



中国蓬勃兴起的互联网产业

文 / 夏敏

随着消费者对智能手机依赖到须臾不可分离的程度，中国互联网产业呈现出一派繁荣盛景。当日益拥挤的网络空间供应着你所需要或永不需要的一切，而在这个空间里最值钱的货币则是“眼球”，因此任何一个上网络推销产品的人都懂得吸引眼球意味着什么。

在中国传奇般的飞速发展进程中，新的机遇和交易不断涌现，这往往引发互联网产业的重组，亦为社交网络爱好者们提供了谈资。微信异军突起，以难以置信的速度迅速抢夺短信用户群，在手机行业引起轩然大波。近日阿里巴巴进军金融业，向渴望理财的用户提供便捷的支付宝和余额宝小额贷款业务，也颇为引人瞩目。

2012年中国电子商务交易额粗略估算逾8万亿元，较2011年增长近30%。其中，网络销售额突破1万亿元，占16%。

以上数据预计还将增长。根据国家“十二五”规划，2015年中国电子商务交易额有望达到18万亿元。

在本期《TheLINK》的封面故事中，我们将为您呈献中国互联网产业的深度报道：首先是来自中欧教授极富价值的行业洞见，接着带您领略经营互联网相关企业的中欧校友们各自的故事。

接下来请阅读相关报道：

- 智能网络——智能手机如何改变中国互联网商业版图
- 去哪儿网：中国旅游网站翘楚
- 杨浩涌：复制之路
- 唐海荣：准备迎接移动互联网的挑战
- 中国移动互联网公司(筹)综合部经理杜兰女士、平安银行总行副行长胡跃飞先生的演讲摘录

China's Booming Online Industry

By Charmaine N Clarke

With consumers practically glued to their smartphones, China's online industry gives the impression of being in a perpetual state of frenzy. Anyone hoping to move a product knows the value of getting online 'eyeballs', today's most valuable currency in an increasingly crowded space that has everything you could ever want – and a lot you won't ever need – on sale.

True to China's legendary rapid-fire pace, new opportunities and deals spring up with breath-taking frequency, often shaking up the industry and providing grist for social media aficionados. Weixin's (also known as WeChat) sudden entry and mind-bogglingly quick dominance of the messaging service niche sent shock waves through the mobile

phone industry. Alibaba's more recent foray into finance has also raised its fair share of eyebrows as eager investors are lured by its easy-to-use Alipay and Yu E Bao micro-loan services.

A rough estimate puts China's total e-commerce transaction volume at more than RMB 8 trillion last year, up almost 30% over the year before. Sixteen percent of that amount was online sales, topping RMB 1 trillion. And the numbers are expected to keep rising. Based on the government's 12th 5-year plan, it's anticipated that e-commerce transaction volume will reach RMB 18 trillion in 2015.

In this **Cover Story**, *TheLINK* offers an in-depth look into the world of China's online industry. We begin with truly valuable insight from CEIBS faculty, then bring you stories from our alumni whose enterprises span a wide range of sectors – all in some way related to or reliant on the Internet.

Read on for more in:

- The Smart Web – Smartphones Open Up New Frontiers for Internet Businesses in China
- Qunar's Travel Plans
- Mark Yang: A Fresh Spin on Old Ideas
- Irene Tang: Ready for the Mobile Internet Challenge
- As well as comments from Manager of General Management Department, China Mobile Internet Business Du Lan and Ping'An Bank Vice President, Hu Yuefei.





智能网络

——智能手机如何改变中国互联网商业版图

文 / 柯玟秀

社交、搜索、购物，这三大行为支撑着中国互联网产业不断蓬勃发展。过去十年，人们纷纷通过个人电脑涌入网络，新浪、腾讯主宰了社交领域，百度确立搜索王者地位，阿里巴巴则凭借淘宝与天猫在电子商务领域拔得头筹。但随着智能手机用户的飞速增长，互联网格局也开始改变。根据中国互联网信息中心(CNNIC)发布的最新数据，截至2013年6月底，中国手机网民数量已达4.64亿，且还在不断增长。那些历史不超过15年的中国互联网巨头，已开始争相调整商业模式，以免在竞争中陷入合围，他们的对手还包括许多刚刚步入战局的互联网新贵。移动互联网时代，群雄争霸，王者未定。

近日，阿里巴巴集团CEO陆兆禧(EMBA 2007)在接受《华尔街日报》采访时表示，手机“模糊了生活与互联网之间的界线”，将原本分散的业务结合了起来。2012年第四季度，阿里巴巴旗下淘宝与天猫的总交易额已超过美国两大电商巨头亚马逊、eBay的交易额之和。近日，阿里巴巴入股数字地图市场强者高德软件，并收购新浪微博约18%的股份。此外，阿里还联手奇虎360推出全新网购搜索引擎，试图在搜索领域叫板百度。

7月，百度宣布以19亿美元全资收购智能手机服务平台91

无线。数日后，有媒体称奇虎360正在洽商收购搜狐旗下搜狗搜索引擎。截至本文撰稿时，交易尚未达成。

“谁能够整合社交、搜索和电商，谁就能统治市场，因为他将彻底了解消费者。”中欧市场营销学系主任、市场营销学教授蒋炯文解释道，“因此阿里巴巴入股新浪微博不足为奇。同样，百度也会进入交易领域，引导用户从搜索模式进入购买模式。”

论及百度、阿里和腾讯近来的战略投资，中欧战略学副教授陈威如表示：“他们的投资是为了规避可能出现的利润池覆盖风险，有些投资是合理的，而有些只是提前防范。”

平台战略

这些企业都运用了一种平台商业模式，在这种模式中存在着两种紧密相连的用户群，即“被补贴方”与“付费方”。例如，对搜索平台而言，搜索讯息的用户是“被补贴方”，而那些想要在搜索结果旁投放相关广告的客户则是“付费方”。陈教授认为，“当平台企业的主要利润池(或用户池)被更大的平台覆盖时，这些企业会有‘被合围’的担忧。”他在与中欧校友余卓轩(MBA 2008)合著的《平台战略：正在席卷全球的商业模式革

The Smart Web

– How the Rise of the Smartphone has Opened Up New Frontiers for Internet Businesses in China

By Janine Coughlin

Socializing, searching and shopping are the daily activities that fuel China's billion dollar Internet business. During the past decade, when most people accessed the web from their personal computer, Sina and Tencent established themselves as the dominant players in the social networking space, while Baidu dominated search, and Alibaba Group, with its Taobao and T-mall, dominated e-commerce. But the number of smart phone users in China has reached a tipping point that is rapidly transforming the landscape. According to the latest data from the China Internet Network Information Centre (CNNIC), as of the end of June 2013 China had 464 million mobile Internet users, and this number is still climbing. China's established Internet giants, none of whom is more than 15 years old, are racing to retool their business models in order to avoid being enveloped by the competition, which includes many young upstarts who have only just joined the fray. It remains to be seen who will become the dominant players of the mobile Internet era.

The mobile phone "blurs the line between your life and the Internet" bringing together segments of the business that were once separate, explained new Alibaba Group CEO Jonathan Lu (CEIBS EMBA 2007) in a July *Wall Street Journal* interview. Alibaba – whose e-commerce platforms Taobao and T-mall generated more gross merchandise value during the fourth quarter of 2012 than US giants Amazon and eBay combined – recently took a stake in AutoNavi Holdings, the dominant Chinese online mapping player, as well as in Sina's popular micro blogging service Weibo (known as the Chinese Twitter). Alibaba Group also recently worked together with Qihoo 360, which competes against Baidu in search, to launch a new online shopping search service.

In July, Baidu announced it would acquire mobile app distributor 91 Wireless for US\$ 1.9 billion. Days later, there

were media reports that Qihoo 360 was in talks to buy Sogou, the Internet search unit of Sohu.com. As of this writing no deal had been concluded.

"Anyone who consolidates all three elements [social, search and e-commerce], would 'own' the market because they would know everything about consumers," explains CEIBS Marketing Department Chair and Professor of Marketing Chiang Jeongwen. "So it's no surprise that Alibaba has invested in Weibo. Likewise, Baidu will try to enter the transaction domain to lead consumers from searching mode to buying mode."

"Baidu, Alibaba and Tencent are all spreading out their money to prevent any possible envelopment risk," says CEIBS Associate Professor of Strategy Chen Weiru, explaining the reason for these companies' recent strategic investments. "Some of the investments can be rationalized, but some are just hedges."

Platform Strategy

These businesses all utilize a platform business model which links together different user bases where one group of users subsidizes the other. For example a search platform is free to those who want to search for information, and subsidized by the businesses and services that pay to have their related advertisements appear alongside search results. "Platform businesses worry about 'being enveloped', which happens when their revenue pool (or user pool) is covered by another, bigger, platform," Prof Chen says. As he explains in his book, *Platform Strategy: A Global Revolution of Business Model* which he co-authored with CEIBS alumnus Yu Zhuoxuan (MBA 2008), a company faces disaster (sudden death) when its sole revenue pool becomes the subsidized side of another company's platform, for example Netscape was enveloped by Microsoft. Prof



“越来越多的互联网用户从电脑端转向手机端，这对营销而言无疑开辟了许多新的途径。”

命》一书中指出，当一家企业唯一的利润池成为其他企业平台的“被补贴方”，这家企业就会迅速死亡，正如当年网景之于微软。在中欧EMBA选修课和高层经理培训公开课程中，陈威如教授均开设“平台战略”课程。

腾讯旗下移动即时通信软件——微信广受分析师和媒体好评，被视作“下一个大平台”，但微信仍不能完全算作双边平台，因为微信仍未找到其针对4亿用户（包括1.95亿月度活跃用户和7000万海外用户）的盈利模式。业内观察家相信，微信势必找到盈利模式。今年7月，腾讯进行了首款微信游戏内测，这并不奇怪，因为在个人电脑时代，腾讯在游戏盈利方面已经积攒了大量成功经验。

蒋炯文教授指出：“微信着实令人振奋，用户可以选择设定‘亲密’和‘经认证’的社交圈，而微博却没有这项功能。这让微信圈子里的交流能够更加坦诚和真实。”

“腾讯确实值得关注，它具备巨大的增长潜力。”中欧营销学教授王高表示，“现在他们所面临的挑战在于能否在用户与电商之间搭建桥梁。如今，两者之间有一堵高墙。人们在微信

上花费大量时间，有自己的社团、朋友和圈子，非常活跃。但腾讯是否能够打通两者间的壁垒？如果可行，那腾讯潜力不容小觑，甚至会迅速对淘宝和天猫造成威胁。”

移动端的利与弊

越来越多的互联网用户从电脑端转向手机端，这对营销而言无疑开辟了许多新的途径。蒋炯文教授认为：“手机，特别是智能手机的优势在于它的私人性，用户身份与一串数字紧密相连。因此，营销会更有针对性，更富效率。”

通过追踪手机信号确定机主位置，使得基于位置的营销成为可能。蒋炯文教授表示，SoLoMo（社交+位置+移动）风潮席卷全球，并不局限于中国。但在中国，具有强大口碑推广功能的微博、微信的普及，以及集聚用户评价的大众点评网等平台将加速营销转向与SoLoMo相关的活动与创新。

随着手机定位功能应运而生的另一种营销模式被称之为O2O（线上到线下）。O2O模式对于传统实体企业非常有用，客户能够在线上购买甚至支付，最终在线下达成交易。大众点评

Chen also teaches Platform Strategy in an elective course in the CEIBS EMBA programme, and in an open enrolment course offered by the Executive Education programme.

