

家族纽带

文 / 柯玟秀

家庭观念在全世界都备受重视及推崇，因此家族企业在品牌营销中常常会强调他们的家族化特质。一款“从我们家到你们家”的商品或服务能够传达出信任、可靠和浪漫等感情体验，引起消费者的广泛共鸣。然而，事实有时也可能与这些既定的印象完全相反。家族内部的纽带关系能够帮助企业更好地推广公司文化、建立品牌，并简化决策过程，增强企业的灵活性；但是，它也有可能成为扼杀家族企业的致命杀手，使企业在第一代交棒之后难以维系其可持续发展。

印度信实集团（Reliance Group）就是一个鲜活的教训。这家大型联合企业的创始人于2002年突然去世，没有留下遗嘱，随后他的两个儿子开始了长达十年的集团控制权之争；最终，信实集团一分为二。其间，甚至连印度政府监管部门都被卷入了这场纷争。2009年，由于担忧其对金融市场稳定性的影响，印度财政部长曾亲自出面敦促两兄弟尽早解决他们之间的分歧。

在韩国，三星集团李氏兄弟间的官司纠纷也是媒体热炒的对象，比最新款三星手机受到的关注要多得多。这家企业

由李秉喆于1938年创立，如今他的两个儿子正为遗产分割问题而争执不休。

尽管达斯勒兄弟制鞋厂（Gebrüder Dassler Schuhfabrik）的两位创始人在20世纪70年代已相继去世，但这两兄弟在1948年引发的争端至今仍使其德国家乡的居民们记忆犹新。当年，他们分道扬镳，关闭了其共同创立的这家制鞋企业，并分割了财产。随后，他们俩一个创立了阿迪达斯（Adidas）公司，另一个则创立了彪马（Puma）公司，从此成为了针锋相对的竞争对手。这两家公司的总部至今仍设在黑措根奥拉赫（Herzogenaurach），但是，达斯勒家族在历经三代传承之后，已经失去了对这两家公司的控制权。

“在家族企业中，公司治理的核心在于家庭成员之间的关系，”中欧国际工商学院凯风家族传承研究中心学术主任李秀娟教授说，“家庭关系对于一个家族企业的成功而言不一定是至关重要的，但是，一旦由于家庭成员之间争吵、互相中伤或直接斗争而引发危机，家庭关系常常会导致企业分崩离析。因此，任何家族企业为了生存和发展所面临的最大威胁，并非来自于诸如技术、客户和竞争企业此类外部因



Family Ties

By Janine Coughlin

The family unit is so revered around the world that family-owned brands often leverage their family ties when promoting themselves to customers. The idea that a product or service is delivered “from our family to yours” conveys a feeling of trust, stability and romanticism that has universal resonance. Yet sometimes the reality of what is happening behind-the-scenes in a family business can be quite the opposite of stable. The same familial ties that can help promote company culture, build the brand, and streamline decision-making to make family firms more nimble than others, also have the potential to choke a family business and keep it from continuing beyond the first generation.

Consider what happened with India’s Reliance Group. When the founder of this large conglomerate died suddenly in 2002 without a will, it set off a battle between his two sons for control of the company that lasted nearly a decade. The company ended up being split in two, and Indian government officials even became embroiled in the feud. Fearing it might impact financial markets, India’s Finance Minister in 2009 urged the brothers to resolve their business differences.

In South Korea, details of the lawsuits between siblings in the Lee family get more media attention than the unveiling of the latest mobile phone made by Samsung, the multinational electronics giant their father Lee Byung-chull founded in 1938.

Though the founders of Gebrüder Dassler Schuhfabrik (Dassler Brothers Shoe Factory) died in the 1970s, residents of their hometown in Germany are still divided by the 1948 falling out between the two Dassler brothers that saw them shutter their successful sports shoe business and divide its assets. One brother went on to found Adidas, while the

other founded Puma, and they became bitter business rivals. Both companies are still headquartered in Herzogenaurach but neither remained in the Dassler family beyond the third generation.

“It is relationships among family members that lie at the core of family business governance,” says Professor Jean Lee, Academic Director for the CEIBS Kaifeng Centre for Family Heritage. “Family relationships may not appear critical to the success of a family business, but they often result in its collapse when crisis breaks out due to bickering, backbiting, or outright conflict between family members. For this reason, the greatest threat to the survival and success of any family business isn’t so much linked with external factors like technology, customers and competitors; it’s rather more associated with the relationships among family members.”

Research has shown that globally less than 30% of family businesses have a successful transfer to the second generation, and less than 14% are successfully transferred to the third. It remains to be seen how well Chinese family businesses handle the succession process – in the coming decade the majority will undergo their ‘first succession’, in which the founder passes the baton to the second generation.

“Entrepreneurs have some very unique characteristics,” says Professor Oliver Rui, Co-director of the CEIBS Kaifeng Centre for Family Heritage, in explaining why there is such a high failure rate after a family business passes to the second and third generations. “The first generation, they have the guts, they have the knowledge. They are smart.”

In fact 175 of the world’s top 500 firms are currently family-controlled. Among the largest public companies listed in the US, 40% are family businesses and as of July

素，而是与家族成员间的关系状况密切相关。”

研究显示，全球只有不到30%的家族企业能成功地传承至第二代，不到14%能成功传承至第三代。在接下来的十年中，大多数中国家族企业将经历它们的“第一次传承”，由创始人把接力棒交给下一代。中国家族企业将如何进行传承大业？我们对此拭目以待。

“企业家有一些非常特殊的性格特征，”中欧凯风家族传承研究中心联席主任芮萌教授谈及为何家族企业传承至第二代和第三代后会有如此高的失败率时解释道，“第一代创始人往往有勇有谋，才智兼备。”

目前，世界500强企业中有175家是由家族掌控的。美国规模最大的上市公司中，40%是家族企业；截至2012年7月15日，中国共有684个在A股上市的家族企业，占有所有上市民营企业的49%。中国企业家在20世纪80年代改革开放后才开始创建企业，因此，第三代及以上的家族企业在美国和欧洲比在中国更为常见。

芮萌教授表示，他在加入中欧后重燃了对家族企业领域的研究兴趣，就读中欧EMBA课程的企业家们常常与他分享自己遇到的商业挑战。“有些学生是家族企业的第一代创始人，”他说，“他们大约50岁左右，到了开始考虑享受生活的年纪；但是他们却不能放下手中的工作，因为没有人能接替他们的位置、或分担他们的责任。我认为他们的境遇在中国并不是特例。”

中欧国际工商学院院长、成为基金创业学教席教授佩德罗·雷诺（Pedro Nueno）认为，中国家族企业能从更为成

熟的国外家族企业身上学到许多经验。“（欧洲和美国的）家族企业通常让家族成员与企业之间保持适当的关系，比如担任股东、董事或管理者，”他说，“这种关系会由家族内部商定的规章来约束和维系，涵盖许多关键原则，比如：谁能够成为管理者，需要有怎样的能力和经验要求？谁能成为董事，应该如何评估他们？家族应当以何种方式从公司盈利中获得回报？”

李秀娟教授认为，在中国，第二代接班人的培养问题看似挑战性不大，这是因为中国家庭往往只有独生子女，避免了由于兄弟姐妹之间的控股权纷争而导致传承过程出现混乱的状况；但是，中国社会依旧非常看重家庭关系，因此，家族企业的所有者仍然面临着将接力棒传给自己的孩子或是其他家庭成员、抑或是吸纳外部职业经理人的艰难抉择。

为了更好地了解中国企业家如何应对这一至关重要的抉择，李秀娟教授和芮萌教授共同进行了一项研究，考量社会信任度因素对中国家族企业所选择CEO类型的影响作用。他们将以《信任与家族企业的职业CEO选择》为题发表研究论文。其中，他们发现，家族企业规模越大、销售增长越快、且所在地区的社会信任度越高，则越有可能选择家族之外的职业经理人。

“有趣的是，教育程度较高的创始人倾向于把管理权外放，而白手起家的创始人则倾向于将权柄移交给自己的孩子，”李秀娟教授说，“同时，重视家族繁荣兴盛的创始人更为倾向于招募职业经理人来确保企业的长远发展。家族企业的第一代掌舵人会将家族关系作为企业管理的工具，而第

佩德罗·雷诺教授 Prof Pedro Nueno



李秀娟教授 Prof Jean Lee



芮萌教授 Prof Oliver Rui





15, 2012 China had 684 A-share listed family-owned companies, which accounted for 49% of the total listed privately-run companies in the country. Family-owned companies in their third or more generation are more common in the US and Europe than they are in China, since it was only in the 1980s when China began its policy of Reform and Opening Up that Chinese entrepreneurs began to build their companies.

Prof Rui said his interest in researching the family business arena was sparked when he joined CEIBS, where the entrepreneurs in his EMBA classes often share their business challenges. “Some of the students are the first generation family business founders,” he says. “They’re around late 40s, early 50s and are coming to the age where they should be thinking about how to enjoy life. But they cannot, because nobody will take the responsibility or share the responsibility for the business. I think these are not very isolated cases in China.”

There are many lessons that Chinese family businesses can learn from their more mature global counterparts, says CEIBS President and Chengwei Ventures Chair Professor of Entrepreneurship Pedro Nueno. “Quite often families in business [in Europe and the US] prepare their members to have an adequate relationship with the company, as shareholders, directors, or managers,” he says. “The relationship tends to be regulated by a family agreed set of norms about the most important aspects: Who can be a manager and what are the basic requirements, such as preparation and experience? Who can be a director and how to assess them? How should the family be rewarded through the company’s earnings?”

Preparing the second generation to step up is more of a challenge in China, says Prof Lee, since the country’s one-child families are less likely to see the kinds of conflicts for control found in the West, where sibling rivalries among the second generation more often make for a messy succession process. However Chinese society still places a high value on family relationships and a Chinese business owner still faces the decision of whether to pass the baton to his child or other family member, or bring in a professional manager from outside the family.

In order to better understand how Chinese

entrepreneurs are approaching this all important process, Professors Lee and Rui have done a study that examines the role that social trust plays in the type of CEO the owner of a Chinese family firm chooses. Among their findings, which will appear in a forthcoming paper entitled “Trust and Professional CEO Selection in Family Firms”, is that family firms that are larger, have more sales growth, and are located in regions with high social trust, are likely to choose professional managers with no family ties.

“What’s interesting is that a well-educated founder tends not to pass the baton to his child, while the founder who starts from scratch is inclined to hand over his power to his child,” says Prof Lee. “In addition, the founder who attaches great importance to family prosperity tends to recruit professional managers to ensure his business is built to last. The first-generation helmsman of a family business may employ family relationships as a tool for corporate governance, while the second-generation entrepreneur needs to exercise professional management while downplaying family relationships.” She suggests the third-generation business owners should look beyond the family and improve corporate governance based on professional management.

Despite the unique challenges they face, many family firms have survived and thrived well beyond their third generation. “The Haniel Group in Germany was founded in the late 1700s as a warehouse for regional importers of products from Holland. The company grew, evolved, diversified and deployed globally,” explains Prof Nueno. “Today it has a controlling interest in Metro Supermarkets, chains of pharmacies and other businesses. Its turnover will approach Euro 30 billion and it has more than 50,000 employees. The company continues to be family owned after more than 200 years and has more than 600 family shareholders.”

A success story from the US cited by Prof Nueno is Cargill, which was founded in 1865 as a cereal storage provider. “Today the company is widely diversified, and includes operations in the food industry, financial services, and energy-related businesses,” he says. “The total turnover exceeds US\$ 100 billion and the company has more than 100 family shareholders.”

二代企业家则需要开始运用专业化管理技巧，相对弱化家族关系。”她也建议，第三代企业主应当放眼家族之外，在职业化管理的基础之上加强公司治理。

尽管面临着种种特殊挑战，许多家族企业还是得以延续至今，并在传承三代之后仍蓬勃发展。“德国的哈尼尔集团（Haniel Group）创立于18世纪初，当时它只是一间服务于荷兰商品进口商的仓库。这家企业逐步成长，历经改革，实现多元化发展并走向全球，”雷诺教授介绍道，“如今它拥有麦德龙超市（Metro Supermarkets）、连锁药房和诸多其他商业的控股权，年营业额近300亿欧元，拥有50000多名员工。哈尼尔集团在历经200多年的发展之后，仍然由创始人的家族所掌控，公司股东中有600多名家族成员。”

雷诺教授例举了另一个来自美国的成功事例——嘉吉公司（Cargill）。这家公司成立于1865年，原本是一个谷物类仓储服务供应商。“如今，嘉吉公司的业务范围丰富多元，涵盖了食品业、金融服务和能源相关产业，”他说，“其年度营业额超过1000亿美元。公司股东中有100多名家族成员。”

如何才能最有效地平衡家族成员之间各不相同的利益诉求？芮萌教授表示，许多家族企业设立了家族信托或基金，以此作为家族成员分享利润的途径，并让他们与企业的日常经营管理保持一定的距离。

“他们希望在企业 and 家族之间建起一道防火墙，”他解释道，“他们或许意识到自己的儿子或孙子不够聪明，于是在企业和家族之间建起一道墙，以确保他们创立的企业能够稳健发展，使他们的财富得以传承。”

“我认为，正因如此，我们至今仍然知晓洛克菲勒（Rockefeller）之名，”芮萌教授补充道，“洛克菲勒家族的第二代、第三代和第四代子孙在企业日常管理中并不活跃。他们只是消极股东。”

只有时间能为我们揭晓谜底——哪些中国家族企业能够像洛克菲勒或哈尼尔那样，薪火相传，基业长青。

How best to manage the divergent interests of all those family shareholders? Prof Rui says that many family businesses set up family trusts or foundations as a means of sharing profits with extended family members, while keeping them at arms-length from day-to-day business operations.

“They want to build a wall between the business and the family,” he explains. “They may realise their son or grandson is not smart, so they build a wall between the business and the family to ensure the long-term sustainability of the business they created, so their legacy can continue.”

“I think that’s why we still remember the name of Rockefeller,” Prof Rui adds. “Those second, third and fourth generations of the Rockefeller family, they are not actively involved in the daily operations of their family. They just become passive shareholders.”

Only time will tell who among today’s Chinese family businesses will have the same longevity of the Rockefellers or the Haniels.

家族企业关键数据

- 世界五百强企业中有**175家**是由家族控股的。
- 全球只有不到**30%**的家族企业能够成功传承至第二代。
- 全球只有不到**14%**的家族企业能够成功地传承至第三代。
- 美国规模最大的上市公司中有**40%**是家族企业。
- 中国**49%**的上市民营企业由家族所拥有（截至2012年7月15日的统计数据）。
- 在A股上市的**684家**中国家族企业中，**45.9%**的企业由夫妻共同创立，**33.3%**由兄弟共同创立。
- 在A股上市的**684家**中国家族企业中，**46.8%**的企业是由父亲或母亲及其子女共同经营的。

Family Business Facts

- **175** of the world’s top **500** firms are currently family-controlled
- Globally less than **30%** of family businesses can successfully transfer to the second generation
- Less than **14%** of family businesses are successfully transferred to the third generation
- **40%** of the largest public companies listed in the US are family businesses
- **49%** of the listed privately run companies in China are family-owned (as of July 15, 2012)
- **45.9%** of the **684** A-share listed Chinese family companies are husband-and-wife businesses, while one third are brother-and-brother businesses
- **46.8%** of the **684** A-share listed Chinese family companies involve a parent and child in business together.

中欧凯风家族传承研究中心

The CEIBS Kaifeng Centre for Family Heritage

文 / 柯玟秀 By Janine Coughlin

为了帮助中国家族企业更好地应对它们所面临的特殊挑战，中欧国际工商学院联合凯风基金会于去年12月成立了中欧凯风家族传承研究中心。

该中心致力于成为家族企业领域的重要学术研究机构之一，为新兴市场中的家族企业提供知识给养，并搭建一个可供东西方家族企业间分享和交流的平台。

中心至今已举办了两届中国家族企业传承论坛和多次小型的内部研讨会，邀请世界知名学者和家族企业成员共同探讨家族企业面临的挑战和可能的解决方案。未来，此类研讨会还将在全国各大城市乃至世界各地一一举办。

许多中国家族企业正在计划开始全球化发展，而中欧“中国深度，全球广度”的定位使其成为这些企业在学术合作方面的最佳选择。“中欧国际工商学院是东方和西方管理学教育之间的桥梁，能够在中国家族企业的可持续发展过程中发挥相当关键的作用，”中心学术主任李秀娟教授说，“因为我们具备全球性的思维方式，同时着眼于中国的现实情况。”

该中心同时还为众多家族企业相关的研究项目提供资助。目前，该中心也正在计划为中欧EMBA和MBA学生开设家族企业方面的选修课，同时建立中心专属的图书室、数据库、学术网络以及家族企业网络。

“我们希望运用这一平台，更加深入地研究家族企业，”中心学术联席主任芮萌教授说，“我们必须通过深入的调查研究，才能更好地解读家族企业所面临的特殊问题。仅靠研习上市公司的年报是远远不够的。”

该中心的研究范围不仅包括家族企业的管理运营，更涵盖了家庭关系层面。其探讨的问题包括传承计划、慈善事业以及如何平衡家庭和事业之间的关系等，这些都是对于家族企业而言至关重要的问题。中心将资助中欧教授和全球顶尖高校的专家学者就此开展研究项目。

In order to help Chinese family businesses successfully negotiate the unique challenges they face, CEIBS collaborated with the Kaifeng Foundation last December to establish the CEIBS Kaifeng Centre for Family Heritage.

The Centre aims to become a leading academic and research institution in the area of family business that will provide a platform for knowledge creation and knowledge sharing for family businesses in emerging markets, and between eastern and western family businesses.

Already the Centre has organised two China Family Heritage Forums and several smaller closed-door roundtable sessions which bring together world-renowned academics and family business members to discuss the challenges of family businesses and their potential solutions. Upcoming roundtable sessions will be held in cities across China as well as globally.

Many Chinese family firms are now considering whether they should go global, and the “China Depth, Global Breadth” value proposition offered by CEIBS makes it well-positioned to develop such a family business platform. “CEIBS is a bridge between Eastern and Western management education, and therefore it can play a key role in the sustainable development of Chinese family businesses,” said the Centre’s Academic Director Professor Jean Lee. “The Centre has a global mind-set, with a China focus.”

The Centre is also sponsoring numerous research projects on family business. There are also plans underway to create EMBA and MBA elective courses on the topic for CEIBS students, as well as developing a library, database, scholar network, and network of family business owners.

“We want to leverage the platform of the Centre to do deeper research into family firms,” says Centre Co-director Professor Oliver Rui. “Understanding the unique issues of family firms requires in-depth surveys and interviews. You can’t just look at the annual report of a listed firm.”

Research projects will focus not only on the corporate side of businesses, but also on family relationships. Topics will include succession planning, philanthropy, and how to balance family relationships with good corporate governance, as these are among the topics most critical to family businesses. The Centre will sponsor research by CEIBS professors along with scholars from top universities around the world.





