌。我有一位同学在中欧读了全职MBA之后实现了职业上的华丽转身；还有一位原先的领导就读中欧EMBA，拓展了他的事业发展平台。但这两个课程都不太适合我——全职MBA需要完全脱产，我的时间上不允许，EMBA似乎又超出我目前的职业规划。我也曾了解过一些同事和朋友就读其他商学院在职MBA的经历，都差强人意，也不能为我的职业发展提供很大帮助，所以一直无法做出决定。

2011年某个晚上，我在不经意间看到新闻介绍中欧新开设的在职金融MBA课程，觉得这正是为我量身定制的。当晚我立即与丈夫讨论，他也毫不犹豫地表示赞成。尽管学费不菲，但他说相信这是物有所值的，这更坚定了我的信念。

TheLINK: 在中欧在职金融MBA的学习过程中，有没有一些让你印象深刻的经历？

程：每次在中欧上完课的感觉就犹如练了一次瑜伽——出了

些汗，但很舒服。

比如穆恩教授的组织行为学课，我对他的课程结尾记忆犹新。当时，穆恩教授分享了诺贝尔和平奖得主阿尔伯特·施韦泽（Albert Schweitzer）的一句名言——一些沉静型的领导者对人类的贡献要远远大于那些有着很高公众知名度的领导者。这让我回味无穷，也意识到在中欧学习的目的不是为了让我们晋升，而是为了让我们胸怀更为宽广。

又比如丁远教授创新的财务结构模型分析，对我来说是全新的知识。我做了多年财务工作，从来没有接触过这么独到的分析方式。当我将它应用到工作中时，效果令人欣喜。我真的非常敬佩教授们的专业能力与创新精神。

TheLINK: 在您的职业发展道路上，女性身份对您有没有影响？

程：女性身份对我个人职业发展的影响包括生理上和心理上两个方面。

从生理上说，最大的影响就是怀孕生子。虽然我们公司对此不设任何障碍，但是由于工作繁忙，又考虑到自己的职业规划，当时为了选择怀孕的适合时机，我也提前做过详尽的计划。怀孕之后，需要一边克服身体上的不适，一边继续工作，有时也会加班，当中有很多不便之处。等到孩子出生，休完产假后，我忍痛给孩子断奶，才又回归为职业女性。

而从心理上说，作为女性，我比较柔和，但这也是把双刃剑。在某些事情上，柔和的处理方式可能会收效甚微，有时甚至会影响到自己的情绪。但是，在需要以婉转的方式解决问题时，女性柔和的一面便会比较自然、也较有优势。

TheLINK: 您对同样在职场中的女性有什么样的建议？

程：其实不论是男性或者女性，在职场上都应该表现出专业性，不要刻意划分两者间的界限。个人以为，有些方面我们还是应该向男性学习，比如反应迅速、不要过于苛求细节等。

但是，我也不建议女性变得男性化。女性应发挥独有的特质。在组织行为学课程中，穆恩教授反复地向我们强调同理心及换位思考的重要性，我认为在这方面女性较男性拥有更多优势。我们在职场上应该更多发挥这些特质，多站在客户、下属、同事与领导的角度想问题，促进多赢。

此外，女性较男性更有韧性和弹性。因此在处理工作和家庭生活的平衡时，我们要利用这些优点，能屈能伸。保持身心健康，比什么都重要。



Cheng: CEIBS, with its excellent reputation, has always been my dream school. Some of my colleagues and friends have attended MBA programmes at other business schools in Shanghai but most of them found these unsatisfactory. On the other hand, one of my friends fulfilled his dream of switching careers after doing a full-time MBA at CEIBS, and my former boss had positive changes in his career path after getting a CEIBS EMBA. But neither of those programmes was suitable for me: I cannot spare time for an MBA and an EMBA is beyond the scope of my career plan. One night last year, I came across information about CEIBS' FMBA programme. The course was tailor made for me! That same night, with my husband's support, I decided to enrol. The tuition is relatively expensive but, as my husband said "it must be good value for money".

TheLINK: What have been some of the best moments during your FMBA studies so far?

Cheng: CEIBS classes are like doing yoga, it makes me sweat but it gives me such pleasure. For example, Prof Henry Moon's last lesson on Organizational Behaviour really impressed me. He shared his favourite quote from Nobel Peace prize winner Albert Schweitzer. I'll paraphrase: there are some quiet leaders whose contribution to mankind is much greater than the actions of many who receive wide public recognition. I kept thinking about what he said and it gradually dawned on me that studying at CEIBS is not about getting a promotion at work, it's about broadening my mind. I also learned a lot from Prof Ding Yuan's innovative analysis of the financial structural model. This was a completely new topic for me. I applied the model on the job and got very positive results. I've been working in this field for many years, but had never had access to this unique analytical method. It's so innovative and I really marvelled at the professor's creativity.

TheLINK: How has being a woman affected your career path?

Cheng: Being female has impacted my career development, both physically and psychologically. When I was pregnant, for example, even though our company provided complete support, I had to make a detailed plan that factored in issues

such as maternity leave, weaning my son, etc and the impact these events would have on my career path. These are not issues that men face. In terms of psychological impact, being a woman is a double-edged sword. Sometimes, if I am not tough enough, there will be no progress made and I may get frustrated. On the other hand, being gentle helps sometimes when you are trying to persuade others.

TheLINK: Do you have any advice for other career women?

Cheng: Whether you are male or female, you should not be afraid to show your expertise at work; try not to place too much emphasis on the differences between the genders. At the same time, I do acknowledge that women can learn a lot from men who tend not to get bogged down with details; but women should be careful not to lose their feminine side. In our Organizational Behaviour classes, Prof Moon stressed empathy and the value of perspective. I think women are better at this than men, and we should use these traits during our interaction with clients, subordinates, colleagues and bosses. Women are also more resilient, which is helpful in ensuring the balance between work and life. The most important thing, after all, is maintaining our physical and mental health.

“Last year, she enrolled in CEIBS part-time Finance MBA programme in an effort to complement her years of on-the-job experience with more extensive theoretical knowledge.”



女性如何进入 中国企业的高管层

Lessons for Women, from Chinese Boardrooms

文 / 中欧国际工商学院管理学教授 张燕

By Professor Yan (Anthea) Zhang



过去数十年来，虽然女性在职业发展道路上勇往直前，开始进入高管行列，但在西方的企业里，成功升任中层以上管理岗位的女性仍然为数甚少。根据旨在促进女性职业发展的非营利性研究机构Catalyst的统计，2009年，《财富》500强企业中只有12家（占2.4%）由女性担任CEO或总裁，在《财富》1000强中这一数字也只有25家（占2.5%）。此外，2011年，《财富》500强的所有董事席位中仅有16.1%由女性担任，在2010年这一数字为15.7%。

中国上市公司的董事会里又是怎样一番局面呢？有些情况与西方相似，但另一些情况则具有鲜明的中国特色。

图1显示的是1997年至2010年间沪深两市上市公司CEO和董事长的性别分布情况。尽管上市公司的数量成倍增长（从1997年的720家增加到2010年的2100家，2012年底已达2477家），但女性高管所占的比例仍然较小。1997年，中国所有上市公司的董事长中女性占到3.7%，2010年时占4.0%。1997年，中国所有上市公司中女性CEO的比例为4.6%，2010年这个数字上升为5.6%。

进一步来看，非国有企业中女性担任董事长和CEO的比例相对高于国有企业（图2和图3）。特别是非国有企业中女性CEO所占的比例，已经从1997年的5.1%上升到2010年的8.2%。

女性董事的增长趋势似乎更为激动人心（图4）。中国上市公司的董事人员由女性出任的比例（包括董事长）从1999年的9.2%上升至2010年的11.7%。同样地，女性董事在非国有企业中所占的比例（13.7%）也高于国有企业（10%）。

Despite the many progressive strides made in the past few decades to give women access to career paths that lead to the executive suites, there are still very few women in Western companies who have made it past middle management. According to Catalyst, a not-for-profit research organization, as of 2009 only 12 (or 2.4%) companies in the Fortune 500 had female CEOs or presidents; in the Fortune 1000, there were only 25 (or 2.5%). As for directorships, in 2011 women held 16.1% of board seats (15.7% in 2010) in the Fortune 500.

What does it look like inside the boardrooms of Chinese listed companies? Some things are similar to the situation in the West; yet some are quite unique to China. Figure 1 shows gender distribution at the CEO and board chair levels of companies listed in China's Shanghai and Shenzhen Stock Exchanges from 1997-2010. While the number of listed companies has increased exponentially (from 720 in 1997 to 2,100 in 2010, and up to 2,477 in 2012), the proportion of females in these two posts remained stable. The proportion of female board chairs was 3.7% in 1997 and 4.0% in 2010. The proportion of female CEOs was 4.6% in 1997, rising to 5.6% in 2010.

Looking more closely, the proportions of female board chairs and CEOs were higher in non-state-owned enterprises (non-SOEs) than in SOEs (Figures 2 and 3, respectively). Female CEOs at non-SOEs, in particular, increased from 5.1% in 1997 to 8.2% in 2010.

The trend in female directorships seems even more encouraging (Figure 4). The proportion of female directors (including the board chair position) increased from 9.2% in 1999 to 11.7% in 2010. Again, the proportion was higher in non-SOEs (13.7%) than in SOEs (10%).

