

TheLINK

中欧国际工商学院校友杂志 CEIBS Alumni Magazine

2013年第三期 Volume 3, 2013

家族企业传承之道 Family Business



CEO Talk:
Yoloo's Jiang Qinjun
燕化永乐董事长蒋勤军：
共享丰收之乐

10 Years of Mentoring
良师益友 十年相伴

China's Healthcare Choice
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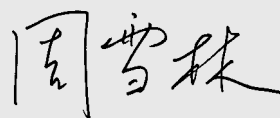
今后二十年对于中国而言非常关键——许多本土家族企业将在此期间进行交接传承，由第一代创业者向其继任者移交权柄。

多年来，围绕家族企业、家族财富和家族传承等话题，社会各界开展了许多争论和探讨。本期《TheLINK》杂志的**封面故事**聚焦于家族企业，力图展现其创业、守业的精彩历程及其与时俱进的全新风貌。

除了摘录中欧国际工商学院第二届中国家族传承论坛的一些花絮之外，我们还将为您呈现来自于法国、西班牙、新加坡和中国的数个家族企业传承故事。每个故事都与众不同，希望其中蕴含的经验和智慧堪供读者借鉴。

Dear Alumni:

The next 10 to 20 years will be critical for China as first-generation business owners hand over the reins to their successors. As a result, there has been much debate and discussion about family businesses, family wealth and family heritage. In this issue of *TheLINK*, our cover story provides a fresh look at the topic from the perspective of those with integral knowledge of what it takes to build and sustain enterprises owned/run by family members. Along with outtakes from the recent 2nd China Family Heritage Forum we bring you stories of family businesses in France, Spain, Singapore and China. Each story is unique and offers its own set of lessons from which we can learn.



周雪林
院长助理、《TheLINK》执行主编
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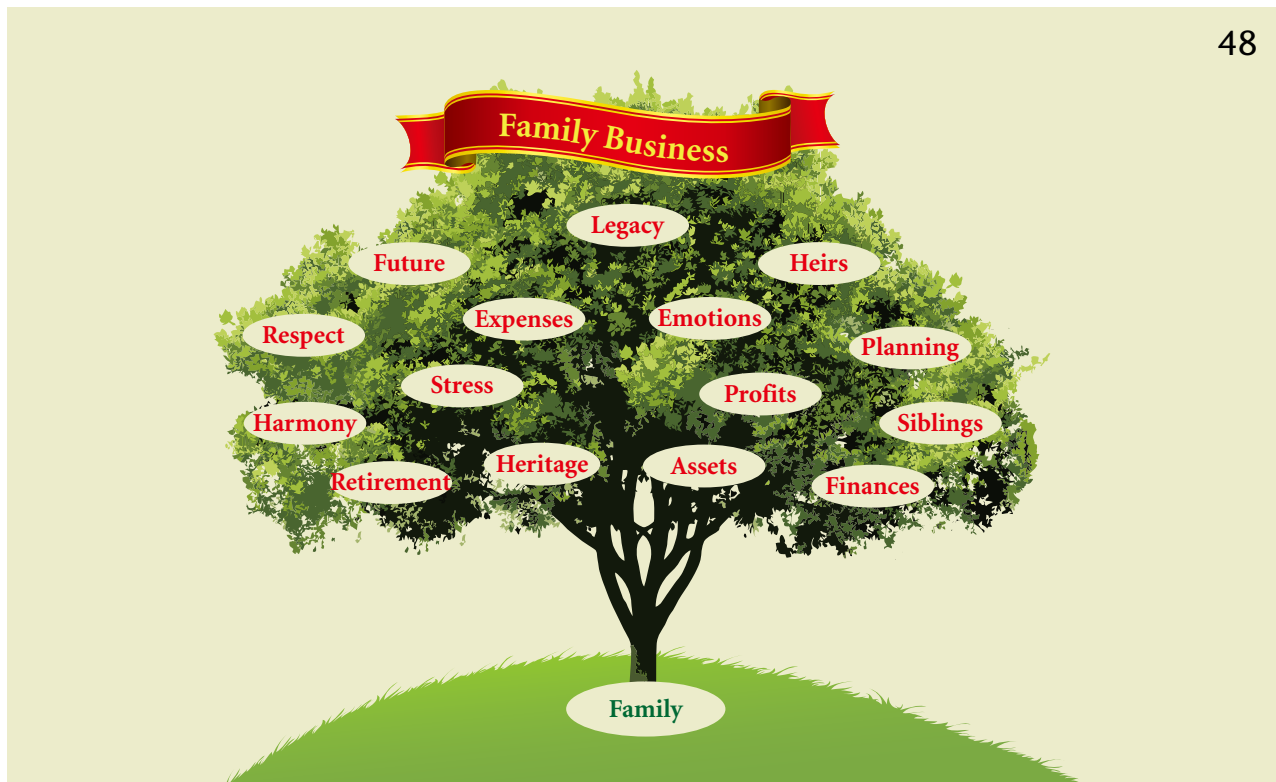
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A roundup of news from within the CEIBS community including: Prof Wu Jinglian Examines China's Economic Reform, Chinese & American Economists Gather for "Shanghai Seminar", Prof Zhu Xiaoming Participates in Boao Show on Hainan, 3rd Shanghai Healthcare Policy Roundtable, 5 EMBA Alumni on *Fortune China's* List of Top 40 Entrepreneurs Under 40, CEIBS-UNESCO-CHIC 2nd China International Agri-Business Forum, MBA Recruiters' Appreciation Workshop in Shenzhen, 2nd Healthcare Industry Seminar, 8th Annual Being Globally Responsible Conference, MBA Class of 2011 Graduates, Prof Wu Jinglian's New Book Wins National Award, and more...



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院长致辞



亲爱的校友们：

无论是在欧洲还是美国都有许多薪火相传、代代绵延的家族企业。近50年来，国际管理教育界对它们产生了浓厚的兴趣，并热衷于分析其独特之处。与此同时，这些家族企业中的杰出人士也携手创建了沟通网络，共同探索及分享家族企业应对各种管理问题的有效解决之道。他们的目标是：确保家族成员们能够和谐、顺畅地传承和接掌家族企业的治理权、经营权或是所有权，使家族企业基业长青、持续创造利润及价值。

基于这两方面的合力，如今我们欣喜地看到：众多国际化的家族企业协会等沟通网络日趋成熟，为家族企业量身定制的管理发展课程

一一开设；而最重要的是，学术界业已构建了一整套关于组织架构和最佳管理实践的知识体系，用以应对家族企业传承和发展中的各种关键问题。

过去30多年来的改革开放将中国经济带上了发展的快车道，民营企业也得以在其中大显身手。近年来，社会各界对这些中国新兴家族企业的发展问题也愈来愈关注。中欧国际工商学院多位教授都已成为国内该研究领域的先行者，并为此投注了大量心血。在凯风基金会联合创始人、泰鸿集团董事长沈栋先生和凯风基金会秘书长、泰鸿集团副总裁胡红（MBA 1997）女士的支持下，我院建立了中欧凯风家族传承研究中心，由李秀娟教授和芮萌教授担任联席学术主任。2012年7月，该中心主办了中欧首届家族企业与家族财富论坛。这次论坛意义重大，影响深远。今年6月1日，第二届中国家族传承论坛如期举办，来自世界各地的学术大师、专业精英和家族领袖齐聚上海，共同探讨中国家族企业如何才能实现领导层的顺利更新换代、确保企业的长远可持续发展。

中欧国际工商学院一贯秉持“中国深度，全球广度”的独特定位，在家族企业研究领域也是如此。我们力图在全世界的学术研究人士、家族企业协会和家族企业之间架起沟通桥梁，以畅通的渠道分享最佳实践，助力中国新兴家族企业走上专业化的传承发展之路。

我们衷心希望，中欧为此付出的努力能够帮助每一位家族企业成员更好地开创事业并成功地传承大业。当然，我们也衷心希望中欧的研究成果能够帮助那些受聘于家族企业的优秀人才为其所在企业的长远发展做出更大的贡献。我们从家族企业的发展过程中可以学到很多有益经验，可为世界上任何地方、任何类型的企业所借鉴。我们期待着与大家更多地分享和交流关于家族企业的一切。

LETTER FROM THE PRESIDENT

Dear alumni,

In Europe and America, there are many companies that have been owned by the members of one family for several generations. For the last fifty years, at least, the world of management education has developed a keen interest in analysing the specific characteristics of these companies. At the same time, key members of family owned businesses have come together to create networks focused on developing and sharing approaches to better manage key issues faced by family businesses. Their goal: to ensure family members' professional and peaceful involvement in aspects such as governance, management, ownership, and partaking in profits or value created.

Today there are national and international family business networks or associations, specific management development programmes and, most importantly, a body of knowledge about adequate organisational frameworks and best practices to deal with key issues in these companies.

25 years since Deng Xiaoping's launching of the Chinese economy into a fast growing path open to entrepreneurs, there is also a growing interest in the topic of family business in China. Several CEIBS professors have been among the country's pioneers studying the field and contributing their expert knowledge; among them are professors Oliver Rui and Jean Lee. With the support of Mr Desmond Shum, Co-founder of the Kaifeng Foundation and Chairman of Great Ocean Group, and Ms Ellen Hu, Secretary General of the Kaifeng Foundation and Vice President of the Great Ocean Group, CEIBS launched the Kaifeng Centre for Family Heritage (CFH) that contributed to the first Family Business Forum in July 2012. Prof Jean Lee is Director of the CFH that contributes to the Family Business

Forum – an important and high-impact annual event hosted by CEIBS. This year, the school's 2nd China Heritage Forum was held on June 1, bringing together participants from around the world to explore how Chinese family businesses can have long-term success and ensure a smooth leadership transition.

As it has done in many other areas, CEIBS is extending its China Depth, Global Breadth mission to Family Business, stimulating its professional development in China while establishing bridges with leading scholars, family business networks, and family owned companies around the world, providing adequate avenues for sharing best practices.

We hope that our efforts will inspire the entrepreneurs among you to build and successfully pass on your legacy. For those of you who are valuable employees of family owned businesses, we hope that the knowledge we have to offer will enhance your contributions to these companies. There is a lot to learn from family businesses, lessons that can be applied to any enterprise, anywhere in the world. We look forward to sharing and exchanging this knowledge with you all.



中欧国际工商学院院长
佩德罗·雷诺教授
CEIBS President
Professor Pedro Nueno



吴敬琏做客金融家沙龙，谈改革路线图 CLIF Finance Salon: Prof Wu Jinglian Examines China's Economic Reform

4月10日，中欧国际工商学院宝钢经济学教席教授吴敬琏做客第56期中欧陆家嘴金融家沙龙，发表了题为“重启改革：路线图和时间表”的主题演讲。他在演讲中指出，改革方案的核心目标应该是建立竞争性的市场体系；围绕改革的核心目标，应该辅之以四个方面的配套改革：财税体制改革、金融体制改革、社会保障体系建设、国有经济改革等。此前，吴敬琏教授出版了新作《重启改革议程》，以对话的形式深入阐述了他对深化改革的系统思考。

吴敬琏教授认为现代市场经济是一个复杂、巨大而精巧的系统，不能“边设计、边施工”，也不能由各个部门和各个地方各自按照自己的意图进行设计、然后拼凑成一个体系，而是必须由一个超脱于局部利益的高层权威机构在下层创新的支持下，进行自上而下的规

划并监督规划的执行。

对于如何进行总体规划的制定，吴教授认为，要在社会广泛参与下分析当前各个社会领域存在的突出矛盾，找出造成问题的体制性原因，提出需要改革的项目和方向；然后再进行梳理，按照体制领域开列出下一阶段的改革清单。为了避免四面出击，还需要权衡轻重缓急，挑选出关系最为密切的改革项目，形成“最小一揽子”的配套改革方案。

吴敬琏教授强调，“设计好总体方案固然不易，实施总体方案更是一场硬仗”，而要打赢这场硬仗还需要注意创造和维护较为宽松的宏观经济环境。

来自政府监管部门、金融机构、大型企业和教育机构的逾120位代表出席了本次沙龙，其中包括：上海市金融服务办公室主任方星海博士、中欧国际工商学院会计学教授丁远博士、上海市静安区人民政府副区长巢克俭博士、上

海国盛集团有限公司总裁池洪（EMBA 1997）校友、中国外汇交易中心研究部总经理张生举先生、BP中国区总裁陈黎明先生、麦肯锡全球董事张海蒙先生等。中欧陆家嘴国际金融研究院执行副院长刘胜军博士主持了本期沙龙。

CEIBS Baosteel Chair Professor of Economics Prof Wu Jinglian delivered a keynote speech entitled “Restarting the Reform: Road Map and Time Table” during the 56th CLIF Finance Salon at CEIBS Lujiazui Institute of International Finance (CLIF). His April 10 address comes on the heels of the January 2013 release of his book *Twenty Lectures on China's Economic Reform: Relaunching the Reform Project* in which he presented his thoughts on how to deepen China's reform.