中欧第二届中国家族传承论坛圆满举行

文 / 夏敏

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).



乐贝诺（左一）和公司员工 Benoit Leclercq (left) and his staff

五代传承的穆里耶兹家族

文/夏敏

让我们先来看看这一组不可思议的数字吧——一家由若干独立运营的子公司组成、拥有50万名员工的大型家族集团企业，其股权分属600位家族成员所有；其中250位成员直接参与各子公司的运营，分布于全球30多个国家；家族第六代的400多位家族成员还将依序继承这一传统。这就是著名的法国穆里耶兹（Mulliez）家族。体育用品零售商迪卡侬（Decathlon）、法国连锁超市欧尚（Auchan）等，都是其家族集团旗下的子公司成员之一。

在本期《TheLINK》的独家专访中，穆里耶兹家族旗下的私募投资机构——森合（上海）投资咨询有限公司（Crehol）董事总经理乐贝诺（Benoit Leclercq）先生为我们讲解了这个结构独特的集团如何应对家族企业普遍面临的挑战——培养下一代领导者，在“家族”与“事业”之间维系平衡，以及把握好求助于“外脑”的时机。他多年来积累的经验和教训，对致力于在中国市场开疆辟土的森合而言至关重要。

《TheLINK》：在您心目中，森合是一家怎样的公司？它与久负盛名的穆里耶兹家族之间的联系，对其达成自身目标带来了怎样的帮助？

乐贝诺（以下简称“乐”）：我们是一家投资公司，我们寻找那些认同穆里耶兹家族长期稳定发展理念的企业家，并与他们合作。在动荡不定的金融市场上，我们是一个可靠的选择。我们极大的优势在于穆里耶兹家族集团长久以来持续稳健的财务表现，这能令人产生稳定感和安全感。如果一家企业能够持续运转、并证明自己值得追加投资，人们便会长期对其寄予厚望。

《TheLINK》：您是集团创始人路易斯·穆里耶兹—莱斯迪恩（Louis Mulliez-Lestienne）的孙子，除了您以外，还有多少家族成员在穆里耶兹集团里任职？

乐：我们家族成员目前健在于世的有1000人，其中600人是



Five Generations of Expertise

By Charmaine N. Clarke

The numbers are staggering: 600 family members with shares in a consortium of independently run companies that employ half-a-million people; 250 are directly involved in these enterprises that span more than 30 countries around the globe and another 400 – the sixth generation – are next in line to continue the tradition. This is the legendary Mulliez family of France. Companies under its massive umbrella include sporting-goods retailer Decathlon and French supermarket chain Auchan.

In this exclusive interview with *TheLINK*, Benoit Leclercq, the Managing Director of Mulliez' private equity firm Crehol (China) Investments Consulting Company Limited explains how this uniquely structured syndicate manages the challenges typically faced by family-owned enterprises: grooming the next generation of leaders, finding the balance between 'family' and 'business', and how to know when outside expertise is needed. The lessons he has learned over the years will be vital to Crehol's success as it tries to make a name for itself in China.

***TheLINK:* What is your vision for Crehol and how does its association with the prestigious Mulliez family help achieve those goals?**

Benoit Leclercq: We are an investment company looking to partner with entrepreneurs that share Mulliez' views on long-term stability. We are the stable alternative to volatile financial markets. Having the family's strong financial history is a very good asset, because it provides a sense of stability, reliability. You know you can count on it in the long term once the business is sustainable and proves that it deserves further financing.

***TheLINK:* In addition to you, the grandson of founder Louis Mulliez-Lestienne, how many family members are actually involved with the Mulliez consortium?**

We have 1,000 living family members; 600 of us are shareholders of privately held companies within the family and of that number 250 of us are involved in the family businesses. We span five generations, with the sixth generation on their way to being shareholders. You can become a shareholder when you become 18 to 20 years of age; you can work and save enough money to buy your first shares.

In addition, in all our companies we try to encourage employee ownership because we believe this benefits both employees and the company in the long run. Having both family and employee shareholders works well, because all interests are aligned. My interest is that the employee minds the business and his interest is that the company grows in value.

Today we have roughly 500,000 employees in different companies. So it's not one company by itself, but the whole of these various companies. That means we have a social responsibility towards those people, as they do towards the companies of which they are shareholders.

***TheLINK:* With so many family members working together, how do you separate personal issues from professional ones?**

Of course we have family issues and conflicts. But we share the same vision and we have simple words that have become hues – transparency, courage, desire to develop, people first, company first, clients, improving people's quality of life. Those hues have become so important that they are the cement that binds us together. And of course the strong performance of the companies helps us to stay together, too. That's one very important aspect. If a family member wants to give up his ownership of the company, he can. We have an open market once a year where people can buy and sell family ownership and everybody is free to go; and because of that everybody wants to stay.

家族企业各子公司的股东，这当中又有250人直接参与家族生意的经营。我们已经传承了五代，第六代也正在为成为股东而打拼。我们家族的年轻一代在成长到18岁至20岁时便可以开始在家族产业中持股——通过工作赚取足够的资金，买进人生中的第一批股份。

除家族成员外，穆里耶兹家族也鼓励各个子公司的员工持股。我们认为，从长远来看，这对员工和企业双方皆有裨益。利益的共享关系促使家族成员股东和持股员工都更加努力地工作。员工会非常关心公司业务，并从公司的成长中收获更多的回报。

目前，我们家族旗下各子公司的员工人数一共有约50万名。这意味着，我们对这些人负有责任，而他们也会为自己持股的公司而尽力工作。

《TheLINK》：您的家族有这么多名成员在一起共事，怎样将“私人”与“职业”的问题有效区分开来？

乐：我们当然会有家族内部的问题和冲突。但我们有一个共识，简单地说，我们坚持——透明、勇敢、渴望发展、以人为本、公司为先、顾客至上、提升人们生活品质——这样的理念。这些理念非常重要，是使我们彼此间紧密相连的“粘合剂”。当然，公司优秀的业绩也是我们能携手至今的另一个重要因素。如果某位家族成员想要放弃自己所持的公司股权，也是完全可行的。我们拥有一个每年开放一次的公开交易平台，家族成员们可以自由地对家族股权进行买卖——不过，也正是因为我们对股权的掌控拥有充分的灵活性，每个人都想继续持有家族股份。

《TheLINK》：除了以上的共同价值观之外，您的家族还采用了怎样的治理架构，由此做到运转有序？

乐：我们有一套十分优秀的治理架构：我们采用家族治理模式，制定了许多联合条款，使我们有规则可循。我们每5年重选一次家族董事会成员，并针对董事会选举出一个监督委员会，由此，我们的家族治理架构条理分明。

我们每年都会举办两次家族聚会。聚会时，每位家族成员都有许多机会，以多种形式深入了解家族企业内的各种领域。例如，我们每年都会在欧尚超市举办一场名为“换个活法”的活动。家族里的每一位合伙人和股东都会受邀来过一天欧尚员工的生活。他们可以自由选择，当一天屠宰工、收银员，或者会计、搬运工、电脑操作员等。我们致力于让所

有家族成员充分了解家族企业，这只是其中一个例子。

我们家族成员里有艺术家、教师、业务员，也有企业家，可以说，社会上各种类型的人才都应有尽有。我们得让所有人都参与进来，激发大家对家族企业的热情，让大家愿意继续持股；这对我们家族企业的发展而言非常重要。

同时，我们还会举办许多培训。我们有一个高效运作的家族办公室专门负责这件事，确保每位家族成员股东每年都有一两次机会参加适合自己的、内容不限的培训，让大家接触家族企业，并一直热爱它。

《TheLINK》：贵集团有这么多名家族成员积极参与家族生意的不同方面，继承权肯定是个棘手的问题。请问你们如何处理这个问题？贵家族怎样选定下一代领导者？

乐：我们努力让尽可能多的家族成员在各个层面上参与家族生意，并对他们的职业发展情况进行跟踪考察。他们能否成长为企业领导者或是业务专家，都是以实际能力为考评基准的。

并不是每个家族成员都能被我们推上领导者的位置。我们非常清楚地知道，领导者必须是对公司而言最有用的人，这样的人选并不是非得家族成员不可。穆里耶兹家族旗下的各家公司都设有一个指导委员会或是董事会，我们希望指导委员会或董事会的主席是我们的家族成员，但是，公司的高级管理层可以由家族以外的经理人担任，因为他们更加职业化，并在业界身经百战、脱颖而出。

如果你询问我们50万名员工中的任意一人，我想每个人都会告诉你，我们是家族企业，每个人都是家族的一员，因为大家都是家族企业股份的持有者。持股员工虽然没有家族的血脉，但实际上也像我兄弟这些家族成员一样，对企业付出其心血。每个人都明白，谁都不能不劳而获，轻松获得高位。一定要说有什么区别的话，便是在于：家族成员要在企业里证明自己的实力，反而比外人更为艰难。因此，对我们家族成员而言，加入家族企业任职实际上是一桩勇敢之举，说明其具备长期奉献的精神。

《TheLINK》：对贵集团而言，一套准备就绪的交接班计划具备怎样的重要性？

乐：这是极其关键的。对于任何企业来说，它都是最重要的因素之一。一个人是否称职，要等到他离职5年后才能看得出来。你可能是一位非常优秀的领导者，在任期间率领公司走得



TheLINK: In addition to these shared values, what are the concrete structures in place that make your consortium work?

We are very structured; we have a family governance, there are articles of association, so we have rules. We elect our family board members every five years. We elect a surveillance committee of the board, so we have a very structured family organization. We meet twice a year for business only. In between these meetings, every family member has many occasions to participate in one way or another in some aspect of the family businesses. We have, for example, once a year at Auchan an event that's called "live my life". Each family associate and shareholder is invited to live the life of one of Auchan's workers for one day. Some live the life of a butcher; others are cashiers, accountants, the logistic guy, the computer guy, whatever. That's just one example of how we integrate family members/owners into the businesses. Some are artists, some are teachers, some are business developers/owners, so we have all the various types of individuals that you could find in the society.

We have to find ways to integrate them and have them be passionate about the family businesses so that they want to remain shareholders. That is very important to us. At the same time, we have a lot of training sessions. We have a very structured family office that takes care of this and makes sure every single shareholder has a couple of chances every year or so to be trained at his level, whatever it is, to be involved in one of the family businesses and have passion for it.

TheLINK: With so many family members actively involved in different aspects of the family business, succession must be a challenge. How do you address this issue and how are the next generation of leaders selected?

We try to have as many family members as possible in the business, at all levels, and then we try to follow their careers, which evolve based on their actual capacity to become leaders or experts in their businesses.

Not everybody is called to become a leader. It is very clear to us that the leaders have to be the best people for the company, and that is not necessarily a family member. Every one of our companies has a coaching committee (which is



what we call a board, because we are very simple people). We like, whenever possible, to have a family member be the president of the coaching committee. However, the executive leadership of the companies can be outsiders and managers because they are professionals and they have grown into their position in the business.

If you ask any one of our 500,000 associates, I think every one of them will tell you we are a family business and they are part of the family because they are shareholders as well. So the associate who is not a family member is actually just as devoted and involved as my brother who is a family member. It is very clear to everybody that there is no pre-set seat for anybody. On the contrary, if anything it is more difficult for the family members to actually prove themselves in the business. So it's actually an act of courage to join the family business and show long-term devotion.

TheLINK: How important is it to have a succession plan in place?

It is crucial. That's one of the most important factors for any business. You only see if someone has been good at his job five years after he's left it. You can be a fantastic leader and take the company a long way, but then if two years after you leave the company it's a catastrophe, you've done the worst job of your life because you haven't pre-prepared your successor.

At Mulliez, one of the most important roles of the family board is to assign the leaders and make sure succession plans are in place. A number of times each year,

很远，但如果你离开公司两年后它就倒闭了，这将成为你一生中表现最为糟糕的一份工作，因为你没有为其预备好接班人。

在穆里耶兹集团，家族董事会最重要的任务之一就是确定领导者人选，以及确保交接班计划能够如期有序进行。每一位指导委员会的成员每年都要多次检视自己的交接班计划——这不仅包括最高领导层的交接班工作，还涵盖了各层级每一个人员的相关事宜。我记得我的叔父、欧尚的领导者杰拉德（Gerard）曾对我说：“贝诺，我一直都在寻找比我更高效、更能干的人，以便将我的工作移交给他。这是我能够使企业继续成长的唯一方式。比我更有能力的人接手我的工作，会做得更好；所以，我可以走开去干点儿别的了。”

对于任何企业而言，确保继任者能随时待命，也是非常重要的。实际上，早在真正实施交接班的数年之前，继任者就必须已准备就绪。这便是我们每一天都在思考的、关于“人”的问题。对一个大型组织而言，归根到底，一切都

是“人”的因素在起作用。因此我们总是将“人”放在第一位。如果没有优秀的人才，企业将毫无价值可言。

我们大部分家族成员都认识家族企业的2000位高级管理人员。这意味着大家花了许多时间、付出了许多心血，致力于携手合作，并彼此欣赏。话说到底，你尊重别人，别人也会尊重你，双方相互尊重，企业就能运转顺畅。家族之外的高级职业经理人只会为自己所尊重的人而工作，如果担任其上级的管理者不能赢得他们的尊重，他们就会离开，去寻找更好的公司。所以，请牢记这一点——无论你预备的继任者是谁，是否为家族成员，他都应有足够的的能力，能获得人们的敬重。他必须愿意和别人共事，而不仅仅是让别人为自己做事。我们为人真诚，脚踏实地。我们没有超高的学历，也不会做花哨的计划，但我们总是从大众的角度看问题。我们还在更加踏实地努力前行。这使我们一直以来得以顺畅发展，同时也使我们至今仍能齐心协力地将家族事业发扬光大。



2012年3月，森合完成了对寺库的投资。寺库在线上 and 线下自营二手奢侈品的寄卖和零售业务。

In March 2012, Crehol completed their initial investment in Secoo, a second-hand, luxury accessory company that operates both online and offline in China.





every single person on the coaching committees has to review his succession plan – not just the boss but everybody at all levels. I remember my uncle Gerard, who was the leader of Auchan, told me, “Benoit I spent my life giving my job to somebody that was more efficient, more competent than I was. That’s the only way I could grow the business, because there was somebody stronger than I that could take my job and do it better. So I could go and do something else.”

For any business, it is very important to make sure that a successor is in place, and is actually there for a few years before the plan is activated. We face this every day. It’s a people issue. When you are a big organisation, it all comes down to people. This is why we always put people first. Your company is not worth anything if it does not have the right people.

Within our organisation, most of our family members know the top 2,000 executives of our family businesses. That

means a lot of time, a lot of effort and a lot of hours spent together working on issues and appreciating one another. In the end, it’s the respect that you give to people, and it goes both ways, that makes the business work. Non-family executives will only work for people they respect. If they don’t respect who you put in front, they’re going to walk away and find a better company. So make sure whoever you put in place, and this may or may not be a family member, deserves the respect of people. He must be willing to work with people, and not just have people working for him. We’re very simple people, very down to earth. We are not highly super-educated people that make elaborate plans and are always in the public eye. We try to be very down to the earth. It has helped so far. It has also helped us remain together as well.





西班牙雄鹰世家：依靠传统，建立人脉

文/兰安

2011年，29岁的劳尔·德·亚古雷（Raúl del Águila）接手家族企业、成为西班牙雄鹰世家（Casa del Águila）农场的首席运营官（COO）。迄今为止，这一家族企业已在西班牙农产品领域活跃了400多年。他们打理着近4000公顷的土地，经营葡萄园，也种植谷物、豆类、杏和橄榄。如今，雄鹰世家（Casa del Águila）将目光转向中国市场，致力于向中国供应高品质的橄榄油。

在劳尔·德·亚古雷看来，家族企业的发展目标必须与其所属家族的发展目标相一致。同时，他认为，人际关系也是雄鹰世家成功的关键因素之一。因而，维系并强化企业、家族与社区之间那种相互培育、相互扶持的紧密关系，是他面临的最主要挑战。在本期《TheLINK》专访中，他为我们解读了雄鹰世家打入中国市场的过程，并回顾了这家历史悠久的家族企业如何历经艰难时世、延续至今。

《TheLINK》：雄鹰世家与其所在地——西班牙拉曼查（La Mancha）之间的关系极为密切。对于这类与家乡密切相关的家族企业来说，迈出国际化的第一步，是否有些艰难？

劳尔·德·亚古雷（以下简称“亚古雷”）：的确不那么容易。我们在本土市场上享有盛名，所以多年来，我们都不曾将突破地域限制、推广品牌视为要务，也没有尝试过在更广泛的范围里推广自家的产品。因此，我们如今试图在西班牙以外的地区建立品牌时，就得适应一个全新的、需求迥异的市场。这极具挑战性，但考虑到目前的经济形势，我们认为国际化是最好的选择。全球化带来了与品牌相关的诸多全新挑战。我们希望我们的品牌定位能准确地反映出我们的传统和价值观；同时，我们也需要思考，采取哪些新举措才能满足中国市场的需求、并与潜在客户保持接触，达到客户与企业共赢的目标。所有这一切都必须慎重考量。这对我们来说



Spanish Company Banks on Tradition & Building Relationships

By Ana Galán Rodellar

In 2011, at the age of 29, Raúl del Águila became the COO of his family business, Explotaciones Agrarias Casa del Águila, a company whose owners have been active in Spain's agricultural sector for more than 400 years. They manage around 4,000 hectares of land on which they have vineyards, grow cereals, legumes, almonds and olives. Casa del Águila is now focused on broadening its horizons by providing high-quality olive oil to the Chinese market. For Raúl del Águila, the goals of a family-owned company need to be aligned with the goals of the family behind the enterprise. He also believes personal relationships are one of the keys to Casa del Águila's success. Therefore, nurturing ties between the company, the family and the community is a fundamental issue for him. Read on as he explains what it is like to break into the China market, and the lessons that the centuries old Casa del Águila has to offer.

TheLINK: Casa del Águila is a company that maintains very close ties with its home territory, the Spanish region of La Mancha. Is it difficult for this type of family business, tightly connected to the homeland, to take the first step towards internationalisation?

Raúl del Águila: It's not easy. We're well known locally, so for many years it wasn't a priority to develop our brand beyond regional limits. In the past we didn't try to promote our products on a wider scale but now as we seek to build our brand outside of Spain, we have to adapt to a totally new market, one with its own needs. It's a challenge, but given the current economic situation, we think internationalisation is the best option. However going global brings several challenges related to branding because

we want our brand to accurately reflect our tradition and values. Also, we need to think of new initiatives that allow us to satisfy the demands of the Chinese market, and we have to constantly be in touch with potential consumers to meet their objectives – and ours. We have to think of all these factors, and this is entirely new for us so we are starting from zero. We have sold some of our raw material to Italian or French companies in the past, but before now we never considered exporting our own end product.