Tencent's mobile instant messaging service, Weixin – also known as WeChat – has received tremendous attention from analysts and media who hail it as “the next big platform”. However Weixin, at the time of writing, is technically not yet a two-sided platform as it has not yet added a mechanism to monetize its 400 million person user base – which includes 195 million monthly active users and 70 million users outside of China. However industry watchers anticipate that it will happen in due course. In July this year Tencent began beta testing a game for Weixin, which is no surprise since games were something Tencent had great success at monetizing during the PC Internet era.

“Weixin is exciting because it allows users to create ‘close’ and ‘identifiable’ social circles, which Weibo does not yet offer. The sharing among these circles is more honest and genuine,” says Prof Chiang.

“Tencent is one to observe because they have great potential for growth,” says CEIBS Professor of Marketing Wang Gao. “Now the challenge for them is whether they can build a bridge to link the e-commerce with the customers.

Right now there is a huge wall that separates them. On one hand people spend a lot of time on Weixin. They have their communities, friends, circles, etc... people are quite active there. Can they build a bridge or dig a hole to link these two parties together? If they can, Tencent will have great potential. They will be able to immediately challenge Taobao and T-mall.”



The Pros & Cons of Mobile

As Internet users increasingly shift away from PCs to use their mobile phones to access the web, this opens up many new tools for marketers. “The biggest advantage of the mobile phone, and smartphones in particular, is that it is personal – the identity of the user

is tied to a number. Marketing can therefore be done more effectively and efficiently,” says Prof Chiang.

The ease in tracking a phone's signal, and therefore knowing its location, has made location-based marketing an important new tool for marketers. So-Lo-Mo (social-location-mobile) is a growing trend everywhere, not just China, Prof Chiang explains. However he says that the popularity of Weibo and Weixin, which facilitate word-of-mouth recommendations, and platforms such as the Chinese dining recommendation service Dianping.com, which collect and organize user generated ratings and reviews, will spur a major shift towards So-Lo-Mo related marketing activities and innovations, especially in China.

Another marketing model made possible by the location tracking capabilities of the mobile phone is called O2O (online-to-offline). In this model, which is particularly useful for traditional bricks-and-mortar businesses, customers make their purchase decision and sometimes even their payment online, but consumption is done offline. Dianping.com is an example of this, as is the travel booking service Ctrip, and the retailer Suning, which recently announced it was consolidating its online and offline shopping services and offering the same low prices on its merchandise regardless of where a consumer makes his purchase.

网和携程就是典型的O2O平台。近日,零售业巨头苏宁更宣布整合其线上线下业务,推出双线“同品同价”的政策。

尽管智能手机带来了许多全新营销手段,但对于运营模式深受个人电脑时代影响的企业来说,移动互联网也意味着严峻的挑战,因为他们的竞争优势与移动的特质相冲突。“手机使人们能够边行动边决定。但许多商业模式无法轻易突破屏幕尺寸的局限。”陈威如教授认为,搜索引擎正面临着前所未有的挑战,“用户无法通过手机轻松阅读广告,而百度的商业模式却有赖于点击付费广告。”

电子商务新领域

淘宝、天猫和京东商城占据了在中国电商市场80%的份额。王高教授认为,京东的优势之一在于自建物流网络,而阿里巴巴集团旗下的两个网站都依靠第三方提供物流。在CEO刘强东(EMBA 2009)的领导下,京东建立了一个巨大的销售、配送网络,其规模和产能甚至可以服务于第三方,这已成为京东的又一利润平台。

王高教授认为,作为电子商务领域的另一位革新者,苏宁是少数成功地由实体转向线上的企业之一。事实上苏宁整合线上线下业务,降低实体门店零售价与线上同步的行为十分冒险,但从长远看来,这将为苏宁带来竞争优势。王教授希望苏宁能将传统店铺调整为更大规模的体验店,供客户下单前试用产品,并逐步扩大产品种类,增加服装、食品杂货等。“苏宁可以涵

盖所有消费者,”王教授说,“有些公司目标客户群较为狭窄,而苏宁面向的是整个家庭。”

物流战场

王高教授认为,目前物流行业正面临电子商务的最严峻的挑战。中国电子商务兴起之初,第三方物流服务质量参差不齐,因此许多大型电商选择自建物流。事实上,过去倚赖第三方物流的阿里巴巴近日也宣布将建设中国智能物流骨干网(CSN),并由前任CEO马云亲自领导。

一些物流企业,包括顺丰速运,开始逐步发展自己的电商平台,以避免陷入大型电商的包围。“他们害怕失去对包裹的控制权,”王高教授解释道,“如果所有的电商企业都有自建的物流服务,那么将货物从供应商送至消费者手中的快递公司就会丧失业务。因此,他们不得不创造包裹以支持物流。这就是平台之争。要么赢家通吃,要么被其他行业覆盖。”

未来将会怎样?“中国消费者,尤其是年轻一代,全情接纳了互联网。”王高教授如是说,“这是他们的生活方式。电商拥有社会基础,也必将有着远大前程,这绝非一时风尚。”

蒋炯文教授表示,“这是一个拥挤、竞争激烈的市场,充斥着各种软件和手机。但是,技术会不断引入,推陈出新,我们对资讯、娱乐、社交的需求也不会改变。因此,就像所有成功的企业那样,不管科技如何发展,谁能够用最合理的价格提供最满意的用户体验,谁就会赢得胜利。”



王高教授 Prof Wang Gao



蒋炯文教授 Prof Chiang Jeongwen



陈威如教授 Prof Chen Weiru

Though smartphones have enabled new tools for marketers, the mobile web presents some steep challenges to incumbent businesses whose operational models have a deep legacy in the PC-Internet era and their competitive advantages conflict with the mobile form factor. “Mobile helps people make decisions on the go. But because the screen is small, many business models cannot easily make the shift,” says Prof Chen, explaining that search platforms are among those with the biggest challenge. “Consumers cannot easily read advertisements on their mobile. Baidu’s Internet search model, for example, relies on pay-per-click advertising.”

New Horizons in e-Commerce

About 80% of e-commerce in China occurs on three platforms – Alibaba’s Taobao, T-mall, and JD.com (formerly 360Buy.com) also known as Jingdong Mall. As Prof Wang explains, one of Jingdong’s competitive advantages is that it owns its own logistics service, unlike Alibaba which relies on third parties. Under the direction of CEO Liu Qiangdong (CEIBS EMBA 2009), Jingdong has built a large distribution and logistics network. Its scale and capacity enables the company to make it available to third parties, thus it becomes another platform that Jingdong can profitably leverage.

Suning is another innovator in e-commerce mentioned by Prof Wang, one of the few that began as a traditional bricks-and-mortar

business and migrated successfully online. Its decision to combine its online and offline operations and lower the price of goods offered in its physical stores to match the price discounts offered online is a risky one, Prof Wang says. But he believes it is likely to give them a competitive advantage in the long run. He expects they will adjust their traditional stores to focus on larger, experiential retail outlets where customers can try out the goods before making their purchases. He also expects they will gradually add product categories such as clothing and groceries. “They will cover all consumers,” says Prof Wang. “Some companies only target narrow segments, Suning covers the entire family.”

“Chinese consumers embrace online businesses, especially the younger generation.”

The Logistics Battleground

In fact Prof Wang says that the logistics business in China faces its biggest challenge from e-commerce. When e-commerce began in China the quality of existing third-party logistics services was uneven, so most of the large, incumbent e-commerce players started their own. In fact Alibaba, which has relied in the past on third-party logistics, has just launched its own new venture, the China Smart

Logistic Network (CSN) which is headed by former Alibaba CEO Jack Ma.

Some Chinese logistics companies, including SF Express (Group) are also developing their own e-commerce platforms to avoid being enveloped by the big e-commerce incumbents. “They are really concerned about losing control of the package,” explains Prof Wang. “If e-commerce businesses all have their own logistics services, then companies that help get goods from suppliers to consumers will lose their business. They have to generate the packages for themselves to support their logistics. This is competition between platforms. It’s either winner takes all or you can be enveloped by another industry.”

Where do we go from here? “Chinese consumers embrace online businesses, especially the younger generation,” says Prof Wang. “It’s a part of their lifestyle. The social foundation is there, so you can see a very long future for e-commerce. It’s not just a fad.”

“It is a crowded and very competitive market now with all the apps and phones,” says Prof Chiang. “But, new technologies will continue to be introduced to replace the old ones. Our need for information, entertainment, and communication will always be there. So, like any successful business, whoever can meet these demands with the most satisfactory consumer experiences at the most reasonable price will win, regardless of technological evolution.”

去哪儿网： 中国旅游网站翘楚

文 / 夏敏



2005年以来,去哪儿网一直在为不知“去哪儿”的中国消费者提供旅行信息,网站也由此得名。去哪儿网的手机APP(应用程序)和网站让消费者弹指之间就能浏览到几百家旅行社、数以万计的旅馆和航班,还可以团购每日特惠。截至6月底,去哪儿网月访问量达7500万次,手机APP用户量逾4300万,已赢得中国旅游业手机APP市场的最大份额。

2011年,在成功进行三轮融资之后,去哪儿网签署了一份至关重要的协议:百度斥资3.06亿美元,成为去哪儿网的最大股东。这是当时百度最大手笔的一次投资,也是中国在线旅游行业最高规模的投资。过去8年,去哪儿网一直酣战在高速发展的中国在线旅游业。自从成为中国第一家旅游搜索引擎,公司便好评如潮。2011年11月,去哪儿网是中国访问率最高的旅行网站(为42%),其手机APP被苹果中国公司誉为中国最佳原创类旅行APP。2010年同样是好年景:去哪儿网成为全球最大的中文版酒店点评平台,用户提交的酒店评论数突破100万条。在Google DoubleClick AdPlanner 选出的全球十大最受欢迎旅行网站之中,去哪儿网是唯一一家非上市企业。

如今,去哪儿网专注于自身成长与服务拓展。为此,他们以开放的姿态与其他旅游相关企业合作,以期整合资源。根据世界旅行和旅游理事会数据,过去十年,中国是世界上增速最快的旅客资源市场,这意味着去哪儿网未来有大量商机。去年,去哪儿网进行了重大重组,希望进入高速增长轨道。公司筛选出并专注于三个业务单元(即航班、旅馆和手机三个增长迅速的核心版块)和五个种子计划,作为颇具潜力的领域,后者将由公司CEO庄辰超亲自监管。

一众高管之中,彭笑玫(EMBA 2012,北京)作为执行副总裁,是去哪儿网向长期目标迈进的关键人物。她负责销售、市场营销和商业拓展,也是公司创始人之一。在此次《TheLINK》高管专访中,彭笑玫阐述了去哪儿网在中国在线旅游业中发挥的作用。



Qunar's Travel Plans

By Charmaine N Clarke

Since 2005, Qunar has been providing travel information for Chinese consumers wrestling with the question inherent in the company's name which loosely translates to "where to go". Its mobile app and website provide fingertip access to hundreds of travel agencies, hundreds of thousands of hotels and flight routes, plus daily deals for group buys. The website has 75 million visits a month while the app had more than 43 million users at the end of this June, giving Qunar the largest share of China's travel mobile app market.