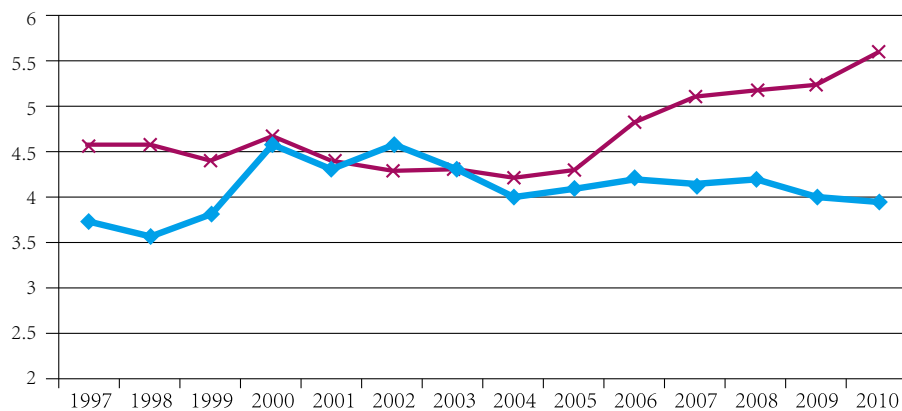


图1 中国上市公司中女性CEO和董事长比例
Figure 1. Proportion of Female CEOs and Board Chairs in China's Listed Companies

女性董事长
Female Chairs

女性CEO
Female CEOs

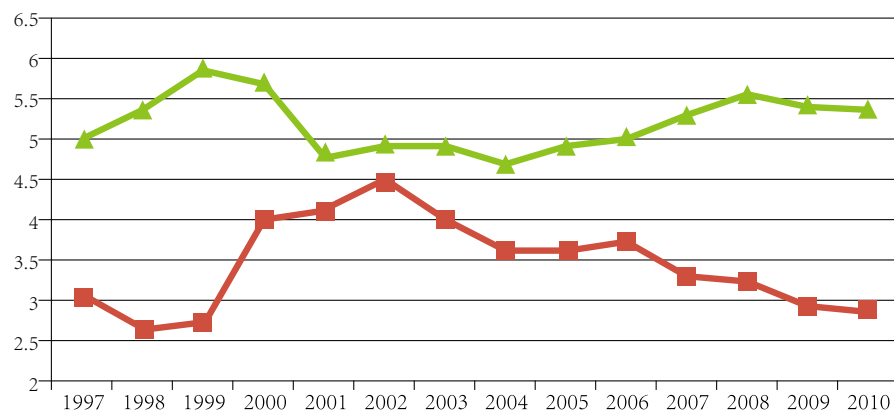


图2 国有企业与非国有企业中女性董事长的比例
Figure 2. Proportion of Female Board Chairs in SOEs and Non-SOEs in China

国企中的女性董事长
Female Chairs in SOEs

非国企中的女性董事长
Female Chairs in Non-SOEs

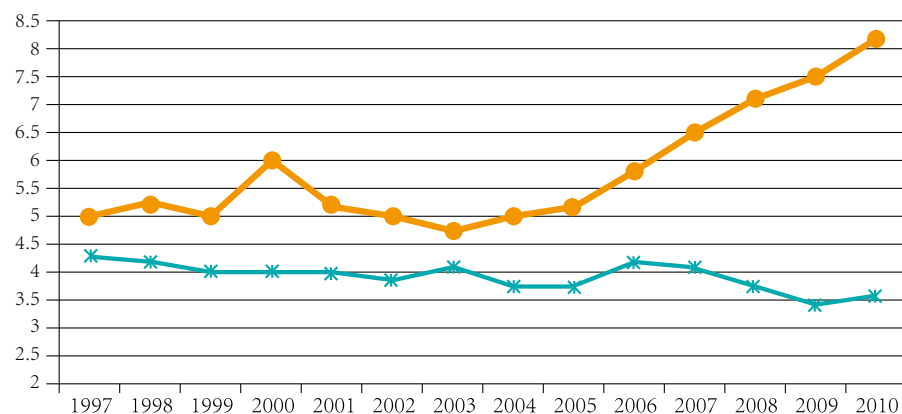


图3 国有企业与非国有企业中女性CEO的比例
Figure 3. Proportion of Female CEOs in SOEs and Non-SOEs in China

国企中的女性CEO
Female CEOs in SOEs

非国企中的女性CEO
Female CEOs in Non-SOEs

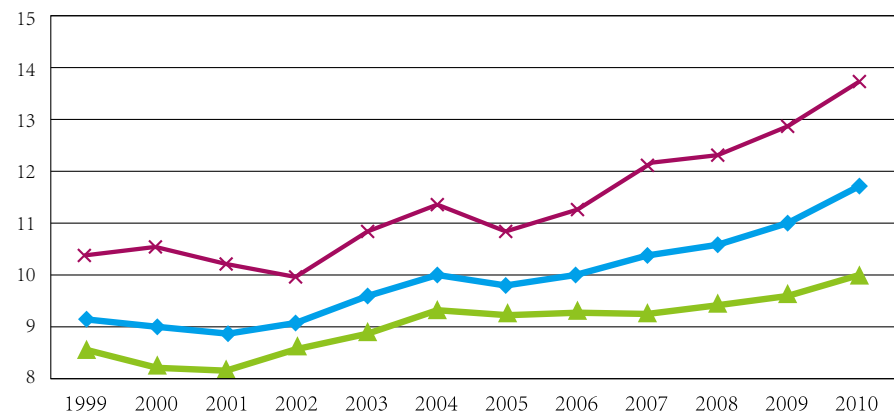


图4 中国上市公司中女性董事的比例
Figure 4. Proportion of Female Directors in China's Listed Companies

女性董事
Female Directors

国企中女性董事
Female Directors in SOEs

非国企中女性董事
Female Directors in Non-SOEs



对照中美两国的数据，我们可以发现一些有趣的差异。尽管《财富》500强中的女性董事比例更高（2010年为15.7%，而同年中国上市公司的女性董事比例为11.7%），但500强中女性董事长的比例（2010年为2.6%）却低于中国上市公司（2010年整体占4%，其中在国企的比例为2.9%，在非国企的比例为5.4%）。值得注意的是，这些数字依然与欧盟最近拟立法规定的“女性董事比例不得低于40%”这一标准相去甚远。

这是否意味着与美国企业相比，中国企业中的女性“玻璃天花板”问题已经相对不再那么严重？恐怕未必！

如上文所述，中国企业女性高管数量的增长主要来自于非国有企业。那么，为何国有企业和非国有企业呈现出迥然不同的趋势呢？

原因之一在于：在非国企中，许多女性CEO或董事长是企业的创始人或所有人——如玖龙纸业（控股）有限公司董事长张茵；有些女性CEO或董事长则是家族企业继承人，如房地产开发商碧桂园控股有限公司的执行董事兼副主席杨惠妍，她在父亲卸任后接管了这家企业。

如果我们将高管交接看作一场锦标赛，那么这场比赛并非人人都有资格参加。比如杨惠妍，她是“碧桂园锦标赛”中唯一有参赛资格的选手。因此，家族企业能为部分女性开辟进入董事会的“捷径”。但在中国国有企业（以及美国上市公司）的高管交接“锦标赛”中，有资格参赛的选手人数较多，其中大多数是男性，所以这些企业由男性接任CEO、董事长或董事的几率会更高。

其二，中国的非国有企业受到资源的制约，在与国有企业竞争的过程中也处于劣势，因此，这些企业有强烈的动机从各种渠道积极发掘人才。相比之下，国有企业就像待在一个“舒适区”。对这些国有企业而言，“非常规性”人才的晋升，如女性、少数民族和无党派人士等，更像是“装门面”之举。

其三，背景相似的人更加惺惺相惜。我通过研究发现，由女性担任CEO的公司有较多的女性董事会成员；而女性董事比例较高的公司雇佣女性CEO的可能性也较大。

综上所述，不同于欧盟拟立法规定女性董事最低比例这样的做法，关于如何增加董事会中女性的席位，我有如下两个建议：一是引入竞争机制，因为竞争是推动企业挖掘人才、扩充人才库的最佳动力；二是我们需要提高女性在“高管继任锦标赛”中的参赛比例。

我建议那些志在夺冠的人（不管是女性或男性）尽早承担起对盈亏的责任（profit and loss responsibility），这有助于她（他）们在企业内外建立信誉。然而，许多女性没有选



择升任高级管理层所需的职业发展路线，而是过早地走上专业化的路线，如人力资源、会计等。过早地从事某一专业职能、或在某一专业职能上任职太久，都会让一个人的职业发展受到限制。职业成就、工作能力和信誉，这些都是最终决定一个人能否进入高管层的关键因素。

难怪那些为数不多、已成为企业高管的女性倾向于淡化性别因素在她们的成功历程中所起到的作用。对其而言，正是因为她们已经充分证明自己能够胜任，才赢得了目前的职位和成就。

注：

1. 本文的英文版本发表于《福布斯》杂志。
2. 如无特别注明，所有关于美国公司的数据均出自2011年Catalyst的统计数据。
3. 张燕教授感谢柯玟秀（Janine M. Coughlin）女士、曲红燕女士和陈爽英女士在她撰写本文时提供的协助。



Comparing Chinese data with US data also shows some interesting patterns. While the Fortune 500 saw a higher proportion of female directors (15.7% vs. 11.7% in Chinese companies in 2010), their proportion of female board chairs (2.6% in 2010) was actually lower than in Chinese companies (4% overall, 2.9% in SOEs and 5.4% in non-SOEs). It is important to note that these ratios were still a far cry from the 40% mandatory quota as proposed recently under EU legislation.

Does this mean the glass ceiling is less of an issue in Chinese companies than in US companies? Not necessarily! As discussed above, the increase in female executives in Chinese companies was mainly driven by the non-SOE sector. What causes the different trends in SOEs and non-SOEs? One reason: in the non-SOE sector, many female CEOs/board chairs are founders/owners of the companies – for example Zhang Yin of Nine Dragons Paper Holdings. Some other female CEOs/board chairs were basically born into the position, for example Yang Huiyan at Guandong-based real estate company Bi Gui Yuan. Yang took over the company when her father stepped down.

If we consider executive succession as a tournament, this tournament is not open to everyone. In the case of Yang Huiyan, she was the only “eligible” participant in the Bi Gui Yuan tournament. Family businesses thus create “fast tracks” to bring some females to the boardrooms. In the tournaments of China’s SOEs and American publicly-listed companies, however, the number of “eligible” participants is much larger. Since most of the “eligible” participants are males, statistically speaking there is a greater chance those companies will have a male CEO/board chair/directors.

The second reason: China’s non-SOEs are at a disadvantage in the competition with SOEs because of resource limitations. This has provided them with a strong motivation to look for talent in various ways. Compared with non-SOEs, SOEs are in the “comfort zone”. These “nonconventional talented individuals”, for example females and minorities are more like ornaments for them.

The last reason: people with similar backgrounds tend to appreciate each other. Based on my research, companies with female CEOs have more females in their boardrooms. Accordingly, companies with a higher percentage of female

directors are more likely to hire female CEOs.

To conclude, instead of a mandatory quota for female directors (or executives), I have two suggestions. 1) A mechanism should be introduced to encourage competition, because this is the most powerful tool in pushing companies to enlarge their talent pool. 2) We need to increase the number of female participants in the tournament in order to increase the number of females in the boardroom. For those with the ambition to make it to the top post, it is important to take “profit and loss (P&L) responsibility”. It helps one to build credibility within and outside the company. Instead, many females choose functional career paths, such as Human Resources (HR) and accounting. Specializing in one function too early and for too long can limit one’s career advancement. Eventually it is track record, competence, and credibility that put one inside the boardroom. It comes as no surprise that even the small number of women who have “made it” prefer to downplay the role gender had in their success. Most regard the position as something they achieved because they proved that they could get the job done.

This article was first carried by Forbes magazine.