In his speech, Prof Wu stressed that establishing a competitive market system should be the main goal of the reform process, supported by reforms in four related areas: the fiscal and taxation system, the financial system, social security, and the state-owned economy.

He envisions the modern market-oriented economy as a sophisticated, huge-but-subtle grid system, which cannot be “constructed while being designed” and cannot be designed simply based on the willingness of a single ministry or local government. Instead, he said, it must be planned and supervised by a high-level authority that is free from partisan interests, with the innovative input of those from the lower levels.



朱晓明院长做客《海评面》博鳌论坛特别节目 Prof Zhu Participates in Boao Show on Hainan

4月19日，应海南省广播电视总台之邀，中欧国际工商学院院长、中天集团管理学教席教授朱晓明做客高端对话节目《海评面》博鳌论坛特别节目，与海南省省长助理陆志远先生一道作为特邀嘉宾，围绕“海南国际旅游岛的品牌建设与推广”这一主题展开了高端对话。

《海评面》博鳌特别节目以海南省建省二十五周年的经济回顾与展望为大背景，在节目的录制中，两位嘉宾就海南国际旅游岛的品牌建设、国际化的实施途径、人才培养等热点问题进行了交流。中欧校友、海南省各界企业家以及社会各界精英约400余人参与了节目录制。

节目录制当天，海南省广播电视总台党委书记、总编辑尹婕妤女士，副台长叶明先生，海南省交通投资控股有限公司党委书记兼董事长温国明（EMBA 2013）同学，中欧深圳代表处首席代表梅文珏先生和副首席代表孔飙先生均赴

现场。海口市市委常委、副市长巴特尔（EMBA 2013）同学和海口市市委常委、市委秘书长吴川祝（EMBA 2011）校友也分别致电表达了对本期节目的关心。

当晚，朱院长还与中欧海南校友进行了座谈。校友们纷纷建言献策，希望母校对海南这块热土给予持续关注，并积极推进中欧在海南的品牌推广。朱院长赞扬了校友们对母校的关心与热爱，并表示母校将为校友事业发展提供更多助力。

CEIBS President & Zhongtian Chair in Management Professor Zhu Xiaoming was among the invited guests who participated in an April 19 Boao Forum special edition of the high-end talk show ‘Hainan Commentary’. Assistant Governor of Hainan Province Lu Zhiyuan was also among the

participants who discussed ‘Branding and Marketing of Hainan International Tourism Island’.

The programme was an economic retrospection and commemoration of the 25th anniversary of the founding of Hainan Province. Prof Zhu and Assistant Governor Lu explored topics such as the branding of Hainan, globalisation efforts, talent cultivation, etc. More than 400 people participated in the show’s recording, including CEIBS alumni, entrepreneurs and other social elites in Hainan.

Later in the evening, Prof Zhu met with CEIBS alumni in Hainan who urged the school to promote the school brand in the province. Prof Zhu praised the alumni for their passion about their alma mater and promised that CEIBS will make every effort to foster their growth.



中美经济学家举办“上海研讨会” Chinese & American Economists at “Shanghai Seminar”

4月8日，中欧陆家嘴国际金融研究院与美国顶尖智库彼得森国际经济研究所（Peterson Institute）联合举办了“中美经济学家上海研讨会”。中欧国际工商学院教育发展基金会是本次研讨会的战略合作伙伴。

研讨会主题为“中国新时期的新改革”。中美经济学家就“改革顶层设计的优先问题”、“中国的金融自由化改革进程”、“中国城镇化模式的再思考”、“欧债危机演进的本质”、“国际货币体系改革”和“日本经济是否会成为下一个麻烦制造者”等问题进行了深入的讨论。

彼得森国际经济研究所成立于1981年，是非营利、无党派在美国两大智库机构之一。出席本期研讨会的代表团成员包括哈佛大学教授理查德·库帕（Richard Cooper）、著名中国问题专

家尼古拉斯·拉迪（Nicholas Lardy）等十余位学者。

中欧国际工商学院院长、中欧陆家嘴国际金融研究院理事长朱晓明教授在致辞中指出：“与彼得森国际经济研究所的合作，是研究院发展历史上一次重要的事件。中美政府之间建立了战略对话机制，两国的智库机构也应建立对话机制，促进两国学界对重大问题的理解和交流。”

中欧国际工商学院宝钢经济学教席教授吴敬琏在研讨会上发表了他对“最小一揽子总体改革方案”的设想：一个核心目标，加上四个配套方面的改革。全国人大常委、财经委副主任委员、中欧陆家嘴国际金融研究院院长吴晓灵女士就金融市场化进程中的价格问题和市场主体行为问题进行了分析。随后，中欧国际工商学院西班牙国际银行经济学

与金融学教席教授许小年主持了圆桌讨论并做了总结发言。

中欧陆家嘴国际金融研究院执行副院长刘胜军博士主持了本次研讨会。

On April 8, CEIBS Lujiuzui Institute of International Finance (CLIIF) and the Peterson Institute jointly hosted the “Chinese & American Economists’ Shanghai Seminar”. The CEIBS Education Foundation was the strategic partner for the event and its theme was “New Reforms in China’s New Era”.

Scholars at the seminar included Professor Richard Cooper from Harvard University and China expert Nicholas Lardy. Participants explored topics such as “Priority Issues of the Reform”, “The Process of China’s Financial Liberalisation Reform”, “Rethinking China’s Urbanisation Models”, “Essence of Europe’s Debt Crisis”, and “Reforms of International Currency System”.

During the event, CEIBS Baosteel Chair Professor Wu Jinglian unveiled his “Minimum Package Reform” which consists of one core objective and four supporting steps. In addition, Member of the Standing Committee of the National People’s Congress (NPC), Vice Director of the Financial and Economic Committee of the NPC and President of CLIIF Wu Xiaoling did an analysis of the price issue and market entity behaviour in the marketisation of China’s finance. CEIBS Banco Santander Economics and Finance Professor Xu Xiaonian hosted the roundtable discussions while CLIIF Executive Deputy Director Dr Gary Liu hosted the seminar.



5位中欧校友及学生荣登“中国40位40岁以下的商界精英”排行榜 Five EMBA Alumni on *Fortune China's* List of Top 40 Entrepreneurs Under 40

4月底，在《财富》（中文版）杂志最新公布的“中国40位40岁以下的商界精英”排行榜中，中欧国际工商学院共有5位EMBA校友及学生光荣入榜。

其中，京东商城CEO刘强东（左一，EMBA 2009）校友力压群雄，再度位居榜首。

其他上榜校友分别是：

北京学而思教育集团董事长张邦鑫（左二，EMBA 2007）校友，居第3位；

上海淘米网络科技有限公司CEO汪海兵（左三，EMBA 2012）同学，居第5位；

百度移动云事业部总经理李明远（右二，EMBA 2010）校友，居第6位；

麦包包董事长叶海峰（右一，EMBA 2010）校友，居第37位。

这是《财富》（中文版）杂志连续第三年发布“中国40位40岁以下的商界精英”排行榜。其甄选出的每位上榜人物均是各自行业内的明星，他们不仅在较短时间里创造了眩目的商业奇迹，并且打造了稳健的创业根基，建立了可持续的商业模式。

Five CEIBS EMBA alumni made this year's *Fortune China* list of Top 40 Chinese Entrepreneurs Under 40. They are: Liu Qiangdong (EMBA 2009, left), CEO of jd.com, who topped the list; Zhang Bangxin (EMBA 2007, second left), Chairman & CEO of TAL Education Group who was third; Wang Haibing (EMBA 2012, centre), Founder of Taomee Technology Ltd placed fifth; Li Mingyuan (EMBA 2010, second right), General Manager, Mobile and Cloud Computing Division, Baidu was sixth; and Ye Haifeng (EMBA 2010, right), Founder and CEO of Maibaobao was thirty-seventh.

The five are excellent examples of the calibre of CEIBS graduates. Their businesses span the areas of e-commerce, entertainment, education, luxury goods and technology.

This is the third year that *Fortune China* has released a “40 Under 40” list, which aims to showcase the business accomplishments of the best “mature” entrepreneurs in China. Those who made the list have demonstrated their potential to change the world, and make up the core talent needed to lead Chinese businesses into the future.



第三期卫生政策上海圆桌会议成功举办 3rd Shanghai Healthcare Policy Roundtable

3月30日，第三期卫生政策上海圆桌会议在中欧陆家嘴国际金融研究院顺利举办。本次会议的主题是“老年护理”，聚焦老年护理的筹资、供给及创新等三方面开展深入探讨。本次会议由中欧国际工商学院与上海财经大学联合主办，吸引了包括各界专家和十余家知名媒体在内的百余名与会者。在四个小时的会议中，四位演讲人分别从理论和实践角度进行了精彩阐述，引发现场热烈讨论。

首先，上海市医院协会副会长金其林先生就老龄化社会及老年护理策略做了发言，并介绍了其课题研究成果“介护式居家互利模式”。

其后，上海市卫生发展研究中心副主任丁汉升博士介绍了老年护理需求分级的意义、国际经验和上海市民政局的尝试。丁汉升副主任建议，在现有医保的医疗数据库基础上，建立一个老年护理数据库。此外，他也建

议老年护理服务管理部门去碎片化，加强老年人群的护理分级管理，加强老年护理服务的成本核算，适时推出上海老年护理保险制度。

关于居家养老怎样落实的问题，上海财经大学公共经济与管理学院院长俞卫教授认为，老年护理应该走社区支持的护理供给模式，但前提是社区护理、医疗要跟上需求。

来自护理工作第一线的王燕妮是青松居家康复护理机构创始人CEO，她就“模式创新与可持续老年护理服务”为题，分享了自己的理念和成功经验。

最后，在上海社科院经济所所长左学金博士主持的问答环节中，嘉宾和与会者展开了热烈讨论。

More than 100 people, including scholars, medical practitioners, government officials and journalists,

attended the 3rd Shanghai Healthcare Policy Roundtable at the CEIBS Lujiazui Institute of International Finance (CLIIF). “Elderly Long-term Care” was the theme of the March 30 meeting, which was co-organised by CEIBS and the Shanghai University of Finance and Economics. Discussions covered various aspects of long-term care for the elderly, including supply, financing and innovation.

In his welcome address, Director of the CEIBS Centre for Health Care Management and Policy Prof John Cai noted that the roundtable had attracted a wide range of executives in the medical sector, including insurers, pharmaceutical companies, and consulting firms. He expressed his hope that more organisations will get involved with the event in the future so that even more ideas will be generated.