There are many Spanish companies in the same situation: we produce very high-quality products but we do not promote them internationally, and we should. Historically, Spanish companies have felt confident in their own local markets, erring on the side of comfort, and it is time to change that.

TheLINK: Why did you decide to bet on China?

China is a huge market which is growing and opening up to Western tastes. We also see it as a potential springboard into other emerging markets in Asia. In addition, the Chinese market is almost unspoilt when it comes to olive oil, and our efforts are focused on building the Casa del Águila brand.

The problem is that the olive oil market in China may go through the same situation experienced by the wine market. In China, the differences between a 'good wine' and a 'very good wine' are not evident on the basis of their prices, because consumers are not willing to pay for a quality product unless they are familiar with the brand.

We came to China around a year ago with the help of Barcelona Fang. We are still in the initial stages. So

是全新的经历，一切都得从零开始。虽然我们过去曾将一部分原料出售给意大利或法国公司，但我们此前从未考虑过要出口自家的成品。

有许多西班牙企业都和我们处于同样的境地：生产优质产品，但没有在国际上推广开来——实际上我们应当走向国际化。纵观过去，西班牙企业一贯对本地市场非常自信，犯了贪图安逸的错误，现在到了该有所改变的时候了。

《TheLINK》：您为什么决定把筹码押在中国？

亚古雷：中国是一个处于成长期的巨大市场，也在逐渐接受西方的饮食口味。同时，我们将其视为一个通往亚洲其他新兴市场的潜在枢纽站。此外，就橄榄油而言，中国市场尚有待开发，我们的工作重点是在此处打响雄鹰世家品牌。

问题在于，中国的橄榄油市场可能会重演红酒市场的历史。在中国，“好酒”与“上品好酒”之间的差别，在价格差距上体现得并不明显，这是因为消费者不愿把钱花在一个自己不熟悉的品牌上，尽管它可能品质更优。

大约一年之前，我们在西班牙讨喜品牌投资管理公司（Barcelona Fang）的协助下进入中国市场。我们目前依旧处于起步阶段，不过，我们已经进口了若干橄榄油样品，与一些对我们感兴趣的经销商建立了业务联系。事实上，我们更倾向于逐步引进自家的产品，因为迅速激进的方式可能会影响我们的品牌形象。

我们的目标始终是提供优质产品。我们掌控着从农作物种植到包装的整套生产过程。我们作为家族企业而存在，在适应千变万化的经济局势的同时，也保持着自己的价值观；可以说，我们是一家能够体现自身传统价值的公司。我们希望既能在某些方面变得多元化、让自身得到成长，又能保持自己的传统，并树立自己的品牌。

《TheLINK》：作为一个拥有多年历史的家族，请问雄鹰世家对中国的家族企业有哪些建议？

亚古雷：我认为，给别人建议是十分自大的行为……但我能说的是，将家族与企业的价值观有效衔接，这是很重要的一点；同时，别忘记你的目标是为了服务于企业、家族和更广大的社区的利益。有时候你甚至可以做出“缓速成长更有利

于达成以上目标”的判断。你还得清楚地知晓自己期望从企业发展中获得些什么，也要在每一天结束时，仍能确信这些期望与你为了家庭而追求的价值依然相契合。

《TheLINK》：请问你们从家族以外的专业人士那里获得了多少“外援”？

亚古雷：我们的高级管理层一直由家族成员担任。但家族和企业一样，不过是一个团体，你必须寻求外界的支持，让事情更好地得以解决。如果只是由家族自身负责管理，你的视野可能会变得过于狭隘，因而无法作出正确的决策。我们的家族一直乐于倾听专家的建议，若是我们在做决策时过于情绪化，他们的建议会阻止我们犯错。

《TheLINK》：请问你们如何区隔“家族”与“事业”，并确保其间的界线不会模糊？

亚古雷：将这两者区隔开来确实十分困难，但有必要在某种程度上让它们各自独立。否则，我们难免精疲力竭，甚至会对家族和企业都造成负面影响。我们家族一直以一种较为微妙的方式与企业保持着关联——我们住在乡间，将许多闲暇时光都花在农场里。当然，我们也在家里谈论日常遇到的问题，其中包括一些与工作相关的话题，但我们尽量在私人生活中抛开与企业相关的因素。

《TheLINK》：传承计划对您的家族企业而言有怎样的重要性？

亚古雷：这是一个关键的问题。对我们来说，传承意味着托付一份遗产——但这不是指馈赠一栋海滨别墅或森林木屋，而是蕴含着更深层的意义。这是一份由我们家族许多代人薪火相传、辛苦经营而来的遗产。我们企业最核心的优势在于：我们能够随着时间推移而顺利地逐步实现交接和传承。年轻的家族成员在掌握所需的知识与技能之后，逐个加入我们的家族企业。在我们家族里，培训和成长是一个缓慢、逐步和自然的过程。我的父亲在30岁时加入雄鹰世家公司，而我是在29岁时加入的。我向父亲学习，父亲又向我的祖父学习，以此类推。我们的培训着眼点并不是财会管理，而是自然地学会如何与他人相处。这是一个十分漫长、同时也十分愉快的学习过程。距离这门课程的学成结业，我还差得很远。



far, we have imported samples and established business contacts with some distributors who are interested in our olive oil. We prefer to introduce our product little by little because moving faster may trivialise our brand. Our aim is to provide a quality product. We take care of the entire production process, from the crop to the packaging. And we can contribute our tradition, in the sense of being a company that has been able to subsist as a family business and adapt to changing economic realities while preserving its values. We want to continue our tradition, diversifying in those aspects that can make us grow, and build our brand.

TheLINK: Is there any advice the Casa del Águila Family, with its years of history, can offer to Chinese family businesses?

Giving advice would be very arrogant... All I can say is that it is very important to connect family values with the company's values, and not forget what your objectives are for the company, the family and the wider community. Sometimes you can even conclude that growing at a slow pace might be more beneficial in reaching those objectives. You also have to be clear about what you expect from your company and, at the end of the day, make sure those expectations fit with what you want for your family.

TheLINK: How much input do you have from professionals who are not family members?

The company's senior management has always been family members. But a family, like a company, is nothing but a community in which you have to look for external support to make things easier. If only the family is in charge, the company's point of view may become too narrow and you might not make the right decisions. Our family has always been advised by experts and sometimes, when we get swept up in emotions, their advice has prevented us from making mistakes.

TheLINK: How do you separate "family" and "business" and ensure that the lines do not become blurred?

Separating those two worlds is quite difficult, but it is necessary to keep them independent to a certain extent. Otherwise, mental exhaustion would be unavoidable and it could negatively affect both the family and the business. We

are constantly connected with the business in a more subtle way: we live in the countryside, and we spend a great part of our leisure time there. Of course, we also talk about our day-to-day issues at home, and that includes work-related issues, but we try to develop other aspects of our personal life which are not connected to the company.

TheLINK: How important is it to plan succession in family businesses?

It is a key issue. For us, succession means entrusting a legacy – but not in the sense of giving a beach house or a chalet, but in a much deeper way. This is a legacy built up over many generations. One vital asset that our company possesses is this ability to have succession over time, where new family members gradually join the company after they get the knowledge and skills needed to assume these responsibilities. In our company, training is a slow, gradual and natural process. My father joined the company at the age of 30 and I joined at 29. I learnt from my father, my father from his and so on... The training is not based on figures and accounting, but on naturally learning how to treat people. That is a very long and, at the same time, enjoyable learning process. I am still far from being finished with this.





何仁桦：悦榕集团第二代

文 / 朱琼敏

2010年，28岁的何仁桦离开了贝恩咨询公司，来到中国，正式担任悦榕集团助理副总裁兼中国区执行董事一职。作为这家新加坡家族企业的第二代领军人物，在过去3年中，何仁桦在为公司发展贡献一己之力的同时，也虚心求教于公司元老——他们长期积累而得的经营智慧与专业知识都让他受益匪浅。

何仁桦的父亲何光平于1994年创立悦榕集团、并在泰国开设了第一家“悦榕庄”度假村，现担任集团的执行主席，母亲张齐娥现任公司高级副总裁，而他的叔叔何光正则是公司的总设计师。包括他们4位家族成员在内，悦榕集团在全球共有12000多名员工。作为亚太地区顶尖的精品度假村、酒店及Spa（拉丁语Solus Par Agula，水疗服务）运营商，悦榕集团目前共拥有30家度假村及酒店、60余家Spa会所、80家精品店及3个高尔夫球场。

尽管加入悦榕集团仅有3年，何仁桦在竞争激烈的中国市场已有力地证明了自己的能力。目前他的主要职责是协助管理中国地区总部，手下共有逾120名员工，分布于运营、市场、投资和设计等部门。他曾代表悦榕集团在2011年“中国酒店开发与融资论坛”和2012年“中国酒店投资峰会”等众多行业论坛上致辞。作为一名年轻的公司领袖，何仁桦正寻求一切机会来提高自己的领导力，因此他也正在修读中欧的总经理课程。在《TheLINK》的访谈中，您将看到何仁桦作为家族企业第二代领袖的点滴感受。



Ho Renhua: Banyan Tree's Second Generation

By June Zhu

In 2010, 28-year-old Ho Renhua left his New York consulting job at Bain & Company, moved to China and took on the role of Assistant Vice President and Country Head (China) for Banyan Tree Holdings Ltd. As the eldest son in a second-generation family business, Ho has spent the last three years finding the balance between making his own mark and contributing to the company's future growth, and learning from company founders as he continues to benefit from their years of wisdom and expertise.

His father Ho Kwonping, who founded the company in Thailand in 1994, is Executive Chairman and his mother Claire Chiang is Senior Vice President while his uncle Ho Kwoncjan is Chief Designer and Architect. They are among Banyan Tree's more than 12,000 employees. The company is a leading manager and developer of premium resorts, hotels and spas in the Asia Pacific. It has close to 30 resorts

and hotels, over 60 spas and 80 galleries as well as three golf courses.

Three years into the job, 31-year-old Ho has proved himself in the highly competitive China market. His key responsibility is helping to run the country's regional headquarters in China. It has over 120 employees across various business units such as operations, marketing, investments and design. Ho has represented the group and spoken extensively at various hotel industry events including the China Hotel Development Conference 2011 and China Hotel Investment Conference 2012. He seeks out every opportunity to augment his leadership skills and is now enrolled in CEIBS Advanced Management Programme. Read on as he explains what it is like to have a key role in a second-generation family business.

《TheLINK》：在加入家族企业领导层之前，您做过哪些准备？

何仁桦（以下简称“何”）：我在2010年正式加入悦榕集团，但在此之前，我早在十几岁时就曾在集团的不同部门做过几份实习工作，涉及酒店管理、销售和前台等方面。当父亲于1994年在泰国创办第一家悦榕度假村时，我已经12岁，因此得以亲眼见证公司创立发展的整个过程，并从父亲和整个创业团队身上学到不少经验，从中汲取了许多管理智慧。

2005年，我曾上海的一家投资公司实习过一段时间，在那里我学到了不少投资知识。之后，我又在贝恩咨询公司正式工作了三年多，由此在私募股权投资领域的尽职调查、投资组合战略以及绩效改善等方面积累了丰富经验，提高了评估投资风险的能力。

但是，酒店业和咨询业之间的差异很大，因此我现在必须边工作边学习——向我的同行，也向开发商、政府官员和业主学习。中国市场倏忽迅变，作为一家外资企业，我们必须学会如何快速适应这些变化。在中国，除了体验式学习和踏踏实实地做事之外，我们别无选择。这是我在过去三年间学到的重要经验。

《TheLINK》：您在贝恩工作了三年有余，随后为什么选择回到家族企业，并来到中国？

何：主要原因有二。

首先，2010年，悦榕集团在中国发展势头良好，并且刚好也缺少一名中国区的负责人。那时候，我们在中国只有5家酒店，现在这个数字已经达到9家。在过去三年间，我们中国区的业务规模扩大了一倍有余，也进一步加强了法律、

金融和人力资源等关键部门的工作能力。我将来的挑战和工作重点仍是在团队建设方面。

其次，当时我认为自己在贝恩已经学得不少经验，将这些经验付诸实践的时刻已经来到。我和父亲之间感情深厚，并互相尊重和理解——他在我的职业选择上，总是给我足够的自由空间。大学毕业后，我加入贝恩，先赴纽约而后又调任香港工作。正是在香港工作期间，我对亚洲及中国市场有了一定的了解，也意识到这块市场对悦榕集团的重要性。这让我更加坚定了信念，决定加入悦榕集团。

《TheLINK》：您率领悦榕集团在中国开拓市场时，面临的最大的挑战是什么？

何：挑战一直都在，也不会转瞬消失。对我来说最艰难的时候是我来到中国的第一年——2011年。这种困难不仅在于日常经营管理方面，更多的是在于心理上的压力。那时候我很年轻，又刚来中国，所有的经验基本上都来自于之前的咨询业工作经历。这样的角色转换对我自身来说十分具有挑战性。同时，我还需要面对在中国市场上会遇到的一些具体问题：怎样和政府监管部门交流、怎样让客户满意、怎样谈判、怎样去面对人才流失和增强人才竞争力，以及如何应对不太和善的股东等。整个2011年，我都在重新学习和反思之前在咨询业和商学院里学到的东西。第二年，我开始将重心放在学习业务流程和建立公司内部的互信机制之上。今年，我将着力于建设我们公司和品牌对市场和行业的领导能力。如今，我正在更加努力、更加专注地学习。





***TheLINK:* How did you prepare yourself for a leadership position in the family business?**

Ho Renhua: I began working with Banyan Tree in 2010. But before that, I'd done several internships in different departments of the company as a teenager. This included general hotel management, sales and reception. When my father started Banyan Tree in Thailand in 1994, I was already 12 years old. So I was able to experience the company's entire start-up process as I learned from my father and other founding members. Later, I drew on those memories and lessons learned for inspiration. In addition to my internship at Banyan Tree, I also had a part-time job with an investment company in Shanghai in 2005. I learned a lot about investment while there. Prior to joining Banyan Tree in 2010, I worked full-time with the consulting firm Bain & Company in New York, then in Hong Kong where I got experience in private equity, due diligence, portfolio strategy and performance improvement. This improved my ability to assess investments. However, the hotel industry is definitely different from consulting. So I needed to learn on the job – from my counterparts, from business partners including real estate developers, government officials, and property owners. The Chinese market changes so fast; as a foreign company, we must learn how to quickly adapt to these changes. In China, there is no substitute to experiential learning and being on-the-ground – that has been my biggest takeaway from the last three years.

***TheLINK:* You worked with Bain & Company for more than three years, why did you decide to join the family business, and why choose China as the location from which to work?**

There were two main reasons why I left Bain and joined Banyan Tree. First, in 2010 Banyan Tree had been maintaining good growth momentum in China, and it needed a regional manager as even more growth was anticipated. We had five hotels in China then, and now the number has risen to nine. In the last three years our regional headquarters has almost doubled in size and we have strengthened key departments such as Legal, Finance and HR. My challenge and focus will be team building.

Second, I felt that I had learned a lot while at Bain and it was the right time to put this knowledge into practice. My relationship with my father is one of deep mutual respect and understanding and he had always promised me freedom in choosing my career. After I graduated from university I went to New York, then Hong Kong where I got to know more about Asia and China. I realized the importance of this region, then it occurred to me that maybe it was the right time to join Banyan Tree. In 2010, I finally took the plunge.

***TheLINK:* In terms of Banyan Tree's expansion in China, what's the biggest challenge you've had so far?**

There will always be challenges, they will never disappear. The most difficult time for me was 2011, my first year in China. The difficulty was more a psychological one than operational. I was so young and new in China and only had the lessons I had learned from Bain then. The transition was challenging. I also needed to face problems specific to China: how to communicate with government officials, how to woo clients, how to negotiate, how to tackle the problem of brain drain and to enhance the competitiveness of our talent, as well as how to deal with difficult stakeholders. For the entire year, I was relearning everything I had learned from the consulting industry and business school. By the second year I was focused on learning the business and developing internal credibility. This year, it is all about developing our market leadership, as a company and as a brand. Now I am still learning, more than ever, with a bit more wisdom and focus, hopefully!

《TheLINK》：除了创新和开发新产品、开拓新市场以外，您认为家族企业的基业长青还需要着重于哪些关键因素？

何：作为一个尚处于成长期的企业，悦榕集团的优势在于它的文化及人才。

我们整个集团就像是一个大家庭。相较于其他公司，尽管我们的规模可能较小，但我们更有可能持久经营发展。这种持久力源自于家族成员之间的自然联系和一脉相承的价值观。以我的母亲为例，她是一位经验丰富的商业女性，同时也是一位社会活动家，在集团的中国区业务发展中发挥着领军者的作用。通过观察和学习她平时对内对外的沟通方式，我受益颇多。我也经常陪同父亲出差，通过观察他的为人处世，学到了不少经验。

《TheLINK》：家族企业中常常需要维系“家庭”和“事业”之间的平衡。您对此有怎样的建议？

何：我们对自己所做的事业深感自豪，并希望将这种自豪之情与亲人分享。我们家庭成员人数不多（我有一个弟弟和一个妹妹），因此需要保证全家都能倾力参与公司发展过程。充分交流、互相尊重和真诚倾听，对我们来说至关重要。在这方面，我的父母非常注重倾听子女们的建议，我对此深表感激。我们希望能让我们家族的企业基业长青。

《TheLINK》：悦榕集团未来在中国市场有什么新的打算？

何：我们计划在2015年底将中国区悦榕庄酒店的总数发展到15至18家，基本覆盖每个省份。除酒店外，我们也正在成都和黄山等地开发一些住宅项目。我们希望悦榕庄能成为一个人人热爱的亲和力品牌，而不是一个遥不可及的奢侈代言词。我们会为每一位顾客尽心提供优质服务。我们希望这种体验对他们来说是独一无二、充满温馨和激情的。

《TheLINK》：您成为中国区负责人已有3年时间，有没有信心对这个集团的未来发展做出更为意义非凡的贡献？

何：时间会证明一切。在中国，我们必须有足够耐心，并勤奋工作。我相信自己有这个能力，但是归根到底，这还是要靠团队的合力。家族企业在初创期的发展往往基于最初的美好愿景。但对第二代接班人来说，将企业长久保持在快速发展的轨道上殊非易事。太多的事情需要完善，比如开拓市场、完善流程以及建设团队等等。我的父母早已用他们的智慧与勤奋为我树立了良好的榜样。对我来说，挑战在于如何继续建设、维持并发展事业团队。我们会更努力地工作，也相信事业会大有发展。我们对集团的发展前景非常乐观。





***TheLINK:* In addition to innovation and developing new products/markets, what are some key elements to keeping a family business viable and successful? Are any of these measures unique to family businesses or can they be applied to businesses in general?**

As a growing business, Banyan Tree's advantage lies in its own culture and people. We are a big family. Compared with other companies, though our scale is smaller, we are more sustainable because of family members' natural connection and shared values handed down from generation to generation. My mother, as an experienced and successful business woman as well as a social activist, spearheads our development efforts in China and I observe and learn a lot from her in the way she deals with people internally and externally. I spend a lot of time with my father on all his trips and learn through seeing and doing.