Yan (Anthea) Zhang is a professor of management at CEIBS. She acknowledges the assistance of Janine M. Coughlin and Hongyan Qu in preparing this article.

Unless noted, all data on US companies are from the 2011 Catalyst census.

Board chairs of China’s listed companies are executive board chairs, and usually are the most important decision makers of their companies.



吴敬琏教授：《中国经济改革二十讲 (重启改革议程)》

Professor Wu Jinglian:



Twenty Lectures on China's Economic Reform: Relaunching the Reform Project

Since the 18th National Congress of the Communist Party of China concluded last November, there have been increasing signs that a new round of economic reforms is on the horizon in China. The book *Twenty Lectures on China's Economic Reform: Relaunching the Reform Project*, which is co-authored by CEIBS Baosteel Chair Professor of Economics Wu Jinglian and Chief Commentator of *Caijing Magazine* Ma Guochuan, answers the question 'Where is China going?'

Published by the SDX Joint Publishing Company in Beijing, the book gives readers a deeper understanding of the social and economic issues now facing China, analyzes their underlying causes, and examines the challenges in implementing reforms. It strongly reflects Prof Wu's views on China's reform.

"China is standing at a new crossroads in history," says Prof Wu. "To avoid social crises, we need to make firm and resolute decisions, push forward reforms of marketization, institutionalization and democratization, establish inclusive economic and political institutions, and realize the transformation from authoritarian developmentalism to democratic developmentalism."

In 1991, a year before Deng Xiaoping gave his famous southern tour speech, Prof Wu published his book *On Competitive Market*, in which he made an appeal for the establishment of 'a socialist market economic system'. The book proved to be among the first voices calling for reform in the 1990s. In this new phase of history, reform is inevitable. *Twenty Lectures on China's Economic Reform: Relaunching the Reform Project* will be a powerful push forward towards the progress of reform and will have a positive impact on society.

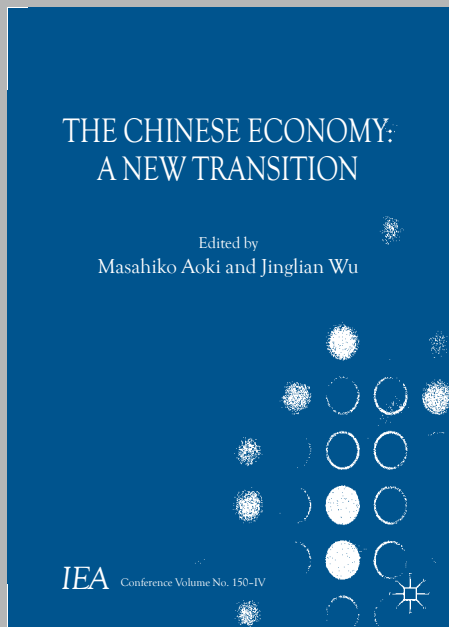
十八大以来，越来越多的迹象表明，中国即将启动新一轮改革。在社会各界呼吁改革的热烈氛围里，北京三联书店推出了由中欧国际工商学院宝钢经济学教授吴敬琏与《财经》杂志社主笔马国川合著的新书《中国经济改革二十讲（重启改革议程）》，发出了重启改革的最强音。

本书直面当下中国的社会经济问题，回顾了中国经济改革的艰难历程，剖析了当前中国问题的深刻原因，回答了“中国向何处去”的问题。本书全面反映了吴敬琏教授对中国改革的深入思考，在他看来，“中国正站在新的历史十字路口上。为了避免社会危机的发生，必须当机立断，痛下决心，真实地、而非口头上推进市场化、法治化、民主化的改革，建立包容性的经济体制和政治体制，实现从威权发展模式（authoritarian developmentalism）到民主发展模式（democratic developmentalism）的转型。”

1991年，在邓小平南方讲话前夕，吴敬琏教授出版了《论竞争性市场体制》，呼吁建立“社会主义市场经济体制”，成为上世纪九十年代改革的先声。在新的历史阶段，改革如箭在弦上，《中国经济改革二十讲（重启改革议程）》将有力地推动改革进程，产生巨大的社会影响。

吴敬琏教授联合编撰《中国经济：新的变迁》

Professor Wu Jinglian: *The Chinese Economy: A New Transition*



中欧国际工商学院宝钢经济学教席教授吴敬琏联合编撰的新著《中国经济：新的变迁》一书收录了中国及全球多位著名经济学家的最新研究成果。

中国经济迄今已经历了相当长时间的高增长率发展，在全世界独一无二。但有一种新的共识认为：中国目前正面临关键的转折点，必须寻求全新的可持续发展模式。在《中国经济：新的变迁》一书中，吴敬琏教授和共同编撰者青木昌彦（Masahiko Aoki）编选辑录了众多全球知名经济学家的最新研究，包括他们关于中国经济增长动力、影响未来发展的因素、对政策及体制改革的建议等诸多方面的观点。

本书章节以一系列广泛的议题划分，其中不仅涵盖了宏观和微观经济机制层面，还包括人力资源发展、环境保护、政治对经济的影响等各种层面的探讨。

在中欧担任教职的同时，吴敬琏教授还是国务院发展研究中心的高级研究员、国家信息化专家咨询委员会副主任和国际经济学联合会（IEA）荣誉主席。《中国经济：新的变迁》一书是国际经济学联合会推出的系列丛书之一，由帕尔格雷夫·麦克米伦（Palgrave Macmillan）出版社出版。本系列的其他三部著作分别为：《体制和比较经济发展》、《复杂性与体制：市场、规则与企业》以及《全球宏观经济与金融》。

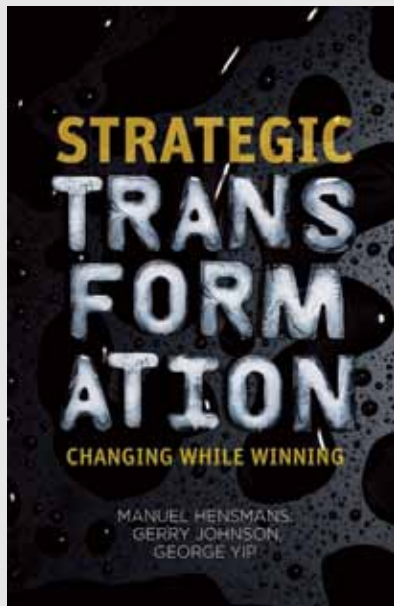
Baosteel Chair Professor of Economics Wu Jinglian has co-edited a book that features research on the Chinese economy by leading economists from China and around the world.

Chapters address a wide range of issues, covering not only macro and micro economic mechanisms, but also various aspects of human resource development, environmental protection, and political impact on the economy.

The Chinese economy has recently enjoyed a higher growth rate for a longer period than any other nation to date, but a new consensus is emerging that it now faces a crucial turning point and must find new models for sustainable growth. In *The Chinese Economy: A New Transition* Prof Wu and co-editor Masahiko Aoki have brought together a group of world-renowned economists to share their views on the sources of China's economic growth, its changing conditions for future development, and suggestions for desirable policy and institutional reforms.

叶恩华教授： 《战略转型：变革与胜利》

Professor George S. Yip on
Strategic Transformation: Changing While Winning



中欧国际工商学院管理学教授兼中欧中国创新研究中心联合主任叶恩华（George S. Yip）合著的《战略转型：变革与胜利》一书于2012年12月出版。本书纵览了诸多企业在进行重大战略型变革的同时保持良好运营表现的成功经验。

本书为商业组织如何开创可持续性发展提供了宝贵的指导意见。书中包括来自吉百利史威士（Cadbury Schweppes）、桑斯博里（J.Sainsbury）、施乐辉（Smith & Nephew）、SSL国际集团（SSL International）、乐购（Tesco）和联合利华（Unilever）等企业的真实案例研究和高管人士的洞见。

叶恩华教授及另两位合著者通过大量的调查研究（包括对215家英国大型上市公司近20年的业绩分析，深入研究其历史并与企业高管访谈等），发现在过去40年甚至更长时间以来，成功的变革者们为企业创建了三种“历史传统”，增强了这些企业开展战略性转型的能力。本书也为管理者们解读了如何才能使企业拥有这样的能力。

CEIBS Professor of Management and Co-Director of the CEIBS Centre on China Innovation George S. Yip has co-authored the book *Strategic Transformation: Changing While Winning* which examines the strategies employed by firms that have succeeded at making major strategic changes while also maintaining high levels of performance.

Published in December 2012 the book provides an invaluable guide for creating a sustainably successful business organization. It includes real case studies and expert insight from the leaders of Cadbury Schweppes, J Sainsbury, Smith & Nephew, SSL International, Tesco, and Unilever.

The book is based on extensive research, including an analysis of the 20-year financial performance of 215 of the largest publicly listed British companies along with in-depth historical research and interviews with top executives. Prof Yip's co-authors are Manuel Hensmans, Professor of Strategic Management at the Solvay Brussels School of Economics and Management, ULB, Belgium and Gerry Johnson, Emeritus Professor of Strategic Management at Lancaster University School of Management, UK, and a Senior Fellow of the Advanced Institute of Management. They find that successful strategic transformers developed three historical traditions over a 40-year or longer period, each of which contributed to the companies' ability for strategic transformation. The book explains how managers can develop firms that are able to achieve consistent high performance while also managing significant strategic change.

精彩推荐

《平台战略》是一本必读的经典之作。书中以系统化方式探讨平台商业模式的概念，指引企业如何通过建构“平台生态圈”而制胜。作者通过详尽的研究和引人入胜的案例，阐明平台模式的运作方式，对理论及实践层面均有深刻见解。本书内容富有前瞻性，读起来生动有趣。我强烈推荐本书。

——金伟灿 《蓝海战略》作者，欧洲工商管理学院波士顿咨询集团首席教授、蓝海战略研究所主任

《平台战略》一书，给我眼前一亮的感觉，概念通俗易懂，提炼的点有直接指导意义。作者在书中提出了多个有创意的商业概念，比如“平台生态圈”、“利润池之战”、“机制设计”、“突破引爆点”等等。本书能为有志于互联网创新、创业和守业的管理者提供新的思路，帮助他们找到互联网下一波革命浪潮之应对良方。

——陈彤 新浪执行副总裁、新浪网总编辑

电子商务正在催生以小前端、大平台、富生态为特征的新商业格局。平台既是支撑小前端的基础，也是衍生富生态的土壤。如何认识平台、发现和确定与平台的关系、培育或适应平台生态，无疑是未来每个企业最关键的战略思考之一。

——梁春晓 阿里巴巴集团副总裁，阿里研究中心主任、高级研究员

陈威如副教授：《平台战略》 Associate Professor Weiru Chen: Platform Strategy

中欧国际工商学院战略学副教授陈威如与中欧校友余卓轩（MBA 2008）携手合著的《平台战略：正在席卷全球的商业模式革命》一书于2013年1月由中信出版社正式推出。

本书系统地探讨了“平台”这个改变人类商业行为与生活方式的概念，并创新地研发出系统框架，解读平台战略的建构、成长、进化、竞争、覆盖等战略环节。

本书获得了众多企业高管及传媒领袖的一致好评及联合推荐。

In *Platform Strategy: Business Model in Revolution*, CEIBS Associate Professor of Strategy Weiru Chen and alumnus Joseph Yu (MBA 2008), provide readers with an in-depth look at the innovative

‘platform’ concept and explain how it has the power to change the behaviour of both businesses and consumers. The authors describe the overall structure of a platform system and discuss the key areas for leveraging its strengths: design, growth, evolution, competition and envelopment.