迈向“大农时代” 实现创新与高效管理 International Agri-Business Forum

5月11日，第二届中国国际农商高峰论坛在中欧国际工商学院北京校园成功举办。本次论坛的主题为“农业新阶段：赢在产业链的价值创造和定价权争夺”，聚焦迈向“大农时代”期间的工业化之路、食品安全管理、农业服务业等热点话题。近400名嘉宾及多家媒体参加了本次论坛。

“Value Creation and Pricing Power along the Industrial Chain: The Key to Success in a New Era of Agricultural Development” was the topic of the 2nd China International Agri-Business Forum, held in Beijing on May 11. It was organised by CEIBS and UNESCO-CHIC Harmony along with co-organisers China Agriculture Industry Chamber of Commerce (CAICC) and China Good Agri-Products Development & Service Association.

MBA雇主答谢工作坊成功举办深圳专场 MBA Recruiters Honoured

由中欧国际工商学院MBA职业发展中心主办的“2013雇主答谢工作坊”于5月10日在深圳万豪酒店成功举办。本次活动邀请到了来自高露洁、同创伟业、礼来等30余家知名企业的人力资源专业人士。

Senior HR executives from over 30 renowned enterprises, including Colgate, Lilly and Co-win Venture, attended the 2013 MBA Recruiters' Appreciation Workshop in Shenzhen on May 10. The event was hosted by the CEIBS MBA Career Development Centre.



大卫·德克莱默教授将任《管理学会纪事》副主编 Prof David De Cremer is *Annals* Associate Editor

日前，中欧国际工商学院管理学教授大卫·德克莱默（David De Cremer）获邀担任《管理学会纪事》期刊副主编一职，任期从2014年至2016年。《管理学会纪事》由全球最大的管理学学者协会——美国管理学会出版，致力于全面反映管理学各领域的最新发展，是国际上五大最具影响力及最常被引用的管理学期刊之一。

CEIBS Professor of Management David De Cremer has been named Associate Editor of the *Academy of Management Annals*. Published by the world-renowned Academy of Management, the largest global association for management scholars, the *Annals* is ranked among the top five most influential and frequently cited management journals in the world.

中欧举办第二届健康产业研讨会 Healthcare Industry Seminar

5月6日，中欧国际工商学院在上海顺利举办健康产业研讨会。多名来自医疗行业领袖企业的资深人力资源专家参与了小组讨论，与中欧MBA学生分享专业见解。此次研讨会由中欧卫生管理与政策中心、医疗健康产业俱乐部及MBA职业发展中心联合主办，光辉人才咨询公司协办，爱克发（Agfa）医疗公司提供赞助。

Senior HR executives from multinational companies in the healthcare sector joined a panel discussion on May 6 to share their insights with CEIBS MBA students on career opportunities. The event was organised by the CEIBS Centre for Health Care Management and Policy, the Health Care Club, and the MBA Career Development Centre. It was co-organised by Korn/Ferry and sponsored by Agfa Healthcare.





全球企业社会责任论坛顺利举办 Being Globally Responsible Conference

5月4日，由中欧国际工商学院MBA学生筹办的2013年第八届中欧企业社会责任全球论坛在上海校园顺利举办。本届论坛以“教育促进可持续发展——创造共享价值”为主题，详细探讨在当今中国经济高速发展的大环境中，教育领域所面临的新机遇与新挑战、非营利性机构的可持续发展等，并深入探索政府、社会、企业、商学院等各个层面在“教育促进可持续发展”方面的未来发展方向。

Around 400 business leaders, social entrepreneurs, NGO executives and students turned out on May 4 for the 8th Annual Being Globally Responsible Conference (BGRC) which explored the topic “Building Sustainability in Education”.

中欧2011级MBA毕业典礼隆重举行 MBA Class of 2011 Graduates

4月28日，中欧国际工商学院2011级工商管理硕士研究生（MBA）毕业典礼于上海校园石化厅隆重举行。195名2011级MBA毕业生为他们18个月的中欧之旅画上圆满句号，并开启新的征程。

Students from the MBA Class of 2011 celebrated joining CEIBS' 13,000-plus alumni network during a graduation ceremony in the school's auditorium on April 28.



第五届顶级品牌高峰论坛顺利举办 Prestige Brands Forum

4月27日，第五届顶级品牌高峰论坛在中欧国际工商学院上海校园盛大开幕。本次论坛由中欧国际工商学院和上海市静安区人民政府携手举办，以“顶级品牌 回归本源”为主题，吸引了近400位嘉宾和70余家媒体。

“Prestige Brands – Back to the Roots” was the theme of the 5th Prestige Brands Forum, held April 17 and organised by CEIBS and the Government of Jing'an District in Shanghai.

中欧教授南昌解惑“人才战略如何帮助企业持续发展” EMBA Executive Forum in Nanchang

4月25日，中欧国际工商学院EMBA管理论坛在南昌举办。中欧副教务长、拜耳领导力教授、管理学教授忻榕博士发表了题为“促进企业持续发展的人才战略”的演讲，吸引了近500名当地知名企业家、中欧校友和数家当地主流媒体。

More than 500 entrepreneurs and CEIBS alumni gathered in Nanchang on April 25 for the CEIBS EMBA Executive Forum. CEIBS Associate Dean, Bayer Chair in Leadership and Professor of Management Katherine Xin gave a lecture entitled “Talent Strategy for the Sustainable Development of Enterprises”.



《重启改革议程——中国经济改革二十讲》获第八届文津图书奖 Prof Wu Jinglian's Book Wins National Award

4月23日，第八届文津图书奖的获奖榜单正式揭晓。中欧国际工商学院宝钢经济学教授吴敬琏与马国川先生合著的《重启改革议程——中国经济改革二十讲》一书在社科类获奖图书榜单中排名第一。

Twenty Lectures on China's Economic Reform: Relaunching the Reform Project, co-authored by Prof Wu Jinglian and Ma Guochuan, was among the 8th Wenjin Book Award winners announced by the National Library of China on April 23, World Book Day.



中欧师生员工为雅安灾区人民积极捐款 CEIBS Community Aids Quake-struck Area

4月22日，雅安地震灾害发生后的第一个工作日，在院长朱晓明教授提议下，中欧国际工商学院全体师生员工在中欧上海校区、北京校区以及中欧深圳代表处举办了救灾款募捐活动，为灾区人民献出一份爱心。

On April 22 CEIBS Executive President Zhu Xiaoming led the students, faculty and staff at CEIBS Shanghai and Beijing campuses as well as the school's Shenzhen Representative Office in making donations to the victims of the earthquake in Ya'an City, Sichuan Province.

俞敏洪做客EMBA行知讲坛 Dialogue with Yu Minhong

4月19日，作为中欧国际工商学院“EMBA行知讲堂”的特邀嘉宾，新东方教育科技集团创始人、董事长兼首席执行官俞敏洪先生亲临上海校园，为EMBA同学们带来了以“新东方管理之道和当前教育热点”为题的演讲。

Yu Minhong, Founder, Chairman and CEO of New Oriental Education & Technology Group Inc gave EMBA students in Shanghai a lecture, on April 19, entitled “The Management of New Oriental and Current Hot Topics in Education”.



“企业、社会与环境”项目完美收官 High Marks for CEIBS MBA 2013 BSE

4月19日，中欧国际工商学院多位教授、合作企业高管和MBA课程部团队等齐聚中欧陆家嘴国际金融研究院，共贺中欧MBA课程2013年度“企业、社会与环境”项目完美收官。

CEIBS professors and MBA directors gathered at the CEIBS Lujiacui Institute of International Finance on April 19 to reflect on the accomplishments of the CEIBS MBA 2013 Business Society & Environment (BSE) project which wrapped up earlier in the month.



黄明教授剖析“全球经济金融形势与中国资本市场” Finance Management Salon

4月19日，近百名来自全国各地的金融才俊齐聚中欧国际工商学院，参加由在职金融MBA课程主办的“中欧金融管理沙龙暨2013级在职金融MBA招生咨询会”。中欧金融学教授、西班牙巴塞罗那储蓄银行金融学教席教授黄明博士分享了自己对全球经济金融形势与中国资本市场的深刻洞见。

Almost 100 financial professionals from across China turned out for the CEIBS Finance Management Salon and 2013 Part-time Finance MBA (FMBA) Information Session on April 19. la Caixa Chair in Finance Professor Huang Ming gave a lecture on the current trends in world finance and China's capital markets.





中欧EMBA管理论坛登陆青岛 EMBA Executive Forum in Qingdao

4月18日，中欧国际工商学院EMBA管理论坛在青岛成功举办。中欧金融学教授黄明博士以“国内外经济金融形势及中国股票市场发展”为题发表了演讲，与800余位青岛各界嘉宾及中欧校友进行深入交流。

“Current Trends in Finance and Economy and the Development of China's Stock Market” was the topic explored on April 18 by la Caixa Chair in Finance Professor Huang Ming. He spoke in front of more than 800 prominent guests and CEIBS alumni who attended the EMBA Executive Forum in Qingdao.

伊比利亚美洲国家商业领袖做客中欧 Iberoamerica – China Connection

4月18日，75位来自西语、葡语国家的商业领袖齐聚中欧陆家嘴国际金融研究院，参加第十届“伊比利亚美洲与中国”的交流交流活动。

More than 75 Spanish and Portuguese-speaking business leaders attended the 10th ‘Iberoamerica – China Connection’ event on April 18 at the CEIBS Lujiazui Institute of International Finance.



中欧与福布斯携手举办“移动互联网沙龙” Mobile Internet Salon

4月19日，由中欧国际工商学院上海数字化与互联网金融研究中心与《福布斯》杂志联合主办的“移动互联网沙龙”在中欧陆家嘴国际金融研究院举行。上海数字化与互联网金融研究中心主任、中欧院长朱晓明教授，《福布斯》中文版总编辑周健工先生，上海数字化与互联网金融研究中心副主任、中欧陆家嘴国际金融研究院执行副院长刘胜军博士等出席了沙龙。

CEIBS Shanghai Institute of Digitalisation and Internet Finance (SIDIF) and *Forbes China* co-hosted a Mobile Internet Salon on April 19 at the CEIBS Lujiazui Institute of International Finance (CLIF). Attendees included CEIBS Executive President and SIDIF Director Prof Zhu Xiaoming, *Forbes China* Editor-in-Chief Zhou Jianguo, and CLIF Executive Deputy Director & SIDIF Deputy Director Dr Gary Liu.

朱晓明院长出席首届“浦东年度经济人物”颁奖典礼 Pudong Heavyweights Lauded

4月18日，首届“浦东年度经济人物”颁奖典礼在中国浦东干部学院报告厅隆重举行。作为本届评选活动的评委会主席，中欧国际工商学院院长朱晓明教授出席颁奖典礼，并发表了致辞。欧普照明股份有限公司总裁马秀慧（AMP 2005）校友跻身“浦东年度经济人物”十强，上海万得信息技术股份有限公司董事长陆风（EMBA 2002）校友则荣获“创业创新奖”。

CEIBS Executive President Prof Zhu Xiaoming, in his capacity as jury chairman, delivered a speech during the April 18 Awards Ceremony of the 1st Annual Economic Figures of Pudong. President of OPPL Lighting Ma Xiuhui (AMP 2005) was among the Top 10 while Chairman of Wind Information Lu Feng (EMBA 2002) was awarded the “Entrepreneurial Innovation Prize”.