***TheLINK:* In family businesses there is often a struggle to find the right balance between 'family' and 'business'. What advice do you have to offer on this issue?**

We have pride in what we do, and we hope to share this with all our associates. We also have a small family (I have two younger siblings), so it is important to keep the entire family engaged in the growth of the business. Conversation, mutual respect and listening are of utmost importance. In this regard, my parents have placed strong emphasis on listening to us, and I respect that a lot. We hope to build this business for a long time to come.

***TheLINK:* What are Banyan Tree's future plans in the Chinese Market?**

By the end of 2015 we plan to operate 15-18 hotels in China, scattered among almost every province. In addition to hotels, we are now trying to develop real estate projects in cities including Chengdu and Huangshan. We hope Banyan Tree will be known as an aspirational brand instead of a luxury brand. We will provide the same excellent service to each client, whether he is a government official or a university student on honeymoon. We hope that the experience is distinct, intimate and inspirational

***TheLINK:* Three years into the job of heading Banyan Tree's China operations, how confident are you that you can make a significant contribution to the company's future growth?**

Only time will tell, and in China one has to be patient and diligent. I am confident in my abilities, but ultimately this is a team effort. In its early stages, a family business relies mainly on the initial vision. But by the second generation, it's harder to keep the business on a fast development track and there are many more things to be done: shaping the market, improving work flow, and building the team. My parents have set me a good example of wisdom and diligence, and for me, as the second generation leader, the challenge will be to build, sustain and grow the team. We will work hard and I am confident we can do it. We are very optimistic about our growth in the long term.



和成欣业：家族齐心，“和气必成”

文 / 陈超 陈慧芳

由 邱和成家族一手创立的和成欣业股份有限公司（以下简称“和成欣业”）迄今已经走过了83年的风风雨雨。近一个世纪以来，邱氏家族祖孙三代薪火相传，齐心协力，秉持“和气必成”的家训，带领着这家企业从一间位于台湾莺歌小镇的手工式小作坊，发展成一家享誉全球的著名陶瓷卫浴品牌企业。

作为和成欣业的第三代领军人物之一，和成（中国）董事长邱士楷所走的传承之路并非一蹴而就。从小耳濡目染祖辈和父辈共同创业的身姿，海外留学归来后，隐瞒身份只身

赴菲律宾“开荒”奋斗，四年后再度转战有待开发的中国大陆市场，逐步升任和成（中国）董事长——邱士楷一步一个脚印地融入了家族事业，并正致力于将其发扬光大。

6月初，邱士楷应邀出席中欧国际工商学院第二届中国家族传承论坛，分享和成欣业的家族传承经验，建言助力中国新兴家族企业的基业长青。近日，邱士楷在悬挂着“和气必成”书法横幅的办公室里接受了《TheLINK》的专访。一席长谈，让我们得窥和成欣业如何以“和气必成”箴言，成就华人家族创业典范。



HCG: United Family, Successful Business!

By Kelly Chen & Joyce Chen

When Hocheng Chiu established a small family-run pottery workshop in Yin-Ko, Taiwan in 1931, it never occurred to him that his modest family business would eventually become an internationally renowned manufacturer of bathroom fixtures – Hocheng Group (HCG). Throughout 83 years of sticking together in good and bad times, all three generations of the Chiu family have been guided by their credo, “harmony brings success”.

Scott Chiu, the current Chairman of HCG China, represents the company’s third generation. Despite being the founder’s grandson his route to the top wasn’t easy. As a child, he was deeply impressed by the entire family’s dedication to the business. After graduating from UC Berkeley in America, Scott Chiu made a solo journey back to Asia and began as an ordinary employee with HCG Philippines. Four years later, he moved on to mainland China and worked his way up to become Board Chairman of HCG China. He is methodically and strategically making his mark on the family business as he works to ensure its continued prosperity.

Earlier this month, he attended the 2nd China Family Heritage Forum held by CEIBS where he shared HCG’s experience in family heritage, and offered suggestions for the sustainability of family businesses in China. Read on as he shares, during an exclusive interview with *TheLINK*, his views on how the family of Chiu can be a source of inspiration for other Chinese family businesses.

***TheLINK:* How did your family bring HCG from Yin-Ko in Taiwan to the international stage? What’s your family’s secret in ensuring continuous development?**

Scott Chiu: Looking back, every turning point in the history of HCG was an attempt to leave the Red Ocean for the Blue Ocean.

It was not until he was in his 40s that my grandfather Hocheng Chiu, by then a retired policeman, started Hocheng Pottery Manufacturing. At that time, there was no tap water in Yin-Ko and every family needed something in which to store water. As a result, all the local pottery factories were busy making various kinds of water containers. In 1955, when tap water became available in urban areas, grandpa realized that he needed to find a way to differentiate HCG from other pottery makers. He also realized that people had begun to attach greater importance to quality standards and pursue a healthy lifestyle. So HCG started to develop modern sanitary ware such as flushable toilets. We are proud to be the very first toilet manufacturer in Yin-Ko. In the 1970s and 1980s, Taiwan’s economy was booming rapidly. The demand for building materials was also soaring, bringing a huge opportunity for HCG. After years of fast development, HCG went public on the Taiwan Stock Exchange in 1991.

《TheLINK》：多年来，您的家族是怎样带领和成欣业从莺歌小镇走向世界，实现了可持续发展？

邱士楷（以下简称“邱”）：回顾过去，和成欣业的每一次关键转折都是一次从“红海”跳进“蓝海”的尝试。

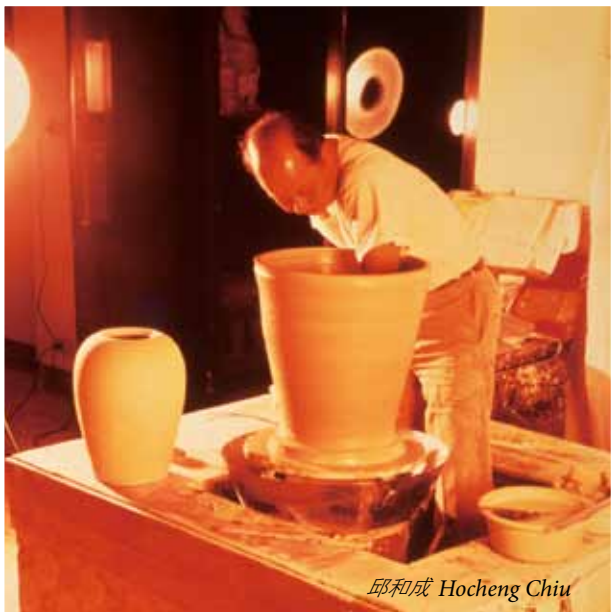
爷爷邱和成在40多岁时，从警察岗位上辞职后才开始创业，和别人合伙在桃园市莺歌小镇创立了和成制陶部。那时候莺歌没有自来水，家家户户都要用水缸，整个镇大大小小两百多家陶瓷工厂，一窝蜂都在做水缸。直到1955年，爷爷觉得一直做水缸与其他人没有差异化，同时看到城市里已经出现了自来水，人们生活水平有所提升，逐渐开始追求更有品质更健康的生活方式，于是和成欣业便开始着手研究抽水马桶等现代卫浴产品。我们是莺歌镇上第一家这样做的。

到了20世纪70、80年代，台湾经济快速发展，建材业需求不断高涨，和成欣业也随之迎来大发展，并于1991年在台湾证券交易所成功上市。

在台湾市场大展拳脚的同时，和成欣业也早早放眼国际，开拓新的“蓝海”。菲律宾、中国大陆、香港地区、北美等等，对于和成欣业而言都是一次次全新的跨步。我们在这些更大、更复杂的市场上与诸多国际和当地品牌竞争，取得了不俗业绩，由此跻身“全球十大卫浴集团”之一。

《TheLINK》：您的家族成员们在和成欣业当中分别担任哪些角色？其管理模式是怎样的？

邱：与所有的家族企业一样，我们都是边做边学、不断调整



邱和成 Hocheng Chiu

管理模式。

我的爷爷40多岁才创业，事实上，我的几个伯伯都陆续参与了和成欣业前期艰辛创业的过程，他们可以算是创业“1.5代”。我其实属于“第2.5代”。

刚开始创业时，所有的家族成员要参与到企业经营管理当中。比如，我奶奶当时负责所有人每天6顿的伙食，父亲那一辈的男性成员都要到生产车间帮忙。当然，也按各人所长进行分工。例如我的三伯父邱俊荣，今年已经83岁了，他是我们的“冠军销售员”；那时他每天都把生产出来的马桶用麻袋装好绑好，骑三轮车运到莺歌火车站搭车去台北，将所有马桶卖完然后回家。这就是早期的和成模式：大家同心协力，各司其职。

到了我们这一代，和成欣业的管理模式演变为：家中七房各派一位代表进入董事会，共同领导；经营权则下放给各事业部门主管。2000年，我们开始聘请职业经理人来负责公司的具体运作。我们家族的角色逐渐变成了资方，主要职责是协助与监督职业经理人的各项工作。目前我们家族所有的成员都从具体的经营管理（例如总经理、副总经理、协理等）岗位上抽离，退到了董事会当中。

正如我堂兄、现任和成欣业董事长邱立坚所言，七家七票，正好是单数，任何表决都不会打成平手，也能让董事会顺利运作。

《TheLINK》：您在海外留学时学的是工程管理专业，在那时应该还没有明确的接班意向。您于何时决定加入和成欣业？

邱：其实我父亲之前并没有硬性规定我一定要加入家族企业。我加入和成欣业是由于一个很偶然的契机。

刚从美国念完大学毕业回台湾时，我尚未决定下一步方向。当时，和成欣业刚进入菲律宾市场，开始建设厂房，于是父亲建议我过去实习。没想到这一去就待了四年。

由于当时菲律宾绑架事件屡见不鲜，我改用母姓以避免不必要的麻烦，因此在当地没有人知道我的真实身份。我现在依旧能清楚地记得从一开始穿着雨鞋、戴着斗笠、拿着对讲机做监工，直到后来从事采购、行政、人事、管理等岗位工作时的情景。

在菲律宾的四年中，我学到了很多。在参与当地分公司从无到有的建设过程中，我接触到了企业管理的方方面面，见证一个公司从孵化走向成熟。这是非常宝贵的经验。

四年后，和成欣业在菲律宾市场站稳了脚，我也从菲律宾回到台湾。刚回来时，我一度尝试过自己创业，包括开酒吧、餐厅等。但是，很快我发现自己并不适应这样的节奏。我认为，年轻人还是要走出去闯一闯，台湾对于我而言太安



Even with our success at home, we never forget to create new opportunities in “Blue Oceans” – the Philippines, mainland China, Hong Kong, North America, etc. Each new market means huge progress for us. Despite fierce competition from numerous international and local brands in a larger and more complex market, HCG always manages to turn in a great performance. It has now become one of the world’s Top 10 sanitary ware groups.

TheLINK: What’s the role of your family members in HCG? What’s your family’s approach to management?

HCG doesn’t have a fixed approach to management. We learn from doing and adjust our methods accordingly. I am sure this is the same for other family business.

After my grandpa established the company, my uncles played a very important role in the early years of HCG. To me, they are more of a “Generation 1.5” than the company’s second generation. My cousins and I are “Generation 2.5”.

When HCG was in its infancy, all the family members were engaged in the operation. My grandmother was responsible for cooking the meals. My father and his brothers helped in the workshops. They were assigned different responsibilities according to their individual capabilities. For instance Junrong Chiu, one of my uncles who is now 83 years old, was our top salesman. Back then, every morning he would pack toilets in bags, ride a tricycle to the Yin-Ko railway

station and then take the train to Taipei. He wouldn’t go back home until he had sold all the toilets. This is how HCG made it in the early days: united as a family while doing different jobs.

When the third generation took over HCG, the management approach was adjusted. In earlier years, the seven branches of the big family would each choose their own representative who would serve as one of seven board directors. The management right was transferred to the heads of each business division. Since 2000, professional managers have been employed to take charge of the company’s operations. The role of our family has changed; we are now shareholders whose main duty is to support and supervise professional managers. Now, instead of holding operational and managerial positions, our family members serve on the board of directors.

As my cousin Ken Chiu – the current Chairman of HCG – says, the uneven votes from seven branches truly ensure that the board works effectively.

TheLINK: Judging from your decision to major in engineering management while at college, it appears your initial plans did not include a job at HCG. When did you decide to join the family business?

It was a coincidence. There was never any pressure from my father.

After college graduation, I was wondering what I should do next. At that time, HCG had just expanded its business to the Philippines where it began to construct factories. I took my

和成欣业简介

1931年创立于台湾莺歌的和成欣业，历经80逾载岁月历练，以创新、品质与服务，构建了业务涵盖卫生洁具、建筑材料、精密陶瓷及厨具厨房设备等诸多领域的强大卫浴王国，是唯一位列“全球十大卫浴集团”的华人品牌。现集团总部位于台北市，是台湾市场占有率超过55%的卫浴生产及销售公司，也是唯一一家股票上市的卫浴企业。公司产品已成功出口畅销于亚洲、中东、欧美等地60多个国家和地区，享有极高的声誉和影响力，并在全球包括台北、上海、苏州、厦门、北美、菲律宾、韩国、印尼等地区设有营运及生产中心，负责终端、渠道、制造、贸易等业务。

上世纪90年代初，和成欣业进入中国内地市场，目前已经发展成为中国内地五大制造业品牌之一，在北京、上海均设立了分公司，上百个销售据点覆盖全国，形成了庞大而高效的行销网络。

About HCG

Established in Yin-Ko, Taiwan by Hocheng Chiu in 1931, Hocheng Group has been dedicated to manufacturing sanitary ware for almost a century. The company has been very aggressive in new product development/launch in areas such as building materials, precision ceramics and kitchen facilities. HCG is the only Chinese original brand among the global Top 10 sanitary ware groups. It is also the only listed sanitary ware company on the Taiwan stock market. It boasts more than 55% market share in Taiwan. HCG’s products are distributed to more than 60 countries worldwide. In addition to its Taipei headquarters, over the years HCG has established a global network consisting of manufacturing and business operations in Beijing, Shanghai, Suzhou, Xiamen, North America, the Philippines, South Korea, Indonesia, etc.

Since entering the mainland market in the last two decades, HCG has now become a Top 5 sanitary brand in mainland China.



逸了，挑战相对较少。我一直相信，年轻人最需要经验，而获取经验只有一个简单的公式：经验=时间×痛苦。所以你要么花十年二十年的时间、尝到较少的痛苦，要么就用很短的时间、通过承受很大的痛苦来换取足够的经验。我决定选择一个挑战的环境，给自己一个磨练的机会。也正是在这个反思过程中，我真正决定加入和成。

正因如此，在不久后家族成员重新改选董事的时候，我自告奋勇，来到中国大陆开拓市场，边做边学，一步步走到了今天。

《TheLINK》：您在传承方面，家族应该如何进行规划与安排？您的家族在传承方面有哪些经验？

邱：很多人都惊叹于我们第三代的这些堂兄、堂姐、堂弟们都能在同一家公司工作。特别是对台湾企业来讲，这样很简单；很多家族企业在第二代的时候就已经吵翻、分裂了。所以，家族企业有必要塑造家族文化和家族传承与规划的概念。

我们从小就被灌输和成“和气必成”的思想，一家人的感情非常好。我的爷爷奶奶很有先见之明。他们还在世的时候，便和所有的第二代成员沟通安排好传承的相关事宜，让大家都明确自己的权责分配。我觉得传承不仅仅包括“我传给谁”这样的问题，更重要的是把这些规矩说清楚。

现在资讯比以前更发达，许多家族企业经营者或家族成员并不缺乏传承的知识，但缺乏对待传承的正确态度和观念。在许多两难的情况下，家族成员之间很容易产生情绪和冲突。这一点与非家族企业有所不同，非家族企业可以一切以利益最大化为目标，但是在家族企业中，往往并非如此。

《TheLINK》：对您的家族及和成欣业而言，成功的发展和传承是否有哪些关键的因素在发挥作用？

邱：首先，家族本身所安身立命的企业一定要兴旺，不然家族很容易散掉。

第二是要组建有效的董事会。很多家族企业没有正式的董事会架构；说到传承，父母和儿女在吃饭的时候讨论一下，就做出交班的决定了。但实际上，董事会在家族企业中是非常重要的，它是一个自我治理的机制。家族成员能否担任企业的某个职务，需要在董事会上通过公正的评价机制才能决定。我们可以在董事会会议上只谈公司的事情，在家族会议上讨论家族内的事务，将两者有效地区隔开来。

《TheLINK》：中欧国际工商学院近期成立了专门的家族传承研究中心。您对该中心的研究工作有怎样的期望？

邱：我有很多朋友都是中欧的学生或者校友，与中欧的渊源很深厚。国外学术界对家族企业进行了很多研究。对于家族而言，传承中涉及的财务规划、如何建立有效董事会机制、成立家族信托基金等课题都不容忽视。我也期望中欧的教授和校友们能够为此贡献智慧，分享经验。

此外，我本人是青年总裁协会（Young Presidents' Organisation，简称YPO）的北亚区会员主席。该协会在全球有2万多名会员，其中很多来自家族企业。YPO与哈佛商学院之间的学术合作已经开展了50年左右，也与伦敦政治经济学院等其他许多学术机构建立了合作关系。我认为，在亚洲，中欧国际工商学院是非常具有代表性的，YPO也可以与中欧探讨开展一定的合作。



father's advice to do an internship there. However, I never thought I would stay for four years.

Kidnapping was common in the Philippines then, so I took my mother's surname to avoid being a target. No one there knew my real identity. I can still remember my early days in the Philippines as a project supervisor: wearing rain boots and a bamboo hat. Later, I worked in various positions: purchasing, administration, human resources, management, etc. During my four years in the Philippines, I learnt a lot, I gained an understanding on every aspect of business management. Witnessing a company grow out of nothing was a valuable experience for me.

Four years later, HCG became a strong competitor in the Philippine market and I decided to return to Taiwan. Back home, I first tried to start my own business. I opened a pub and a restaurant but found it was just not for me. Life in Taiwan was too comfortable. A young man should go out to explore the world, gaining more experience. There is only one way to gain experience: Experience = Time × Pain. You can either gain experience little by little over a long, long time, or suffer from great pain to instantly gain enough experience. I decided to choose the latter and give myself a chance to face challenges. This is why I finally decided to join HCG.

During the next board director re-election after I had made up my mind, I volunteered to help expand the market in mainland China. I learn through doing. One step after another, I became who I am today.

TheLINK: What kind of planning do you think a family should make in terms of family heritage? What's HCG's experience?

Many people are amazed that all our family members can work together in one company. It isn't easy, especially for Taiwanese companies. A lot of family businesses break apart by the second generation. It's essential for family businesses to build a family culture and a consensus on family heritage planning.