In 2011, with three successful rounds of financing already under its belt, Qunar inked the deal of a lifetime: with a US\$306 million stake, Baidu became the company's largest stakeholder. It was the biggest investment ever for Baidu, and the largest in China's online travel industry. Over the past eight years, Qunar has been in the thick of China's fast-paced online travel industry. The company has racked up an impressive list of accolades since it became the country's first ever travel search engine. One month after it grabbed the largest share of traffic (42%) among Chinese

travel websites in November 2011, its mobile app was named the best original Chinese travel app of 2011 by Apple China. 2010 was also a good year for Qunar: it became the largest Chinese-language hotel review platform in the world with over one million user generated hotel reviews, and was the only private company to make Google DoubleClick Ad Planner's Top 10 list of most popular travel websites.

Now, Qunar has its sights set on growth, and expanding its range of services. To do this, it is open to partnering with other travel industry-related players in order to leverage resources. With China's position, in the last decade, as the fastest-growing tourism source market in the world (based on World Travel & Tourism Council data), there is every indication that there are enormous opportunities ahead for Qunar. Last year, the company did a major re-organisation to position itself for maximum growth. It identified and will focus on three business units (its core high-growth segments of air, hotel and mobile) and five seed initiatives – high-potential areas that the company's CEO CC Zhuang will oversee directly.

Among the company executives who will have a major role



《TheLINK》:在线旅游预订是一个竞争非常激烈的行当,请问去哪儿网有什么战略优势,以及如何应对竞争对手?

我们的企业就是为实现消费者的旅游选择而诞生的。只需轻轻一点,我们就能向中国消费者提供最为广泛的旅行产品和最为优惠的价格幅度。我们必须精准,因为去哪儿网是中国最早的,就用户数量而言也是最大的旅游搜索平台。行业数据显示,无论是个人电脑还是手机平台,我们的中文在线旅游服务均处于领先地位。根据艾瑞咨询的数据,2013年1月,去哪儿网的月点击量约为7500万次。截至2013年6月底,我们可实时搜索约1250家旅游供应商网站,搜索范围覆盖全球范围内超过468000家酒店、约125000条机票航线、186000条度假线路,并且每日提供逾16400种旅游团购产品。去哪儿网移动客户端“去哪儿旅行”是中国最受欢迎的旅行类APP,拥有约4300万激活用户。根据中国互联网络信息中心(CNNIC)发布的《2012年中国网民在线旅行预订行为调查报告》,去哪儿旅行是手机用户安装且使用最多的旅行信息查询移动客户端。

《TheLINK》:就在线旅游预订服务的使用情况而言,中国网络用户与美国用户相比有何不同?中国在线旅游行业的发展潜力如何?

2012年,中国互联网用户数量(5.64亿)是美国(2.47亿)的两倍有余。然而,2011年中国在线旅游的渗透率仅6%,美国的在线渗透率为40%。未来数年,中国在线旅游市场有望赶上欧美同行。

去哪儿网将成为中国在线旅游市场增长的最大推动者和受益者。2012年第四季度,为了推动发展,我们对公司结构进行了重大调整,将公司的传统功能结构转换成业务事业部。目前有三个核心事业部和五个种子计划。机票、酒店和无线三大事业部

为发展相对成熟、商业模式较清晰的业务,均已具备主导性市场份额且增速较快。种子计划是我们觉得有发展潜力的项目,如度假目的地服务、景区门票、旅行图片拍摄及分享工具等。我们的CEO庄辰超正在培植这些尚处于起步阶段的业务。我们希望通过这种结构安排,让自己更富创新性,能够快速适应市场变化,把握潜在的发展机遇。

其次,我们对于良好的并购机会持开放态度,前提是有助于我们加速成长,并且能更好地整合行业资源。最后,我们坚持聘用最好的技术人员和旅游行业专家,以帮助我们开发产品,与业内同行保持良好合作。

《TheLINK》:2011年,百度投资3.06亿美元,成为去哪儿网的最大股东,与百度的合作对于去哪儿网的成长和发展有何帮助?

百度是中国最大的通用搜索引擎,去哪儿网是中国最大的旅游垂直搜索平台,这就不难理解为何两家公司在业务模型上能产生不少协同效应。我们与百度的战略联盟推动了两家公司的产品发展与研发合作,也巩固了去哪儿网的市场领先地位。

我们与百度合作的方式之一是在旅游产品中应用“框计算”技术。当人们通过百度搜索旅游信息时,在展示结果中,由于去哪儿网的旅游信息相关性和质量最高,因而会享有一定程度的优先权。举例来说,有人搜索“北京到上海”,去哪儿网提供的票价、日程等相关信息就会即刻展现,方便有需要的消费者进行“一站式”信息查询和预订。我们也与百度的LBS(基于位置的服务)产品开展合作,提供酒店、景点的位置信息、价格、图片和评论等,使得百度用户可以迅速完成酒店预订。去哪儿网也相应地从百度那里获得了更多的访问量。

“We are positioning ourselves to tap into this expected growth.”

to play as Qunar moves ahead to meet its long-term goals is Executive VP Denise Peng (EMBA 2012, BJ). She is responsible for sales, marketing, and business development. She is also part of the team that launched the company. In this exclusive interview with *TheLINK*, Peng shares her thoughts on the role Qunar is playing in China's online travel industry.

***TheLINK:* The online travel booking industry is very competitive. What is Qunar's strategic advantage and how has it fared against competitors?**

Denise Peng: Our business is designed to enable consumers' travel choices. With a single click, we provide Chinese consumers with the broadest coverage of travel products and the lowest price range. We must be doing something right because Qunar is China's first and largest travel search platform by user volume. Industry data shows that the company leads in Chinese online travel space on both PC and mobile platforms. According to iResearch, as of January 2013 our

website had around 75 million monthly visits. As of June 2013, Qunar's search scope covers around 1,250 travel agencies, 125,000 flight routes, over 468,000 hotels, 186,000 vacation routes, 16,400 daily group-buying deals, and provides much more travel related information. Qunar Travel mobile app is the most popular travel app in China, with more than 43 million activated users by the end of June 2013. According to the China Internet Network Information Centre's "2012 Chinese Online Travel Consumption Report," Qunar has the largest market share of travel mobile app users in China.

***TheLINK:* In terms of their use of online travel booking services, how do China's internet users compare to those in the US, for example? What is the growth potential for China's online travel industry?**

In 2012, the number of Chinese internet users (564 million) more than doubled the number of US internet users (247 million). However, in 2011 the online travel penetration in China was only 6%. The US has 40% online penetration. The Chinese online travel market is expected to catch up to its US and European counterparts in the coming years.

We are positioning ourselves to tap into this expected growth. In the last quarter of 2012, we did a major re-organisation of the company's structure to drive growth. We changed from the traditional function structure to business units. We have three major business units and five seed initiatives. The business units are in areas in which we already have a big market share

and enjoy relatively high growth – air, hotel and mobile. The seed initiatives are businesses that we see as being promising and having the potential to grow in the future: vacation destination services, tickets for scenic areas, travel photography, etc. Our CEO CC Zhang is now incubating these initiatives as start-ups. We hope this kind of structural arrangement of the organization will make us more innovative and able to adapt quickly to market changes to realize potential growth opportunities.

Second, we are open to M&A initiatives that will allow us to accelerate our growth and better leverage industry resources. The third component is to continue recruiting the best technical talents, and those with expertise in the travel industry, to help develop our product and build up networking relationships within the industry.

***TheLINK:* Baidu, with its US\$306 million investment in 2011, is Qunar's majority shareholder. How has this collaboration helped with Qunar's growth and development since then?**

Baidu is China's largest general search engine while Qunar is China's largest travel vertical search platform. So it is understandable that the two companies have a lot of synergy in their business models. Our strategic alliance with Baidu has facilitated product and R&D cooperation between the two companies, and also strengthened Qunar's market leader position.

One of the ways in which we collaborate with Baidu is on their box computing technology. When someone

去哪儿网大事记

- 2011年12月,去哪儿网手机客户端荣膺苹果公司评选的2011年中国最佳原创旅游类应用。
- 2011年11月,根据Experian Hitwise发布的月度流量报告,去哪儿网的访问量居中国旅游类网站之首,为42%。
- 2011年6月,百度公开承诺投资去哪儿网3.06亿美元,但去哪儿网仍然保持独立运营。
- 2011年5月,去哪儿网与中国旅游研究院建立战略合作伙伴关系。
- 2010年8月,去哪儿网成功打造全球最大的中文版酒店点评平台,用户酒店评论量突破100万条。
- 2010年7月,去哪儿网荣登AlwaysOn评选的全球250强之列,是唯一获此殊荣的旅游网站。
- 2010年4月,去哪儿网被Google DoubleClick AdPlanner评为全球十大最受欢迎旅行网站之一,是其中唯一一家非上市企业。

Qunar Milestones

December 2011:
Mobile application named the best Chinese original travel app of 2011 by Apple China

November 2011:
Had the largest share of traffic (42%) among Chinese travel websites (according to Experian Hitwise's monthly user traffic report)

June 2011:
Announces Baidu's commitment to a US\$306 million investment, while Qunar continues to operate independently

May 2011:
Established strategic partnership with China Tourism Academy

August 2010:
Became the world's largest Chinese-language hotel review platform with more than 1 million user-generated hotel reviews

July 2010:
Honoured by AlwaysOn as one of the AlwaysOn Global 250 winners, the only travel website to win this award

April 2010:
Among the Top 10 most popular travel websites and the only private company on the list, according to Google DoubleClick Ad Planner



彭笑玫和公司员工 Denise Peng and her staff

《TheLINK》:谈一谈去哪儿网的未来发展计划?

我们正在移动端积极地打造旅游产品的开放平台。除了目前提供的旅游产品,我们还期待与更多伙伴密切合作,推出涵盖旅行各环节,包括旅行前、旅途中和结束行程后的相关咨询和即时服务产品。我们移动端策略的核心就是向合作伙伴开放。例如,5月份我们向机场出租车服务提供商开放了移动平台,其中包括“嘀嘀打车”、“快的打车”和“摇摇招车”,允许他们将信息嵌入我们的手机应用中。目前去哪儿网已经是中国城市覆盖面最广的出租车服务移动平台。我们有6家合作伙伴,服务遍及20个城市。合作开展了一个月,数据已经很鼓舞人心:每三位使用去哪儿网预订机票的旅客中,就有一位选择上述出租车服务去往或离开机场。所有的机票购买者(包括不通过去哪儿网预订机票的旅客)中,40%使用的是我们的机场出租车服务。相信这个数字未来还会增长。

《TheLINK》:您是否会调整商业模式,以推动公司进军国际旅游市场?