Published in January 2013 by CITIC Publishing House, the book has earned high praise from both leading executives and media reviewers.



“Platform Strategy is a must-read. It explores the concept of the Platform Business Model in a systematic way and shows companies how to succeed in the Platform Ecosystem. It is well researched and presents compelling case studies to illustrate the dynamics of how the Platform Business Model works. It is filled with theoretical and practical insights on the topic. The book is provocative and fun to read. I highly recommend it.”

– W Chan Kim, BCG Chair Professor at INSEAD and Co-director of INSEAD Blue Ocean Strategy Institute

“Platform Strategy is quite enlightening. The concept is simple and understandable, and its key points are instructive. The authors propose many innovative business concepts such as ‘platform ecosphere’, ‘the profit pool battle’, ‘system design’, and ‘breakthrough tipping point’. This book provides a new way of thinking for executives interested in

Internet innovation. It can help them find a way to prepare for the next revolution in the Internet industry.”

– Chen Tong, Executive Vice-President of Sina, Chief Editor of Sina.com

“E-commerce is creating a growing new trend of businesses that have small front-ends, large platforms, and rich eco-systems. The platform provides not only the foundation to support the small front-end, but also fertile soil for a rich eco-system. One of the most crucial challenges every company will face in the future is to understand the platform, discover and decipher its relationship with the platform, and to foster or adapt itself to the platform eco-system.”

– Liang Chunxiao, Vice President of Alibaba Group, Director and Senior Researcher of Ali Research Centre



中欧教育发展基金会召开第一届第十次理事会 CEIBS Education Foundation Holds Board Meeting

1月11日，中欧国际工商学院教育发展基金会第一届第十次理事会在上海校园成功召开。

本次会议由刘吉理事长主持。首先，全体与会理事听取了秘书处关于2012年度基金会工作的总结汇报，然后审议了2013年度工作计划及未来数年的发展规划。

2012年度是学院捐赠文化和基金会受捐规模快速发展的一年，现金及捐赠合约总额总计近6000万元人民币。不仅有多位校友通过设立教席和冠名建筑进行大额捐赠，更有800多名学生、校友、教职工以及多个校友组织积极参加了年度捐赠计划。即将毕业的班级集资献礼，毕业多年的校友在返校之际也不忘回馈母校，中欧人反哺母校的捐赠意识不断增强。

理事会充分肯定了基金会一年以来的工作成绩。诸位理事相继发言，对基金会的工作提出建议并寄予殷切期望。

本次会议经过表决，一致同意以下两名理事的更替：中欧管理学特聘教授、全球管理和中欧商务联系教席教授、候任副院长兼教务长苏理达（Hellmut Schütte）教授接替约翰·奎尔奇（John Quelch）教授；上海金桥（集团）有限公司党委书记、总裁张素心先生接替俞标先生。为感谢约翰·奎尔奇教授和俞标先生在任期间对基金会发展所做的卓著贡献，与会理事一致同意授予他们两位“名誉理事”称号。本次会议也一致同意新增两名理事，他们是：惠生集团董事长华邦嵩先生（EMBA 2001），以及中天集团董事长楼永良先生（CEO 2004）。

The CEIBS Education Foundation held its board meeting at the Shanghai Campus on January 11.

During the meeting, which was hosted by Liu Ji, Honorary President & Chairman of the CEIBS Education Foundation, the Secretariat reported on the foundation's 2012 achievements, which included the receipt of approximately RMB 60,000,000 in donations (of both cash and goods) – which is greater than in any previous year. The board acknowledged investments made to the Chair Endowment Fund and titled buildings on CEIBS campus, as well as the generous investments made by more than 800 CEIBS students, alumni, and staff. The board also laid out the Foundation's roadmap for 2013 and the next few years ahead.

They also unanimously approved replacements for two board members and the addition of two new board members. Incoming Dean and CEIBS Distinguished Professor of Management, European Chair for Global Governance and Sino-European Business Relations Hellmut Schütte replaces CEIBS Vice President and Dean John A. Quelch. Zhang Suxin, Party Secretary and President of Shanghai Jinqiao (Group) replaces Yu Biao. Both Professor Quelch and Mr Yu were given the title of Honorary Board Member. New board members are Hua Bangsong (EMBA 2001), Chairman of the Wison Group and Lou Yongliang (CEO 2004) Chairman of Zhongtian Group.



“2012 慈善家音乐会”圆满 落幕

“2012 Music for Good” Concert

2012年12月7日，“2012慈善家音乐会”及“慈善家之夜2012”主题晚宴在北京华彬歌剧院圆满落幕。此次活动由慈传媒主办，正和岛、老牛基金会和太美传媒联合主办。主办方将音乐会的全部票务收入捐赠给中欧国际工商学院教育发展基金会，用以设立国际慈善交流专项基金，推动中外慈善家互动交流。中欧管理委员会成员、院长助理刘涌洁先生代表学院及基金会接受捐赠并致答谢辞。

“股神”巴菲特之子、著名音乐家彼得·巴菲特（Peter Buffett）先生，洛克菲勒家族当代掌门人佩姬·洛克菲勒（Peggy Dulany）女士，芝加哥唐纳利家族投资基金管理人艾略特·唐纳利（Elliott Donnelley）先生，正和岛创始人兼首席架构师、慈传媒董事长刘东华先生以及老牛基金会创办人牛根生先生等200余位中外慈善家、企业领袖及公益人士共聚一堂，就“财富的传承与归宿”、“财富的意义”以及“家族慈善”等话题进行了热烈的讨论与交流。

音乐会上，彼得·巴菲特先生为现场观众献上了一场精彩的演出，并分享了自己的人生经历和财富心得。他表示，财富家族的后代不一定要坐拥财富，完全可以开创新的人生，过自己真正想过的生活。

在“财富传承脱口秀”环节，彼得·巴菲特先生、佩姬·洛克菲勒女士、艾略特·唐纳利先生等嘉

宾就“家族传承”、“财富的定义”以及“财富归宿”等问题进行了对话交流。中央电视台著名主持人芮成钢主持了这场别开生面的对话。

CEIBS Education Foundation will set up the International Charity Communication Foundation (ICCF) with funds raised during the “Music for Good Philanthropy Concert” held in Beijing on December 7. The ICCF aims to improve knowledge sharing and networking between Chinese and international philanthropists. The concert was co-hosted by Charity Media, Zhisland.com, Lao Niu Foundation, and Timemade Media. CEIBS Assistant President and Director of Executive Education Hobbs Liu accepted the investment and thanked sponsors and attendees on behalf of the school.

In his welcome speech Zhisland Founder Liu Donghua stressed the importance of philanthropy. Attendees also included Peggy Dulany Rockefeller from the Rockefeller family, Lao Niu Foundation Founder Niu Gensheng, and musician Peter Buffett. Guests enjoyed a “Philanthropists’ Night” dinner after the concert which featured an excellent performance by Buffett.



中欧凯风家族传承研究中心启动仪式成功举行

2012年12月7日，中欧凯风家族传承研究中心启动仪式在上海成功举行。中欧国际工商学院中方院长朱晓明教授、欧方院长佩德罗·雷诺（Pedro Nueno）教授、副院长兼教务长约翰·奎尔奇（John Quelch）教授、副院长兼中方教务长张维炯教授、米其林领导力及人力资源管理教授李秀娟和金融与会计学教授芮萌等出席了活动。凯风基金会联合创始人、泰鸿集团董事长沈栋先生以及凯风基金会秘书长、泰鸿集团副总裁胡红（MBA 1997）女士也一同出席了此次活动。

雷诺教授和沈栋先生共同签署了合作协议，标志着中欧凯风家族传承研究中心正式启动。

朱晓明教授首先致欢迎辞，他强调近年来家族企业对中国经济蓬勃

发展所起的积极作用，并表示，当家族企业逐渐成熟时，继承人和企业管理的问题必将越来越受关注。此外，他还对雷诺教授和李秀娟教授在该研究中心创建过程中所做的贡献表示衷心感谢。

随后，雷诺教授分享了他在家族企业领域的研究成果。雷诺教授表示，中国的家族企业在平衡企业和家庭生活需求方面仍需学习。作为中国与欧洲之间管理教育的桥梁，中欧在推动中国家族企业可持续发展的过程中扮演着十分重要的角色。

中欧凯风家族传承研究中心将专注于以下三个核心领域的工作：

1、研究：这将在研究中心的工作中占据50%至60%的比重。研究中心不仅关注家族企业的运营，也关注企业中的家族关系与继承问题。来自其他顶尖大学的优秀学者也将会参与这些问题的研究；

2、教育：中心成立的目的一就是为中欧MBA、FMBA、EMBA以

及高层培训课程提供更多的选修课，更好地分享研究成果；

3、接触家族：中心将会促进家族间的对话，搭建一个家族企业网络，并组织发起研讨会和圆桌会议等。



CEIBS Kaifeng Centre for Family Heritage Launched

The CEIBS Kaifeng Centre for Family Heritage (CKCFH) was launched on December 7, a nod to the growing interest in, and importance being attached to, family businesses in China. It will focus on three major areas:

Research (50-60% of the Centre's activities): not only on the corporate side of business, but also on family

relationships and succession. Scholars from other top universities will contribute to the research.

Education: the goal is to develop elective courses for CEIBS MBA, FMBA, EMBA, and Exec Ed programmes so that the new research and knowledge can be shared with the CEIBS community.

Reaching families: the Centre will facilitate discussions, develop a family business network, and organise seminars and roundtable sessions.

Executive President Prof Zhu Xiaoming, President Prof Pedro Nueno, Vice President and Dean John Quelch, as well as Vice President and Co-Dean Prof Zhang Weijiong led the CEIBS team present at the launch. Also in attendance were Michelin Chair Professor in Leadership and HR, Professor of Management and CKCFH Director Jean Lee; Professor of Finance and Accounting and CKCFH Co-Director Oliver Rui; as well as a number of other CEIBS faculty and staff.