As the Chius, we all grow up believing in the credo "harmony brings success" and we have a close relationship with each other. All this cannot be separated from the wisdom of my grandparents. When they were still alive, they had already talked to their children and made arrangements on heritage. Every family member is clear about his/her

duty. In my opinion, family heritage is more than "who the inheritance goes to". What matters most is that there are clear rules on heritage.

More than ever before, there is a lot of information available so the owners and operators of family businesses do not lack related knowledge. What they need most is the right attitude about family heritage. Family members may sometimes be resentful or harbour grudges against each other. In non-family businesses whose only aim is to maximize profits these issues do not matter at all. However, a family-run business cannot ignore these disturbing factors.

TheLINK: For your family and HCG, what is the crucial factor in ensuring successful business development and heritage?

First and foremost, the family business should thrive, or the family will simply break apart.

Second, an effective board of directors should be established. Many family businesses don't consist of a properly-functioning board. Parents might make decisions on heritage while having dinner with their children. A board of directors is a very important mechanism of self-governance. Problems such as whether a family member is qualified for a certain post should only be settled through a fair evaluation process during a board meeting. There should be a clear boundary: board meetings for business issues, family meetings for family issues.

TheLINK: CEIBS has launched a research centre for family heritage. What are your expectations of it?

Academics overseas have done extensive research on family business: how to deal with financial planning during succession, how to set up an effective board, how to launch a family trust fund... I hope the professors and alumni from CEIBS can share their wisdom on these aspects.

I am the Regional Co-Chair of Young Presidents' Organisation (YPO) North Asia. Our organisation has more than 20,000 members around the world, many of whom are from family businesses. There has been an academic collaboration between YPO and Harvard Business School for more than 50 years. YPO also partners with LSE and other academic institutions. As a leading business school in Asia, CEIBS would also be a great partner for YPO.



中国医疗系统的 抉择：要创新， 还是要可及性



文 / 中欧国际工商学院工商管理学访问助理教授
阿瑟·达姆利奇

最近，全世界见证了中国政府在抗击新一轮禽流感疫情中的果断表现。除迅速关闭活禽交易市场、严密监测患者外，中国的医务人员和公共卫生部门还与国际医学专家以及世界卫生组织开展了密切合作。在这次疫情面前，中国医疗卫生系统所展现的应对能力与响应速度，较2003年抗击“非典”时已有大幅提升。

在过去十年的艰辛改革中，中国政府加大了对医疗保障体系的建设力度，从而显著扩大了基本医疗保障制度的覆盖范围。分析人士预测，到2020年，中国医疗卫生支出将达到1万亿美元，将是目前的三倍之多。如今，中国医疗改革的成果可谓惠及全民——随着医疗体系的逐步完善，中国医疗卫生水平显著提升，人口寿命大大延长，婴儿死亡率进一步下降。然而，中国医疗卫生体系依然存在诸多问题，例如患者看病要自掏腰包、医院为富人专设VIP套房、以及医生受利益驱使故意在处方中使用昂贵药品等等。

当前，中国医疗卫生体系陷入了一个两难的发展困局：一方面需要保

护医疗产业的利益，以促进其产品技术创新；另一方面又需要控制医疗服务价格，提高医疗服务的可及性。如果无利可图，药品和医疗器械行业将得不到发展，丧失开发新产品的动力；但是，如果诊疗费用居高不下，广大患者将受困于过重的负担。

过去三十多年间，中国经济发展表现惊人，除了GDP增长速度在全世界领跑外，储蓄率也一直保持着极高的水平。事实上，中国老百姓存钱往往是为了留作将来给自己和家人看病之用。在中国，近40%的医疗费用直接由患者支付，而经济合作与发展组织成员国的个人支付比例只占10%到15%。

“创新” VS “可及性”

每个国家都需要在“鼓励医疗行业创新”与“确保全民医疗可及性”之间谋求平衡。

例如，美国对医疗保险和药品采取自由市场定价政策，其相关行业年产值占到GDP的近20%，各类研发型生物制药与医疗器械公司发展之势一派欣欣向荣。虽然美国在2010年颁布了旨在扩大医疗保障覆盖范围的《平价医疗法

案》，但美国医疗体系的本质仍是以促进尖端医疗技术的发展为主要任务，而非提供平价医疗。

在印度，情况则恰好相反。印度法院最近的一些判决削弱了相关企业对药品专利的保护，同时，印度政府也对某些尚在专利期内的药品实施强制许可（即不经专利权人同意，直接允许其他企业应用其专利、以更低成本生产药品），平抑药价。印度医疗相关行业的年产值仅占该国GDP的4%。推行平价医疗、让百姓都能买得起药看得起病，才是该国政府的主要目标。

新中国成立以来，中国医疗卫生系统历经变迁，最终形成如今的格局。

自1949年至20世纪80年代，中国医疗卫生政策一直以满足工农兵群众的

China's Healthcare Choice: *Innovation or Access?*

By Arthur Daemmrich

This spring, the world watched closely as Chinese officials responded rapidly to a new avian flu virus. In addition to closing poultry markets and monitoring patients, Chinese physicians and public health leaders collaborated with international experts and the World Health Organisation. China's healthcare system has demonstrated far greater capacity and responsiveness than in the 2003 SARS scare.

Ten years of reforms to China's healthcare system have significantly increased the availability of government-backed insurance and basic care to the world's largest population. Analysts predict that healthcare spending in China will grow to \$1 trillion by 2020, triple present levels. The public is benefiting from improved care, longer lifespan, and a decrease in infant mortality. Nevertheless, tensions are apparent as people pay directly for care, hospitals build VIP suites for wealthy patients, and doctors have



“A fundamental choice will need to be made between financial incentives for future medical innovation or price controls that broaden present access to care.”





基本医疗需求为目标。医疗体系被视为社会主义制度不可分割的一部分，从医院管理到药品生产等环节均全面实行集化管理。

自1978年改革开放以来，医疗服务在中国逐渐成为一种消费行为。从概念上来说，医疗从一种公共福利更多地转变为由每个人自己承担的责任。就制度而言，大部分医疗服务机构仍具有公共性质，门急诊和手术费用由政府统一定价；但是，药品供应、诊断化验与专科治疗等环节已开始采用市场定价模式。这便导致中国医疗系统在“提供平价医疗服务”与“通过市场化激励扶持创新”之间形成“拉锯”困局。

如果中国大力发展新药研发和医疗信息技术等创新领域，医疗行业将有望为整体经济从制造业转向服务业、从投资转向消费的战略转型作出显著贡献。

新药研发

中国正面临在国际药品研发工作

(包括临床试验管理)中占据一席之地的重大机遇。

跨国公司和中国政府都斥巨资扶持基础生物医学研究。但是，担忧跨国公司可能不公正对待参加试验的中国病患的舆论声浪不绝于耳，也导致很多临床试验的申请审批工作一再被搁置。

同时，中国也不能仅仅成为西方国家药物测试的外包场所，国内的药物测试工作同样得开辟新途径；这需要国内生物制药公司与城镇医院及乡镇卫生中心之间开展密切合作。中国的制药公司和医务人员可以通过全国型临床试验项目，熟练掌握如何管理及开展多地区临床试验的技能。

数年前，有分析人士曾预测俄罗斯和印度将成为除欧美外最主要的临床试验地区。然而，这两个国家在这方面的发展都不如预期。中国有望抓住机会迎头赶上，成为一个高效且监管有序、在高新医疗科技及传统中药新配方等研究上均有建树的全球主要临床试验地区。

医疗信息技术

信息技术是中国医疗系统发展的另一良机。依托信息技术平台，中国可以做到快速响应国内医疗需求，并在国际舞台上崭露头角。

中国政府正加紧制定医疗信息技术标准并推动其具体实施。鉴于人口基数大、且极少有医疗机构建立了完善的纸质病历管理系统等现状，中国特别迫切需要建设电子化病历管理体系。在中国，病历目前普遍由个人自管保存，每人都有一本或多本小小的纸质病历簿，记载其就医记录。

如果中国借鉴大多数西方国家的方式来建立电子病历系统，患者们可能会在与医生及医院的关系中处于更加弱势的地位。较为可行的做法是：搭建一个让中国居民可以通过技术手段、充分参与自身医疗数据管理工作的电子病历

系统。当中的主要举措包括：患者可以用移动设备查询病案、与医疗机构间实现双向沟通，以及能够选择是否向医疗研究机构提供自身数据等。这些技术手段的运用，不仅能帮助患者更好地参与治疗过程，也能促使医疗研究机构利用这些数据更好地改进药品，推动医学发展。电子病历系统促成的这些医学科研进步将惠及全国。

选择创新

中国医疗系统的经济收入主要来自政府运作的社会医疗保险与病患个人的自费支付。在理想的情况下，个人会为某些特别的医疗服务自掏腰包，也不会社会医疗保险覆盖范围内使用不必要的过度医疗服务。然而，中国的医疗服务费用当中，个人自费比例极高，这导致许多患者的疾病无法得到充分治疗，相应地，医疗创新也无法获得足够的经济回报。政府新近出台的大病医疗保险制度或许可以化解这一矛盾。但是，大病保险制度的实施也有可能限制商业保险的发展，且有可能推高治疗成本（相关医疗服务将可能以保险覆盖的基准线或更高的标准来定价）。

中国医疗创新的未来取决于能否破解“创新”与“可及性”之间的两难。公立医院按政府定价向患者收费，因而不适用于商业保险报销。商业医疗保险的发展有赖于私立诊所提供高质量的、可获商业保险覆盖的医疗服务。但是，有意于医疗产业的投资者们也必须得到充分保证，确保商业保险能够对私立医院和诊所的诊疗服务提供足够的费用理赔等资金支持。同样，制药公司也需要一些保证，确保新药研发的费用可以通过（商业保险可承担赔付的相对高）定价得到分摊。因此，明确商业保险公司的角色，对于生物制药行业、私立医院和专科诊所的进一步发展可谓至关重要。

financial incentives to prescribe brand-name drugs.

China today faces a dilemma in healthcare development between the present and the future. A fundamental choice will need to be made between financial incentives for future medical innovation or price controls that broaden present access to care. Without incentives, the pharmaceutical and medical device industries will not prosper and develop new treatments. But without inexpensive diagnostics and treatments, current patients bear an unfair burden.

China's GDP is striking not just for world-leading growth over the past three decades, but also for a very high savings rate. In effect, the Chinese public has deferred present-day consumption for infrastructure investment. But individuals also save to pay for future health expenditures for themselves and their families. Nearly 40 percent of health spending comes directly from Chinese patients, compared to between 10 and 15 percent across the OECD. Greater choice in insurance, both public and private, would enable healthcare to contribute to economic growth by rewarding inventors of new medicines or improved health services.

Innovation Versus Access

Every country strikes a balance between rewarding innovation and ensuring public access to care. The United States, for example, allows free-market pricing of insurance and medicine. Healthcare makes up nearly 20 percent of the GDP and supports diverse research-intensive biopharmaceutical and medical device firms. Even with expanded insurance under the 2010 Affordable Care Act, the system is fundamentally oriented to leading edge treatment rather than the delivery of inexpensive care. In India, by contrast, recent court decisions weakening drug patents and government support for compulsory licensing of pharmaceuticals illustrate a focus on low-cost therapies. The healthcare system, which comprises just 4 percent of GDP, is targeting generic drug availability and inexpensive patient care.

China has undergone significant shifts in its healthcare system during the past 60 years that provide context to present choices. Broadly, health policy from the founding of the People's Republic in 1949 through the 1980s was focused on meeting the basic health needs of peasants, soldiers, and workers. Healthcare was seen as an integral component of the



“A major opportunity is emerging for China to play a role in international drug development, including managing clinical trials.”

socialist system and all dimensions of care were collectivized, from hospitals to drug manufacturing.

Alongside economic reforms since 1978, healthcare in China became a consumption activity. Conceptually, health shifted from a public good to the private responsibility of each individual. Institutionally, most healthcare services remained public, with government-set prices for doctor visits and surgery. But the provision of medicines, diagnostic tests, and specialized care moved to a free-market model. As a result, China's healthcare system is split between delivering low-cost care and supporting innovation through market incentives. If China develops innovative areas such as pharmaceutical drug development and health information technologies, the healthcare system can be part of an economic transition from manufacturing to services and from building infrastructure to consuming of domestically invented goods and services.

Clinical Trial Innovation

A major opportunity is emerging for China to

play a role in international drug development, including managing clinical trials. Significant investments are being made by multinational firms and the Chinese government to support basic biomedical research. But concerns about multinationals exploiting Chinese patients have led to delays in authorising clinical trials and approving hospitals for international trials.

Rather than serve solely as an outsourcing location for drug testing from the West, a new domestic-oriented approach would involve partnerships between biopharmaceutical firms and urban hospitals that work with county and township health centres. By building a national clinical trial programme, Chinese firms and Chinese physicians would gain expertise in managing multi-sited trials. Some years ago, analysts projected that Russia and India would become the main sites for clinical trials outside of the United States and Europe. However, neither has developed as expected, providing an opportunity for China to become a well-regulated but also efficient site for clinical trials of new therapies and new formulations of traditional Chinese medicines.

Health Information Technology

Information technologies offer a second area in which China can respond to domestic health needs and gain a leading international position. The government is developing technical standards for

“ Greater choice in insurance, both public and private, would enable healthcare to contribute to economic growth by rewarding inventors of new medicines or improved health services.”

health information technology and supporting its implementation. China is especially intriguing for the development of electronic medical records because of its large population and few legacy systems of paper records held by clinics and hospitals. Instead, individuals commonly have a small booklet with records of past doctor visits and hospitalizations.

If China creates electronic medical records as in most Western nations, patients will be shifted to a more passive role relative to physicians and hospitals. Alternatively, a system that involves technology-savvy Chinese in the management of their medical data holds significant promise. Key features would include access from mobile devices, two-way interactions with medical authorities, and controlled access to data for biomedical researchers. In this way, patients would remain involved with their own care even as medicine improves from better knowledge about health outcomes and China benefits from research that builds on electronic records.

Choosing Innovation

China's healthcare system relies largely on insurance through government programmes and co-insurance by individuals based on savings. Under an optimal co-insurance model, individuals pay out-of-pocket for the care they need, but do not seek unnecessary and wasteful treatments covered by insurance. But China's very high out-of-pocket healthcare spending contributes to under treatment of many conditions and a lack of financial reward for medical innovation. New government-backed catastrophic insurance may help resolve this tension. However, public catastrophic insurance might also constrain the development of private insurance by making it too difficult for insurers to create profitable patient pools. It may also drive up costs, as treatments price at or above the coverage baseline.

The future of healthcare innovation in China hinges on the resolution of a two-sided dilemma. For private insurance to grow, clinics need to offer high-quality covered services. Public hospitals, which bill patients at government-set prices, are not equipped for private insurance reimbursement. But investors need to be convinced of the viability of private insurance plans to fund private hospitals and clinics. Likewise, pharmaceutical firms need some guarantee of payment to undertake research into new drugs. Thus clarity on the role for private insurers is essential to further development of the biopharmaceutical industry, private hospitals, and specialised clinics.

御卓识 取风范

拥有伟大创想的头脑，也一定有非凡品位。同样来自英伦，
坚守同样价值，捷豹以菁英眼光重塑汽车美学的典范。
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“龙旗奖学金”支持学子圆梦中欧 Longcheer Holdings Provides Scholarship



4月17日，“龙旗奖学金”捐赠仪式在中欧国际工商学院上海校园举行。“龙旗奖学金”是龙旗控股有限公司（以下简称“龙旗控股”）为支持中欧培养更多现代化管理人才、奖励中欧优秀的MBA学生而设立。自2013年起，龙旗控股将持续5年、每年为2名中欧MBA学生提供半额奖学金；奖学金金额总计约为200万元。

中欧名誉院长、中欧教育发展基金会理事长刘吉教授表示，感谢龙旗控股通过提供奖学金的方式，在春光明媚的季节里帮助优秀年轻人播种希望，为其他校友树立了榜样。

中欧院长朱晓明教授代表学院接受了捐赠。朱院长还特意准备了两本自己授课的教案回赠给龙旗控股。

龙旗控股有限公司总裁兼CEO邓华（EMBA 2006）校友发表了捐赠感言。他说，龙旗控股是中欧国际工商学院全球领先管理教育的受益者。公司有5名高管毕业于中欧EMBA课程，副总裁以上的全部管理者都至少在中欧参加过高层经理培训课程。因此，龙旗控股乐于为母校的发展献出自己的力量。

龙旗控股创建于2002年7月，是一家全球领先的无线通讯技术产品和服务提供商，专业从事手机设计、手机整机业务、移动数据产品、无线宽带技术和移动互联网应用等产品的研发和服务。公司总部位于上海，在深圳、西安、香港、新加坡、日本、印度、越南等地设有分支机构。

Longcheer Holdings Limited has joined CEIBS' already impressive list of corporate sponsors. As outlined during a donation ceremony held on April 17 at the Spanish Centre, the Longcheer Scholarship will, over the next five years, see the company invest annually in financing half the tuition for two CEIBS MBA students with a total investment of about RMB 2 million.

Du Junhong, Chairman of Longcheer Holdings Limited and a CEIBS CEO Programme alumnus, made the scholarship investment during the ceremony on behalf of Longcheer Group. Deng Hua (EMBA 2006), President and CEO of Longcheer Holding, was also present. In his speech he explained that Longcheer Holdings had been inspired to invest because of the benefits it had derived from CEIBS' cutting edge global management education. Five of the company's top executives have participated in the CEIBS EMBA Programme, and its entire top management team (above the vice president level) has participated in CEIBS Executive Education programmes.

校友企业“创天昱”签约冠名“cado中欧校友大讲坛” CTK Sponsors CEIBS Master Forum

4月11日，中欧国际工商学院校友企业、创天昱科技（深圳）有限公司冠名赞助“cado2013中欧校友大讲坛”系列活动签约仪式暨cado蓝光空气净化器捐赠仪式于中欧上海校园隆重举行。

此次创天昱将捐赠现金65万元人民币独家冠名赞助“cado2013中欧校友大讲坛”，并将向中欧上海校园捐赠价值人民币80万元的cado蓝光空气净化器；同时，创天昱还将用中欧校友购买cado蓝光空气净化器所实现的销售收入中的2%投入建立“cado中欧MBA奖学金基金”，全部用于资助中欧MBA学生的学习。

中欧国际工商学院院长朱晓明教授，校友关系事务部王庆江主任，副教授长、MBA课程主任陈世敏教授，中欧院长助理兼中欧基金会秘书长葛俊先生以及创天昱科技（深圳）有限公司董事长张忠良（CEO 2013）校友等嘉宾出席了签约仪式。

A signing ceremony to mark CTK Company Limited's role as title sponsor of the “cado 2013 CEIBS Master Forum” took place in the Spanish Centre of CEIBS Shanghai Campus on April 11. In addition, the company donated cado blue ray air purifiers worth RMB 800,000 to the school during the ceremony.