我们会继续沿用这种平台模式,秉持开放态度与各界伙伴展开合作。我们的业务模式被形容为“百度加淘宝”。我们会继续向消费者提供全面而优惠的旅游资讯,向供应商提供免费交易平台,让消费者获得更好的用户体验,供应商也能通过与去哪儿网的合作,获得更高的投资回报率。

《TheLINK》:放眼中国更为广阔的互联网和线上产业,您如何看待其发展潜力和创新需求,中国如何在这方面蓄积实力,与世界各国一较高低?

如今是中国互联网行业的黄金时代。除了旅游在线服务,我们也看到了其他颇具吸引力的种类,如在线教育和消费金融。阿里巴巴和支付宝正在涉足消费金融领域。比如,去年阿里巴巴已在推广阿里贷款和个人理财产品。我想,这对中国的银行系统将有非同寻常的意义。

《TheLINK》:在中欧EMBA的学习经历,对于您在去哪儿网的管理工作有哪些帮助?

金融和战略性思考是我最大的收获。例如,在聆听了陈威如教授的平台战略课程之后,我便能够从理论角度总结出去哪儿网的发展历程,并且分享给我的同事们。

我也从同学们多种多样的行业经历中获益良多。我们来自不同的行业,我有创业背景和网络行业经验,对其他行业涉猎不多。EMBA课程让我有机会与各行各业的人交流想法。我相信,新获取的跨行业知识会助我拓展视野,无论是对于去哪儿网的未来成长,还是就自身事业发展而言。

searches for travel information on Baidu, information provided by Qunar will be given some level of priority in the displayed search result. For example is someone searches for flights, there will be Qunar-provided information about prices, scheduling, and more – all accessed without going to our website. This is a very efficient way to provide enhanced travel-specific search results to Baidu's users. We are also working with Baidu on their LBS products by providing hotel POIs (points of interest), price, pictures, reviews, etc. to allow Baidu users to instantly make hotel reservations. In exchange Qunar attracts more traffic from Baidu.

TheLINK: What's next for Qunar?

We have always been an open platform for online travel products on mobile devices. In addition to the travel products we now provide, we plan to work closely with our partners to offer other services that will help our users to conveniently get travel information and instant service before, during and after their trip. In our mobile strategy we are open to partners who can provide search content. For example in May we opened our app interface to airport taxi service providers, including Di Di Da Che, Kuai Di Da Che, and Yao Yao Zhao Che. We allow them to integrate their information into our mobile applications. Qunar now provides the widest city coverage, in terms of geographic area, among taxi app services in China. There are six partners now working with us and we provide coverage in 20 cities. One month after the collaboration began, the numbers are encouraging: one out of every three

travellers who use Qunar to book flights use a taxi to get to and/or from the airport. Among all airline tickets buyers (including those who do not use Qunar to book flights), 40% of them are using our airport taxi service app. We believe that this number will grow in the future.

TheLINK: Will you adjust your business model to accommodate your push to

“ Finance and strategic thinking are the biggest takeaways for me. ”

expand into international travel?

We will continue to use the platform model and it will remain open to the various partners with whom we collaborate. Our business model could be described as Baidu plus Taobao. We will continue to provide very comprehensive and low-priced travel information for our customers and provide a free transaction platform for our vendors. This provides our customers with a better user experience and our vendor partners have better ROI by partnering with Qunar.

TheLINK: Looking at the wider internet/online industry in China, what

are your views on growth potential, the need for innovation and creativity, and how China stacks up against other countries around the world?

China's internet industry is experiencing its golden age. Apart from online travel, we are seeing other categories that are very attractive such as online education and consumer finance. Alibaba and Alipay are taking steps in the area of consumer finance. In the last year, for example, Alibaba has been promoting their Aliloan and also some personal consumer investment products. I think this will have significant implications for China's banking system.

TheLINK: How has your CEIBS EMBA enhanced your role at Qunar?

Finance and strategic thinking are the biggest takeaways for me. For example, after taking Prof Chen Weiru's platform strategy class, I was able to summarize Qunar's entire growth history in a theoretical way and share it with my colleagues.

I also benefited from the diversity of my classmates' career profiles; we had participants from very different industries. I have an entrepreneurial background and I'm experienced in the internet industry, but outside of the industry I had very little knowledge. With the EMBA programme I had an opportunity to exchange ideas with people from various industries. I believe my newly-developed cross-industry knowledge will broaden my view on how to grow Qunar and also on my career development in the future.



杨浩涌：复制之路

文 / 雷娜

2004年圣诞节，硅谷工程师杨浩涌(EMBA 2012)怀揣10万美元和打造中国的Craigslist的梦想，放弃了报酬优渥的工作和申领绿卡的机会，来到北京，迅即创办了一家信息分类网站——赶集网。

时隔九年，许多网站在昙花一现之后匿迹销声，但这位毕业即出国，对中国国情似乎不够了解的年轻人的企业却留存、发展、壮大起来。在复制Craigslist的过程中，他说过一句颇具哲理的话，“学Craigslist者生，像Craigslist者死。”其中的寓意也许是：不要因复制Craigslist而遗忘了初衷，被别人的成功束缚住手脚，作为一家互联网公司，心随用户而动才是王道。当年的硅谷青年正是参透了这一点，才能将领先的一小步，一直保持到现在。

专注于用户体验

2013年，赶集网做了一件务实且可贵的事，发布了《2013年应届生就业报告》和《2013年新蓝领职场薪情报告》。虽然不事张扬，但报告中的数据还是广为征引。“截至2013年5月31日，83.2%的应届生尚未找到工作，应届生平均起薪为2119元

/月，而期望薪资为2510元/月。”赶集网的数据来源于自身招聘版块，本着纯粹的服务精神，揽了资讯公司的活，他们提供的数据似乎更加引人深思。

窥斑见豹，赶集网的用户体验确实做得真诚而用心。虽说“顾客是上帝”，但能够真正为家境平平的应届大学生和蓝领工人服务，想他们之所想，且不流俗，也着实不易。在杨浩涌的眼中，好的用户体验能带来流量，稳步增加的流量会产生商业利益。逻辑是必然的，只是路程可长可短，崎岖或者平坦。杨浩涌一直不缓不疾地在这条路上走着，“作为企业的创始人，你必须学会享受过程。不断改进、不断学习的过程本身就是一种乐趣。如果你的目标是上市，也许会比较急躁，如果是想做影响中国老百姓生活的互联网公司，则路漫漫其修远兮。过程很重要，结果是附属品。”

“完善用户体验，并非灵光一闪，想个创新，就能够实现的。虽然创新是题中应有之意，但更多的是一些扎实功夫，需要不断地研究数据，分析用户行为，征询意见，修改产品，提供更好的服务。”

Mark Yang: A Fresh Spin on Old Ideas

By Lei Na

It was Christmas 2004 when Mark Yang (EMBA 2012, BJ), a Silicon Valley engineer, arrived in Beijing with US\$100,000 and his dream of creating the Chinese version of Craigslist, a dream for which he had given up a high-paying job and the opportunity to obtain an often-coveted US green card. A week later, he launched Ganji.com, a Chinese language website dedicated to localised classified ads for the domestic market.

Now, after nine years, many similar websites that were launched with much fanfare have disappeared without a whimper while Ganji.com has survived and prospered. Yang's success is all the more impressive because he went abroad immediately after graduating from university and Ganji.com was his first foray into the complex Chinese business world. He had enough insight, though, to learn from Craigslist's success and tailor Ganji.com to specifically meet the needs of Chinese clients. He was able to find the fine line between simply copying, versus creating a new product by improving on an existing idea. He explains, "You live through learning, but perish through copying." This philosophical comment is how he sums up his mantra that visionaries should not become confined by the success of others and forget their own dreams. This is useful advice, especially for

an Internet company whose winning formula is based on meeting users' needs. Silicon Valley icons of the past have managed to keep their competitive edge – that small step that they have always been ahead of others – because of their deep understanding of precisely this point.



It's all About the User

Two surveys launched by Ganji.com earlier this year – "Employment of 2013's Fresh Graduates" and "Salary for 2013's New Blue Collars" – show the company's practical application of its drive to focus on the needs of their clients. There wasn't much publicity surrounding the surveys but the data in the reports has been widely cited: "Up to May 31st, more than 83% of

2013's fresh graduates had not yet found employment, and the starting salary averages RMB 2,119 per month for the employed, against an expected salary of RMB 2,510." The thought-provoking data was mined from activities and information on the recruitment section of Ganji.com's own website. The surveys stemmed from the company's commitment to refining the user experience.

Ganji.com has bought into the "customer is king" approach to business, but it's not easy to meet the needs of fresh graduates and new blue-collar workers who don't have prominent family backgrounds to help pave their way. It's a challenge, as well, to lure new clients with innovative products without becoming glib in product development. And while it is logical to assume that good user experience will help generate traffic, which can in turn drive new business, in reality there is often a lot less clear-cut correlation between these events. Yang has been patient on his not-hurried-not-slow journey that has brought him so much joy. "As the founder of the company, you have to learn to enjoy the process," he says. "It's been a source of great pleasure trying to improve and learn continually. If your aim is simply to go public, you may be allowed the luxury of impatience, but if you want to create an Internet company that is influential in the daily life of the Chinese, you have a long way to go and have to be patient.



蚂蚁短租

蚂蚁短租是赶集网在O2O领域的一次尝试。所谓O2O,即Online to Offline,是将线下商务机会与互联网结合起来,让互联网成为线下交易的前台。

蚂蚁短租的概念也脱胎于美国的Airbnb(空中食宿)。对于这次复制,杨浩涌的团队显得更为审慎。因为早已了解,即使是相同的种子,在中美不同的世情土壤中,也会开出迥然相异的花。

如果说Airbnb是租房的eBay,那么蚂蚁短租就是租房的淘宝。不像赶集网页面简单清爽,蚂蚁短租网站给人的感觉很温馨,宛如一幅幅家居图片展,房东和顾客之前的信任是通过实实在在的点评建立的,态度真诚、口碑良好的房东能够得到青睐。谈及蚂蚁短租,杨浩涌保持着适度的距离,因为蚂蚁短租今年年初已正式从赶集网拆分。“我们选择了正确的CEO,过去半年的数据增长还是令人满意的。我们起步较早,目前在行业处于领先。究竟成功与否,还有待时间验证。”

移动互联网是决战场

创业至今,当年成百上千的信息分类网站大多风流散尽,只留下赶集网、百姓网和58同城三分天下的格局。对于竞争对手,

杨浩涌不愿多谈,仿佛在这个赛场上待得太久,如入无物之阵。但他早已将决战之场,定在移动互联网领域。

他认为,移动电商的发展有三个阶段,起初是传统电商在移动上的简单延伸,移动是具体而微的PC;此后,传统电商结合移动的特点,根据客户的需求做些设计,让客户能够放心地将钱存在移动端;第三阶段则要抓住手机的特性,做PC上无法完成的事,运用创新满足用户实施周边查找的需求。

这就是他眼中的决战场。一台电脑也许可以打开几个差不多的网站,但一部手机也许容纳不下两个同质的APP。无论得到和失去,影响都会存在得更加长久。认清了这一现实,赶集网的选择,只能是更加专注于自身,专注于用户体验,对于杨浩涌的企业而言,这便是道路、真理及生命。

《TheLINK》:最近赶集网发布了《2013年应届生就业报告》和《2013年新蓝领职场薪情报告》,请问您做这类报告的初衷是什么?