中欧EMBA课程顺利开学 EMBA Programmes Begin

4月17日，中欧国际工商学院上海校园迎来了2013级EMBA国际班新生。来自全球10余个国家、不同种族和不同文化的商业精英们汇聚于此，开启了为期20个月的中欧之旅。

4月20日，中欧2013级EMBA北京春季班开学典礼在北京校园吕志和演讲厅隆重举行。

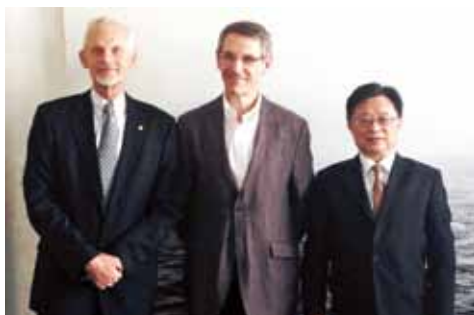
4月13日，在为EMBA2011级上海班举办的增修课中，中欧宝钢经济学教席教授吴敬琏和中欧院长、中天集团管理学教席教授朱晓明分别为学生们授课。

On April 17 Global EMBA 2013 students from more than 10 countries began their 20-month study journey at CEIBS. Three days later, there was an opening ceremony for the newly-enrolled EMBA Spring Class in Beijing. Then on April 13, Baosteel Chair of Economics Prof Wu Jinglian and Executive President & Zhongtian Chair in Management Prof Zhu Xiaoming gave lectures to students of the EMBA 2011 Shanghai Class.

中欧首席营销官论坛走进成都 CMO Forum in Chengdu

4月13日，由中欧国际工商学院高层经理培训部主办、以“数字时代的创新营销”为主题的首席营销官论坛在成都香格里拉酒店顺利举办。

CEIBS Executive Education held a Chief Marketing Officer (CMO) Forum on April 13 in Chengdu, which was themed “Marketing Innovation in the Digital Age”.



法国依视路集团一行到访中欧 Essilor Group Executives Visit

4月12日，法国依视路集团董事长兼首席执行官孙余沛（Hubert Sagnières，居中）先生及依视路（中国）投资有限公司主席何毅（CEO 2009）校友一行到访中欧国际工商学院。院长朱晓明教授、副院长兼教务长苏理达（Hellmut Schütte）教授与来访代表们进行了友好交流。

During a visit to the CEIBS Shanghai Campus on April 12, Chairman & CEO of Essilor Hubert Sagnières (centre) and Chairman of Essilor Holding Company (China) He Yi (CEO 2009) discussed future cooperation opportunities with Executive President Prof Zhu Xiaoming, Vice President and Dean Prof Hellmut Schütte, and Assistant President and Secretary General of the CEIBS Foundation Ge Jun.

许小年教授深度剖析全球经济走向 EMBA Executive Forum in Wuhan

4月10日，中欧国际工商学院EMBA管理论坛在武汉举行。中欧经济学和金融学教授许小年博士与现场观众共同探讨了“二度松宽，三次探底”的全球经济走向。论坛吸引了近千名当地企业家、中欧校友和十余家当地主流媒体。

Nearly a thousand business leaders, CEIBS alumni and media turned out for the EMBA Executive Forum in Wuhan on April 10. CEIBS Professor of Economics and Finance Xu Xiaonian shared his insights on current global economic trends.





中欧韩国公开课程第二期在首尔成功开课 Open Course in South Korea

4月2日，“CEIBS—KMA韩国企业CEO中国课程”在韩国首尔再次开课。这是由中欧国际工商学院高层经理培训部携手韩国管理者协会（KMA）、针对韩国企业CEO推出的公开课程。

CEIBS Executive Education held its second open course on “South Korean CEOs’ Chinese Strategy” on April 2. The venue was Seoul. Co-organised with the Korea Management Association, the programme is specially designed for CEOs from Korean companies.

中欧总经理论坛首次走进中山 AMP Forum in Zhongshan

4月2日，由中欧国际工商学院高层经理培训部主办的中欧总经理论坛首次走进广东省中山市。中欧飞利浦人力资源管理教席教授杨国安博士为现场600余名企业家发表了题为“突破企业成长瓶颈”的演讲。

Nearly 600 entrepreneurs gathered in Zhongshan, Guangdong on April 2 for the first CEIBS AMP Forum organised by the Executive Education department. CEIBS Philips Chair Professor of Human Resource Management Arthur Yeung spoke on how companies can overcome bottlenecks and ensure sustainable business success.



2008级MBA校友温情返校 MBA 2008 Class Reunion

3月30日，中欧国际工商学院上海校园充满欢声笑语，2008级MBA校友返校日活动在此温情举行。120多位校友参加了本次活动，部分校友甚至专程从国外赶到上海，叙别情、聊发展。

More than 120 CEIBS MBA 2008 alumni, including some who travelled from overseas, gathered on March 30 at the Shanghai Campus to reconnect with classmates and CEIBS faculty, and share stories of personal and career successes they have enjoyed since graduating.

罗大伦博士漫谈中医育儿智慧 Wisdom of TCM

3月30日，中欧国际工商学院上海校区本年度首场EMBA人文艺术系列讲座成功举办。中央电视台《百家讲坛》嘉宾、北京中医药大学诊断学博士罗大伦医师应邀开讲，漫谈中医育儿智慧。当天的讲座吸引了百余位中欧EMBA学生和校友。

Dr Luo Dalun, a popular speaker on CCTV Lecture Room and PhD in Diagnostics, gave a March 30 lecture on how traditional Chinese medicine can be applied in parenting. The lecture was part of an EMBA Forum on Culture and Arts, which drew more than 100 EMBA students and alumni.





中欧首席营销官论坛探讨数字时代的营销创新 Digital Innovation

3月30日，中欧国际工商学院高层经理培训部携手中欧“博闻课堂”，在北京校园共同举办以“数字时代的营销创新”为主题的首席营销官论坛，吸引了300多名企业高管。

More than 300 senior executives attended the Chief Marketing Officer Forum on March 30, which was themed 'Marketing Innovation in the Digital Age'. It was organised by the CEIBS Executive Education Programme.

中欧MBA学生及校友与知名猎头企业专场交流 MBA Networking with Executive Search Firms

3月30日，第三届“MBA在校学生及校友与知名猎头企业专场交流活动”在中欧国际工商学院上海校园成功举行。此次活动旨在加强学院与MBA学生及校友之间的沟通，同时在职业发展方面为他们提供长期而切实的支持和帮助。

More than 100 representatives from 30 renowned executive search firms attended the 2013 CEIBS MBA-Executive Search Firms Networking event organised by the CEIBS Career Development Centre. The March 30 event drew 300 CEIBS MBA students and alumni.



朱晓明院长“文汇讲堂”演讲引共鸣 Prof Zhu Xiaoming Speaks at Wenhui Forum

3月23日，第60期“文汇讲堂”主讲嘉宾、中欧国际工商学院院长朱晓明教授针对第三次工业革命中的创新等问题发表了演讲，引发了听众们的深思和共鸣。

On March 23, CEIBS Executive President Prof Zhu Xiaoming gave a keynote speech at the 60th Wenhui Forum, the largest public lecture platform in Shanghai. Prof Zhu spoke about innovation and the Third Industrial Revolution.

电商创新开辟蓝海 资本追捧精品项目 Exploring E-commerce

3月20日，“Face Time中欧创业星期三”——电商创业专场交流活动在中欧国际工商学院上海校园举办。活动围绕“电商创业”主题，通过“商业计划咨询”、“创业大讲堂”和“项目资本对接会”三个板块，深入探讨了当下电子商务企业的创新商业模式以及潜在的蓝海机会。

CEIBS hosted a programme at the Shanghai Campus on March 20 that explored innovative business models and Blue Oceans in today's e-commerce sector. It included three parts: Business Plan Consulting, Entrepreneurship Classroom and Connecting with Investors.



良师益友 十年相伴



10 Years of Mentoring

近十年来，800名中欧国际工商学院MBA学生在500位由经验丰富的专业人士担任的导师们的悉心指导下，构建了清晰的职业规划。通过这一在2004年启动的中欧“良师益友”项目，这些导师无私地奉献着自己的时间和精力，帮助中欧MBA学生们在毕业后顺利进入商界，大展宏图。

多年来，中欧“良师益友”项目已经发展为一个包括研讨会和社交活动在内的综合性平台。参与者从中得以开阔视野，并拓展关系网络。导师与学生之间的沟通与合作更是达到了双赢的效果——学生们能从导师那里获得有益的职业生涯指导，而导师们则能藉此与新一代的商业菁英互动交流；双方由此建立起深刻而持久的友谊。

在该项目迎来十周年之际，《TheLINK》邀请了数位导师和学生代表撰稿分享他们参与“良师益友”的经历和收获。（投稿经节选刊登。欲览全文，请访问<http://www.ceibs.edu/mba/mbastudents/mentoringssystem/index.shtml>）

2013年度MBA导师招募行动已于6月15日启动，欢迎加入！请发送电子邮件至mentoringprogram@ceibs.edu垂询详情。

Over the past decade, 800 CEIBS MBA students have had their careers shaped by 500 mentors who have generously dedicated their time to CEIBS Mentoring Programme. Launched in 2004, the programme helps MBAs make a smooth transition to the business world after they graduate.

CEIBS Mentoring Programme has grown, over the years, to include workshops and networking events that broaden the scope of participants' knowledge and strengthen their contact base. The collaboration between mentor and mentee is mutually beneficial. Students receive career guidance from seasoned professionals who, in turn, get plugged in to the younger generation of business executives. Both sides also benefit from forming deep and lasting friendships.

The latest round of recruiting for the popular programme began on June 15 and new mentors are always welcome. To participate, email mentoringprogram@ceibs.edu.

Read on as participants share how CEIBS Mentoring Programme has changed their lives. (For more stories, visit <http://www.ceibs.edu/mba/mbastudents/mentoringssystem/index.shtml>).

01

学生：张宇 (MBA 2012)

导师：周瑞敏，张家港孚宝仓储有限公司总经理

我的导师周瑞敏先生是一位彬彬有礼的谦谦君子。他经常从百忙中抽出时间来安排与我的会面，而且每一次都是有备而来，与我开展生动有趣的话题讨论。周先生循循善诱，帮助我发掘内心，根据自己的特点制定行为改变的方案；并在职业和生活上引导我打开视野，增加见闻。目前我参加的良好益友项目还没有完全结束，但是我已经从中收获良多。

Mentor: Anthony Zhou, Managing Director of Vopak Terminal Zhangjiagang Company Limited

Mentee: Charles Zhang (MBA 2012)

My mentor, Anthony Zhou, is a true gentleman. He always makes the time to meet with me and always arrives prepared to discuss an interesting topic. He has guided me in formulating a clear understanding of my capabilities and areas in which improvement is needed. He has helped broaden my horizons and though the mentoring programme is not yet over I have already gained so much from the experience. My advice to fresh mentees: having clearly defined goals will help you leverage this opportunity.

学生：恩里科·蒂尔谢 (Enrico Turchet, MBA 2012)

导师：汉斯-皮特·布瓦尔 (Hans-Peter Bouvard)，大型钟表制造企业运营经理

我申请成为汉斯指导的学生，是因为看到我和他有许多共同点，包括教育背景、职业经历等（当然，他的经验比我丰富得多），而且我们都来自欧洲、并在中国生活了许多年。更重要的是，他还如此年轻，就已在世界知名企业担任管理职务。因此，我相信在毕业后应如何抉择职业发展道路的问题上，他能够给我很好的建议。

我认为中欧的良好益友项目很有价值。我会向所有学生推荐良好益友项目。我认为学生应该选择和自己个人或职业背景相似的导师，这样的导师将更容易理解你的需求和期望，并指导你未来的职业发展。

Mentor: Hans-Peter Bouvard, Operations Manager of a Watch Manufacturer

Mentee: Enrico Turchet (MBA 2012)

I applied to be Hans-Peter's mentee because his profile showed that we had many things in common, from our educational background to some aspects of our professional experience (although he is obviously much more experienced than I am). Plus we are both Europeans who have lived in China for some years. So, I thought he would be the best person to give me advice on how to choose my next move after the end of my MBA journey. After all he had, starting from a similar background to mine, managed to reach, at a rather young age, a top management position in one of the most famous companies in the world.

So far the mentoring programme has been very valuable to me and I believe it will give me an edge once I actively start looking for a job. I would certainly recommend that other students join this programme. I would suggest that they select a mentor with a similar personal or professional background. It will be much easier for him/her to put himself/herself in your shoes, understand your needs and aspirations, and guide you through your next career steps.