This cooperation between CTK and CEIBS will support the school in its teaching, research, and alumni relations. Meanwhile CTK's development will be boosted by spin-off benefits from CEIBS' reputation and brand recognition, along with support from faculty, students and alumni.

CEIBS Executive President Prof Zhu Xiaoming, Alumni Relations Director Wang Qingjiang, Associate Dean and MBA Programme Director Prof Chen Shimin, Director of CEIBS Foundation Ge Jun and CTK President Zhang Zhongliang attended the signing ceremony. Prof Zhu got the event underway by praising CTK's technological prowess. He expressed his joy at the collaboration between CEIBS and the company, saying he expects more and more of the school's alumni entrepreneurs who achieve global success to also give back to their alma mater. Zhang has completed several Executive Education courses at CEIBS and is now enrolled in the CEO programme.



中欧新生代创业领袖成长营二期起航 克莱斯勒（中国）成为全程合作伙伴 Entrepreneurial Leadership Camp Update



The CEIBS China Entrepreneurial Leadership Camp continues to help participants' companies become successful and achieve sustainable development. A number of events have been held so far this year, including the April 10 launch of the class in Shanghai. During the ceremony, Chrysler Group (China) invested RMB 3 million in research funding and provided the prizes for the next two years' Entrepreneurship and Innovation Competitions – two Chrysler 300Cs.

Then from April 11 – 14, the camp's first module was held. During this four-day session, participants had the opportunity to hear from renowned academics and successful entrepreneurs.

The Camp's first 48 participants, who enrolled last May, graduated on March 31 in a unique event that included both an innovation competition and a graduation ceremony.

4月10日，中欧国际工商学院新生代创业领袖成长营二期开学典礼于中欧上海校园隆重举行。中欧院长朱晓明教授、名誉院长刘吉教授、副院长兼中方教务长张维炯教授、克莱斯勒（中国）汽车销售有限公司总裁兼总经理郑洁女士、分享投资执行合伙人白文涛（EMBA 2002）校友以及成为资本创始人、中欧校友李世默先生出席典礼并致辞。

其间，克莱斯勒（中国）与中欧创业与投资中心宣布达成年度全程合作伙伴关系，并举办了签约仪式。克莱斯勒（中国）将分两年向中欧提供300万元研究经费，并提供两部克莱斯勒300C尊崇版实体车，作为今后两届

“中欧创业创新大赛”的奖品。

中欧第二期新生代创业领袖成长营吸引了共计169名创业精英前来报名。经严格初选和专家委员会面试，最终有56人从激烈的竞争中脱颖而出，成为第二期“营员”。

4月11日至14日，中欧创业营第二期的第一模块课程于上海校园正式开课，模块主题为“颠覆式创新”。创业营课程从内容到形式均以创新颠覆着传统课程的概念，学员和讲师、学员和学员之间通过热烈的互动交流，不断碰撞出智慧和创新的火花。

此前，中欧新生代创业领袖成长营第一期毕业典礼暨中欧创业创新大赛已于3月31日在上海校园隆重举行。



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|----|-------------------------|-----|
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| | MBA2006级毕业五周年返校聚会 | 7月 |
| | MBA2002级毕业十周年返校聚会 | 11月 |
| | GEMBA 上海班返校聚会 | 5月 |
| | EMBA中文班返校聚会（2008/2009级） | 7月 |
| | EMBA2006级毕业五周年返校聚会 | 9月 |
| | EMBA2001级毕业十周年返校聚会 | 10月 |
| 深圳 | 返校日（所有华南校友） | 11月 |
| 北京 | GEMBA 北京班返校聚会 | 6月 |
| | 2013MBA北京年度聚会 | 6月 |
| | EMBA2003级北京班毕业十周年返校聚会 | 9月 |

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学院为校友周年返校聚会提供场地、后勤服务等支持。

赢创工业集团与中欧继续加强合作关系

3月29日，赢创工业集团与中欧国际工商学院合作续约签字仪式在中欧上海校园顺利举行。赢创工业集团自2005年成为中欧的合作企业以来，一直积极支持学院的发展、以及由中欧MBA学生主办的企业社会责任全球论坛等活动。

赢创工业集团执行董事俞大海博士、大中华区总裁李汉卓（Hans-Josef Ritzert）博士、中欧院长佩德罗·雷诺（Pedro Nueno）教授以及副院长兼教务长苏理达（Hellmut Schütte）教授等嘉宾出席了合作续约仪式。



Evonik Renews Partnership with CEIBS

CEIBS and Evonik Industries, one of the world's leading specialty chemicals companies, renewed their partnership for another three years with a March 29 signing ceremony held in the Spanish Centre at the school's Shanghai Campus.

The collaboration will see Evonik continue its annual investment in the CEIBS Development Fund and in the annual Being Globally Responsible Conference (BGRC), organised by and for MBA students. The company will also continue to collaborate with the MBA Programme to provide projects for the Integrated Strategy Project (ISP) and with the Executive Education Programme's CSP team. Evonik Industries first



became a CEIBS corporate partner in 2005 when it began investing in the CEIBS Development Fund and the BGRC. It has also been an active recruiter of CEIBS graduates and a participant in the school's Executive Education Programme.

Dr Hans-Josef Ritzert, President of Evonik Greater China made the investment on behalf of the company. Dr Yu Dahai, a member of the Executive Board of Evonik Industries AG, was also present while the CEIBS side saw participation from President and Chengwei Ventures Chair Professor of Entrepreneurship Pedro Nueno, along with Vice President and Dean Helmut Schütte.

中欧公司顾问委员会会议顺利召开

5月21日，来自中欧国际工商学院近20家合作企业的高层管理人士齐聚中欧陆家嘴国际金融研究院，出席了2013年度中欧公司顾问委员会会议。

中欧副院长兼教务长苏理达（Hellmut Schütte）教授、副院长兼中方教务长张维炯教授、组织行为学教授穆恩（Henry Moon）等也出席了本次会议。

苏理达教务长为公司顾问委员会代表们介绍了学院的近期发展；随后，穆恩教授以“探索个性”为主题发表演讲。最后，与会人士针对感兴趣的话题相互交换意见，增进了彼此间的了解和友好情谊。

中欧公司顾问委员会是一个旨在汇聚全球顶级企业家智慧、为中国商务教育发展出谋划策的高端互动平台。作为学院与企业之间的沟通桥梁，委员会从中欧的品牌建设、战略及融资等多方面向学院提供咨询意见，并确保学院的教学与研究活动契合企业的实际需求。

Corporate Advisory Board Meets

High-level executives from about 20 of CEIBS' valuable corporate partners gathered at CEIBS Lujiuzui Institute of International Finance on May 21 for the 2013 CEIBS Corporate

Advisory Board (CAB) meeting. Attendees included CEIBS Vice President & Dean Hellmut Schütte, Vice President & Co-Dean Zhang Weijiong, and the heads of various school departments.

Dean Schütte gave CAB members an overview of recent developments at the school, and Professor of Organisational Behaviour Henry Moon gave a presentation that linked his area of expertise with the school's operations.

CEIBS' Corporate Advisory Board is a high-visibility platform that provides senior executives from the school's corporate sponsorship partners with an opportunity to share their views concerning business education in China. As an interface



between the school and the business community, the CAB gives on-going advice and feedback to CEIBS on issues such as the school's branding,

strategy and fund raising, and ensures that the school's teaching and research activities are closely linked to business practice.

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多地校友分会开展理事会换届工作 Alumni Chapters Elect New Council Members

今年以来，中欧国际工商学院对各校友组织年度计划的执行情况和按期换届工作给予了更多的关注和支持。

2013年度，中欧校友会共有22个校友分会迎来了理事会换届之时。近来，多个校友分会陆续开展或完成了理事会换届工作，为当地校友网络及校友活动的创新与可持续发展注入了新的活力。

5月30日，中欧校友会重庆分会举办了第二届理事会成立大会暨EMBA管理论坛。熊帆（EMBA 2003）校友当选为重庆分会新任会长。中欧金融学教授黄明应邀在论坛上发表了题为“国内外经济金融形势与中国企业发展”的主旨演讲。

5月25日，中欧校友会多伦多分会完成换届工作，周德平（EMBA 2007）校友当选为新任会长。他将带领第二届理事会成员为加拿大多伦多地区的校友

们搭建起一个互动、互助的平台。

5月12日，中欧校友会南京分会举办了第四届理事会成立大会暨“中欧校友南京论坛”。100多位校友齐聚一堂，见证新一届理事会的成立并聆听了独立学者王东岳先生以“儒家行方之中国智慧”为主题的系列讲座。

5月3日，中欧校友会西班牙分会完成换届工作。豪尔赫·桑斯·冈萨雷斯（Jorge Sanz González, MBA 2008）校友当选为第二届理事会理事长。

5月初，中欧校友会安徽分会第三届理事会的换届工作正式启动。换届工作小组通过电子邮件、手机短信等平台向全体安徽校友发送换届通知，发动和鼓励校友们积极参与新一届理事会理事的推荐和自荐工作。

4月8日至9日，中欧校友会秘书长、校友关系事务部主任王庆江先生，深圳代表处副首席代表孔飘先生，校友关系事务部邓三红女士和郑

雪女士一行来到湖南长沙，与湖南校友分会理事会成员会面座谈，探讨如何组织换届工作。其间，他们还参访了两家校友上市企业——湖南三诺生物传感股份有限公司（股票代码：300298）和湖南科力远新能源股份有限公司（股票代码：600478）。

4月5日，中欧校友会四川分会第二届理事会成立大会暨“平台战略连锁先行”高峰论坛等系列活动在四川成都隆重举办，吸引了全国各地近200名中欧校友和四川企业界的众多高管。王庆江主任、邓三红女士以及来自各地校友分会的嘉宾也应邀出席了活动。会后，王庆江主任一行还参访了两家四川校友企业：由张苑（EMBA 2012）同学创办的四川依米康环境科技股份有限公司（股票代码：300249）；以及由王威之（BMT成都班）校友创办的五牛印务集团旗下的五牛视觉与包装研究院。

南京分会 Nanjing Chapter





There will be council elections this year for more than 20 CEIBS Alumni Association Chapters located across China and around the world. These events are an important way to develop a spirit of community within the local alumni networks, which play an important role in the sustainable development of the school.

The Chongqing Chapter hosted an EMBA Management Forum and the convening of its second council on May 30. Xiong Fan (EMBA 2003) was elected Chairman. During the forum, CEIBS Professor of Finance Huang Ming gave a keynote speech entitled “Domestic and Foreign Economic and Financial Situation and the Development of China’s Enterprise”.

Meanwhile, Zhou Deping (EMBA 2007) was elected Chairman of the Toronto Chapter’s second council on May 25. Zhou will lead the group’s efforts to develop an active platform

for CEIBS alumni in that city.

The CEIBS Alumni Nanjing Forum and the alumni association’s fourth convention were held on May 12. More than 100 alumni gathered to vote on new council members and listen to independent scholar Wang Dongyue’s series of lectures on “Chinese Wisdom in Confucianism”.

Further afield, Jorge Sanz González (MBA 2008) was elected Chairman of the Spain Chapter during its second council on May 3. The election process for the Anhui Chapter’s third council also got underway at the beginning of May when the election prep committee began sending notifications to CEIBS alumni in Anhui encouraging them to recommend candidates for the new council, or volunteer themselves.

School officials have been playing their part in encouraging council elections. On April 8 and 9 Secretary General of CEIBS Alumni Association

and Director of the school’s Alumni Relations Department Wang Qingjiang, Deputy Chief Representative of CEIBS Shenzhen Representative Office Brian Kong, along with Deng Sanhong and Zheng Xue from CEIBS Alumni Relations Department visited Changsha to meet with Hunan Chapter council members about its new council election. They also visited two CEIBS alumni listed companies: Hunan Sinocare (Stock Code: 300298) and Hunan Corun (Stock Code: 600478).

Meanwhile the Sichuan Chapter convened its second council on April 5, along with a summit entitled, “Fast Company in Platform Strategy: Chain Stores”. The Chengdu events drew nearly 200 CEIBS alumni from across the country, including many senior managers of Sichuan enterprises. Wang Qingjiang, Deng Sanhong and guests from other chapters gave presentations. Following the convention, Wang Qingjiang visited two Sichuan alumni enterprises: Sichuan Sunrise Group (Stock Code: 300249) founded by Zhang Wan (EMBA 2012) and Wuniu Visual and Packaging Institute, a subsidiary of Wuniu Printing founded by Wang Weizhi (BMT Chengdu).

There are more than 50 CEIBS chapters already established with new ones frequently launched.

中欧校友心系雅安 积极捐助 CEIBS Alumni Offer Help to Ya'an



在4月20日雅安遭遇地震灾害之后，中欧国际工商学院各地校友积极行动，投身到抗震救灾、奉献爱心的义举当中。

中欧BMT（中国-欧盟商务管理培训项目）成都班的向忠在班长得知震灾消息后，立即向全班同学发出倡议，并率先捐款100万元。同学们纷纷响应，积极行动，截至4月23日，中欧BMT成都班已通过成都市慈善总会向雅安地震灾区定向捐款200万元。

远在韩国的校友们得知震灾消息后，也迅速开展了募捐。4月28日，韩国分会代表李润锡（MBA 2005）校友将募集到的20000元善款送至上海，中欧校友关系事务部王庆江主任和傅丹阳助理主任代表校友总会接受了捐款，并代为将这笔善款捐给雅安地震灾区。

中欧校友会四川分会和其他许多校友组织在灾情发生后也立刻行动起来，筹资筹物，为雅安的救灾和灾后重建工作做出自己的贡献，充分彰显了中欧学子积极承担社会责任的崇高品格。

The April 20 Ya'an Earthquake triggered an outpouring of support and caring from CEIBS alumni across China, and beyond the country's borders. Many mobilised to join the relief efforts while others donated funds. Their efforts are an indicator of the importance that the school and its alumni place on social responsibility.

When he heard about the earthquake, Xiang Zhongzai, the Monitor for the Chengdu Class of

EU-China Business Management Training Project (BMT) personally donated RMB 1 million and urged his classmates to help as well. By April 23, CEIBS BMT Chengdu Class had donated RMB 2 million to Ya'an through the Chengdu Charity Federation.

Alumni in Korea also began to collect donations as soon as they heard about the disaster. On April 28, Sam Lee (MBA 2005), the representative of the Korea Chapter

presented their RMB 20,000 donation to Director of CEIBS Alumni Relations Office Wang Qingjiang and Assistant Director Tanya Fu. They accepted the funds on behalf of the CEIBS Alumni Association and sent it to Ya'an.

CEIBS Alumni Sichuan Chapter and other alumni associations also acted immediately after the disaster. They collected donations and made contributions to the post-disaster reconstruction.



中欧校友会湖北分会 代表团黄冈参观考察行

Hubei Chapter Visits Huanggang

5月14日，在会长邬剑刚（EMBA 2008）带领下，中欧国际工商学院校友会湖北分会代表团一行27人赴湖北省黄冈市参观考察。

考察团一行受到了黄冈市市长陈安丽（EMBA 2010）校友的热情欢迎和招待。随后，考察团由黄冈市副市长詹旺民先生全程陪同，参观了黄冈市南湖工业园、黄冈高新技术产业园以及城东新区规划沙盘。当晚，黄冈市委书记刘雪荣先生设宴招待了中欧湖北校友代表团。本次参观考察活动在宾主双方的热烈交流中圆满结束。

Huanggang Mayor Chen Anli (EMBA 2010), Deputy Mayor Zhan Wangmin and Municipal Party Secretary Liu Xuerong were among the city's high-ranking officials who rolled out the red carpet for a 27-member delegation from CEIBS Alumni Association Hubei Chapter when they visited Hubei on May 14. The CEIBS team was led by Chapter President Wu Jiangang (EMBA 2008).

After a warm reception by the mayor, the deputy mayor took them on a visit to South Lake Industrial Park, the High-tech Industry Zone, and he also gave details as they viewed a scaled model of the new east district. The day ended with the municipal party secretary hosting a welcome dinner for the CEIBS delegation, where both sides engaged in-depth conversation.





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中欧大讲坛 Master Forum



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4月13日，安越中欧校友大讲坛第四讲邀请到“水立方”中方总设计师、CCDI悉地国际总经理赵晓钧(图1, EMBA 2004)校友，为中欧同学和校友们做了题为“管理实践中的文化心理探寻”的精彩演讲。

4月20日，新城控股2013中欧大讲坛首讲在中欧国际工商学院上海校园拉开帷幕。中欧战略学副教授陈威如(图2)博士与现场嘉宾共话“平台战略：做平台还是做垂直”。

5月18日，中欧国际工商学院金融与会计学教授芮萌(图3)博士做客新城控股2013中欧大讲坛，做了题为

“幸福中国：企业可持续发展与公司财务”的专题演讲。

CEIBS continues to provide opportunities for alumni to experience continuous education with the popular Master Forum series of lectures. On April 13, GM of CCDI & the Chief Chinese Designer of the Water Cube Zhao Xiaojun (EMBA 2004) gave a lecture entitled “A Cultural Psychological Enquiry into Management Practice”. He was the guest speaker at the 4th

session of the EasyFinance CEIBS Master Forum.

Then during an April 20 CEIBS Alumni Master Forum at the Shanghai Campus, Associate Professor of Strategy Chen Weiru gave a lecture on “Platform Strategy: Vertical vs. Platform Business Models”. Almost a month later on May 18, Professor of Finance and Accounting Oliver Rui presented on “Economics of Happiness: Sustainable Growth and Corporate Financial Strategy in China”.



1. 中欧EMBA1995级校友温情返校: 5月19日, 20余名中欧国际工商学院EMBA1995级校友齐聚上海校园, 参加了由该届校友制作的《我的幸福魔方》纪念册发布仪式, 并正式启动了“建校二十周年母校行”的筹备工作。

EMBA 1995 Alumni Return to Campus: On May 19, more than 20 CEIBS EMBA 1995 alumni gathered at the Shanghai Campus for the launch of their collectively-authored album “My Magic Cube of Happiness”. During the gathering, they also began preparatory work for the upcoming “Alma Mater 20th Anniversary Tour”.

2. cado2013中欧校友大讲坛举办首场讲座: 4月20日, cado2013中欧校友大讲坛第一讲成功举办。法国凯辉私募股权投资基金董事长蔡明泼 (EMBA 2004) 校友应邀开讲, 演讲主题为“国际化, 是一种生活方式”。

cado Forum 2013: Chairman of Cathay Capital Private Equity Cai Mingpo (EMBA 2004) was invited to speak on “Internationalisation as a Lifestyle” at the 1st CEIBS Alumni cado Forum 2013 held at CEIBS’ Shenzhen Representative Office on April 20.