我们在招聘领域做用户拓展和商业尝试的时候,发现这个品类的市场很大。许多中小企业还在通过橱窗告示和老乡介绍来招人,现有招聘网站收取年套餐的模式不适合他们。新蓝领,即收入在4000元钱以下的工人,是中国工作需求最大的群体,而他们的工作状况、保险情况、生活处境并没有得到第三方

The process is so important that the result becomes secondary.”

He adds, “Optimizing user experience requires not just inspirational innovation, which of course should be included, but more importantly it also requires leg-work, such as the analysis of data and user behaviour, collection of user advice, product modification and providing better services.”

Mayi.com: Short-term Rentals

It is the company’s strong data analytics that has alerted Yang to other opportunities. One of these is Mayi.com, Ganji.com’s foray into the online-to-offline (O2O) niche that combines offline business opportunities with Internet technology by making the web the front desk for offline transactions.

Mayi.com has a similar concept to the US-based Airbnb (Air, Bed & Breakfast), with adjustments made to factor in the peculiarities of the China market. This is because Yang and his team learnt, from early on, that even the same seeds will produce different flowers in the different soils of the two countries.

If Airbnb is the eBay of online home rental, Mayi.com can be said to be the Taobao. Unlike the simple pages of Ganji.com, Mayi.com has vivid webpages, with eye-catching photographs of the properties on offer. Trust is established between landlords and tenants through frank comments, while honest landlords who receive many favourable comments are highlighted. During his interview with *TheLINK*, Yang keeps his comments about Mayi.com to a minimum as the company has been spun off as an

independent entity in which Ganji.com holds majority shares. “We found the right CEO who brought satisfying data growth during the first half of 2013,” explains Yang. “We started early in this line of business and are now leading it. We still need time to prove whether Mayi.com’s business model will be successful in the long run.”

“He is convinced that mobile Internet will be the decisive battleground.”

Mobile Internet: Winner Takes All

Today, the bulk of the thousands of local-classifieds websites that sprung up during Ganji.com’s early years have faded away, leaving only Ganji.com, Baixing.com and 58.com – a triumvirate in the market. Exuding the aura of one who has been engaged in a race too long to think of the things and people around, Yang would say little about his competitors. Now, he has his eyes firmly fixed on the mobile Internet field.

In his opinion, mobile e-Business has been through three stages of development. First, it was the simple extension of traditional e-Business onto mobile devices, the micro version of PC e-Commerce. Then, traditional e-Business began to

customize designs based on mobile features, making sure customers felt safe putting money in mobile terminals. In the on-going third stage, service providers have to make full use of mobile devices’ features to accomplish things that cannot be done on PCs, meeting users’ demands for location-based searches with innovative features.

He is convinced that mobile Internet will be the decisive battleground. Pointing out that a PC can be used to access several similar websites at the same time while it is sometimes a challenge for a smartphone to run two similar apps, Yang predicts that successes and failures in the mobile arena will be magnified in the coming years – and will have more lasting consequences. This is why Ganji.com has chosen to focus on its products and on optimizing the user experience. For Yang and his team, this is their commitment, their path to survival.

***TheLINK:* Ganji.com recently released the reports “Employment of 2013’s Fresh Graduates” and “Salary for 2013’s New Blue Collars”. Could you tell us what you had in mind when you decided to issue these reports?**

Mark Yang: In trying to expand our user base and generate recruitment-related business, we found that this market was huge. Many medium-sized and small enterprises are still recruiting people through ads posted on windows, or referrals by relatives. As a result, the current yearly-service-fee-model adopted by recruitment websites does not meet their needs. New blue-collar workers, those who earn less

“我们希望做人简单,沟通真诚,做事用心。”



的足够关注。赶集网恰巧了解这些打工人群,既拥有用户的数据,也拥有企业的数据,让我觉得有义务发布这个报告。报告中还涉及打工者的收入分配情况,一个打工者的工资多少花在租房上,多少寄回家里,多少花在衣食上,多少花在娱乐上。发布这些信息,是为了让中国媒体多去关注这些人群,因为他们是中国经济发展的主要动力,支撑着中国的未来,他们的薪水增长也决定着中国的消费。做这样的事,一方面是个人和企业的需求,另一方面是它有社会价值。

《TheLINK》:同时也能完善赶集网的用户体验,为提升流量做贡献?

是的,二者并不相悖。做互联网产品,最重要的是站在用户的角度考虑问题。对于我们来说,用户就是小企业主和求职者,满足了他们的需求,对企业的流量和品牌就有推动。

《TheLINK》:赶集网是业内最早发布移动客户端的公司之一,你也多次提出“信息分类网站的决战场是移动互联网”,请问您为了这次“决战”会做哪些布局?

布局一直在有条不紊地进行。两年前我们已经在开发移动客户端,是业内最早关注移动互联网的一批人,团队也搭建得较早。我们一直非常坚定地在该领域的研发和创新上投入人力、物力。移动和PC特质不同,因此需要在创新上多作尝试。总的来说,赶集网在移动方面发展良好。预估到明年,移动流量比PC还要大,这和早前规划相一致。我们希望用三年时间打造一个移动互联网公司。

《TheLINK》:曾经见您说过这样的话,“赶集网的价值在于实实在在地为用户解决生活中的问题,一个想闯荡北京的人,出火车站之后,余下的一切都可以交给赶集网。”这个目前真的可以实现吗?

应该说是阶段性实现,做得还不够。我们解决了出火车站之后的一部分问题,比如租房,找工作,安家之后的生活服务,但还有很多事是正在解决,或亟待解决的。未来还有很长的路要走,我们希望提供更多更好的服务。在当今中国,越来越多的人在城镇中生活,对生活便利服务的需求与日俱增。城镇化的脚步无法阻止,如果能在历史进程中,找准自己的位置,帮助到一些人,那么我们的网站就有价值。

《TheLINK》:能谈谈赶集网的公司文化吗?

非常简单,就三个字——“正,传奇”,“正”是指我们希望做人简单,沟通真诚,做事用心。“传奇”就是尽自己的最大努力。公司的经历和文化都是朝这个方向努力,希望够真诚,够简单,够努力。我们愿意做这样的人。

《TheLINK》:您游学过海内外知名学府,有着良好的学历背景,是什么促使您继续来中欧学习?您觉得中欧带给您最大的收获是什么?

我希望自己在每一年,每个阶段都有不小的进步。对我来说,从管理几十、几百人,到领导上千人的团队,本身就是一个挑战。在自己摸索的同时,我觉得最重要的就是遇到好老师,向你传授优秀的管理方法,教导你如何避免犯错误。对我来说,中欧是个很好的平台。最大的收获是我学到了知识,读了将近一年书,每门课都受益匪浅。无论是书本上写的,还是老师讲的,我都能在实际管理中得到一些反思和印证。

than RMB 4,000 per month, are the largest job-hunting group in China; but third parties have not prioritized their working conditions, insurance coverage, and living conditions. Ganji.com has keen insight into the needs of these worker groups, because we own both users' and enterprises' data, and I felt an obligation to publish the report. It also includes information on the expenditure of these workers' income: how much of their salaries is spent on housing, on clothing and food, and on entertainment, etc. We published this information as a way to get the Chinese media to pay more attention to these groups, because these workers are the main drivers of China's economy, supporting China's future, and their level of disposable income has an impact on domestic demand. On one hand, publishing the study meets the needs of individuals and enterprises, and on the other hand it also provides value to the society.

Also our users are small entrepreneurs and job seekers, and meeting their needs helps to increase the company's traffic and boost our brand.

TheLINK: Ganji.com is among the first companies in its field to release a mobile app, and you have made the point that the decisive battle for local-classifieds websites will be fought on the mobile Internet. What measures have you taken to win this final battle?

The steps we have taken are in line with our own specific strategic plans. Two years ago we were developing our mobile app, and we were among the

earliest to focus on mobile Internet – we had set up our team earlier on. We've been steadfastly investing in R&D and innovation in this area, both in terms of talent and in capital. Mobile service has different features than PC, so we need to make multiple attempts at innovation. Generally speaking, Ganji.com has enjoyed steady development in mobile service. We expect that by next year, traffic from the mobile end will be larger than that from PCs, and this is an outcome for which we have planned. We hope to complete creating a mobile Internet company within three years.

TheLINK: You have been quoted as saying, "The value of Ganji.com lies in solving users' real life problems. When one comes to find life in the city, one can leave everything to Ganji.com after exiting Beijing Railway Station." Is this really the case now?

It's partly so, but we can still work on making improvements to our product. We have solved some of the problems after the railway exit, such as finding housing, job hunting, general lifestyle needs after settling down, but there are still many things to be coped with. There's still a long way to go, as we hope to provide more and better services. More and more people are now coming to live in China's urban areas, and their demand for convenience services is growing by the day. The move towards urbanization cannot be stopped. If we can carve out a niche as history is being made, and can provide help to at least some of the people, our website is valuable.

TheLINK: Could you tell us something about Ganji.com's corporate culture?

It can be summed up in just two words: "Simple", and "Diligent". "Simple" refers to our wish to be simple people, to communicate with honesty, and do things with all our heart. Diligent means doing things with the maximum effort one can muster. Our company's history and culture show that we have made every effort to move in this direction, hoping to be honest, simple and diligent enough. That's our goal.

TheLINK: You studied at renowned universities both in China and abroad, and have a strong educational background. What brought you to CEIBS for an EMBA education? What has been your biggest gain from studying at CEIBS?

I hope to make progress each year, and at each stage of my life. For me, it is a challenge to make my way up from managing tens and hundreds of people to the management of thousands. As I was groping for the way, I thought it most important to have good teachers providing me with excellent management methods, and teaching me how to avoid making mistakes. For me, CEIBS is a very good platform. The biggest gain is the knowledge I gained from studying at CEIBS. After nearly a year of learning, I have benefited remarkably from every course. I have been able to apply the theory I learn at CEIBS, whether from books or from professors, in managing my employees and ensuring that my business has long-term success.



唐海荣： 准备迎接移动互联网的挑战

文 / 朱琼敏

唐海荣(EMBA 2011)现任美国哥伦比亚广播公司旗下互动媒体公司 CBSi 女性时尚群组总经理,不久即将赴任CBSi集团中国区战略发展总监。2000年至2013年,唐海荣从事媒体相关行业近13年,亲历了媒体网络化改革的历史性转变。目前,她共管理三家女性网站,分别为女人志(onlylady.com)、闺蜜网(kimiss.com)及海报网(haibao.cn),其中女人志是其最早接手的网站,也是国内最优质的女性时尚生活平台之一。

2002年5月25日,女人志诞生于上海。它最初是由几位女性好友共同创办的美妆论坛,也是中国首个女性垂直论坛。从2002年到2007年,女人志逐步发展壮大,论坛汇集了华东地区最精于美妆的女性。2007年女人志被美国CNET集团收购,次年CNET又被CBS收购,女人志也因此成为CBS一员。在互联网大潮中,女人志抓住先机,积极发展,已从2007年营业额数百万元、仅20余名员工的论坛发展为年收入逾亿元、员工达240名的网络群组。

就在女人志被CNET集团收购当年,唐海荣接替朋友(女人

志的创始人)入主该网站。从2006年在桦榭菲力柏契媒体集团做时尚杂志网站,到2008年开始在女人志工作至今,她积累了丰富的互联网媒体运营经验,并对国内外互联网行业的现状、趋势及挑战形成了独到的见解。本期《TheLINK》采访唐女士,带您一探女人志的发展历程及唐女士对互联网行业的心得体会。

《TheLINK》:您与互联网有着怎样的渊源?