Representing the Kaifeng Centre for Family Heritage were Desmond Shum, Co-founder of Kaifeng Foundation and Chairman of Great Ocean Group; and Ellen Hu, Secretary General of Kaifeng Foundation and Vice President of Great Ocean Group.

In making opening remarks, Prof Zhu highlighted the rise of family businesses in China and noted that problems of succession and governance will become increasingly important as these businesses

mature. Solutions that factor in the long-term are crucial, he added. He thanked Profs Nueno and Lee for spearheading the development of the CKCFH, explaining that the Centre will encourage social responsibility both in China and abroad.

Drawing on his research on family businesses, Prof Nueno spoke about issues such as the role that entrepreneurship plays in helping family businesses succeed generation after generation. He also spoke about the role a director of a family business needs to play: respect and work with the needs of the family, rather than simply focusing on the commercial aspects of the enterprise. Making the point that Chinese family businesses need guidance in balancing the demands of the enterprise with the demands of family life, he explained that knowledge from Europe and America should be tailored for Chinese companies. As a bridge between Eastern and Western management education, CEIBS should play a key role in supporting the sustainable development of family business in China, Prof Nueno emphasised.

中欧与北京奔驰战略合作全面升级

2012年12月15日，中欧国际工商学院宣布与北京奔驰汽车有限公司（以下简称“北京奔驰”）签署战略合作协议。双方宣布将在以往良好合作的基础上，以“人才培养”为目标，以“多赢”为合作理念，通过优

势资源互补实现战略合作的深化与升级，共同为中国商业繁荣贡献力量。学院院长朱晓明教授和北京汽车集团有限公司副总经理、北京奔驰汽车有限公司董事、高级执行副总裁蔡速平先生共同出席了本次发布会。

朱晓明院长表示：“奔驰是世界一流品牌的最佳诠释。中欧很高兴能与北京奔驰开展全面战略合作。中欧以培养兼具‘中国深度、全球广度’、积极承担社会责任的企业家和管理者为己任，而北京奔驰作为国内领先的汽车制造企业，不断探索产业发展的新方向、新思路，始终将人才培养视为企业发展的第一要务。本次战略合作将成为商学院与企业深度合作的典范，通过双方共同努力，推动创新思想发展，以商业智慧驱动中国成长。”

根据双方的战略合作协议，北京奔驰将倾力支持中欧举办的多个年度产业论坛，并共同打造中国汽车产业高峰论坛。此外，北京奔驰还将在高层培训、案例研究、品牌营销和社会慈善等方面与中欧开展全面合作。相似的品牌DNA，共同的使命和社会责任，将使两大品牌的战略合作浑然天成、相得益彰。

Beijing Benz Partners with CEIBS

CEIBS and Beijing Benz Automotive have signed a strategic partnership agreement that will include cooperation on executive education, case studies, brand marketing and CSR. In addition Beijing Benz will sponsor several annual industry forums including the China Automobile Industry Forum.

The December 15 signing



ceremony was attended by CEIBS Executive President, Zhongtian Chair in Management Professor Zhu Xiaoming; and Vice President of Beijing Automotive Group, BOD Director, Senior Executive Vice President & Party Secretary of Beijing Benz Automotive Cai Suping.

During the signing ceremony, representatives from both CEIBS and Beijing Benz acknowledged their previous successful joint efforts. They also expressed their wish to deepen their strategic partnership while also contributing to the prosperity of the Chinese business environment.

Prof Zhu noted: “Benz is one of the top brands in the world, and CEIBS is happy to engage in multi-faceted strategic cooperation with the Beijing Benz Automobile company.”

可口可乐公司执行副总裁易斐南做客中欧

1月7日，可口可乐公司执行副总裁兼装瓶投资集团总裁易斐南（Irial Finan）在中欧国际工商学院举办的高管论坛上发表了题为“超越2013——可口可乐在全球最大市场的战略布局”的演讲，与听众分享了可口可乐

公司在中国市场的发展战略。本次论坛由中欧管理学教授张燕主持，吸引了100多名MBA、EMBA学生和教职员工。

易斐南首先回顾可口可乐公司成立126年来的历史，阐述了其成为一家足迹遍布全球200多个市场、拥有500多个饮料品牌的跨国公司的发展历程。2009年，可口可乐公司制定了一个长期目标——到2020年时，实现收入翻番。

易斐南着重强调了可口可乐公司的未来发展潜力。他说，就人均消费量而言，像中国这样的发展中国家仍然远未达到人均年消费207瓶可口可乐公司产品的世界平均水平。同时，可口可乐

公司也注重可持续发展，例如公司正致力于全球水资源管理事业，并开发及推广可循环利用的环保包装。

2012年，可口可乐公司在中国已拥有约5万名员工。虽然可口可乐公司在中国面临诸多挑战，如幅员辽阔、需求多样化以及竞争激烈等，但中国仍已成为其全球第三大市场。目前，可口可乐公司在中国已拥有1200个销售办事处及15000名销售人员，正凭借自身独特的品牌创新及丰富的实践经验等优势，不断扩张中国市场规模。公司在中国开展的可持续发展计划包括可口可乐希望小学项目和长江水资源保护项目等。



Coca-Cola's Irial Finan Speaks at CEIBS Executive Forum

On January 7 Irial Finan,

Executive Vice President of the Coca-Cola Company and President, Bottling Investments, shared aspects of his company's growth strategy for the Chinese market in a speech entitled "Beyond 2013 – Coca Cola's Strategy Towards Opportunities In Its Biggest Growth Market". CEIBS Professor of Management Zhang Yan (Anthea) moderated the event, which was attended by more than 100 people including CEIBS MBA and EMBA students, faculty and staff.

Finan began his lecture with a retrospective of Coca-Cola's 126-year history and explained how it developed into a multinational company with more than 500 beverage brands sold in more than 200 markets. The company's long-term goal, as set out in 2009, is to double its revenue by 2020, he said.

Emphasizing the future growth potential for the company Finan

said that in terms of per capita consumption, developing countries like China still lag far behind the world average of 207 servings of Coca-Cola product per capita. He explained that the company is also focused on sustainability, for example it is working towards developing global water stewardship and is creating sustainable packaging.

As of 2012, Coca-Cola had almost 50,000 employees in China. Despite the challenges posed by the country's scale, diversity and fierce competition, China is now Coca-Cola's third largest market. Utilizing its unique brand of innovation, expansion and execution, the company is expanding its presence in the Chinese market where it currently has 1,200 sales offices and 15,000 sales people. Its sustainability programmes in China include Coca-Cola Hope Schools and the Yangtze Fresh Water Protection Programme.



中欧教育发展基金会 - 企业赞助伙伴

中欧教育发展基金会旨在与企业赞助伙伴共同努力，积极为学院提供支持，以实现学院短期和长期发展目标：

- 吸引最优秀的师资
- 推进世界水准的研究
- 提供最佳学习环境
- 确保持续发展
- 吸引最优秀的学生

中欧教席捐赠基金



中欧校园基金



创意驱动生活
The Creative Life



视觉影像显示专家



中欧研究基金



中欧发展基金



中欧奖学金基金



CEIBS FOUNDATION - CORPORATE SPONSOR PARTNERS

Together with our Partners, the goal of the CEIBS Foundation is to ensure continuous investment in the school for short and long-term growth:

- To attract world-class faculty
- To innovate world-class research
- To provide an inspiring environment
- To ensure continuous improvement
- To attract the best students

CEIBS Chair Endowment Fund



CEIBS Campus Fund



CEIBS Research Fund



CEIBS Development Fund



CEIBS Scholarship Fund



2013中欧校友新年音乐会暨 2012中欧校友年度人物颁奖仪式隆重举行 Annual Alumni New Year's Concert & Award Ceremony



2012年12月7日，一年一度的中欧校友新年音乐会暨第二届中欧校友年度人物颁奖仪式在上海文化广场隆重举行。中欧校友、师生、员工和社会各界精英共两千余人济济一堂，共襄盛会。包括政府领导、学院领导以及其他关心支持中欧发展的社会各界人士在内的多位嘉宾莅临现场（嘉宾名单详见表格）。

在开场致辞中，欧方院长雷诺教授回顾了中欧在2012年取得的辉煌成就。中方院长朱晓明教授在致辞中说：“中欧在过去一年中成果喜人，这些成绩的取得离不开‘认真、创新、追求卓越’的每一个中欧人。”接着他援引古诗“万籁此俱寂，惟闻钟磬音”将大家引入了艺术的殿堂。

本场音乐会由博尔捷人力资源集团独家冠名赞助，由著名指挥家陈燮阳先生携上海爱乐乐团为观众倾情演绎，并首次采用网络直播方式，使全国各地校友都能同时欣赏到这场精彩纷呈的视听盛宴。

主题为“创新引领转型、责任成就未来”的2012中欧校友年度人物评选活动亦于当晚揭晓获奖名单（详见表格）。朱晓明院长、雷诺院长和张维炯副院长兼中方教务长为15位获奖校友及其代表颁发奖杯并合影留念。

CEIBS alumni around the world attended – or watched online – on December 7 as the school hosted the Annual Alumni New Year's Concert and the 2nd Alumni Award Ceremony at Shanghai Culture Square. More than 2,000 CEIBS alumni, faculty and business leaders enjoyed the performance of the Shanghai Philharmonic Orchestra under the direction of acclaimed conductor Chen Xieyang. Bridge HR was the exclusive title sponsor of the concert.

Distinguished guests in the concert hall included government officials, school leaders and members of the wider CEIBS community (see box at right).