3. 杉树计划在京启动: 5月12日, 由中欧校友爱心联盟主办的北京杉树计划及杉树教练计划启动仪式在中欧国际工商学院北京校园顺利举行。杉树计划是中华慈善奖项目——珍珠计划的延续, 旨在帮助年轻人成长成才, 是一个发于中欧、贡献于社会的项目。

“Project Fir” Initiated in Beijing: On May 12, the initiation ceremony of “Project Fir” Beijing & “Project Fir Coaches” was held at the CEIBS Beijing Campus. “Project Fir” is the continuation of “Project Pearl” – a China Charity Award project aimed at fostering youth development.



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中欧校友展现运动风采

5月19日，中欧校友会天津分会举办“环团泊湖骑行”活动，校友们绕湖骑行，全程近37公里。（图1）

5月4日，中欧校友悠客行足球俱乐部成立仪式暨首场“中欧杯”足球赛在上海市世纪公园足球场隆重举行。

4月25日，中欧校友高尔夫球队在第十三届中国名校EMBA高尔夫联盟赛中赢得了团体亚军及个人总杆冠军。

4月21日，通过为期36天的紧张比赛，中欧校友斯诺克俱乐部首个赛季完美落幕。

4月18日，“金茂2013中欧院长杯高尔夫大奖赛”在上海市崇明岛览海国际高尔夫俱乐部圆满落幕。（图2）

4月13日至14日，中欧“戈八”拉练赛暨出征仪式在玄奘故里河南偃师隆重举行。

Alumni in Sports

It's not all work and no play at CEIBS; there are ample opportunities for sporting events. A roundup of recent activities:-

- May 19: alumni completed an almost 37 km trek during the Tianjin Chapter organised event "Riding around the Tuanbo Lake". (photo 1)
- May 4: the Founding Ceremony of CEIBS Alumni Football Club and the first match of the "CEIBS Cup" took place at Shanghai's Century Park Football Stadium.
- April 25: CEIBS Alumni Golf Team took the Runners-Up and Individual Champion Awards at the 13th China Renowned University Golf Union Tournament.
- April 21: after 36 days of fierce competition, the first season of CEIBS Alumni Snooker Club League matches drew to a close.
- April 18: "Jinmao 2013 CEIBS President's Cup Golf Grand Prix" wrapped up at Shanghai Chongming Lan Hai International Golf Resort. (photo 2)
- April 13 and 14: CEIBS "Gobi 8" Pre-season Training Camp and Departure Ceremony were held at Yanshi, Henan, the hometown of the great Tang-Dynasty Monk Xuan Zang.



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1. 中欧校友爱乐俱乐部筹建: 5月8日, 中欧国际工商学院上海校园回荡起悠扬的乐声和歌声。“中欧校友爱乐俱乐部筹建启动仪式”暨“中欧校友合唱团(上海)首次活动见面会”在此欢乐举行。

Alumni Philharmonic Club: The Shanghai Campus was enthralled by the sound of music on May 8 during the launch of CEIBS Alumni Philharmonic Club and the first meeting of CEIBS Alumni Chorus (Shanghai).

2. 专业研讨会: 5月9日, 第六届欧洲日“中国—爱尔兰”可持续食品产业合作研讨会在中欧陆家嘴金融研究中心成功举办。(图2)

4月10日, 2013年中欧校友“汽车·金融沙龙”在上海颖奕高尔夫皇冠假日酒店顺利举办。

4月3日, 中欧校友国际贸易和知识产权保护协会成功举办了“并购过程中技术转让及并购风险”研讨会。

4月1日, 由中欧校友移动互联网协会和GMGC全球移动游戏联盟联合主办的沙龙活动在中欧北京校园成功举办。

CEIBS Seminars: Numerous seminars are staged throughout the year in keeping with CEIBS' role as a creator and disseminator of knowledge. Some recent events:-

- May 9: the 6th Europe Day, which was held at CEIBS Lujiazui Institute of International Finance, included the “China-Ireland” Sustainable Food Industry Cooperation Seminar. (photo 2)

- April 10: CEIBS Alumni “Auto & Finance Salon” was held at Crowne Plaza Shanghai Anting Golf.

- April 3: CEIBS International Trade and Intellectual Property Rights Protection Association hosted the “Technology Transfer and Risks in Acquisitions” seminar.

- April 1: a salon event jointly hosted by CEIBS Alumni Mobile Internet Association and Global Mobile Games Conference was held at CEIBS Beijing Campus.

3. 健康讲座

5月18日, 北京汇贤雅国学创办人苏兴老师在上海市长宁区图书馆为中欧国际工商学院校友们做了题为“正心·养性——儒家解压智慧”的讲座。

4月13日, 养生专家邱锦伶应邀做客中欧国际工商学院, 分享养生保健心得。


4月27日, 东南大学附属中大医院院长王长松博士应邀在中欧深圳代表处博约讲堂开讲——“从睡眠和脾胃消化问题的辨证治疗, 谈传统中医的理法方药”。(图3)

Health Lectures: There have been a number of health related lectures at CEIBS venues over the past few months, a reflection of the importance attached to the topic:-

- May 18: Su Xing, founder of Beijing Hui Xian Ya National Studies gave a lecture to CEIBS alumni on “Upholding the Heart & Nurturing the Soul – Wisdom of Venting Pressure from Confucianism”. The venue was the Changning District Library.

- April 13: health expert Qiu Jinling shared her experience of health preservation and self-care at the Shanghai Campus.

- April 27: Dr Wang Changsong from Zhongda Hospital gave a lecture during the Boyue Forum at CEIBS Shenzhen Representative Office. His topic was: “On the Principles, Methods, Prescriptions, and Medicine of Traditional Chinese Medicine in View of the Dialectical Treatment of Sleeping and Stomach Problems”. (photo 3)



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33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，请同编辑部联系（alumnimagazine@ceibs.edu）。

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, 33 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 us at alumnimagazine@ceibs.edu.



Thank you!

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For MBA 2005, we have set up a WeiXin (WeChat) group: CEIBS MBA 05. So far, 70 classmates have joined. Please contact me if you wish to join us. My cell phone: 13795200565.

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目前在校友企业学而思国际教育集团担任留学培训部高级总监一职, 全面负责集团的留学培训业务。希望将来能在校友们的子女教育上出一份力。随时欢迎大家来北京聚聚:)

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中欧MBA招生与职业发展主任

各位校友, 每年9月, 中欧MBA课程都会启动新一轮MBA招生季和毕业生的招聘季。将有203名MBA学生在明年的2月至4月间毕业。欢迎推荐优秀申请人, 并提供全职招聘及小组战略咨询项目机会。

MBA Director, Admissions & Career Services

创新



只见他人的创新，却不见他人如何创新？

打造创新型企业课程：激发、管理和成就创新（模块制）

开学日期：2013年9月10日 地点：上海、海外（待定）

当我们惊叹于苹果所取得的惊人成就之时，我们是否反思过是什么阻碍着中国企业走上创新之路？是什么促使中国企业走上了山寨之路？那些全球领先的创新型企业，他们是如何激发企业的创新意识，如何搭建创新的平台，有效地对企业的创新流程、创新文化进行维护管理，最终走向伟大创新的？

课程目标

本课程集结了全球最为权威的创新研究学者、专家，从不同的视角来帮助学员深入理解和掌控创新的核心。通过形式丰富的课堂教学、案例分享以及标杆学习，本课程将为学员展示如何通过科学运用管理工具确保企业对创新的投资利益最大化。学员将学习如何

1. 为创新机制制定有效的战略，规划合理的组织架构。
2. 在创新的各个阶段成功地管理创新。
3. 掌控公司的转型。
4. 激励管理团队实现创新。

详情请洽：

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学员对象

本课程适合那些立志在企业中推行创新意识，并将其视为企业核心竞争力来推动企业未来发展的企业高层管理者，如公司的首席执行官、总裁、总经理等高层管理者以及创新项目的负责人。

课程安排

本课程共设有四个模块，每个模块从不同角度对如何在企业中成功实施创新进行抽丝剥茧般的剖析与阐释。

模块一：开启创新战略新思维

模块二：为企业植入组织创新DNA

模块三：标杆学习——海外最佳创新实践的经验教训及其借鉴

模块四：让创新发挥作用



Dear alumni, every September the MBA Programme kicks off a new season of MBA admissions and MBA recruitment. 203 MBA students will graduate between next February and April. This is your chance to access these talented individuals, either by adding them to your employee roster or by providing group consulting projects on which they can apply their extensive knowledge (through our ISP: Integrated Strategy Programme). Remember, we also look forward to your recommendations for MBA candidates. I may be reached at:
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创天昱董事长张忠良： 二次创业——转心、转行、转型

文 / 陈超 陈慧芳

23年来，张忠良（CEO 2013）白手起家，凭借着改变命运的决心和一股不服输的拼搏劲头成功创业。他创建的中兴精密技术有限公司（简称“中兴精密”）现为全球最大的电子调谐器零部件制造商，并在高低频连接器、液晶框架、激光读取头、汽车装饰件等领域颇具行业影响力。2010年，面对日新月异的市场以及经济全球化的不断深入，张忠良在不惑之年选择了二次创业，向微笑曲线的两端入手，自主研发并自创品牌，推动中兴精密的产业升级与转型。

凭借一颗开放的脑袋和一颗开放的心，张忠良正带领着他的企业行驶在健康发展的道路上。从靠借款2万元起家的小作坊发展至今，中兴精密已经成为拥有2个事业部、3个子公司的集团化企业，分别专注于电子、汽车、光学、装备制造、健康环保等行业，拥有4000多名员工，并在日本、韩国、新加坡、马来西亚、越南等国建立了办事处。

自1998年以来，张忠良陆续参加了多个中欧国际工商学院高层经理培训课程。2013年，他再次回归中欧校园，在入读CEO课程的同时，也欣然回馈母校。他不仅以中兴精密旗下专注于健康环保领域的创天昱科技（深圳）有限公司主力产品为名，冠名赞助“cado2013中欧校友大讲坛”，亦向中欧上海校园捐赠了价值80万元的cado蓝光空气净化器，为学院带来一缕健康清风。同时，创天昱还将用中欧校友购买cado蓝光空

气净化器所实现的销售收入中的2%投入建立“cado中欧MBA奖学金基金”。

着手微笑曲线，布局二次创业

轻资产、重智慧、充分整合外部资源，这是张忠良二次创业过程中的关键词。

2010年，中兴精密原先最有优势的电视板块增长乏力，于是张忠良开始探索产业转型。2011年，他在台湾学习时读了施振荣先生的书，深感赞同，认识到应该进军微笑曲线的两端：一端做研发，一端做品牌。由此，他的二次创业思路进一步明确，开始规划下一个20年的发展战略。

在他的规划中，2010年到2015年将是中兴精密转型升级过程中最为关键的时期。

在2010年至2012年间，张忠良带领团队着力实施了产业和资源配置方面的战略转型。其中包括：和日本企业合资建立汽车零部件有限公司；收购日本马谷光学，进入光学行业；进军健康环保行业和装备制造行业等。张忠良也逐步将传统产业交由其团队负责管理，将自身的更多精力投入全新的产业领域。

2013年将是张忠良二次创业中的又一个里程碑。2013年初，中兴精密重新定位了经营事业的目的和意义，启动了员工关怀工程，开始实现以“建立幸福家园”为目标的“文化转型”。张忠良认为，这样才能实现二次创业中整体的“转心、转行、转型”，让员工在企



业中获得人文关怀、人文教育以及归属感，促使他们转变心性、拓展人生视界，从而转变行动，最终推动集团成功实现产业转型。

进军健康环保产业，打造高端品牌

在目前进行的二次创业中，张忠良逐步远离资源消耗型的行业，转向更加健康的产业（水、空气、有机食品等），整合国际资源，从微笑曲线的两端（研发和品牌营销）入手，从一个更高的起点重新出发。

多年来，张忠良在为众多国际一流电子企业的代工合作过程中，与许多优秀人才建立了牢固的互信关系，这也成为了其二次创业的宝贵资源。

现任创天昱总经理的古贺宣行便是张忠良二次创业中的重要伙伴之一。他曾是索尼（SONY）集团随身听（Walkman）系列产品的原型及后续一系列机型的研发者，后成为执掌索尼中国区影音部门的集团高管人员。在经历数次公司为扭转经营颓势而发起的激烈变革之后，古贺宣行决定离开自己服务了近30年的索尼集团。他前往瑞士休假

The Transformation of CTK President Zhang Zhongliang

By Kelly Chen & Joyce Chen

Determined to challenge fate and carve his own career path, Zhang Zhongliang (CEO 2013) founded China Precision Technology 23 years ago.

From its modest beginnings as a small workshop set up with an RMB 20,000 loan, China Precision is now a major conglomerate with a total workforce of over 4,000. Its operations have expanded overseas with offices in Japan, Thailand, Singapore, Malaysia and Vietnam. China Precision has three subsidiary companies specialising in electronics, automobiles, optics, equipment manufacturing, health & environment, etc. It is now the world's largest supplier of electronic tuning unit parts and an influential player in high- and low-frequency connectors, LCD frames, laser disc readers and automobile ornaments.

A frequent participant in various CEIBS Executive Education programmes since 1998, Zhang returned to the school's Shanghai campus in 2013 for dual purposes: to join the CEO programme and to invest in his alma mater. He spearheaded an initiative to have CTK become the title sponsor of the 2013 CEIBS Master Forum. CTK, one of China Precision's subsidiaries, specialises in health & environment and its key product is the cado blue ray air purifier. During the signing ceremony, CTK also donated

RMB 800,000 worth of its air purifiers to the school; and 2% of all sales from CEIBS alumni will be set aside as a cado Scholarship for qualified CEIBS MBA students.

Rejuvenating his Career

Light on assets, heavy on wisdom, and adept at using outside resources to his advantage – those were the key elements of Zhang's efforts to rejuvenate his entrepreneurship career in 2010. Then in his forties, he decided to independently develop new brands and promote the industrial upgrading and transformation of his company. The decision came after sluggish growth in what had always been China Precision's most lucrative business – TV parts. Determined to breathe new life into his company, Zhang turned to industrial transformation. While studying in Taiwan in 2011, he was greatly impressed by the books of Stan Shih, the Taiwanese PC guru, and he came to understand that work must be done on the two ends of the smiling curve (the upward trends) of a company's growth: R&D at one end and brand promotion at the other. Based on these principles, Zhang formulated a clear strategy for his company's development over the next two decades. According to his plans, the years 2010 – 2015 would be the pivotal stage of China Precision's industrial

upgrading and transformation.

Between 2010 and 2012, Zhang led his team in a series of bold moves: a joint venture in auto parts with a Japanese company; expansion into the optics field by acquiring Magu Optics; as well as a foray into health & environment and equipment manufacturing. He allowed his team to gradually take over the company's traditional businesses while he focused on new areas of development.

The year 2013 will again be a milestone in Zhang's career. At the beginning of the year, after redefining the goal and meaning of employee commitment, China Precision launched the "care for employees" project and started a "cultural transformation" toward "creating a happy home". Zhang believes that through a general transformation in mind-set, behaviour and corporate culture, employees will have a sense of belonging, of being a part of a larger goal which will broaden their perspectives and approach to work. This transformation at all levels, he is convinced, will facilitate the conglomerate's much-needed industrial upgrade.

Expanding... with a High-end Brand

Over the years, during his OEM partnership with many international A-list electronics companies, Zhang has

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ABOVE AND BEYOND



时，张忠良结束了西班牙的考察工作特意赶去与他会面。在蓝天绿地、白云清风的氛围下，他们谈到了世界的未来和各自的事业抱负。对照眼前的风景和生活品质，两人萌动了提升中国环境质量、提升中国人健康水准及生活品质的愿望。

随后，张忠良联合古贺宣行以及其他合作伙伴，共同创建了创天昱科技（深圳）有限公司，进军健康环保产业。2012年，经过艰辛的研发和多次改进，两人联手推出的第一个产品——搭载世界首创蓝光触媒滤芯的cado便携式空气净化器宣告诞生。cado系列产品不仅荣获了业界最严格的AHAM（Association of Home Appliance

Manufacturers，美国家电制造商协会）最高净化性能认定，其中一款产品AP-C100更获得了2013年德国红点设计大奖。2012年面市以来，cado在率先进入的日本市场反响不俗，短短5个月内便跃升至市场占有率第二名的领先地位。

目前，创天昱也在积极研发软水净化系统以及其他与健康相关的应用领域，包括废气处理、废水处理和土壤改良等。

感恩回馈，分享美和健康

自1998年以来，张忠良陆续参加了近30个中欧高层经理培训课程，这对他个人和企业的发展都带来了深远影

响。张忠良也一直非常重视员工培训，先后派送了十多名核心员工参加中欧的CFO、CEO以及EMBA等课程。

出于对母校的感恩之情，张忠良在2013年初就读中欧CEO课程的同时，就曾率创天昱冠名赞助了“cado2013中欧校友大讲坛”，并向中欧捐赠价值人民币80万元的cado蓝光空气净化器。

“我从中欧收获很多，这是一次感恩回馈。”张忠良表示，“cado这个词，法语中的意思是‘礼物’，而日语中的意思是‘花道’。我把这样的礼物送给中欧，衷心地希望将美与健康同中欧的全体师生和校友们一同分享。”

established strong ties of mutual trust with many outstanding individuals. Many of these people have become important assets in his entrepreneurship career.

For example Noriyuki Koga used to be an executive in Sony China's Audio & Video Department. During his three decades with the company, he was involved in the R&D of the Sony Walkman prototype and its subsequent products. Now he is CTK's General Manager.

Zhang co-founded CTK (Shenzhen) with Koga and other partners, thus boldly venturing into the field of health & environment. After a strenuous R&D process, Zhang and Koga finally turned out their first product – the cado portable air purifier equipped with an innovative blue ray catalyst as its filter core. The series of cado products received the highest

purification rating from the AHAM (Association of Home Appliance Manufacturers) which has the industry's strictest standards. Meanwhile, one product in the cado series AP-C100 won the 2013 Red Dot Design Award of Germany. Since being introduced in 2012, cado products have sold quite well in Japan: within 5 months of being launched, they had the second largest market share in Japan.

Today, CTK plays an active role in developing soft water purification systems and other health-related equipment such as waste gas processing, waste water processing and soil improvement. This was a key component in Zhang's efforts to rejuvenate his entrepreneurship career: he moved away from high-consumption businesses and turned to more environment-friendly products such as water, air and organic food.

Returning the Favour

Since 1998, Zhang has attended more than 20 Executive Education programmes at CEIBS, and his studies have had a profound influence on his personal career and corporate development. Knowing the value of a CEIBS education, he has also sent a dozen of his key employees to participate in the school's CFO, CEO and EMBA programmes.

By having CTK as title sponsor for the cado 2013 CEIBS Master Forum and donating cado blue ray air purifiers to the school, he is expressing his gratitude to his alma mater.

“I've benefited a lot from CEIBS, and now I'm just returning the favour,” Zhang explained. “The word ‘cado’ means ‘gift’ in French and ‘flower arrangement’ in Japanese. I gave this gift to CEIBS because I wanted to share in beauty and health with my professors, classmates and alumni.”

