

创新中国2013： 借力社交媒体

文 / 杰纳·迪亚兹 (Jana DIAZ) 谢静 张雨洁

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

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

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

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

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

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

吸引一流商学院参赛

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

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

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

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

INNOVATE China 2013 Leverages Social Media

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

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

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

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

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



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

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

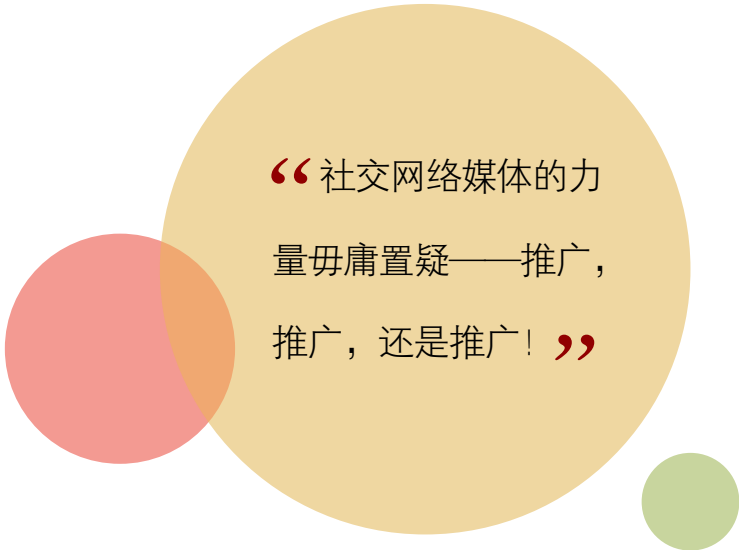
吸引现在和将来的中欧学生

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

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

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

筹办过程中，我们也极力关注到各



“社交网络媒体的力量毋庸置疑——推广，推广，还是推广！”

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

吸引观众

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

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

——赞助商为著名汽车品牌！北京奔驰冠名支持，就意味着这场赛事品质不凡。

下一步，是我们的目标观众得知“创新中国2013创业挑战赛”为何值得一观。

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

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

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

难以忘怀的那一天

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

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

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

注：本文三位作者均为中欧国际工商学院MBA2012级学生。

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

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

Attracting teams from top business schools

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



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

Attracting classmates, prospective CEIBS students and judges

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

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

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

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

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

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

Attracting an audience

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

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

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



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

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

along the corridors.

The big day

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

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

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