02

学生：伍俊（MBA 2012）

导师：邓三红（MBA 1999），中欧国际工商学院校友关系事务部高级经理

我的导师邓三红是一位拥有深厚咨询业经验的女士。从第一次见面时起，她就给我留下了细致入微、追求卓越的印象。她给我和另一名学生布置了作业，让我们以“如何进入咨询公司”为主题，拟制一份为期一年的“良师益友”项目实施计划。在这个计划的制定和实施过程中，我们通过与导师之间不断的商讨和沟通，对咨询行业有了系统的了解，对其工作方法也有了较为深刻的认识。

如果要选一位在中欧课堂之外对我帮助最大的人，我一定会选择邓三红导师。如果要选择一个最有意义的课外活动或项目，无疑我会选择“良师益友”。

03

Mentor: DENG Sanhong (MBA 1999), Senior Manager, CEIBS Alumni Relations Office

Mentee: Edmond Wu (MBA 2012)

My mentor Deng Sanhong is a typical consultant with rich experienced in her field. Even the smallest detail doesn't escape her in her pursuit of excellence. She also gives homework! I was tasked with drafting a one-year mentorship plan based on consulting standards. The plan centred on how to transition into the consulting industry and was finalised after a lot of serious deliberation. It was tremendously helpful and gradually provided a comprehensive understanding of the consulting industry. Even if I do not end up in that field, I am sure that this exercise will help my future career development.

If I were asked to choose one person that has helped me most outside of the classroom, I would undoubtedly say my mentor Deng Sanhong. If I were asked to choose the most valuable programme at CEIBS, I would definitely say the mentoring programme.

04

导师：张琳（GEMBA 2001），开疆企业管理咨询（上海）有限公司合伙人

学生：张淑艳（MBA 2011）

今年是我从母校中欧毕业11周年，我参加“良师益友”的经历也一晃进入了第五个年头。作为“良师益友”的四年级导师（意为已担任过该项目四届导师），我先后结识并陪伴17名MBA学生（12名中国学生和5名外籍学生）度过了他们紧张充实的学习阶段，并一直与他们保持联系，持续关注他们的成长。

这些年的导师经历让我从中获得了源源不断的激情和创造力。我要感谢学生们对我的信任，感谢他们全身心地投入、坦诚地反思并积极地做出改变。我们之间和谐的共同成长关系将历久弥坚，使我们终身获益。我衷心地希望“良师益友”项目能够成为更多校友投入爱心、汲取养分、互助成长的快乐家园。

Mentor: Linda Zhang Lin (GEMBA 2001) Partner and Corporate Coach, Keystone Group (Shanghai) Ltd

Mentee: Susie Zhang (MBA 2011)

This year marks the tenth anniversary of my graduation from the CEIBS EMBA Programme and the fifth year since I began participating in the mentoring programme. I have provided guidance for 17 MBA students (12 from China and 5 from overseas) during their arduous learning journey. I've also kept in touch with them and stayed up to date on their career progress after they graduated.

My mentoring experience has provided me with a source of passion and creativity. I would like to thank my mentees for their trust, dedication, candid reflection, and all the hard work they have put into making our relationship work. As mentees and mentors work together, we gain lifelong benefits from the commitment we have made to excel together. It is my sincere hope that the CEIBS MBA Mentoring Programme will evolve into a happy home, where more alumni can show their devotion, take the time for self-reflection, reap many benefits and grow along with their mentees.

导师：邓三红（MBA 1999），中欧国际工商学院校友关系事务部高级经理

学生：伍俊（MBA 2012），张哲华（MBA 2012）

投资银行和咨询业（B&C, Investment Banking and Consulting）一直是MBA学生们积极投身的热门行业，因此我在导师栏发布信息后，收到了不少同学递交的申请。我很快就选中了第一个学生——从国防科学技术大学毕业的伍俊，我希望能帮助他通过MBA课程的学习实现转型。之后，当我在学院主持一场活动时，张哲华径直找到我，做了自我介绍并且希望我能成为他的导师。我一是为他的勇气、自信和真诚所打动，二来觉得他和伍俊应该能成为很好的组合，他们拥有迥异的经历和特质，会在今后的交流中碰撞出许多火花，相得益彰；因此便选择他作为第二个学生。后来的实践过程也证明了我当初的判断。

随后半年多的时间里，我就咨询领域与他们进行了全面的沟通。从了解咨询行业运作机制、常用的咨询工具、咨询公司的面试技巧等，到如何结识业内人士和其他有趣的人、待人接物的注意事项等方面，我们都做了系统化的梳理和学习。他们展现出的超强学习能力和快速成长让我倍感欣慰和自豪。同时，我们的学习也是双向的：他们耐心地指点我如何使用微博、微信，与我交流社交网络如脸书（Facebook）和其他移动互联平台对年轻一代生活方式的改变；而他们的爱好，如跑马拉松、玩电子竞技和攀岩等也让我大开眼界。与张哲华和伍俊的相处是一段愉快的旅程，我要感谢他们对“良师益友”项目的认真投入。

Mentor: Deng Sanhong (MBA 1999), Senior Manager, CEIBS Alumni Relations Department

Mentees: Edmond Wu (MBA 2012), Michael Zhang (MBA 2012)

After my bio was provided and students learned about my consulting background, there was a lot of interest from many who wanted me to mentor them. I picked Wu Jun as my first mentee. It was my hope that under my guidance, he would be able to establish himself as a professional manager using the skills and knowledge gained from the MBA Programme. My second mentee, however, was selected by chance. I was chairing an event on campus when Zhang Zhehua introduced himself and asked if I could be his mentor. I was deeply impressed by his courage, confidence and sincerity. I also thought that, complementary in character and experiences, he and Wu Jun would likely strike sparks off each other during my mentoring. I wasn't wrong.

Their remarkable capacity to learn and rapid progress have filled me with comfort and pride. My mentoring, however, was not a one-way street. They taught me how to use micro blogging and WeChat, and compared notes with me on how social networks such as Facebook and mobile internet platforms have transformed the younger generation's lifestyle. Besides, their hobbies – marathon running, electronic sports and rock-climbing – opened up entirely new horizons for me. I would like to thank my mentees for their dedication to the mentoring programme; it's been quite a memorable journey.



05

创新中国2013： 借力社交媒体

文 / 杰纳·迪亚兹 (Jana DIAZ) 谢静 张雨洁

今年3月在中欧国际工商学院上海校园举办的“中欧—北京奔驰创新中国2013创业挑战赛”，成功吸引了来自亚洲、美国和欧洲一流商学院的42支参赛队伍。这次赛事的组织者和主办者，是一群中欧MBA2012级学生。

“创新中国创业挑战赛”已经迈入第六个年头，今年的赛事由中欧创业与投资中心协办，北京奔驰汽车有限公司冠名赞助。本届挑战赛的主题是“创新及积极社会影响力”，有8支参赛队伍过关斩将，闯入决赛。其中3支队伍来自美国（麻省理工学院斯隆商学院、加州大学伯克利分校和哥伦比亚大学商学院），2支来自中国大陆（清华大学经管学院和中欧国际工商学院），其余3支则分别来自香港科技大学、西班牙ESADE商学院及法国英士（INSEAD）国际商学院。

经过“综合商业计划”和“案例分析”两轮激烈角逐，香港科技大学代表队最终在本届赛事中摘得桂冠，中欧国际工商学院代表队与西班牙ESADE商学院代表队分获第二、三名。

中欧MBA学生们是如何组织和举办本届“创新中国创业挑战赛”的？社交网络媒体又在其中发挥了怎样的作用？欲知详情，敬请阅读——

1月底的时候，我们刚刚落实了本届创业挑战赛的赞助商。获得大名鼎鼎的北京奔驰的赞助无疑是个重磅利好，不过我们也感到肩头责任愈发沉重——我们能否办好比赛，为母校中欧和北京奔驰增光添彩？我们必须竭尽全力，保证本届赛事的高水准和高含金量。

瞥一眼日历，又一个关键之处浮出水面——时间！我们需要发动全球的一流商学院组建参赛队伍并按时提交商业计划书，但时间已经所剩无几。尽管本次赛事令人心动的主题、高额奖金及优厚的条件（费用全包）都对选手们很有吸引力，然而，我们只剩下两个星期的时间了！如何才能确保赛事讯息及时、准确地传达给我们的目标人群呢？

吸引一流商学院参赛

筹备工作的第一步是制作一本引人入胜的主题说明手册。我们将这本手册发送给最有声望的国际一流商学院，并通过电话跟进，确认对方已经顺利收到。

我们也为本届赛事制作了专题网页，并将之链接到中欧的官网上。我们有一位筹备组成员专门负责这项任重道远的工作，如此方能确保在线推广取得如期的成功。

当然，我们也没有忘记使用社交媒体——邻客音（LinkedIn）、脸书（Facebook）、推特（Twitter）和微博。

我们早就意识到，必须通过有针对性的在线活动与目标商学院的有关人士保持密切联系。我们在各类社交网络媒体上都十分活跃。

INNOVATE China 2013 Leverages Social Media

By Jana DIAZ, Sky Xie & Nicole Zhang (MBA 2012)

A tenacious group of CEIBS MBA 2012 students organised and hosted the CEIBS-Beijing Benz INNOVATE China 2013 Entrepreneurship Challenge, successfully attracting participants from top b-schools across Asia, the US and Europe to CEIBS Shanghai Campus in March.

Now in its sixth year, this year's competition was co-organized by the CEIBS Centre for Entrepreneurship and Investment (CCEI) and sponsored by Beijing Benz Automotive Company Ltd. The theme was "Innovation and Social Impact" and eight teams made it through the preliminary round to participate in the finals. Among the group there were three teams from the US (MIT Sloan, University of California at Berkeley, and Columbia University Business School), two from the Chinese mainland (Tsinghua SEM and CEIBS), Hong Kong's University of Science and Technology (HKUST), Spain's ESADE Business School, and France's INSEAD International Business School.

Following two rounds of intense competition, which included a business plan pitch and a case competition, the HKUST team won first place. The CEIBS team was second and the team from ESADE placed third.

Read on as student organisers tell us how they pulled it all off, and the role social media played.



