



# 中欧第二届中国家族传承论坛圆满举行

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6月1日，第二届中国家族传承论坛在中欧国际工商学院上海校园圆满举行。论坛吸引了150余位国际知名家族企业的创始人与传承者以及30余家中外主流媒体。

本届论坛秉持2012年首届论坛的精神，延续家族企业和家族财富的核心主题，首次在国内引入“社会情感财富”这一国际家族企业学术领域最前沿的研究成果，从“情理”、“治理”二维角度重新审视家族企业财富内涵，并基于华人世界的文化背景以及思维方式，交流和探寻家族企业长青、家族事业传承、家族财富昌盛的东方之道。

论坛伊始，中欧院长朱晓明教授致开幕辞，指出中国家族企业未来10年将全面进入“二代人”时代，民营企业的代际传承也即将成为必须面对的现实挑战。他期待本次论坛的与会嘉宾群策群力，共同探讨处于传承剧变时期的中国家族

企业应当如何寻找到适合自己、行之有效的家族治理方式。

中欧管理学教授、米其林领导力和人力资源管理教席教授、中欧凯风家族传承研究中心主任李秀娟教授在题为“水可载舟，亦可覆舟”的开幕演讲中，深入分析了家族精神财富和经济财富之间的关系，指出家族财富的传承需要依托“情、理、法”三者的共同作用，通过组织行为学、社会学、心理学、伦理学、哲学方面的精神传承来沿袭家庭社会情感财富，利用治理、领导力、战略、营销、技术创新、生产等技术方法来传递企业所有权和经营权，还要通过股权规划、信托、财富管理及法律手段等来保证金钱财富的合理继承。李秀娟教授还强调，真正的财富不是金钱，而是价值观，家族企业传承的关键是家族隐性财富的传递；第一代创始人对家族社会情感财富的感知如何有效地传递给第二代，这至关重要。



# 2nd China Family Heritage Forum

By Charmaine N. Clarke

Key players from global family businesses joined academics at CEIBS 2nd China Family Heritage Forum on June 1 to explore the theme of “Social Emotional Wealth and Family Governance”. Throughout the day, four keynote speakers and almost 20 panellists explored two broad topics: “Family Affections” and “Governance”, providing input from Europe, North America and Asia. To facilitate frank discussion among participants much of the day’s forum was a closed door event. The venue was CEIBS Shanghai Campus.

Among the specific issues discussed were solutions to Chinese family businesses’ impending triple challenge: family business operations, family business succession, and family wealth management. These are hurdles to be faced as China’s family businesses – which first emerged three decades ago – enter a new era which will include passing the baton to the next generation. Their primary goals now: business transformation and upgrading; business sustainability; as well as the accumulation, preservation, and inheritance of family wealth.

As noted in the welcome address given by CEIBS Executive President Prof Zhu Xiaoming, events such as the day’s forum will help prepare both the old and new guard for the leadership change. In her opening speech entitled “The Water Supporting a Boat Can also Sink It”, Professor Jean Lee – a driving force behind the forum – explained the concept of socioemotional wealth (SEW). A Professor of Management & Michelin Chair Professor in Leadership and HR, she drew on her expertise as Director of the



CEIBS Kaifeng Centre for Family Heritage. During her speech, Prof Lee explained that SEW refers to the returns that family owners, decision makers and managers derive from non-financial aspects of the business. “SEW comes in a variety of related forms, including the ability to exercise authority, satisfying a need for belonging, for affection and intimacy. It could also be the perpetuation of family values through the business, the preservation of the family dynasty, the conservation of the family firm’s social capital, the fulfilment of family obligations based on blood ties, and the opportunity to be altruistic to family members,” she said. She then examined the pros and cons of SEW in relation to how it can affect the running of a family business. Other topics explored during Prof Lee’s presentation: preparing for a smooth succession, different paths to succession, and how to prepare the next generation for leadership.

# 族财富·家族企业的情理和治理

## Social Emotional Wealth and Family Governance



专题讨论环节：“情理：家族精神财富—家族企业的自我超越”。左起依次为：凯风公益基金会创始人、泰鸿集团董事长、中欧凯风家族传承研究中心联席主席沈栋先生，福伊特造纸亚洲区总裁兼首席执行官刘明明女士，克莉丝汀食品集团董事长罗田安先生，嘉华国际暨银河娱乐集团执行董事吕慧瑜女士，中欧教授李秀娟博士。李秀娟教授主持了本场讨论。

Panel discussion on “Family Affections: Family Spiritual Wealth – The Self-transcendence of Family Businesses”. From left: Desmond Shum, Founder of Kaifeng Foundation, Chairman of Great Ocean Group and Co-Chairman of CEIBS Kaifeng Centre for Family Heritage; Liu Mingming, President & CEO of Voith Paper Asia; Luo Tian’an, Chairman of Christine Food Group and Paddy Lui, Executive Director, K. Wah International Holdings and Galaxy Entertainment Group. Prof Jean Lee (right) moderated.





专题讨论环节：“两代人的对话”。右起依次为：中欧教授忻榕博士，中国新光控股集团董事长周晓光女士，新光饰品股份有限公司总经理虞江波先生（周晓光之子），人民企业（集团）有限公司董事长金福音先生，人民企业（集团）有限公司董事长助理金沪敏女士（金福音之女）。忻榕教授主持了本场讨论。

"A Dialogue between Two Generations". From right: Prof Katherine Xin (moderator); Zhou Xiaoguang, Chairman of Neoglory Group; Yu Jiangbo, General Manager of Neoglory Jewelry (Zhou's son); Jin Fuyin, Chairman of People Enterprise Group; and Jin Humin, Assistant to the Chairman, People Enterprise Group (Jin's daughter).



终场专题讨论。左起依次为：森合（中国）董事总经理、穆里耶兹家族代表乐贝诺（Benoit Leclercq）先生，和成（中国）有限公司董事长邱士楷先生，缪斯客科贸有限公司董事长刘畅先生，中伦律师事务所资深合伙人葛永彬先生，中欧教授芮萌博士。芮萌教授主持了本场讨论。

Final panel discussion. From left: Benoit Leclercq, Managing Director, Crehol China; Representative of the Mulliez Family; Scott Chiu, Chairman of Hocheng Corporation; Liu Chang, Chairman, Muses Collection; Ge Yongbin, Senior Partner, Zhonglun Law Firm and Prof Oliver Rui (moderator).