我一直都很看好互联网。2002年至2007年,我任职于法国桦榭菲力柏契媒体集团。在桦榭期间,我是中国公司里唯一一个不停地向老板建议做互联网的员工,但是当时杂志利润颇丰,公司并没有就此考虑太多。直到2005年法国总部下令杂志全面电子化,全球各分部才纷纷建立杂志网站,我也借此契机于当年底转到桦榭集团新媒体部门工作,之后两年,我一直在做EIIChina.com等杂志网站。但是,杂志社做网站,往往杂志才是主体,网站只是提供支持的配角。于是,在2008年CNET收购女人志之时,我离开了桦榭成为女人志的总经理。

Irene Tang: Ready for the Mobile Internet Challenge

By June Zhu

Irene Tang (CEIBS EMBA 2011) is now the General Manager of CBS Interactive China's (CBSI) Fashion Group and will soon take on the position of Strategic Development Director of the wider CBSI Group (China). A media executive since 2000, she has witnessed and experienced the historic changes brought about by the digitalization of the industry. She's currently responsible for three of the CBSI Group's fashion websites: *onlylady.com*, *kimiss.com* and *haibao.cn*. Among the three, *Onlylady* is the first one she took over and it has since become one of the top-ranked women's fashion and lifestyle platforms in China.

Onlylady began on May 25, 2002 as a beauty-product forum started by several female friends in Shanghai. It was also the first ever vertically integrated website for women in China. Over the next five years, *Onlylady* gained momentum and developed into a forum frequented by women in the South China region with an interest in beauty and makeup. In 2007, *Onlylady* was acquired by the CNET Networks, which in turn was acquired by CBS Interactive the following year. *Onlylady* successfully grasped the opportunities created by the rapid development of the Internet space in China. It grew from a

company with annual revenue of several million and a staff of just over 20 people in 2007, to an Internet group that now has annual revenue of over RMB 100 million and more than 240 employees. Today the website covers four main areas: fashion, beauty, lifestyle, and forums that facilitate user interaction.

Tang became *Onlylady*'s general manager in 2007, the same year the company was acquired by CNET. In fact from 2006 to 2008, she gained significant operational experience in Internet media, which has contributed to her wealth of knowledge about the current business environment and the future trends and challenges facing the industry. Read on as she shares her experiences at *Onlylady* and her thoughts about the Internet business.

***TheLINK:* How did you initially get into the Internet business?**

Irene Tang: I've always seen the Internet business as one that has a lot of opportunities to offer, I've always been very optimistic about it. From 2002 to 2007, I worked with Hachette Filipacchi Médias. During that time, I was the only staff member who was constantly giving the boss in the China office suggestions on starting an Internet arm of the

business. However, at that time the profit the company earned from its magazines was already quite impressive, and my suggestions were not implemented. Then in 2005, our headquarters in France decided that all its magazines should have a digital presence. This led to an overhaul of website development across all the company's offices around the world, and at the end of that year I was transferred to the new media department. Over the next two years I worked on the websites of magazines such as *ellechina.com*. However, I recognised that a magazine's website is always relegated to playing a supporting role in the company. I wanted to make a bigger contribution so when CNET acquired *Onlylady*, I took over as the company's general manager.

***TheLINK:* Based on your years of experience working on both sides of the industry, what's the difference between traditional and online media, and what advantages does online media have?**

The experience of working with a magazine still has some impact on my current job, even today. I have been trying to incorporate some advantages and characteristics of the magazine approach into the *Onlylady* website.



《TheLINK》: 就您的经历而言,相较于传统媒体,网络媒体有怎样的特色和优势?

也许是因为之前在杂志社工作的经历,在女人志网站上我还是坚持运用一些杂志的优点与特色,如内容讲求质量,要有一定专业深度,不能单靠美女照和标题来吸引人。与杂志相较而言,由于用户对新鲜度的要求,网站在内容上应更为充实,需要原创的部分也很多。在这种情形下,除了网站记者、编辑制作内容外,我们也会在各个城市发展愿意分享内容的优质用户和特派记者来撰写报道与稿件,即引入UGC(用户生成内容)的模式。

《TheLINK》:您运用什么样的战略让网站长达11年保持良好运转,又如何保留并发展网站会员?

迄今为止,女人志至少有2000万名会员。若完成基本注册,你就可以成为基础会员,如果能提供更多个人信息并积极参与网站活动,就会按照程度不同,依次升级。论坛上达到一定级别的意见领袖在其擅长的领域其实比网站编辑更为专业,他们也热衷于将自己的美妆心得公布在博客上。这是一个开放的平台,只要你写的东西获得尊重,就会有人追随,久而久之我们就形成了达人项目组。对于达人,我们会有一套尽心培养的体系。如果达人喜欢欧美系列产品,我们就会和品牌客户沟通让其亲身体验产品,然后由达人撰写文章与网友分享。我们还会赠送相关物品给达人,带他去参观化妆品牌的实验室,以加深他对品牌的理解,甚至会送他参与报道各大时装周。有些明星达人是全职的,我们包装他,让客户认知他,影响他,再让他去影响粉丝。目前这样的专家级达人已有四五位。他们对网站帮助很大,客户和用户对此都非常认可。

此外,我们还与会员保持着良好关系,拥有一批忠实用户。我们会根据用户的成长来设置网站内容。女人志面向的是对生活要求较高的都市女性,在过去11年间,我们的会员大多已从女孩成长为女人,结婚生子,除了关心自己还得照顾老公、孩子。因此,我们更多地将网站定位为生活方式的平台,除美妆、时尚之外,也加入了家庭、花嫁、亲子等内容,从而形成一个成熟女子宠爱自己的综合平台。我一直认为,网站作为媒体应该有自己的态度。

《TheLINK》:女人志与微博之类的新媒体关系如何,竞争还是合作?

我觉得女人志这样的网站非常传统,必须依靠内容来吸引客户做广告,这样的模式其实已经危机四伏,因此我们要与微博合作,而不是竞争。我们的策略是在论坛上发帖,然后转发至微博,通过微博再将粉丝吸引到网站上来。在深度上,我们超

For instance, the content must be high quality with a certain level of professionalism and adequate depth, instead of just trying to attract readers by using pictures of pretty women or sensational headlines. Compared with magazines, websites must have more substantial content because users are looking for some degree of novelty. Part of the content should be original, which means that in addition to reporters and editors creating content, we also need to adopt a “User Generated Content” (UGC) model. For this, we developed quality customers who love to share their views, and even special reporters based in different cities across China.

TheLINK: What strategies have helped you sustain growth for more than a decade, in this ever-changing environment; and how do you retain and grow website membership?

Onlylady has at least 20 million members so far. Basic membership is available through online registration; with upgrades determined by how much personal information is provided and the level of participation in online activities. On our forum, there are some opinion leaders who actually have more expertise, in some specific areas, than editors and they regularly post blogs about what they have learnt from their

daily experiences with make-up. It is an open platform. As long as your writing is good enough, there will be followers; over time, we have been able to create a project team for those “talents”. The top talents can receive many benefits. For example, if someone likes some particular American or European brands, we will ask these brands for samples of their latest products and give them to the talent to try, and ask them to share their opinion with our members. We also reward them with visits to laboratories to improve their understanding of the brands, and we send them to cover fashion shows around the world. These top talents work for us full-time. We improve their appearance, give our client brands an opportunity to get to know them and convince them of the quality of their products, and then in turn they are able to influence their fans. So far we have four or five top people working for us, and they are recognized by both clients and users and are helping to bring people to our website.

We also keep on good terms with our members and have a group of loyal users. For their benefit, we establish the website content according to their life stages. For example, over the past 11 years, Onlylady’s original target audience – urban women who have

relatively high lifestyle requirements – have become wives and mothers. So they are not only concerned about themselves but also their families. Now, we are positioning the website more as a lifestyle platform, adding elements about family life and weddings into the existing information about beauty and fashion. In this way, we are building the website into a comprehensive platform for mature females. I always think the website should have its own unique attitude.

TheLINK: What is the relationship between Onlylady and other new media such as Weibo? Are you competitors, or are there some opportunities for collaboration?

Onlylady is a traditional website which needs to attract advertising clients by the quality of its content, but actually this kind of business model is already in danger. Therefore we must collaborate with micro blogs, instead of competing with them. Our strategy is to use micro blogs to publicize articles posted on the forum, and this enables us to attract new fans to our website. We provide more depth of content than micro blogs, but are weaker than they are in terms of fragmentation and timeliness. So if micro blogs want professional knowledge, we provide them with content related to fashion. We have not been able to establish a strategic partnership with Sina Weibo as Taobao.com has, but we are trying our best to find ways to work with Weibo. For example we do micro blog interviews, which give our followers the opportunity to get to know more about





过微博,但碎片化和及时性却不如微博。微博需要内容,那么,女人志官网和达人会为微博提供很多时尚方面的专业内容,彼此共赢合作。像淘宝与微博的战略合作,我们尚无法做到,但我们会同微博合作,利用他们的媒体专区,进行嘉宾访谈直播,与受众互动,这都是我们的常规活动。

作为媒体,我们不仅要出售广告位,更要销售影响力。我们已经签约了四五十位独家达人,他们的微博都有女人志的相关认证,粉丝数量高达四五十万,我们会要求他们每天抽出一小时来回答粉丝的问题。

《TheLINK》: 女人志有没有想过加入电子商务的队伍,开发除广告以外的新盈利模式?

之前我们做过“福丽社”,淘宝卖家可以在那里付费开店,而女人志的会员可以享受折扣。但是,广告客户的利益和卖家发生了冲突。由于C2C的业务模式让我们无法保证货源正宗,降低了我们的美誉度,广告客户尤其是奢侈品牌很有意见,甚至影响了广告收入。再三权衡之下,我们意识到媒体和电子商务的不兼容之处。因此,我们关闭了福丽社,继续专注于媒体,专注于内容和用户,并靠广告盈利。

媒体和电商是两条路,商业模式迥异。媒体靠内容吸引客

户,赚取广告,它是中立的。倘若一旦脱离中立的位置,摇身变成卖东西的人,他的态度就会大相径庭——他不再关注语言优美与否,而更多地考虑如何将东西卖出去。这会让广告客户产生困惑。另一方面则是专业问题,作为媒体我们无法像电商那么专业,采购、仓储、售后服务、在线支付及物流等问题都会大大加重我们的成本负担,不如专注于自己擅长的事。

《TheLINK》: 您觉得女人志面临着哪些挑战,准备如何应对?