但是，考虑到目标对象是专业受众，时间上也较为紧迫，我们最终选择了邻客音（LinkedIn）作为主要的推广平台。选定平台之后，我们的市场推广小组立即设计并发起了一场特别针对目标商学院受众的在线活动。整个活动过程从创意产生到正式实施，前后只花了不到4个小时。

虽然起步相对较晚，但我们的在线活动在短短5天内浏览量达到了40万次，并最终促成本次“创新中国2013创业挑战赛”的参赛队伍达到42支之多——这一盛况在本赛事历史上前所未有。

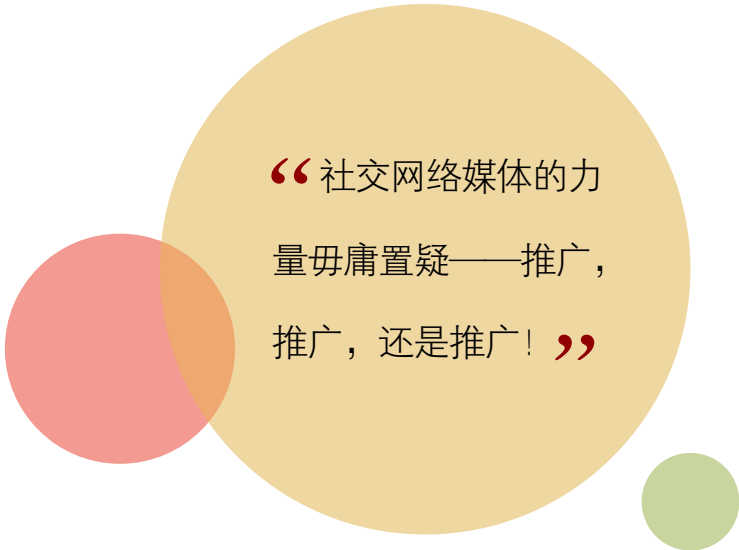
吸引现在和将来的中欧学生

在这42支商学院参赛队伍中，有7支代表队来自中国大陆之外的其他亚洲国家或地区，有13支来自欧洲，18支来自中国大陆，还有4支来自美国。这是赛事成功在望的一个征兆。参赛提案质量之高、类型之广，令我们的评选委员会踌躇再三，难以决断应让哪些队伍进入决赛、逐鹿上海滩。

为此，我们邀请了两位专业分别为创业管理和金融学的教授对这些提案进行独立评判。他们分别对参赛提案逐一进行评判打分，随后我们将两人所打的分数相加得出总分，依照总分评定初赛名次，从而决出8支入围决赛的队伍。

我们的下一步是要确保决赛顺利举办，让千里迢迢而来的决赛参赛者们不会对本届赛事的组织质量感到失望。因此我们需要人手来帮忙做后勤工作。问题在于，中欧MBA学生们的日程都很紧张。如何才能招募到足够的志愿者？我们决定开展一场内部推广活动，手段包括设计张贴海报、群发邮件以及分头游说等。在竭力动员大家参与赛事支持工作的那几周里，我们成了全世界最有恒心的人。由此，我们终于从尚未正式开学的MBA2013级学生和我们的MBA2012级同学们那里争取到了足够的援手。

筹办过程中，我们也极力关注到各



“社交网络媒体的力量毋庸置疑——推广，推广，还是推广！”

种细节，以确保一切顺利进行，让“创新中国2013创业挑战赛”给参赛选手们留下愉快的回忆。特别令人感动的是，我们的赞助商金马车陶瓷鼎力襄助，为每一位决赛参赛选手单独制作了一个纪念杯。

吸引观众

参赛队伍有了，工作人员有了，可是，谁会来看比赛呢？幸运的是，我们有这些卖点：

——本届赛事的参赛队伍来自欧、美、亚三大洲的顶尖商学院，这在中欧“创新中国创业挑战赛”的历史上是前所未有的。8支决赛参赛队伍所代表的商学院声望有助于吸引观众；

——赞助商为著名汽车品牌！北京奔驰冠名支持，就意味着这场赛事品质不凡。

下一步，是我们的目标观众得知“创新中国2013创业挑战赛”为何值得一观。

我们制作了一段推广视频，内容包括中欧学生发表自己对学院、赛事乃至上海的看法，以及中欧的教授如何看待此类比赛的社会意义等等。最佳团队、最佳音乐、最佳剧本和最佳画面的结合，将一段手工制作的视频打造得近乎专业水准。我们将视频上传到优酷、YouTube（谷歌旗下大型视频网站）和“创新中国创业挑战赛”官网，并将链接放在邻客音（LinkedIn）、脸书（Facebook）等前述社交网络媒体上。

同时，我们也采用了较为传统的社交媒体推广方式，向目标观众在线发送内容丰富多彩的邀请函，努力说服他们相信这一即将推出的赛事不会平庸无奇。

其间，我们还在中欧大门处拉起横幅，并于校园内各条道路上悬挂标语，让全院师生都对赛事满怀期待。

难以忘怀的那一天

决赛当天清晨7点半，大赛组委会成员与来自MBA 2012级和2013级的志愿者们在中欧国际工商学院上海石化演讲厅会合。一切准备就绪，比赛按时开始。我们对每一处细节的殚精竭虑，终于迎来了接受检验的时刻。嘉宾们步入礼堂时，大屏幕上正播放着我们制作的推广视频，那是我们为阐述本届比赛主题所做的最后一次努力。

我们的辛勤工作获得了回报。当天，每个人都恪尽职守，比赛也得以由始至终顺利进行，圆满落幕。

对于承担下一届赛事组织工作的学弟学妹们，我们的建议是继续自力更生，当然，还要做得更专业！没有理由推托说，由学生组织的活动就可以不够专业。我们尤其强调，社交网络媒体的力量毋庸置疑——推广，推广，还是推广！如果能将这种力量与优秀的赞助商、精彩的主题和杰出的团队相结合，你必定会胜券在握。

注：本文三位作者均为中欧国际工商学院MBA2012级学生。

It was the end of January, and we had just confirmed who our sponsor was going to be. Having the big-name Beijing Benz financing INNOVATE China 2013 was great news, but we felt a huge responsibility to make our sponsor and our school proud. We had to make sure our competition was a high level and valuable event

A look at the calendar made it clear something was missing: time! We only had a few weeks to convince teams from the top business schools around the world to each send a business plan. The theme – social impact – was appealing, the prizes were generous, and the conditions (covered expenses) were very attractive for participants... But still, we only had a couple of weeks! How could we make sure that our message reached the right people in time?

Attracting teams from top business schools

The first step was to prepare a fancy handbook to explain the theme, the procedures and the contest requirements. We sent this handbook to the most prestigious international schools and we followed up by calling them to confirm that they had received it. And of course, we did not forget to use the social networks: LinkedIn, Facebook, Twitter and Weibo. We created our own event pages and linked them to the CEIBS website. We had one person from our team dedicated only to this task, which went a long way in ensuring that this promotion was a success. We realised early on that we needed to actively engage with our audience in target schools by creating specific digital



campaigns on social media networks. We were quite active on various networks for information dissemination, but because we were targeting a professional audience – and given our time constraints – our main platform of choice was LinkedIn. Once we selected this platform, our marketing team designed and deployed an online campaign specifically for audiences within the target schools. The entire process – from the idea stage to deployment – was executed in less than four hours. Despite a relatively slow start, our digital campaign was seen 400,000 times within five days and ensured the participation of 42 teams for CEIBS INNOVATE China 2013 – the largest number of teams in the history of the event.

Attracting classmates, prospective CEIBS students and judges

Among the 42 teams that submitted business plan proposals, 7 were from

b-schools in other Asian countries (not including the Chinese mainland), 13 from European b-schools, 18 from the Chinese mainland, and 4 from America. There were entries from 23 leading business schools from around the world. This was just an indicator of the success that the event would later achieve. The quality and variety of the submissions made it pretty tough for our selection committee to decide which teams should advance to the next level: a trip to Shanghai where they would compete.

We invited two professors to independently judge the preliminary round of applicants. One was a professor of entrepreneurship management; the other was a finance professor. The idea was to have a comprehensive view of the business plan proposals. After the professors completed their assessments, their scores were combined and the proposals ranked based on total scores received.

We knew we would have good quality proposals, the next step was ensuring that participants were not disappointed with the quality of the competition. In order to do that, we needed people to help with the logistical arrangements. The question was: with CEIBS MBA students' tight schedules, how could we attract volunteers. We decided to run an internal promotion campaign. We created posters, we sent emails, and we spoke with people individually. For a few weeks, we became the most persistent people on earth as we tried to drum up support for our event.

We enlisted the assistance of the incoming MBA 2013 class and our MBA 2012 classmates in order to maximise the resources available and deliver the highest quality event.

We also paid attention to the details to make sure everything went smoothly and leave participants with a pleasant memory of INNOVATE China 2013. One particularly elegant touch: our sponsor Jinmache Ceramics made a special cup for each participant to keep as souvenir.

Attracting an audience

We had the teams, and we had the organisers... But who was going to watch the competition? Fortunately, we had a few selling points:

- This was the first time in the history of CEIBS INNOVATE China that participants included top-tier business schools from Europe, America and Asia. The prestige of the 8 teams competing in the finals was helpful in attracting an audience.

- The sponsor was a well-known car brand! Having Beijing Benz on board was a sign of a high quality event.



The next step was making sure our target audience knew about all the things that made INNOVATE China 2013 worth attending. We created a promotional video that combined shots of CEIBS students sharing their thoughts about the school, the competition – and even Shanghai – with CEIBS professors' opinions about the importance of this type of event for the society. The combination of the right team, the right music, the right script, and the right images transformed a hand-made video into an almost professional piece. We uploaded the video on Youku, YouTube and our CEIBS INNOVATE China site; and we also linked it to our various social networks.

Our social media initiatives were complemented by more traditional efforts to connect. We sent a detailed invitation letter to our target audience, trying to convince them about the quality of the event we had planned. We built up on-campus anticipation and audience participation for the event with a banner at the main gate and hanging banners

along the corridors.

The big day

On the morning of the event, the organising committee members along with all the volunteers from 2012 and 2013 MBA classes arrived at the gate of CEIBS auditorium at 7:30. Everyone was ready to make sure the event started on time. We had planned every last detail, and now it was time to see if it would work. As guests made their way into the auditorium, the screen showed our well-made video in one last effort to get across the competition's theme.

Our hard work paid off. The event went smoothly throughout the day as each team member did his/her part.

Our advice for next year's student organisers: Organised by students, yes. Professional, of course! There is no reason a student-organised event cannot be done professionally. There is no question about the power of social media: promote, promote, promote. If you are able to combine this with a good sponsor, a good topic, and a good team, success is guaranteed.

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燕化永乐董事长蒋勤军： 共享丰收之乐

文 / 陈超 侯杉珊

就 读中欧国际工商学院EMBA课程，促成了蒋勤军（EMBA 2002）的第二次创业。北京燕化永乐生物科技有限公司（以下简称“燕化永乐”）不仅是其小组毕业论文的研究对象，更被他和同学们在毕业后集资收购，成为将“纸上谈兵”真正付诸实施的鲜活实践案例。

十年一晃而过。蒋勤军带领燕化人改体制、搞科研、拓市场、创品牌，齐心协力，令这家原本濒临倒闭的国营农药厂重焕生机，摇身变为跻身行业前列的国际化农药企业。如今的燕化永乐，拥有过百项专利产品，多个明星产品单品年销售额过亿元，营销网络深入全国农业重点地域，并成功打入南美及东南亚市场，形成了可持续发展的稳健格局。

中欧社区源源不断的智慧和资源支持，成为蒋勤军创业

道路的坚实后盾。他在1999年率领几位大学同学创立的北京高盟新材料股份有限公司，已于2011年成功地在深圳股票交易所创业板挂牌上市。燕化永乐的发展历程更是凝聚着来自中欧学院领导、教授、校友及校友企业的多方“合”力。2012年，燕化永乐成功引进了中欧校友蔡明泼（EMBA 2004）管理的凯辉私募股权投资基金，为下一步发展注入新的活力。

2013年，蒋勤军重回母校，成为中欧新生代创业领袖成长营的第二期学员，反刍创业经验。与此同时，燕化永乐也正在酝酿上市计划，预计将在2014年提交上市申请。燕化永乐期望在更高、更大的平台上，向“成为一家在生物农药领域具有国际影响力的跨国公司”的宏伟目标阔步前进，实现让全世界“共享丰收之乐”的美好愿景。



Yoloo Chairman Jiang Qinjun:

Sharing the Joy of a Good Harvest

By Kelly Chen & Stella Hou

It was his CEIBS study experience that gave Jiang Qinjun (EMBA 2002) the courage to take the leap into entrepreneurship a second time. In a vivid example of “putting theory into practice”, after graduation Jiang and his CEIBS classmates raised the money to acquire the almost-defunct state-owned factory that had been the subject of his team’s graduation paper. Within ten years, Jiang Qinjun and the team at Yoloo had transformed the factory’s management system, built an innovative research and development (R&D) department, patented more than 100 products, entered international markets, and Beijing Yoloo Biological Science Company Limited is well on its way to becoming one of the leading companies in the global bio-pesticide sector.

Its marketing network has deep roots throughout China’s key agricultural areas, and has made Yoloo a trusted brand among domestic farmers. The company has also expanded into the South American and Southeastern Asian markets. As the company has steadily progressed, it has enjoyed help from the CEIBS community: presidents, professors, alumni and alumni enterprises. In 2012, Yoloo received a boost with an investment from Cathay Capital PE, an investment fund managed by CEIBS alumnus Cai Mingpo (EMBA 2004).