安越咨询CEO马爽：九年创业 回报中欧

文 / 陈超 侯杉珊

2001年，马爽（MBA 2001）怀揣着创业理想，毅然从工作了9年的一家大型国有航空公司辞职，来到中欧国际工商学院攻读MBA课程。其间，由于行业管制等原因，他的第一个创业计划未能实施。毕业后，马爽选择加入大型跨国企业，继续开拓眼界，积蓄实力，寻找机会。从国企到外企的历练中，马爽愈发明确私营企业的市场潜力，他心中的创业理想也随之愈发清晰。2005年，他加入了创办伊始的上海安越企业管理咨询有限公司（以下简称“安越咨询”），成为创业“铁三角”的合伙人之一，带领这家全国首家专业致力于企业财务管理培训的公司稳步成长。

2012年末，在安越咨询以行业领袖之姿迎来创业9周年之际，马爽对一直以来坚实支撑着自己创业之路的母校——中欧国际工商学院充满感激。他以“安越咨询”的名义，向中欧MBA课程捐赠60万元创立了奖学金。今年5月，第一期“安越咨询”MBA奖学金已通过甄选确定了获奖者。在MBA2013级开学典礼上将正式公布获奖者名单并颁发奖学金。

选择创业

从国企到外企、再到自主创业，这样的职业道路对马爽来说是一个厚积薄发的过程。

在航空公司工作时，马爽从飞行员逐步顺利晋升至飞行技术管理处副处长、运营经理，自身职业发展势头良

好；但是他看到了国内外民航业的差距，并预测在航空运输全球化和中国加入WTO的背景下，国内的民航业将面临挑战。为了跟上新形势，他决定学习中欧MBA课程，提高自身竞争力。

此时，他的首个创业思路也已萌芽。在中欧学习期间，马爽和另外5名中欧同学共同制定了建立一家小型航空公司的计划，希望能从大型国有航空公司租借飞机，在苏浙沪三地运送短程乘客。然而，这必须获得民航总局及大型国有航空公司的支持。尽管马爽和他的团队竭尽全力，但与这两方的接洽进展都不太顺利，最终他们不得不搁置了这项计划。

初战未捷，马爽的创业梦却并未因此停歇。为了开阔眼界，马爽在中欧学习时非常重视跨国公司的实习机会。2002年从中欧毕业后，他选择加入曾实习过的贝塔斯曼，之后又到霍尼韦尔担任战略规划经理，继续积蓄实力。他发现，在飞速变化发展的中国市场上，跨国企业的决策机制往往会导致忽视和错失许多市场机会。这些看似微小的机会很可能成为极大的商业契机。基于对市场机会的研判和把握，马爽再次走上了创业之路。

2005年6月，马爽又一次从企业高管职位辞职，加入了创办伊始的安越咨询，成为了该公司的第三位合伙人。他们的目标是：创建一家专业致力于财务管理培训的公司。

马爽认为，对于以财务为始、以财务为终的企业来说，管理实践中最重要

也是最根本的一环在于财务管理；在中国经营的国内外企业对于财务管理培训的需求将随着市场的成熟而持续增长，这一趋势已经从国外市场的发展过程中得到了印证。

直面市场

安越咨询的创业“铁三角”各有所长，马爽擅长管理规划，另两位合伙人则专精于财务管理培训和咨询业务。作为国内首家专业从事财务管理培训的公司，安越咨询在刚刚起步时，以其独特优势，加上坚持聘用全职讲师、自主研发标准化课程体系等做法，在开局数年中取得了非常好的成绩。

2008年突然爆发的金融危机给安越咨询带来了新的挑战。在华跨国公司的培训及咨询预算大幅收紧，中国国有企业和民营企业成为主要的客户群体，这让安越咨询必须随之转型。

此前，跨国公司对于财务管理培训需求明确，预算也清晰，但国内的很多企业则是第一次接触这样的培训，往往会对其质量和收效持有怀疑的态度。此外，中国的国企和民企在管理架构上可谓千差万别。在市场复杂化、客户需求多样化的情况下，安越咨询力图根据每个企业不同的需求，甚至不同的文化、不同的历史、不同的人员能力以及分工情况，为其量身定制培训课程，更好地贴近客户、贴近市场。

近年来，国内企业普遍面临产品高成本低利润、市场竞争激烈、互联网等新事物冲击等全新挑战。为了帮助客

EasyFinance CEO Marshall Ma: Investing in CEIBS after Entrepreneurial Success

By Kelly Chen & Stella Hou

Determined to pursue his dream of running his own business, Marshall Ma (MBA 2001) quit his job in a large state-owned aviation company and signed up for the CEIBS MBA programme in 2001. While doing his MBA, however, he gave up on his first business plan because of restrictions in market access. After graduating, Ma joined a multinational corporation where he continued to broaden his vision, hone his skills and keep an eye out for opportunities to realise his dream of being an entrepreneur. As his career moves took him from the state-owned to the foreign-invested sector, Ma began to see the market potential of private businesses and formulated a clearer view of his dream. In 2005, he and two partners co-founded EasyFinance Management Consulting Company Limited in Shanghai. Since then, he has led EasyFinance's efforts to be the first company in China to specialise in corporate financial management training.

Now, after nine years of steady growth, EasyFinance is a market leader. At the end of 2012, Ma facilitated EasyFinance's investment of RMB 600,000 in a CEIBS scholarship. It was his way of expressing gratitude to his alma mater, which had provided him with varied degrees of support at every

stage of his company's development. The recipients of the first EasyFinance scholarship were selected in May 2013 and will be announced during the MBA 2013 class opening ceremony.

Entrepreneur or Bust

Ma's career – whether he was working in a state-owned company, a multinational corporation or starting his own company – required a lot of skills and wide experience.

At the state-owned aviation company, he worked his way up from a pilot to the roles of deputy director of the aviation technical management office and operations manager. Although his future with the company looked promising, he was acutely aware of the big gap between China's aviation sector and the global industry. It was clear to him that domestic aviation companies would face serious challenges with the impending globalisation of flight transportation and China's entry into the WTO. Ma wanted to be ready for whatever the future brought and decided to improve his professional competitiveness by doing a CEIBS MBA.

While studying at CEIBS, he and five classmates created a plan to launch a small aviation company with the hope of ferrying passengers across



short distances in Shanghai, Zhejiang and Jiangsu using planes rented from large state-owned aviation companies. However, the plan required official endorsement from the Civil Aviation Administration of China (CAAC) as well as large state-owned aviation companies. Ma and his team worked hard but failed to garner the necessary support, so they had to scrap the plan.

That setback didn't stop Ma. Focused on his long-term goal, he did a number of internships at MNCs in an effort to broaden his knowledge. After graduating from CEIBS in 2002, he joined Bertelsmann, one of the companies at which he had interned. Later, he took the post of Strategic Planning Manager at Honeywell and garnered even more experience. These various jobs taught him a valuable

户更好地应对这些挑战和变化，安越咨询联合多家企业和学术机构，开始加强对财务管理实践的研究。例如，2012年9月，安越咨询和海尔公司联合发布了《海尔财务管理系列课程》，与业界共享基于海尔公司六年来财务变革经验的研究成果。

在与客户共同成长的过程中，安越咨询的目标定位从初期的“专业致力于财务管理培训”转变为“专注于财务管理最佳实践的研究与传播”，也奠定了其毋庸置疑的行业领袖地位。

回报中欧

2012年底，马爽以安越咨询的名义向中欧MBA课程捐赠60万元创设了奖学金。对他而言，这是感恩，也是传承。

回忆在中欧的学习经历，马爽认为中欧课堂内外的学习帮助他拥有了对中国本土市场的深度了解和国际化的视野，来自中欧社区的支持同样让他受益匪浅。“中欧给我们带来的成长是伴随终生的。”马爽说，中欧通过频繁的学术论坛和校友交流活动，给校友们提供了良好的持续学习环境，帮助他不断成长、更好地经营企业。

选择MBA课程设立奖学金，更是寄托着马爽对这一课程越办越好的殷切期望。正如他所言，金额虽然不多，但除了资金层面上的资助，他更希望这能在精神层面对MBA学生和报名者们产生激励和鼓舞作用。身为中欧的一名学生或是校友，当看到学院和课程的排名不断提升、优秀的校友不断在各行各业做出亮眼的成绩之时，自然会产生荣誉感和自豪感，也会受到激励和鼓舞。马爽认为，这是一种正向的循环；他非常愿意加入到这个循环中去，激励他人，并被他人激励。

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CEO 2012 (Global Programme)

Gabriel Masfurroll

I am thrilled to let you know that I have just started a new company called Wings 4 Business, dedicated to international healthcare management and co-investment. Plus, I have been named as Chairman of the Pan-European Entrepreneurship Association and Entrepreneur in Residence at IESE Business School. I am also Chairman of Laureus Spain Foundation (Sport for Development) and F.C. Barcelona Foundation.

More information at:

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lesson: the decision-making mechanisms of multinational corporations couldn't always cope with the rapidly changing Chinese market. As a result, a lot of seemingly trivial but potentially lucrative opportunities might be neglected or even missed entirely. In June 2005, confident in his own judgment about market opportunities, Ma made his second attempt at being an entrepreneur. He and his two Easyfinance co-founders shared a common goal to create a company that specialised in financial management training.

Meeting Market Needs

Each of the company's three co-founders brings his own set of skills to the collaboration: Ma is an expert in management planning, while his team members are good at management training and consulting. EasyFinance established a strong foothold in its early years by leveraging its front-runner advantage, sticking to its principles of hiring full-time teachers and independently developing standardised programmes.

However the financial crisis of 2008 posed a great challenge for the company. Multinational corporations operating in China dramatically slashed their budgets for training and consulting, making Chinese state-owned and private companies the bulk of EasyFinance's clientele. The company had to adapt to this change. Wooing domestic clients was entirely different from attracting MNCs.

Multinational corporations typically have clearly defined needs and clear-cut budgets for financial training. Many Chinese companies had no prior exposure to such training schemes and therefore doubted its quality and effectiveness. In addition, the state-owned and private sectors differ widely in terms of their managerial structures and this impacted the way Easyfinance interacted with them both. Faced with a complicated market and highly diverse client demands, EasyFinance began to provide customised training programmes for its clients based on their individual needs (corporate culture, history, staff and specialisation of each company). This was the only way to satisfy its clients and meet market demands.

Easyfinance's ability to meet its clients' needs in China's fast-paced, ever-evolving market has been one of its core strengths. In recent years Chinese companies have been plagued by a series of new challenges such as high costs and low profits, fierce scrambles for market share, and competition from the internet. In order to help its clients cope with these challenges and changes, EasyFinance has stepped up its research efforts in financial management practices by cooperating with relevant companies and research institutes. For example, last September, EasyFinance and Haier jointly launched the Haier Financial Management Series Programme, which shared Haier's experience in reforming

its financial management structure over the last six years.

As it grows with its clients, EasyFinance has shifted its focus. In the early years, its aim was to "focus on financial management training". Now, its goal is to "focus on researching and sharing the best practices in financial management". As a result, it now enjoys a leading position in the industry.

With his company's success, Ma now has the time and resources to say thanks to his alma mater. He is quick to point out that what he learned at CEIBS, whether in or outside the classroom, helped him understand the domestic market from a global perspective. He continues to benefit from the support of the CEIBS community. For example, the school frequently hosts events that provide opportunities for continuous learning and networking, and over the years these initiatives have been a tremendous help for Ma as he learnt how to run his company. "We owe a lifetime of growth to CEIBS," he said.

As he put it, the Easyfinance MBA scholarship represents not only financial support but also encouragement for MBA students and alumni. They will be infused with a sense of honour and encouragement when they hear about the success of outstanding alumni, he explained. Encouraging others and being encouraged by others' success is a positive cycle, Ma added, one that he is happy to join.



会当凌绝顶，一览众山小

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我于2007年7月被公司派遣至美国工作，现生活和工作的美国的匹兹堡，每年会在年初和年中回去上海两次，一般至少会组织同学们聚会一次。

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DIMP 2010

章旺林 William Zhang

我目前仍在浙江志高机械有限公司担任副总经理职务。个人邮箱更新为：

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更正启事

本刊2013年第2期《中欧案例研究成果斩获多项大奖》一文中（刊登于第78页），2012年度中欧“新案例写作者”奖项的获奖者应为《杜拉拉升职记》案例的撰写者——中欧市场营销学教授王高博士和研究助理张锐。特此更正。

中欧教授访问校友企业 Professors Visit Alumni Enterprises

5月8日，中欧国际工商学院管理实践教授盛迈堂（Mike J. Thompson），中欧卫生管理与政策研究中心主任、经济学兼职教授蔡江南，金融学助理教授余方及中欧EMBA国际班学生等一行22人，在EMBA课程部副主任赖卫东先生陪同下，访问了位于浦东康梧路的三枪工业城。

4月16日，中欧金融与会计学教授芮萌、市场营销学访问教席教授陈宇新、工商管理学访问助理教授阿瑟·达姆利奇（Arthur A. Daemmrich）、管理学访问副教授李海洋、金融学助理教授余方、管理学助理教授杨宇、赖卫东副主任和中欧EMBA国际班学生等一行17人访问了位于陆家嘴银城中路的上海银行总部。

3月25至27日，中欧中国创新中心的调研团队在叶恩华教授和马克恩（Bruce McKern）教授带领下，访问了青岛海尔集团总部和位于南京的鱼跃医疗器械公司研发中心。同行还有中欧战略学副教授陈威如、访问教授李海洋以

及中欧院长助理葛俊先生。这两家公司共计有11位高管参与了此次为期3天的深度访谈。

3月19日，中欧副教务长、经济学与金融学教授许斌，金融与会计学教授芮萌，管理学教授大卫·德克莱默（David De Cremer），管理实践教授盛迈堂，战略学副教授陈威如，管理学助理教授庄汉盟（Daniel Han Ming Chng）、管理学助理教授杨宇，以及中欧中国创新中心联合主任叶恩华教授等一行19人，在赖卫东副主任陪同下，访问了位于上海的复星集团总部。

CEIBS regularly organises visits to alumni enterprises, providing faculty members and students with first hand exposure to management issues in China while giving alumni companies access to visitors' opinions on contemporary management challenges.

Recent visits include a March 19

trip to the headquarters of Fosun Group in Shanghai. Almost 20 CEIBS faculty members participated, and the group was led by EMBA Deputy Director Weldon Lai.

Then on March 25-27, a research team from the CEIBS Centre on China Innovation (CCI) visited Haier Group headquarters in Qingdao and Jiangsu Yuyue Medical Equipment in Nanjing. The team conducted 11 in-depth interviews with executives of both companies. The CEIBS delegation was led by the centre's Co-Directors, Professors Bruce McKern and George Yip. They were joined by CEIBS Associate Professor Weiru Chen, visiting Professor Haiyang Li and CEIBS Assistant President and Director of the CEIBS Foundation Ge Jun.

Other visits included a May 8 trip to Three Gun Industry Park, and an April 16 visit to the headquarters of the Bank of Shanghai.



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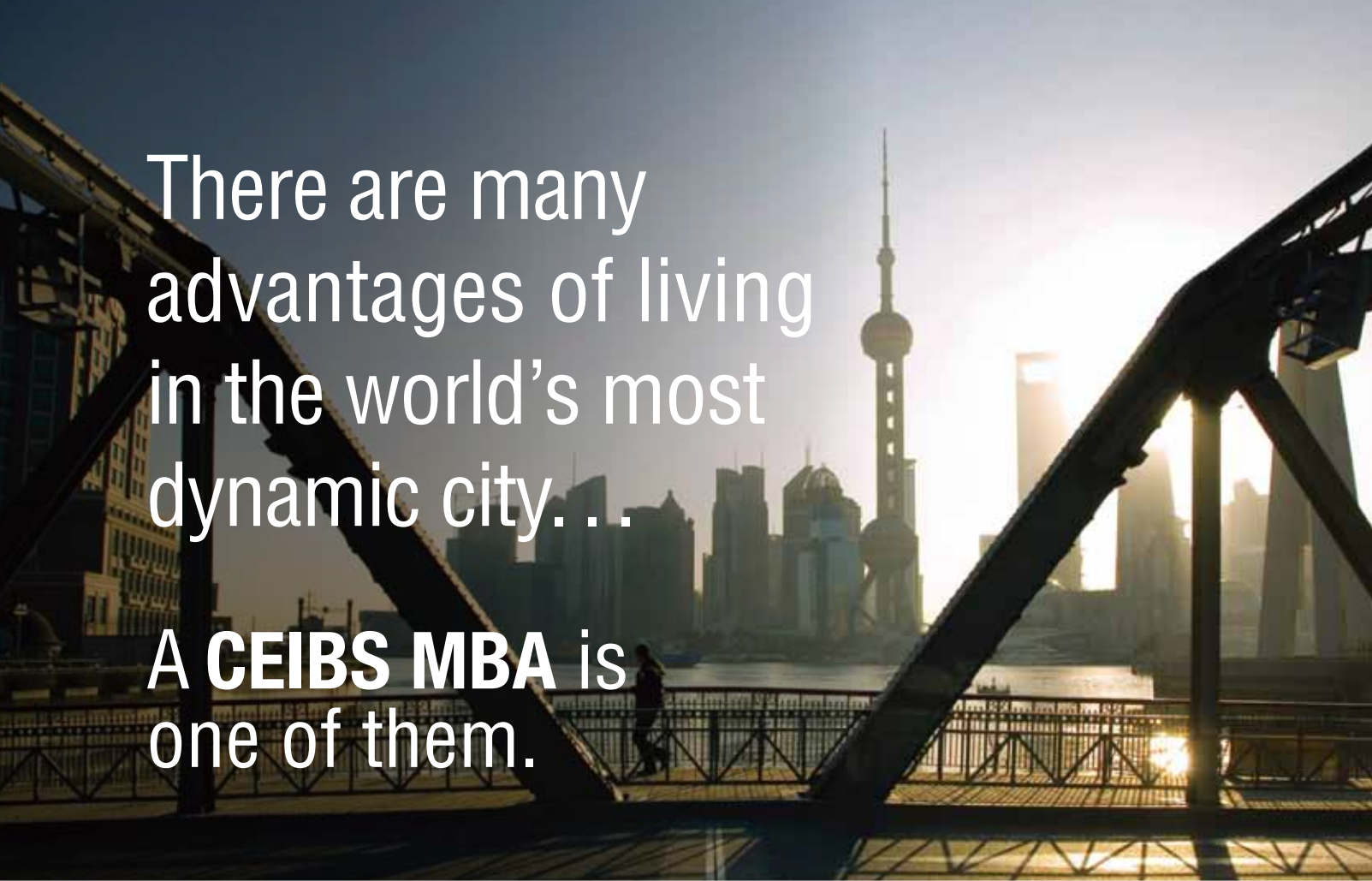
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