当初杂志受到互联网的挑战,现在是移动互联网和视频向互联网发起挑战,这更为严峻,也是为何我转而做战略的原因。我们用手机的时间越来越多,用电脑上网的时间越来越少,移动互联网的侵略性可见一斑。女人志正在做相关努力,现在我们已经有了Html5和APP两种形式。我们会定期精选女人志网站内容放到APP上,满足用户随时查看的需求。挑战同时意味着机遇,从媒体到各行各业,其实都可以因移动互联网焕发青春,关键在于你要跟上它的脚步,找到结合点。我们有很多优质的内容,但如今人们对手机应用的需求日益强烈,已不单单是了解资讯。如何根据用户习惯的改变,将时尚咨询变成解决用户日常时尚需求的工具,才是我们今后的制胜之道,这也是我在集团战略总监的位置上需要思考的问题。

us. We now do this kind of activity regularly.

We not only sell advertising space, we also sell our influence. We've already signed contracts with more than 40 talents. From their micro blog personal pages you can see that they are all verified as "Onlylady talents" and some of them have over 400,000 fans. We ask them to answer questions from fans for one hour every day.

TheLINK: Has Onlylady ever considered entering the e-commerce business to develop a new revenue source, so that you are not just reliant on selling advertising space?

We used to have a section on our website called Fuli Club where Taobao sellers could pay to open an online store, and our members could enjoy special discounts. However, there was a conflict between advertisers and sellers. It was a C2C business model, and therefore we could not guarantee the authenticity of the products, which undermined our reputation. Advertising clients had a problem with this, which threatened to reduce our earnings from ads. So we eventually closed Fuli Club and decided to focus on media, content and users, and earning revenue from ads. Media and e-commerce are two different roads with completely different business models. Media relies on content to attract clients and earn revenue from advertisements. It has a neutral point of view. However, if you are a seller, then your approach will be totally different – you are more obsessed with how to sell your product. This will

definitely cause the advertisers some concern, so we chose to be a media outlet with our own point of view. Also, we do not have the same capabilities as established e-commerce companies who can smoothly handle all aspects of purchases, storage, after-sale services, online payment and logistics, so why not concentrate on the things we are good at?

“In the past, magazines were challenged by the Internet; now we are facing even bigger challenges: mobile Internet and video websites.”

TheLINK: What are the challenges now faced by Onlylady, and how will you tackle them?

In the past, magazines were challenged by the Internet; now we are facing even bigger challenges: mobile Internet and video websites. This is why

I will focus on strategy in the future. Consumers are increasingly using their mobile phones to access the Internet and the time spent surfing the web on a personal computer is decreasing. This obviously shows the ubiquity of the mobile Internet. In response, Onlylady has already developed two mobile Internet formats – html5 and an app. From time to time, we choose content from the website to put onto the app in order to satisfy users' tastes. Challenges can also be regarded as opportunities. Other industries besides media will gain a new life by taking advantage of the mobile Internet, and the key point is that you need to follow it closely and find the best point of entry. We have a lot of high-quality content, but there is no longer a strong demand for accessing news on cell phones. Understanding how to transform fashion-related content into something that can help users solve their daily problems will be the key to media's success. This is the main issue I need to consider in my new position.

Attracting users is also one of our challenges. Media is more fragmented, young people are becoming increasingly diversified, and they are not that keen on forums anymore, so how can we attract them to our website? Websites that offer video content have huge amounts of visitors, and are attracting increasingly more advertisers who are investing a lot of money into doing video commercials. This will definitely lure away our clients; it threatens to reduce our earnings and cause a decline in our growth.



除此之外,如何吸引年轻用户也是我们的挑战之一,随着媒体内容日渐碎片化,年轻人的思想也越来越多元化——他们不再热衷于玩论坛,那我们又该如何增强黏性,吸引他们? 另外还有视频网站,虽然看上去和我们关系不大,但他们的流量巨大,很多广告客户如联合利华和宝洁等直接将电视预算投给视频广告,无形之中影响了我们的收入,造成增速放缓。

《TheLINK》: 您希望女人志在互联网之路上走多远?

希望它能够紧跟时代步伐,找准自己的位置。它现在自然有一席之地,但过去的成功可能成为未来的阻碍,因为你会沉醉于旧的成功模式。可是环境永远在变化,尤其是互联网产业,所以一定要时时适应环境,抓住用户需求,找准自身定位,调整发展战略,同时专注于自己擅长的事情,培养可持续发展的核心竞争力,才能走好每一步。

《TheLINK》: 您个人在从事这个行业多年后,对中国互联网产业有怎样的评价或感悟?

我觉得互联网越来越“落地”了,以前觉得它很酷很极客,但如今互联网改变了我们的生活,成为生命中不可或缺的部分。但我相信未来真正改变生活的一定是移动互联网——个人电脑会和平板电脑结合,手机会越来越智能化,并承载更多东西。线上可以走到线下,大众点评、高德地图等生活方式类网站

会为人们的生活带来很多便利。随着互联网行业机会不断增加,最先涉足互联网的公司未必一定是赢家,线下传统行业利用移动互联网提升运营流程,增加新的服务方式和渠道,其实可以走得更远。此外,跨界创新将越来越常见,比如互联网公司参与汽车及手机制造业,在此背景下,也会有更多小而美的机会出现在每个人眼前。

《TheLINK》: 您在中欧的学习对您在互联网领域的成功是否有所助益?

我现在是中欧校友会移动互联网协会上海分会副秘书长。这个协会是我们二三十个校友一起筹建的,并邀请朱晓明院长担任名誉会长。我参与了协会创建全过程。我们活动频繁,几乎每月都有,花费了我大量时间和精力,但非常值得,因为在与校友的交流中,我学到了许多。有困惑时,我就同校友聊天讨论,往往能柳暗花明、豁然开朗。同时我也加入了杨国安教授组建的OCLA(组织能力学习联盟)。我们会定期深入调研学习国内外优秀企业,从战略和组织能力方面探索企业的持续成功之道。比如,上周我刚刚从德国回来,从德国企业那里学到不少。OCLA是学习型组织,会员之间有很多交流和分享,个人觉得对于提升视野,高屋建瓴地管理企业很有帮助。我也正在尝试将杨教授的杨三角理论在公司内部实施,目前为止颇有收获。

TheLINK: What does the future hold for Onlylady?

I hope it will keep up with the changes over time, and retain its market position. It has its own place right now, but past success can be the barrier to your future, because you may be constrained by the old model that brought you success. However, the environment is ever-changing, so you have to adapt to it, find the right position according to users' requirements, adjust your strategy. We have to focus on what we are really good at, maintain our sustainable core competitiveness, and make every move count.

TheLINK: With so many years of experience in the industry, what's your perspective on the overall Internet business in China?

I think the Internet is becoming more and more "down to earth". In the

past IT was "geeky", but now it is changing everyone's life, and we cannot live without it. But I am more and more convinced that, in the future, the mobile Internet is what will change us the most drastically. I believe there will be something combining both PC and tablet, and mobile phones will be more intelligent and have more functions. From online-to-offline (O2O), some lifestyle websites such as the Dianping.com and amap.com will serve people in much richer ways. In my mind, with the increasing opportunities, people who first entered the Internet industry are not necessarily going to see huge growth in the coming years, but people with traditional businesses can improve their operational processes by using the Internet, and they can really accomplish a lot. Cross-border innovation will be increasingly common, for example Internet companies will be engaged in automobile and phone manufacturing.

TheLINK: How did studying at CEIBS help you achieve success in the Internet business?

I am now the Vice Secretary of the Shanghai Branch of the CEIBS Alumni Mobile Internet Association. The association is the result of the efforts of more than 20 CEIBS alumni, and President Zhu Xiaoming was invited to be the Honorary President. I was involved in the entire process of establishing the association. We frequently hold activities, almost every month. This takes a lot of time and energy, but it is worthwhile, because I can really learn a lot from the other alumni. Every time I face a challenge, I'll turn to my fellow alumni, and discussions with them are always very enlightening.

I also participated in Prof Arthur Yeung's Organizational Capability Learning Association (OCLA). It's a learning group where members often share and communicate with each other, and for me it's really helped me improve my management skills and broaden my horizons. Along with other members of the association, I regularly visit outstanding enterprises both at home and abroad to get a better understanding of how to achieve sustainable success by relying on strategies and organizational capabilities. For instance, we recently came back from Germany where we learnt a lot from the companies there. I'm also applying Prof Yeung's organizational theory to the management of Onlylady, it's been very fruitful.



杜兰

中国移动互联网公司(筹)

综合部经理

Du Lan

Manager of General Management Department
China Mobile Internet Business



中国移动的互联网战略

中国移动正在筹建一家互联网公司,前身是我们的一个互联网基地,已经运营三年多,承接了20多项业务。

在互联网领域,我公司一直在做移动MM(Mobile Market)平台。作为一站式的销售服务和支持的平台,目前累计下载量已达13亿次。最近我们还开展了“灵犀”业务,即一个语音操作系统。推出首周,下载量就在所有业务中名列前茅。

如今许多公司都在争先恐后做平台,微信在不足两年的时间里发展了近三亿用户,堪称奇迹,也让运营商倍感压力。我们为什么做互联网产品?如何打造平台?我想从客户特征和业务需求角度作简要说明,大致分为三个阶段:

首先是发起创意。我们的产品大多定位于有潜力的客户群,或者较成熟的市场。即使商业模式已有成功案例,我们也可以从中寻找差异点。以灵犀为例,国外已有语音识别软件的成功案例,但国内目前尚无,这意味着我们有发展空间。我们选择与国内语音识别领域的优秀公司合作,拥有广泛的客户群。目前已推出灵犀的测试版和车载版。

然后是在互联网用户中寻找目标客户。对中国移动来说,互联网是个难题。因为就本质而言我们并不精通该领域。但我们拥有庞大的数据资源,这让我们占尽先机:中国移动的互联

网用户超过4.5亿,139邮箱每月发送逾10亿封邮件,飞信每月发送逾30亿条信息,2012年上网流量也突破10亿GB。分析这些数据,我们可以准确锁定目标用户,对其进行电话调研和短信问答,以评估其需求。客户的建议是产品设计最根本的源头。

在第三阶段,我们会根据用户的反馈开发基础版本,并不断优化。我们的实验室会在所有产品上线之前做用户体验测试。实验室会对客户体验作长期全面的评估,以持续提升整个平台。

直面微信的挑战

微信是业界非常关注的焦点。我们的网络部门、财务部门和数据部门已经连续几个月对微信做专门分析。微信确实给运营商造成了巨大冲击。多年前我们做过飞信,但是这个免费发短信或语音的平台,对运营商不是很有利,因此没有大力宣传。

现在我们要顺应趋势,做互联网公司,用两条腿走路,一条是传统业务,一条是互联网业务。后者尚在起步阶段,希望可以做大做强。微信成功之处在于充分考虑用户需求,且将平台黏性做足。微信每个版本的不断进化,个性化的结构设计,“朋友圈”的精心安排,无一不印证了这一点。目前,我们最大的挑战在于将平台打造好,建成入口型业务。虽然说我们的用户总体规模已达4.5亿,但还是希望某个产品能有逾一亿的用户量。

On the company's Internet strategy

"China Mobile is preparing to launch an internet company. Its predecessor is a China Mobile Internet division which has been running for more than 3 years and has started more than 20 businesses.