The event began with a slideshow and a screening of the short film, "2012 Review" which featured alumni activities and other CEIBS events. CEIBS President Prof Pedro

出席嘉宾 VIP guests

蒋以任，全国政协常委、上海市政协原主席

高小玫，上海市政协副主席

马德秀，上海交通大学党委书记

左焕琛，上海市政协原副主席

王荣华，上海市政协原副主席

朱晓明，中欧国际工商学院中方院长

佩德罗·雷诺 (Pedro Nueno)，中欧国际工商学院欧方院长

约翰·奎尔奇 (John Quelch)，中欧国际工商学院副院长兼教务长

张维炯，中欧国际工商学院副院长兼中方教务长

Jiang Yiren, Standing Committee Member of the National Committee of the Chinese People's Political Consultative Conference (CPPCC) and former Chairman of the Shanghai Committee of the CPPCC

Gao Xiaomei, Vice Chairman of the Shanghai Committee of the CPPCC

Ma Dexiu, Party Secretary of Jiaotong University

Zuo Huanchen, former Vice Chairman of the Shanghai Committee of the CPPCC

Wang Ronghua, former Vice Chairman of the Shanghai Committee of the CPPCC

CEIBS Executive President Prof Zhu Xiaoming

CEIBS President Prof Pedro Nueno

CEIBS Vice President and Dean Prof John A Quelch

CEIBS Vice President and Co-Dean Prof Zhang Weijiong



2012中欧校友年度人物 2012 Annual Alumni Award

获奖校友名单 List of Award-winning Alumni

按毕业顺序先后 in graduation-year order

王沅 (EMBA 1996), 国家开发银行顾问, 前首席经济学家

邓辉 (EMBA 2000), 熔安动力机械有限公司总裁

余平 (EMBA 2000及CEO 2010), 天兆猪业集团董事长

裘新 (EMBA 2002), 上海广播电视台台长, 上海东方传媒集团总裁, 第一财经传媒有限公司董事长

林印孙 (EMBA 2003), 正邦集团有限公司董事长兼总裁

丁磊 (EMBA 2003), 上海张江(集团)有限公司总经理

周晓萍 (EMBA 2004), 常州星宇车灯股份有限公司董事长

张伟 (EMBA 2004), 国家食品药品监督管理局注册司司长

李润锡 (Sam Yoonsuk Lee, MBA 2005), 银则企业管理咨询(上海)有限公司创始人

尚夫瑞 (Frederik Cornu, EMBA 2006), 必维国际检验集团 (Bureau Veritas) 董事

何福龙 (EMBA 2007), 厦门国贸集团股份有限公司董事长

陆毅思 (Luis Gómez Cobo, EMBA 2007), 华夏拉丁股权投资管理公司联合创始人

管爱国 (EMBA 2008), 江苏省昆山市委书记

刘强东 (EMBA 2009), 京东商城董事局主席兼首席执行官

陈劲松 (CEO 2010), 深圳世联地产顾问股份有限公司董事长

Wang Yuan (EMBA 1996) Adviser and former Chief Economist, China Development Bank

Deng Hui (EMBA 2000) President, Rong An Machinery

Yu Ping (EMBA 2000 & CEO 2010) Chairman, Tianzow Boar Breeding Group

Qiu Xin (EMBA 2002) Head of Radio and Television Shanghai, President, Shanghai Media Group, Chairman of CBN

Lin Yinsun (EMBA 2003) Chairman and President, Zhengbang Group

Ding Lei (EMBA 2003) General Manager, Shanghai Zhangjiang

Zhou Xiaoping (EMBA 2004) Chairman, Changzhou Xingyu Automotive Lighting Systems

Zhang Wei (EMBA 2004) Director General, Registration Division, State Food and Drug Administration

Sam Yoonsuk Lee (MBA 2005) Founder, InnoCSR

Frederik Cornu (EMBA 2006) Director, Bureau Veritas

He Fulong (EMBA 2007) Chairman, Xiamen ITG Group

Luis Gómez Cobo (EMBA 2007) Co-Founder, SinoLatin Capital

Guan Aiguo (EMBA 2008) Secretary General, Municipal Party Committee of Kunshan

Liu Qiangdong (EMBA 2009) Chairman and CEO, 360Buy Jingdong Mall

Chen Jinsong (CEO 2010) Chairman, Shenzhen World Union Properties Consultancy



Nueno then gave the welcome address, during which he reflected on the major milestones CEIBS has accomplished in 2012, including the signing of the 20-year extension of the joint venture under which the school was first established 18 years ago.

CEIBS Executive President Prof Zhu Xiaoming then spoke, extending his heartfelt gratitude to “every member of the CEIBS community who had firmly adhered to the school motto of ‘Conscientiousness, Innovation and Excellence’ and contributed to the tremendous progress CEIBS had achieved in the past year”.

Then it was time to unveil the winners (see box at left) of the CEIBS Alumni of the Year 2012 awards, the culmination of a three-month long selection process that included nominations, preliminary selection, re-selection and online voting. The award theme was “Transition Through Innovation, Building A Responsible Future”. The names of the short-listed finalists (see box at right) and the winners were announced with awards then presented by Professors Zhu Xiaoming, Pedro Nueno, John Quelch and Zhang Weijiong.



入围校友名单 Alumni Short List

按毕业顺序先后 in graduation-year order

肖东华 (MBA 1999), 深圳金信诺高新技术股份有限公司创始股东及执行董事

白文涛 (EMBA 2002), 深圳分享投资合伙企业 (有限合伙) 公司执行合伙人

王良 (EMBA 2002), 积成电子股份有限公司总经理

施顺华 (EMBA 2003), 招商银行苏州分行行长

吴旭 (CEO 2004), 协信地产控股有限公司董事长

包瀚德 (Stefan Baumann, MBA 2004), 德意志银行广州分行总经理

赖志刚 (DIMP 2005), 四川省骨康医院院长

黎福超 (EMBA 2005), 桂林福达集团有限公司董事长

夏国新 (EMBA 2005), 深圳歌力思服饰股份有限公司董事长

俞发祥 (EMBA 2005), 祥源集团投资有限公司董事长

沈向东 (EMBA 2007), 吴江市变压器厂有限公司董事长

王健 (EMBA 2007), 江苏五星电器有限公司首席执行官

谢德海 (EMBA 2008), 大连真心罐头食品有限公司董事长兼总经理

徐贱云 (EMBA 2008), 北京城建集团有限责任公司董事长

陈菊红 (EMBA 2009), 腾讯网总编辑

Xiao Donghua (MBA 1999) Founding Shareholder and Managing Director, Shenzhen Kingsignal Technology

Bai Wentao (EMBA 2002) Executive Partner, Shenzhen Shared Capital

Wang Liang (EMBA 2002) General Manager, Integrated Electronic Systems Lab

Shi Shunhua (EMBA 2003) President, China Merchants Bank Suzhou Branch

Wu Xu (CEO 2004) Chairman, Sincere Property Holding

Stefan Baumann (MBA 2004) General Manager, Deutsche Bank Guangzhou Branch

Lai Zhigang (DIMP 2005) President, Sichuan Orthopedic Kanggu Hospital

Li Fuchao (EMBA 2005) Chairman, Guilin FuDa Group

Xia Guoxin (EMBA 2005) Chairman, Shenzhen Ellasay Fashion

Yu Faxiang (EMBA 2005) Chairman, Sunriver Group Investment

Shen Xiangdong (EMBA 2007) Chairman, Wujiang Transformer

Wang Jian (EMBA 2007) CEO, Jiangsu Five-Star Appliances

Xie Dehai (EMBA 2008) Chairman & General Manager, Dalian Zhenxin Canned Food

Xu Jianyun (EMBA 2008) Chairman, Beijing Urban Construction Group

Chen Juhong (EMBA 2009) Chief Editor, Tencent Inc

授人以鱼，不如授人以渔

EMBA2004级北京（2）班公益项目“合谷桃园”侧记

Planting the Seeds for Change

EMBA 2004 Beijing Class 2 Launches Sustainable Charity Venture

文 / 瞿新能 陈超 ■ By Mika Qu & Kelly Chen

校友感言

In their own words

“瑶菊王”必获成功，山区的人们一定能幸福。“予人玫瑰，手有余香。”希望中欧人更多地关注那些需要我们帮助的群体！

——刘英杰
班级同学，项目命名者

I hope the “King of Heavenly Chrysanthemum” brand will become successful and residents of this poor mountain community will be able to lead happy lives. Our entire class has enjoyed this opportunity to help. As the saying goes, “rose given, fragrant hand”. I hope the entire CEIBS community can do more to help those in need!

*(Class member who named the project:
Liu Yingjie)*

2012年初，来自中欧国际工商学院EMBA2004级北京2班的60名校友共同捐资，在广西一个贫困小山村创办了一家公益性质的生态农业公司。一年多来，他们与当地居民共同努力，开发出一条特色农产品产业链，为当地带来了长远的经济效益，践行了一次成功的“授人以渔”公益之举。

缘起

EMBA2004级北京2班由60名来自国企、民企和政府部门的高层管理人员组成，一直以来，他们以班级为集体，积极地参与慈善公益事业。

2010年10月，他们开始构思如何为广西省桂林市灌阳县一个人均年收入不足500元的山村提供公益资助。最初，他们采取了直接捐赠财物的方式。随后，经过一年多的深入考察，校友们发现当地的自然环境资源丰富，很适合发展生态农业，但当地居民长久以来未能成功进行产业化的开发，瓶颈在于缺少一定的管理经验和项目启动资金。

秉承“授人以鱼不如授人以渔”的公益精神，经过热烈的讨论磋商，校友们最终决定共同捐资在当地成立一家生态农业公司，更好地帮助当地群众盘活资源，改善生活条件。



中欧广州校友会会长李雄（EMBA 2002，前排左二）及校友陈骏（EMBA 2007，前排右一）一行前来考察
Alumni visit: Li Xiong (2nd left, EMBA 2002), President of CEIBS Guangzhou Chapter, and Chen Jun (right, EMBA 2007)

In the spirit of the saying “Give a man a fish and you feed him for a day; teach a man to fish and you feed him for a lifetime”, the 60 alumni of CEIBS EMBA 2004 Beijing Class 2 have established a sustainable charity venture to assist residents of a poor mountain village in Guanyang County. Guanyang is in Guilin, part of Guangxi Zhuang Autonomous Region.

The Hegu Peach Orchard Ecological Agricultural Co Ltd is the culmination of more than two years of hard work by both the CEIBS alumni – who include senior managerial talents from SOEs, private businesses and government agencies – and village residents. Established with registered capital of RMB 3 million that was donated by the alumni, the company last year enjoyed the first harvest of its major product, organic chrysanthemum buds, which it sells under the brand name “King of Heavenly Chrysanthemum”. Besides the buds, which are a local specialty, the

company also grows the renowned Chinese black plum, golden camellia and Chinese Yew. The latter two are indigenous rare plants.

Since the company was established in March 2012, per capita income in the village has risen from less than RMB 500 to RMB 1,400 as residents earn money through initiatives such as land leasing and planting as well as processing chrysanthemums. Hegu plans to allocate its profits towards improving the area through projects such as constructing a nursing home, installing a potable water system, and raising the quality of local education. There are also plans to raise more than RMB 8 million of additional investment funds.