This is the second start-up for Jiang Qinjun. He founded his first company, Beijing Comens New Materials Company Limited, in 1999 together with a few university classmates and it went on to be listed on ChiNext, the GEM Board of Shenzhen Stock Exchange in 2011.

This year, Jiang Qinjun has returned to his alma mater to attend the 2nd CEIBS Entrepreneurial Leadership Camp, where he is looking forward to sharing his entrepreneurship experiences and learning from his classmates and the CEIBS faculty. Yoloo is planning for a stock market listing and hopes to submit its IPO application next year. The company’s vision is to share with the world “the joy of a good harvest”, and it aims to play a bigger role in the global agricultural chemical sector.

TheLINK: Why did you decide to take on Yoloo?

Jiang Qinjun: At the end of 2003, I teamed up with six classmates who had also worked in the chemical sector. We “chemical guys” were discussing the subject of our graduation paper. I had a friend working for Beijing Yongle Farm Chemical Factory, which at that time was nearly defunct. I suggested that we do some research into the agricultural chemical business by looking at that factory as a model, and then we began discussing the development strategies for a new agricultural chemical enterprise. This is how the factory became the subject of our team’s graduation paper.

While doing the background analysis, we found that the agricultural chemical business had great promise because the most important issue concerning the well-being of Chinese people – food – depends on it. However back then there were no noteworthy local enterprises in this sector in China. The largest Chinese agricultural chemical enterprise had an annual output of just over RMB 1 billion, not to mention the looming threat of foreign competitors. Meanwhile, the

“最终我们募集了1300多万元并购组建燕化永乐,其中500多万元都是来自同学们的投资,直接和间接持股的中欧同学达到80多人。”

《TheLINK》:您当初为什么会选择燕化永乐进行第二次创业?

蒋勤军(以下简称“蒋”):这起源于我在中欧的小组毕业论文。2003年底,我和另外6个化学行业的同学组成了“化学小组”,共同讨论小组毕业论文的选题。我有个朋友在北京永乐农药厂,当时它已经濒临倒闭,我便提议可以以其为样本,对农药行业进行研究,探讨新型农药企业的发展战略。随后我们小组正式确定了这一选题。

在背景分析过程中,我们认为农药行业是一个值得关注的行业,它关系到中国最根本的粮食安全问题。但在中国,这个行业尚未出现本土龙头企业,当时业内最大的企业年产值只有十几亿元,且面临着跨国企业的强势竞争。与此同时,农药行业也酝酿着产品升级换代的革命性变革,原先的高毒农药逐步被严令禁止使用,新型绿色农药产品的研发刻不容缓。因此,我们的课题小组针对公司战略、产品规划以及营销战略等方面都进行了详细的探讨和规划。

2004年从中欧EMBA课程毕业时,我们的小组论文取得了最高分的好成绩。这给了我们很大的鼓舞和信心,也让我产生了把理论化为实践的想法,决定通过收购接管这家企业。想法一说出来,得到了中欧同学们非常积极的支持和响应。大家纷纷以不同的形式参与投资。最终我们募集了1300多万元并购组建燕化永乐,其中500多万元都是来自同学们的投资,直接和间接持股的中欧同学达到80多人。

我当时仍在高盟新材工作,但是同学们的热情让我感到了肩头责任的重大。于是我逐步将主要精力转移到燕化永乐上来。

《TheLINK》:燕化永乐是如何通过改体制、搞科研、拓市场、创品牌,走上正轨,实现顺利发展的?

蒋:首先,在管理上,燕化永乐从此前的国企运作机制改为市场化运作机制,建立市场意识,积极参与市场竞争。这种市场意识第一时间体现在产品研发上。因此我们选择开发的都是高效低毒的农药品种,尤其重视生物农药。

农药的研发是一个漫长而严谨、需要市场前瞻性并花费大量时间精力的过程。我们每开发一种农药产品,受季节、地域等因素的影响,前期实验至少需要花费一至两年的时间,在正式报批的时候还需要委托国家权威部门进行长达两年的多地实验。因此,我们必须从一开始就制定产品战略规划,根据市场需求,设计好产品研发方向。

我们在研发上已经逐步具备行业领先性。我们在生物农药方面的核心研发能力主要围绕着基因菌种技术、发酵技术和制剂技术构建,针对这三个环节分别建立了研发中心,并且都取得了一定成果。现在公司已经拥有100多个发明专利,其中基因技术专利预计到今年年底将达到10多个,这是很不容易的。除了自主研发外,我们还与很多机构进行合作,比如联手中国科学院、中国农业科学院和一些高校共同开发前沿性技术。

此外,我们从一开始就非常重视建设品牌形象。我们要做的就是让消费者对我们的产品形成正向的概念。农药对于农民来说是一种神奇的



应陶氏化学邀请,参加世博会美国馆活动
Invited by Dow to participate in activities at
the US Pavilion during World Expo 2010.

agricultural chemical industry was facing revolutionary changes. Products were being upgraded, old and highly toxic agricultural chemicals were gradually being taken off the market and new, environmentally-friendly products had to be developed as quickly as possible. Our team was discussing detailed plans for the factory's corporate strategies, product line-up and marketing approach.

When we graduated from the CEIBS EMBA Programme in 2004, our graduation paper received the highest score; this inspired and emboldened us. I began to entertain the idea of "putting theory into practice". I thought: Why not raise some money and take over the factory? When I shared my idea with my classmates, they were very enthusiastic about the project and responded with various forms of investment. We eventually raised RMB 13 million – which included RMB 5 million from more than 80 CEIBS classmates who invested through direct or indirect share-holding – and acquired the factory. We then restructured it into what is today, Beijing Yoloo Biological Science Company Ltd.

At that time, I was still working at Beijing Comens New Materials Company Ltd. However, my classmates' enthusiasm about the new project made me realise where my responsibilities lay and I began to shift my attention to Yoloo.

TheLINK: Can you tell us how you went about re-engineering the Beijing Yongle factory to build the Beijing Yoloo Biological Science Company?

First of all, it had to be transformed from a state-owned system to a market-oriented one. It had to focus on market demand in order to prevail among its competitors in the market. This can be seen in our approach to R&D, as we choose to develop high-efficiency, low-toxicity products, and specialise in the area of biological agricultural chemicals.

The development of an agricultural chemical is a long and rigorous process that requires a lot of time and investment, along with a forward-looking view of market demand. Each time we develop an agricultural chemical, we must do one to two years of preliminary testing that includes factors such as season and location. Once we file the patent application, the relevant government offices then conduct their own required tests at multiple locations for



2012年4月,燕化永乐与法国凯辉基金在中欧北京校园举行签约仪式。Yoloo and Cathay Capital participated in a signing ceremony at CEIBS Beijing Campus in April 2012.

another two years. Therefore, we must devise a package of product strategies and design their R&D orientations from the start.

We are on the way to becoming the sector-leader in terms of R&D. Our core R&D strengths in the area of bio-pesticides are based on the technologies we use for genetic bacterial cultivation, fermentation and chemical preparation. We have established R&D protocols for these three procedures and have had much success. Today, the company boasts over 100 patents, and by the end of this year we'll have more than 10 patents in genetic technologies – an impressive feat by any means. In addition to doing independent R&D, we collaborate with scientific institutions, such as the Chinese Academy of Sciences, the Chinese Academy of Agriculture and some universities, to develop cutting-edge technologies.

TheLINK: How did you establish and build the Yoloo brand in the marketplace?

We have worked from the start to create a good brand image. We instil in the minds of our consumers a positive perception of our products. Agricultural chemicals are a wonderful thing for farmers. For example, herbicides remove the weeds from farmland without harming the crops. Bactericides help to restore an ailing crop to health,



参加印度展会 At an exhibition in India.

事物,比如除莠剂能够除去农田中的杂草而留下庄稼,杀菌剂能让得病的作物恢复健康,植物生长调节剂可以改变植物的生长性状等……这其中具体的科技原理,农民其实并不懂。因此农民在选购农药时,很重视品牌,愿意多花钱买好产品;这对他来说意味着一年的收成和生计,马虎不得。农药品牌承载着农民信任和托付。

这些举措帮助燕化永乐走上了健康发展的道路。在公司业绩上,我们从零起步,目前已进入国内行业前十之列。我们重点发展的生物农药业务,这几年来每年的增长都达到50%左右。

《TheLINK》:目前中国本土农药行业正面临“销多利少”的困境,跨国企业在国内市场逐渐形成垄断地位。您认为,以燕化永乐为代表的本土企业应如何积极破局?

蒋:在我刚进入这个行业的时候,外企在国内的市场份额还只有20%左右,到2012年,这个数字已经上升至近39%,几乎翻了一番。跨国企业的优势很明显。他们有巨额的研发投入,仅拜耳公司每年在农药研发方面的投入便达到近6亿美元,相当于国内第一大农药企业的全年销售额。他们凭借优秀的专利和高品质的产品,占据了越来越大的市场份额。

但是,本土农药企业并非没有机会。从全球的农药市场来看,非专利产品市场占75%,而专利产品市场只占25%,也就是说,即使在25%的专利市场上外企由于高投入占据了领先地位,但在剩下的75%市场上,国内企业完全可以做得更好。

为了拥有与跨国企业的抗衡竞争之力,燕化永乐在保证产品高品质的基础上,选择以渠道为突破口,让我们的优质品

牌形象深入基层。做透基层农民工作、树立品牌形象是我们的重要战略。在这一点上,我们有条件比跨国企业做得更深入。

我们充分利用本土优势,在全国开展了DYKR (Distributor Yoloo Key Retailer, 关键零售店) 系统建设。自2006年以来,我们已经建立了超过10000个关键终端零售店,覆盖除西藏、台湾以外的全国各省市,网点遍布1000多个县。其中有500个县是我们圈定的重点区域,分别设立了20个以上的关键终端店。跨国企业定价较高,留给渠道经销商的利润空间不多,我们则在渠道建设上极力共享利润,实现双赢。

基于DYKR系统,我们经常向农民发放试用药品,向他们展示或邀请他们参与实验过程,并频繁开展示范推广会和农民培训会,采取各种生动有趣的活动形式,为他们讲解农药知识、种植技术、农田管理和作物销售方法等;农技下乡,寓教于乐。DYKR系统可以说是我们的“杀手锏”。我们的销售人员典型形象就是上面穿西装、打领带、戴眼镜,下面穿雨鞋、裤脚沾泥,既有专业性,又能够融入到群众中。

得益于良好的渠道和品牌,我们的新产品一经推出,便可以迅速占领市场。近两年,我们的部分优秀产品在面市第二年或第三年内实现了10%的市场占有率,这在国内非专利产品领域是其他企业从未达到过的高度。国内某些知名企业,产品有两千多个,年销售额也超过十几亿元,但是折算到每个产品的平均年销售额只有五六十万元。我们的产品并不多,重点产品也就十几个,但平均年销售额能达到几千万元,单品年销售额最高能达到近两亿元。产品销量一旦形成规模效应,我们便可以有效控制成本,较好地解决了“销多利少”的问题。

and plant growth regulators make adjustments to the crop's growing stages. The scientific reasons behind these magical effects are incomprehensible to most farmers, so when purchasing agricultural chemicals they trust a strong brand. They are willing to pay more for better quality, because their choice may mean a year's income and livelihood, which are not to be trifled with. That is why the brand represents the sum of farmers' faiths and hopes.

These strategies have helped Yooloo grow and prosper. In terms of balance sheet performance, we started from scratch but are now among the top 10 in China. The business for bio-pesticides, which is our priority area of development, has seen an annual growth rate of around 50% in recent years.

TheLINK: China's domestic pesticide industry is now facing the predicament of "large sales versus small profits", while multinational corporations (MNCs) are gradually establishing a monopoly in the Chinese market. How can domestic companies like Yooloo compete?