The members of EMBA 2004 Beijing Class 2 have a long tradition of working together to champion charitable causes. They first began thinking of ways to help village residents back in October 2010. Initially they simply gave direct donations of money and goods, which were used to

校友感言 In their own words

每个人在繁忙的工作中都会有一个世外桃源的梦想；每一个有善心的人都会有帮助别人的热望；“合谷桃园”是我们实现这些梦想和热望的地方。

——丁捷，班长

Everyone dreams of an ideal world that offers something besides work; where there are generous people always willing to help others. The Hegu Peach Orchard is just such a place for us to realize this dream.

(Class monitor: Ding Jie)

虽然两年来付出了很多宝贵的时间和精力，但我在这过程中辛苦并快乐着。

——唐建新

班级同学，项目总监

Though I have spent quite a lot of valuable time and energy on this project these past two years, it's given me great joy to see the progress we've made through our hard work.

(Project director: Tang Jianxin)



唐建新（左一）及尹为红（左二）
Tang Jianxin (left), and Yin Weihong (2nd left)



班级合影
Group photo

校友感言 In their own words

我在2012年胎菊收获时节作为班级代表前去探访合谷桃园，深受鼓舞。这个项目不仅能产出安全健康的产品，也能帮助当地居民改善生活条件。这是“双赢”。

——尹为红，班级同学

I visited the orchard as a class representative during the chrysanthemum harvest season in 2012 and was inspired by the encouraging results. I think the project not only provides us with safer and healthier products, but also offers residents a better living environment. It's a win-win.

(Class member: Yin Weihong)

2012年3月，这一公益项目的载体——按顶级生态标准从事农作物种植和家禽养殖的合谷桃园生态农业有限公司正式注册成立，注册资金300万元，实际投资将超过800万元。

合力

熟悉农村生活情况的唐建新和涂建屏两位同学被全班一致选为合谷桃园项目的实施人，其他同学也踊跃地参与各项实施工作：

中软国际集团副总裁刘英杰同学为公司命名；联想创新设计中心总经理、联想集团副总裁、北京奥运火炬首席设计师姚映佳同学为公司设计LOGO——在中欧商学院的LOGO基础上加入象征爱心和公司名字的“桃心”元素；华泰保险车险总监左卫东同学和热爱中医学的尹为红同学也帮忙联系产品销售渠道或提供建议……

校友们选择了数位当地曾外出务工、且有一定企业管理和种养经验的村民作为管理人员。他们不仅有实际经验，更重要的是熟悉当地环境，与村民沟通比较顺畅。

在不破坏当地环境的前提下，合谷桃园启动了因地制宜的种植与开发：选择当地特产有机胎菊为主要产品，品牌定名为“瑶菊王”，同时套种中华黑果黑宝李（布林），此外还大量种植培育国宝级珍稀植物金花茶和红豆杉。

校友们的热情也带动了社会各界人士积极支持这一项目。当地籍慈善人士蒋子翔先生（获世界之星奖）义务为公司产品的品牌做了全面设计；当地农业局对合谷桃园这一创举也予以鼎力支持，派出业务骨干帮助公司解决技术问题，并协助公司与各方面进行

沟通。

初见成效

一年多来，合谷桃园生态公益平台的运作已初见成效。此前，小村的人均年收入不足500元，而在2012年，当地居民通过土地租赁、为公司种植或加工菊花等方式，人均年收入提高至1400元。

在合谷桃园成立之前，校友们已经用直接捐赠的方式，为小山村发放了两期老年人生活补贴、完成了通村公路的基础工程、协助有需要的村民异地搬迁以及完成了部分房龄60年以上的旧式民居的修缮保护。

合谷桃园在实现收益之后，除去一定的运营成本，所有利润将继续用于为当地提供资助。除了以上方面之外，合谷桃园还将资助60岁以上村民的养老住宅修建、村民标准饮水工程修建以及资助贫困学生等等，帮助当地建设成一个村民相对富裕、自食其力、幼有所教、老有所养的花园式新农村。

经验分享

中欧EMBA2004级北京2班的公益项目经验再一次验证了“授人以鱼不如授人以渔”的道理。诸如合谷桃园这样的公益项目，因地制宜，建立造血机制，让当地居民明白劳动致富的道理，能够自食其力，也增强了主人翁感，社会效益明显而长远。

校友们表示，虽然投资公益项目具有投资周期较长，收效慢和风险较大等不确定因素，但这也正是校友们将在学院学到的企业经营管理和投资项目的知识运用实践的一次良好尝试；同时，同学之间的凝聚力与投身公益事业的信心也都因此成倍增长。



中欧深圳代表处首席代表孔飏（左二）一行前来考察
Site visit: Brian Kong (2nd left), Deputy Chief Representative of CEIBS Shenzhen Office

provide pensions for the elderly, complete construction of a road through the village, and renovate many old houses. However as they learned more about the village, they discovered it has rich natural resources that make it an ideal location for eco-friendly agriculture. The villagers had been unable to unleash the economic potential of the land due to their lack of funding and management experience.

Determined to find a sustainable way to help the villagers help themselves, the alumni decided they would all donate the seed capital needed to establish an agriculture company in the village, one that would bring long-term economic and social benefits to the area. Pooling their various areas of expertise they worked together with the villagers to launch the company.

The group unanimously chose classmates Tang Jianxin and Tu Jianping to lead the launch, as they had the most familiarity with rural life. Vice President of China Soft International Group Liu Yingjie named the company; Lenovo Innovative Design GM, Lenovo Group VP, and Chief Designer for the Beijing Olympics Torch Yao Yingjia designed the company's logo, which incorporates the CEIBS logo with a stylized element that resembles both a heart and a peach; Huatai Insurance Group Director of Automobile Insurance Zuo Weidong and Yin Weihong, who is a TCM (traditional Chinese medicine) enthusiast,

provided expertise regarding sales channels and other areas.

The alumni also chose several local villagers who had some experience in business management, farming and animal husbandry for the company's management team. Their familiarity with the local area and ability to communicate well with other villagers was even more important than their experience.

The enthusiasm of the CEIBS alumni has been an inspiration to local residents such as Jiang Zixiang, who helped with the branding of the company's products. The county's agricultural bureau also provided its support to the initiative by sending professional technicians to help solve technical problems, and helping coordinate some of the company's external communications.

Though they have faced many challenges in launching the Hegu Peach Orchard Ecological Agricultural Co, the EMBA 2004 Beijing Class 2 alumni believe the struggle has been worth it, as projects such as this provide an opportunity to put into practice what they learned at CEIBS in areas such as corporate management and investment knowledge. They are also happy knowing that village residents will enjoy the long-term benefits of their efforts to build a self-sustaining enterprise that raises living standards for everyone in the village.

校友感言 In their own words

同学们恪守中欧“认真、创新、追求卓越”的校训，共同捐资筹建合谷桃园，帮助当地村民真正实现自食其力。作为班主任，我为他们的创意与心意、更为他们的努力与坚持而感动！

——谈磊，班主任

EMBA 2004 Beijing Class 2 adhered to CEIBS' motto of "Conscientiousness, Innovation and Pursuit of Excellence" and worked together to set up "the Hegu Peach Orchard" project, which has helped local residents earn a living. I am deeply moved by their innovation and kindness, and also by their hard work and persistence!

(Class coordinator: Tan Lei)



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1. 中欧校友福建行、泸州行：2012年11月29日，中欧校友汽车产业俱乐部一行20人前往福州和厦门，考察走访了福建东南汽车集团公司、福建奔驰工业有限公司和厦门金旅汽车有限公司。2012年12月1日至2日，中欧校友会四川分会成功举办了“泸州行”活动。近40位校友参观了泸州酒业工业以及中国两大活文物之一的1573酒窖，并亲手调制泸州老窖酒。

Trips to Fujian & Luzhou: On November 29, about 20 members of CEIBS Automobile Industry Club travelled to Fuzhou and Xiamen where they visited Soueast Motor, Fujian Benz, and Xiamen Golden Dragon Bus Company Ltd. Then on December 2, more than 40 members of the CEIBS Alumni Sichuan Chapter went on a two-day visit to Luzhou in the Southeast of Sichuan Province.

2. 中欧校友会各地分会举办年终聚会：

2012年11月30日，近40位新老校友参加了中欧校友会陕西分会迎新聚会。校友关系事务部王庆江主任也专程赶赴西安，与校友们欢聚一堂。

2012年12月8日，青岛校友在海尔洲际酒店齐聚一堂，共同参与青岛校友分会年会。2012年12月9日，宁波校友分会隆重举行年会暨迎新会。许小年教授受邀发表题为“紧迫而艰难的经济转型”的演讲。

2012年12月23日，南京校友分会举办主题为“思想之光”的年终聚会。14位校友陆续发表精彩演讲。王庆江主任出席活动，并向校友们赠送了纪念品。

CEIBS Alumni Chapters Celebrate:

On November 30, nearly 40 alumni attended a New Year Party held by CEIBS Alumni Association Shanxi Chapter. Alumni Relations Director Wang Qingjiang was among those who made the journey to Xi'an to join the event.

Other alumni gatherings in 2012 included:

- December 8 – CEIBS alumni gathered at the Intercontinental Hotel for the 2012 annual meeting of CEIBS Alumni Association Qingdao Chapter.
- December 9 – Prof Xu Xiaonian was invited to give a lecture titled “Urgent and Difficult Economic Transformation” during the annual meeting and New Year's Party for CEIBS Alumni Association Ningbo Chapter.
- December 23 – CEIBS Alumni Association Nanjing Chapter held a year-end party with a theme of “Light of Thinking”, at which 14 alumni gave thought-provoking lectures. Director Wang Qingjiang attended the event, and presented souvenirs to alumni.



1. 中欧校友移动互联网协会北京分会成立：2012年12月15日，“中欧校友移动互联网协会北京分会”成立仪式在北京校园成功举办。中欧国际工商学院院长朱晓明教授，副教务长许定波教授，院长助理、北京代表处首席代表马遇生和市场营销学教授王高应邀出席。来自北京、上海和深圳的150余位校友齐聚一堂，共同送上祝福和期望。

Mobile Internet Association Beijing Launch: The Beijing branch of the CEIBS Mobile Internet Association was launched on December 15 at the school's campus. CEIBS Executive President Zhu Xiaoming, Associate Dean Xu Dingbo, Assistant President Ma Yusheng, and Professor of Marketing Wang Gao attended.

2. 专题讲座：2012年12月9日，中欧沙龙·书友汇活动在北京校园成功举办。中坤集团董事长黄怒波校友（EMBA 1996）应邀主讲，近100名校友参加了本次沙龙。

同日，中欧校友金融与投资俱乐部与中欧陆家嘴金融研究院联合主办了“皇甫平谈改革之路”讲座。皇甫平（周瑞金）先生回顾了中国改革的历程，并探讨了未来改革的路径，使校友们受益匪浅。

Theme Lectures: Huang Nubo (EMBA 1996), Chairman of Zhongkun Group, delivered the keynote speech during a December 9 CEIBS Book Club Salon held at the Beijing Campus. The event attracted nearly 100 alumni.