When I first entered this industry, foreign companies occupied only about 20% of the market share in China. By 2012, their market share had almost doubled, to nearly 39%. Foreign companies have obvious competitive advantages. Their R&D investment is huge. For example, Bayer invests nearly US\$ 600 million into pesticide R&D every year, which is equivalent to the annual sales of the biggest Chinese pesticide company. Foreign companies such as Bayer are gaining market share with their excellent patents and superior products.

However, it's not that domestic pesticide companies have no opportunities. A look at the global pesticide market tells us that non-patented products make up 75% of the entire market, while patented products make up only 25%. That means, despite the leading role foreign companies currently have in the area of patented products thanks to their huge R&D investments, domestic companies can do better in the remaining 75% of the market.

To compete with the MNCs, Yooloo has focused on utilising sales channels as its breakthrough point while also making sure that our products are of superior quality, and making sure the Yooloo brand image is known at the grassroots level. One of our important strategies is to promote awareness of our brand among farmers. We can do this better than the MNCs.

TheLINK: What are some of the innovative ways you have utilised your domestic sales channels to compete with the MNCs?

We have taken advantage of our domestic base and developed our nationwide DYKR (Distributor Yooloo Key Retailer) system. Since 2006, we have established over 10,000 DYKRs, covering all provinces and municipalities across China except Tibet and Taiwan. We have offices in over 1,000 counties, and chose 500 of these counties to be our key areas. We have set up more than 20 DYKRs in each key area. The DYKR system is our trump card. Our typical salesperson is a man who wears a suit, tie and glasses, along with galoshes and trouser cuffs that are caked with mud. They are professionals who get along well with farmers.

MNCs price their products rather high, which leaves little profit margin for the sales channels. We try our best to develop our sales channels by sharing our profits and striving to develop win-win partnerships with them. Utilising our DYKR system, we often provide trial products to farmers, invite them to participate in our experiments, and organise frequent promotion and demonstration events and training sessions. We organise various activities to teach them about pesticides, planting technology, farmland management and crop selling.

Thanks to our extensive sales channels and good brand image, our new products have rapidly gained traction in many markets soon after launch. In the past few years, some of our best products have enjoyed a 10% market share by their second or third year after launch, something other local companies have not yet achieved in the non-patented product segment. Some well-known domestic companies have more than 2,000 products and over RMB 1 billion in annual sales, but they have only an average sale per product of RMB 500,000 to 600,000. We have only a dozen or so key products, each of which has average annual sales of between RMB 10 to 90 million, and some single products have annual sales nearing RMB 200 million. Once we get scale in our product sales, we can more effectively control costs, thus solving the problem of "large sales versus small profits".

TheLINK: Would Yooloo consider entering into a strategic cooperation with any of its MNC competitors?

Facing these foreign companies, our strategy is

批准单位:中华人民共和国工业和信息化部
 主办单位:中国农药工业协会

承办单位:北京燕化永乐农药有限公司
 牡丹江佰佳信生物科技有限公司



2011年12月,燕化永乐承办的专题研讨会在人民大会堂召开。Yoloo hosted a seminar at the Great Hall of the People in December 2011.

《TheLINK》:在相互竞争的同时,燕化永乐是否也会与跨国企业进行合作?

蒋:面对这些外企,我们的策略是“与狼共舞”,在竞争的同时也进行合作。其实跨国企业进入中国市场,并不是为了打败本土企业或是破坏中国农业,从根本上讲,它们提供的优质产品是有助于中国农业发展的。

有些外企在国内的生产能力不强,我们会帮他们代工生产。在这个过程中,外企的管理方法、品质把控、安全和环保意识等,都会潜移默化地对我们产生影响。也有一些外企的部分产品在中国销路不畅,我们便利用渠道的优势,将这些产品和我们的产品进行互补搭配,组合销售。这一过程不仅能给我们带来利润上的收益,更重要的是,在与跨国销售团队的交流中,我们的营销团队也能学习成长。我们也在研发上和外企开展合作。他们有新式化合物方面的创新技术,我们有很好的本土化工艺和应用配方技术等,都可以有效结合。

所以其实我们双方有很多的合作切入点,我们也力图在竞争中共同成长。

《TheLINK》:燕化永乐今后有怎样的发展计划? 将会面临哪些主要挑战?

蒋:我们现在正在筹备上市相关事宜,一切顺利的话,希望在明年能够提交上市申请,上报材料。刚起步时,股东的投资就能够满足公司发展的资金需求,但是随着企业的成长,我们也需要在资本市场上进行融资。

我们面临的挑战有很多,比如团队的扩大对管理提出了新要求,产品线的丰富对营销带来了新挑战,还有社会上对食品安全的日益关注,对我们的技术研发能力也带来了更多考验。当然,这些并不是我们面临的最大的挑战。最大的挑战在于,为了达成长远目标——成为一家在生物农药领域具有国际影

响力的跨国公司,我们需要进入一个个陌生的国度。

我们的国际化发展伴随着两个难题,一是要拿出质量过硬的产品,就像苹果(iPhone)手机一样,真正的好产品自然会受到各国人民的青睐;二是农药领域在各国都受到严格管制,不同的语言和法律环境对我们的团队来说都是巨大的考验。我们每进入一个新市场,都需要花费几年的时间用在当地注册并提供一系列的实验数据。这是一个既耗费资金、又耗费时间精力的过程。

目前我们的国际业务已经达到年销售一亿多元的规模,首批开拓的市场主要位于南美洲和东南亚地区。今后我们也计划逐步拓展,扩大国际业务范围。

《TheLINK》:您认为通过在中欧的学习,最大的收获是什么?

蒋:我在中欧的学习过程中,除了学到管理技能外,还学到了谦虚和信心。学到谦虚是因为很多校友比我更加优秀,学到信心是因为我觉得自己做得确实也不错。中欧的教授们授课深入浅出,我从中学到很多,并在实践运用中收效颇丰。

燕化永乐和中欧有着不解之缘,我在创业过程中也得到了来自中欧社区的很多帮助。中欧院长朱晓明教授十分关心燕化永乐的发展,吴敬琏教授还曾亲临我们的工厂考察指导。2012年4月,燕化永乐引入另一家校友企业——凯辉私募股权投资基金参与投资,签约仪式便是在中欧北京校园举行的,中欧管理委员会成员、副教务长许定波教授和院长助理葛俊先生都特意出席观礼。这在无形中使我们的投资者和合作伙伴对我们更有信心。我觉得中欧就像一个大家庭,大家的感情很深,合作起来也非常愉快。

最近中欧开始举办创业营,我报名参加了第二期,希望在工作十年后再次给自己一个学习和反思的机会,重回母校聆听教诲,并与各界创业人士进行切磋交流,学习先进的理念。

to “dance with the wolves”, working with them while competing with them. In fact, MNCs don’t enter the Chinese market intending to defeat domestic companies or to do harm to China’s agricultural sector. Basically, their superior products are helpful to the development of agriculture in China.

Some foreign companies don’t have strong manufacturing capabilities in China, so we help them arrange OEM manufacturing. Through this process, foreign companies’ management, quality control, security and environmental protection awareness, will help influence our company. Some of the foreign companies’ products don’t sell well in China, and we can take advantage of our sales channels to combine these products with ours. This not only brings us profits but also, more importantly, gets our sales team to grow through communication with the MNCs. We collaborate with foreign companies in R&D as well. They have innovative technology in new chemical compounds, while we have good localisation techniques and application recipe technology, and we can effectively combine these.

So, in fact, we can do quite a lot to cooperate, and we try to grow together during our cooperation and competition.

TheLINK: What are Yoloo’s plans for the future? What are the major challenges ahead for the company?

We’re preparing for our IPO, and if everything goes well, we hope to submit our application and related filings next year. When we were starting out, we could meet our capital demands through investment from our shareholders, but as the company grows, we need to raise funds through the capital market.

We face many challenges. A bigger team brings new demands for management, a richer product line poses new challenges to sales, and the increasing public attention being paid to food safety puts our technology and R&D capability to the test. Our biggest challenge is that we need to become a player in the global market in order to have a global influence in the bio-pesticide sector.

Our international development faces two challenges. First, we want to produce truly outstanding products, like the iPhone, which will be welcomed by many countries. Second,

many countries strictly regulate the pesticide industry and this, along with the different languages and environments, presents a huge challenge to us. For each new market we enter, we must spend a few years going through the required local registration processes and collecting many kinds of experimental data. This requires both capital and energy.

Now our international business has total sales of more than RMB 100 million, and our first overseas markets include South America and Southeast Asia. We will expand our international business step by step.

TheLINK: What do you think you gained most from your studies at CEIBS?

Apart from the management skills that I learned at CEIBS, I also gained modesty and confidence. I learned modesty because many alumni were more knowledgeable than I am, while I gained confidence because I thought I performed really well. Professors at CEIBS explained profound things in simply ways. I benefited a lot from their lectures, and I was rewarded quite generously when I put what I studied into practice.

Yoloo is tightly bound to our alma mater, and I received a lot of help from the CEIBS community when starting my business. CEIBS Executive President Professor Zhu Xiaoming has paid attention to Yoloo’s development, while Professor Wu Jinglian even came to visit our factory. In April 2012, Yoloo accepted the investment of another CEIBS alumni enterprise, Cathay Capital, and our signing ceremony was held at the school’s Beijing campus, with Associate Dean and member of the Management Committee Professor Xu Dingbo and Assistant President and Secretary of the CEIBS Foundation Ge Jun attending as special guests. All this support adds to our investors’ and our partners’ confidence in our company. I think CEIBS is like a big family, where we develop deep affection for one another, and our cooperation is really smooth and pleasant.

I recently joined the second session of the CEIBS Entrepreneurial Leadership Camp. I am looking forward to giving myself another opportunity to learn and reflect after a decade of work. I am eager to return to my alma mater to listen to the faculty, and get to know entrepreneurs from various fields and learn about their new ideas.





家族企业传承之道

Family Business

家族企业在全球经济中的重要地位无可否认——世界500强企业中有近200家为家族企业，2012年全球收入最高的企业中更有超过半数都是由家族掌控的。在中国，未来的二十年将是家族企业第一代创始人与第二代接班人进行交接传承的关键时期。

本期封面故事中，《TheLINK》将为您解读中欧国际工商学院如何通过学术研究、致力于厘清家族企业与家族传承之中的种种困惑，同时也为读者们呈现来自法国、西班牙、新加坡和中国台湾的数个家族企业传承故事。这些家族企业各自处于不同的发展阶段，有些刚由第二代家族成员顺利接手，有些则已成功传承至第五代。代表这些家族企业接受《TheLINK》专访的多位嘉宾应邀出席了6月1日中欧国际工商学院第二届中国家族传承论坛。

接下来请阅读相关报道：

- 家族纽带
- 第二届中国家族传承论坛花絮
- 五代传承的穆里耶兹家族
- 西班牙雄鹰世家：依靠传统，建立人脉
- 何仁桦：悦榕集团第二代
- 和成欣业：家族齐心，“和气必成”

Family businesses are an undeniably vital part of the global economy: almost 200 of the world's top 500 firms are run by families and it is estimated that last year more than half of the richest companies across the globe were family-owned firms. In China, the next 10 to 20 years will be a critical period as first-generation business owners pass the baton to the second generation. In this **Cover Story**, *TheLINK* takes a look at how CEIBS is helping to shape the on-going debate about family business and family heritage, and we bring you stories from France, Spain, Singapore and China. At various stages of their development, these family enterprises range from second-generation to fifth and many of the interviewees participated in the 2nd China Family Heritage Forum hosted by CEIBS on June 1.

Read on for:

- Family Ties
- Outtakes from the 2nd China Family Heritage Forum
- Five Generations of Expertise
- Spanish Company Banks on Tradition & Building Relationships
- Ho Renhua: Banyan Tree's Second Generation
- HCG: United Family, Successful Business