On the same day, CEIBS Alumni Finance and Investment Club and CEIBS Lujiacui Institute of International Finance jointly hosted the “Huangfu Ping's Lecture on Road to Reform”. Huangfu Ping (whose real name is Zhou Ruijin) shared his views on the history of China's reforms and discussed what the future holds.

3. 爱心助学：2012年12月14日，中欧校友会重庆分会的20余名校友、校友家属和同事满载着100多位重庆校友的爱心，第三次探访梁平县七星镇中欧爱心小学。

2013年1月4日，中欧EMBA2012级上海4班的老师和同学们启动了对湖北省恩施州巴东县段德昌中学的爱心捐助计划，筹集并捐赠了370套优质被褥及善款，使孩子们在寒冷的冬季感受到关怀与温暖。

Help for Students: Last December 14, more than 20 members of CEIBS Alumni Association Chongqing Chapter, their family members and colleagues visited the CEIBS Love Primary School in Qixing Town, Lianping County. This was the third time a CEIBS team was visiting the Chongqing school.

Then on January 4 of this year, the EMBA 2012 Shanghai Class 4 launched a charity drive to benefit the Dechang Middle School in Badong County. This is in Enshi Autonomous Prefecture, Hubei Province. The CEIBS students raised money and secured other donations in the form of goods, including 370 quilts which will be distributed to the middle school students.



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1. 中欧德国校友举办圣诞聚会：2012年12月14日，中欧校友会德国分会在圣诞前夕组织了一次聚会。校友们一同游览了圣诞集市，随后共进晚餐。

Christmas Fun in Cologne: On December 14, the Germany Chapter met at the Domforum for an evening tour of the Christmas market and afterwards hosted dinner at "Gilden im Zims".

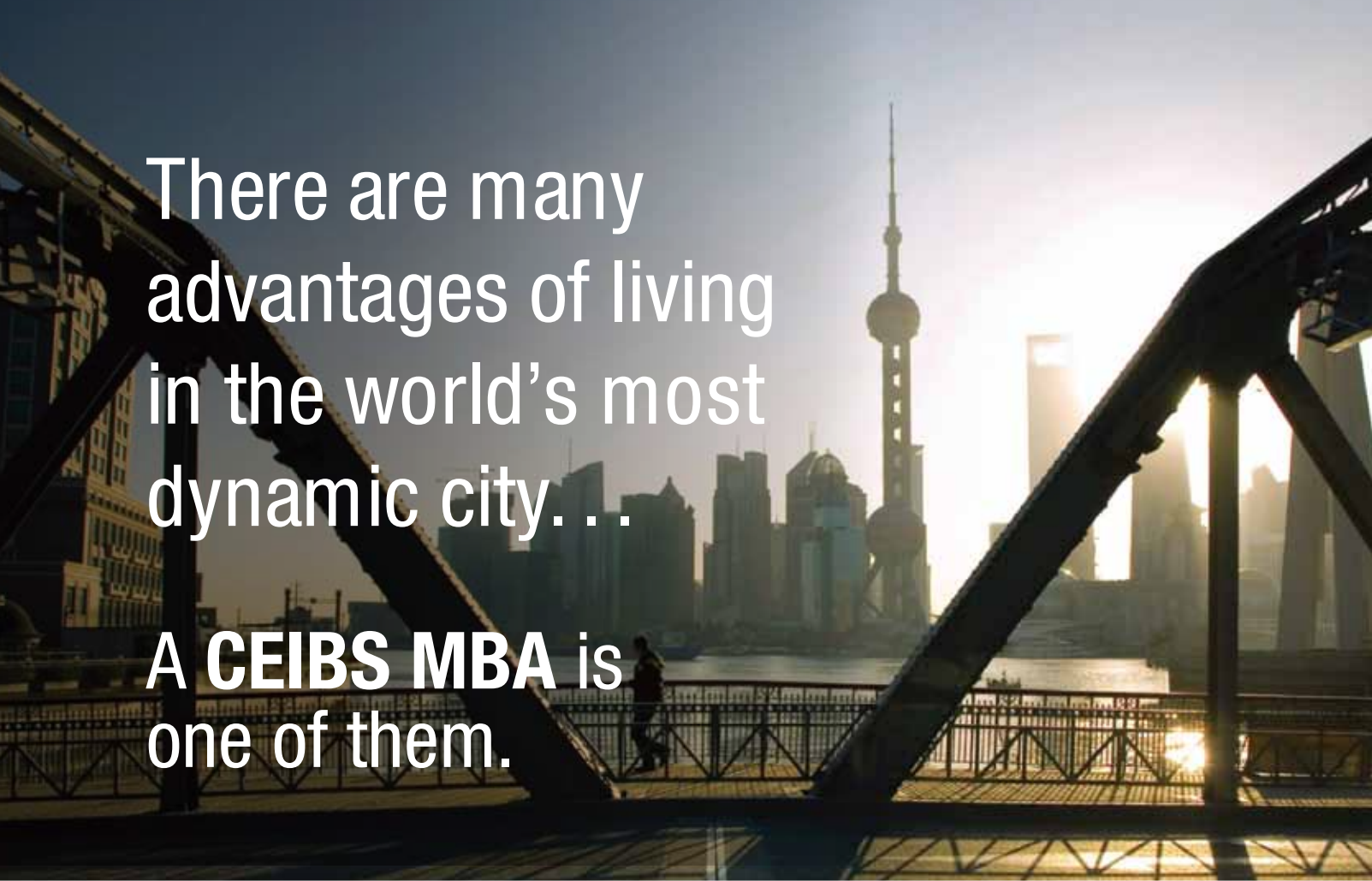
2. 在沪中欧山东校友同乡聚会：2012年12月2日，30位在沪山东籍中欧校友举办了一次充满乡情的温馨聚会。上海鸿风领导力学院董事长姜洋（MBA 1997）和同为山东籍的中欧陆家嘴国际金融研究院刘胜军执行副院长分别为大家做了题为“关于领导力”和“中国改革十年”的专题演讲。

Shandong Alumni Party in Shanghai: Thirty CEIBS Shandong alumni living in Shanghai hosted a 'folk' party on December 2. Jiang Yang (MBA 1997), Chairman of Shanghai Hongfeng Leadership School, gave a speech titled "About Leadership" and Gary Liu, Executive Deputy Director of CEIBS Lujiazui Institute of International Finance – who is also from Shandong – spoke on "China's Past Ten Years of Reform".

3. 中欧校友会瑞士分会举办圆桌会议：1月21日，中欧校友会瑞士分会（CASA）与瑞士联合银行（UBS）联合举办了以“中国未来的五年——对世界的意义”为主题的圆桌会议，吸引了140多位校友及各界嘉宾。

中欧国际工商学院副院长兼教务长约翰·奎尔奇教授、副教授许定波教授、经济学与金融学教授许小年、管理学副教授韩践以及北京大学经济学系李平教授出席活动并发表演讲。

CEIBS Alumni Chapter Hosts Roundtable in Zurich: On January 21, the CEIBS Alumni Switzerland Chapter and UBS hosted a roundtable on the topic of "China in the next five years – what it means for the rest of the world". More than 140 guests made their way to the Grünenhof in Zurich to hear the speakers' views on the thought provoking topic. Panellists were: CEIBS Dean John Quelch, Associate Dean Xu Dingbo, Prof Xu Xiaonian and Peking University Professor of Economics Li Ling.




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亲爱的中欧校友：

《TheLINK》杂志的“班级通讯录”专栏自2007年开创以来一直深受广大校友的好评和支持。因为这里是真正属于校友的一片天地，大家可以在此发布最新的联系方式、最近的工作成就、生活状况，甚至是个人爱好、生活趣事等等不一而足。据众多校友反映，“班级通讯录”是他们拿到杂志后最迫不及待翻阅的部分。

在原先群发邮件的方式之外，我们还邀请了班级联络员帮助征集校友信息，目前已有32个班级确定了联络员（详细名单见下），今后想投稿的校友可以将相关信息直接发送给每班的联络员即可。同时许多班级的联络员目前正虚位以待，在此我们欢迎广大校友踊跃报名。

如有意向成为贵班级的联络员，请同陈超女士联系（ckelly@ceibs.edu）。

热烈欢迎一位新班级联络员的加入——张居琨（AMP 10）！

Dear CEIBS Alumni:

Since its debut in 2007, “Linking In” has become an invaluable section of *TheLINK*, giving all alumni space in the magazine and on the CEIBS website to tell your peers about your professional or personal achievements, whether it’s a new job, promotion, award, relocation, marriage, a new addition to your family – even your overseas travel or new hobby!

A network of Class Coordinators has been helping us collect your interesting stories. So far, 32 classes have appointed Coordinators, so please send your stories with them. Some classes still lack Coordinators – we welcome volunteers to fill these spots.

To become a Class Coordinator, please contact Kelly CHEN at ckelly@ceibs.edu.

A warm welcome to our new class coordinator – Zhang Jukun (AMP 10)!



Thank you!



多领域 多维度 新视野 新境界

首席营销官(CMO)课程：营销新视角，2013年6月26日开课，模块制，上海/北京

作为CEO的左膀右臂，CMO面对的挑战和变化比其他岗位的企业高管更加纷繁复杂。首先是网络的爆炸式发展，引发了全新的经营与传播模式；其次是日益成熟的消费者，CMO须不断深入了解客户的需求与行为模式；再次是面对盈利压力，CMO不得不对每笔营销投入做出更为明智的决定；严格监督投入与产出比。只有那些能在不断变化的环境中仍能所向披靡的CMO们，才能带领企业走出微笑曲线的底端，帮助企业成为一个卓越的营销企业。

课程目标

本课程的目的与学员分享营销及相关领域内最前沿的研究成果和最新的观点，深入探讨当前所面临的种种挑战，帮助CMO们跨越思维壁垒，打开营销新视角，以更为广阔的视野及时把握市场的脉动，制定与调整营销战略，不断地为企业创造价值。

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学员对象

本课程专为企业负责营销领域的最高决策层而设置。课程要求学员在该领域至少有8年的管理实战经验，并已掌握了基本的营销知识。典型学员包括首席营销官、营销副总、营销总监等负责企业营销部门的一把手。

课程内容

- 市场营销精要
- 洞悉顾客
- 营销前沿探索与实践
- 营销新思维：“非传统”营销
- 营销与企业战略：协同致胜
- 卓越领导力
- 营销实践头脑风暴





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