In the Internet field, our company is also working on a platform called Mobile Market. To date, the application – which is a one-stop platform of sales service and support – has been downloaded more than 1.3 billion times. Recently we also started a new service called Lingxi which is a voice system. In the first week of its launch, the number of Lingxi downloads topped the list of all our services.

A lot of companies are now rushing to build various platforms. For example WeChat, which has amassed 300 million users in less than 2 years, has miraculously emerged and puts great pressure on operators like us. So why are we making Internet products? How do we develop these products? In terms of the process of building up a platform, from the perspective of customer characteristics and business demands, there will be three stages:

The first stage is the launch of a creative idea. Our products are mostly targeted at potential clients or established markets. We have seen other successful cases of this kind of business model, but we have our own advantages. Take our product Lingxi for example, there are other voice recognition software programmes outside of China, but within China it's a new market, which means we have an edge in doing this domestically. We work with very professional voice recognition developers within China, and we have a huge client base. Now we have already launched Lingxi's trial version and we also have a version for automobiles.

The second stage should be searching for our target audience among Internet users. The Internet had the potential to be a headache for China Mobile because we are not, by nature, experts in this area. However, we have an immense database – for example our Internet users exceed 450 million – which gives us an advantage in data resources. Our '139' mailbox sends over 1 billion mails per month, Fetion sends more than 3 billion messages per month, and the net flow has exceeded 1 billion GB in 2012. By analysing this data, we can select our target audience.

After we identify the right targets, we follow up with



In the Internet field, our company is also working on a platform called Mobile Market."

telephone surveys or message questionnaires to assess their needs. Customer input is the most fundamental source of our product design.

The third stage is to develop a basic version based on customers' needs and make improvements as needed. We also have a laboratory where all products are tested, based on user experience, before being rolled out. We also provide long-term assessment of the quality of our service to customers, and this helps us to constantly improve our platform."

On facing the WeChat challenge

"This is an issue that the entire Internet industry is focused on right now. For the last several months, the Internet, finance and data departments have been busy analysing the WeChat case. WeChat is really a big blow to operators. Several years ago, we started Fetion; but from the perspective of an operator, it is not in our interest to offer free text or voice messages, that's why we did not promote Fetion very much.

However, now the obvious trends have told us we need to set up an Internet company. We are walking with two legs – one is tradition, the other is the Internet business. The latter is now too weak, and we wish to strengthen it. I think WeChat is successful because they fully considered customers' demands and made the platform attractive enough. You can see the evolution of different versions, the customized details in its format or the personalized settings available for the "moments" section. Our biggest challenge so far is how to build up an attractive platform and develop it into an entry point to the Internet. Though our overall number of users has reached 450 million people, we are still looking forward to seeing the users of one individual service reaching over 100 million people."



胡跃飞

平安银行总行副行长

Hu Yuefei

Ping'an Bank Vice President

2012年,中国B2B(企业间电子商务)交易量已占全国电子商务交易额的80%以上。B2B是国家电子商务鼓励发展的重点。资讯公司统计数据显示,2012年中国电子商务市场整体交易规模突破8万亿元,增幅为28%,其中网络购物额突破万亿,占总体比例16%。

从国家“十二五”规划的目标来看,到2015年左右,中国电子商务交易额将突破18万亿,其中B2B交易规模将达15万亿,企业网上采购和网上销售将分别占采购和销售总额的50%和20%。

部分龙头企业的全球化商务能力已初步形成,经常性应用电子商务的中小企业占中小企业总量的60%以上。网络零售交易额已突破3万亿,占社会消费品零售总额逾9%。这些数据带给商业银行的启示在于:这将为我们服务的中小企业客户群带来大量商机。持续稳定的链式交易,即通常所说的“1+N”,是企业间电子商务的主流形态。国家信息化规划鼓励大型企业,尤其是核心企业建立网络化供应链的协同能力。我们一些合作伙伴,如宝钢、宝马汽车、一汽集团、美的集团等行业内核心企业,都是通过自己构建企业供应链的电子商务平台,来连接上下游供应链和经销商。以宝钢为例,宝钢集团通过电子商务门户,服务其数以万家的供应商和经销商,购、销、存均实现了在线协同。中型企业则会通过第三方贸易平台实现“1+N”贸易电商化。较小的企业在该领域涉足较少。中小规模的企业大多会借助阿里巴巴之类的平台或电子交易市场,成为B2B电子商务领域加速成长的重要力量。

这些年来,平安银行已与300多家供应链核心企业和物流企业建立了多方参与、密切协同的合作关系,做出了一些实践性的探索。

“It is estimated that in 2012, the total transaction volume of e-commerce in China exceeded RMB 8 trillion, a 28% increase over the year before. Online sales exceeded RMB 1 trillion and accounted for 16% of total transaction volume. B2B e-commerce transactions (a focus of government policy) accounted for more than 80% of the total e-commerce transaction volume.

According to the 12th 5-year plan, by 2015 e-commerce transaction volume will reach RMB 18 trillion, with B2B e-commerce accounting for RMB 15 trillion. Online purchasing and sales will respectively account for 50% and 20% of enterprises' total purchasing and retailing activity.

More than 60% of SMEs often use e-commerce. Online sales have exceeded RMB 3 trillion, which accounts for more than 9% of the total retailing business. Commercial banks can draw inspiration from these numbers. There are a lot of potential business opportunities in serving SMEs. This kind of sustained and stable chain transaction, we call it '1 plus n', is now one of the major forms of B2B e-commerce.

Core businesses (in their respective industries) are now building their own e-commerce business platforms to connect the up-stream and down-stream suppliers and distributors. For example Baosteel serves over 10,000 suppliers and distributors on its e-commerce portal and therefore creates synergy in purchase, selling and storage. However for mid-scale businesses they will use a third party platform to get the benefits of '1 plus n' e-commerce. For now, not many small businesses have their own e-commerce platform business model. They mostly rely on Alibaba, or companies like Alibaba, to build up their e-commerce.

In terms of what Ping'an Bank has been doing in e-commerce, we have made some attempts, in the past several years, with more than 300 leading supply chains and logistics enterprises. We have been working with those businesses and have seen good results.”

MAKE YOUNG TALENTS THE KEY TO YOUR BUSINESS SUCCESS



Future Leaders' Boot Camp

Shanghai: October 2013 / **Beijing:** December 2013

The Future Leaders' Boot Camp will develop participants into managers who can confidently embrace their roles as major players in today's increasingly complex business environment.

The Boot Camp is a transformational three month programme, featuring two 11-day modules in Shanghai and Beijing. It is the ideal platform to turn today's emerging managers into tomorrow's leaders.

- Grasp business fundamentals and gain a deeper understanding of business operations
- Review and refine personal and professional goals
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中欧教授屡获 研究奖项

Faculty's Award-winning Research



丁远教授 Prof. Ding Yuan

推 动中欧国际工商学院研究能力的举措正在结出累累硕果，近期教授们屡获颇具声望的国际奖项，便印证了这一点。获奖作品涵盖金融市场、消费行为、供应链管理和人力资源管理等领域。今年6月和7月，分别获得4项和1项荣誉。

中欧国际工商学院法国凯辉会计学教席教授丁远和金融学助理教授张华的研究，荣获了由爱墨瑞德与中国管理研究国际学会（IACMR）颁发的中国地区管理学研究基金奖。他们与华东理工大学商学院宋渊洋共同撰写的《管理层在职消费：浪费还是激励？》一文，是摘取（该学会）2012年高度赞扬奖的两篇论文之一。作为学术机构，中国管理研究国际学会拥有来自全球近百个国家的6000余位会员，致力于中国背景下管理知识的创新和传播，旨在为中国管理学研究者提供一个交流观点和分享经验的论坛，促进海内外管理学研究者的国际合作。学会每年6月颁布获奖名单。

中欧国际工商学院运营和供应链管理赵先德教授与人合著的论文获得了克里斯·沃斯最佳论文奖，该奖项用以表彰在EurOMA（欧洲运营管理协会）会议上发表的优秀论文。EurOMA立足于欧洲，是一个为持续发展运营管理最佳方法的研究者和实践者创办的国际交流平台。赵教授的论文题为《吸收能力和大规模定制能力：消费者和供应商作为知识源所发挥的作用》，调查了从消费者和供应商处获得的



蒋炯文教授 Prof Chiang Jeongwen

Efforts to boost CEIBS' research capabilities are bearing fruit, as evidenced by the many prestigious international awards recently earned by faculty for their work on a variety of subjects including financial markets, consumer behaviour, supply chain management, and HR management. There were four award wins announced this June and one in July.

Research by Cathay Capital Chair in Accounting Ding Yuan and Assistant Professor of Finance Zhang Hua received the Chinese Management Research Fund Award from Emerald and the International Association for Chinese Management Research (IACMR). Their project, entitled "Managerial Perks: Are They Costs or Incentives", is co-authored with Yuanyang Song of the School of Business at East China University of Science and Technology and it is one of two award runners up. The IACMR is a scholarly association, with over 6,000 members from almost 100 countries around the world, dedicated to the creation and dissemination of management knowledge with a focus on China. It aims to provide a forum for Chinese management researchers to exchange ideas and experiences, and to facilitate international collaboration between management researchers

in and outside of China. Their award was announced in June.

A research paper co-authored by CEIBS Professor of Operations and Supply Chain Management Zhao Xiande won the Chris Voss Best Paper Award, which is granted to the best paper presented at the EurOMA Conference. EurOMA is a European-based international network of academics and practitioners dedicated to the continued development of Operations Management best practices. The paper, entitled "Absorptive Capacity and Mass Customization Capability: The role of customers and suppliers as sources of knowledge", investigates how learning from customers and suppliers influences the mass customization capabilities of manufacturers, as well as the ability of manufacturers to internalize knowledge from outside sources. Prof Zhao's co-authors are Dr Min Zhang of Norwich Business School, University of East Anglia and Prof Marjorie A Lyles of Indiana University Kelley School of Business.

CEIBS Professor of Marketing Chiang Jeongwen's co-



赵先德教授 Prof Zhao Xiande



柯雷孟教授 Prof Thomas E Callarman

资讯如何对制造商大规模定制能力产生影响，以及制造商内化外部知识的能力。合著者为东英吉利大学诺维奇商学院的张民博士和印第安纳大学凯利商学院马乔里·A·莱尔斯教授。

中欧市场营销学蒋炯文教授与人共同撰写的论文《以实地研究决定消费者折扣率》，摘取了2012年保罗·E·格林奖。该奖项每年颁发一次，旨在评选《营销研究杂志》上的最佳论文，这些论文极具启迪，对于学术实践有着非凡的意义。蒋教授的论文发表于2012年12月（第48卷第1期）。合著者为美国西北大学凯洛格商学院陈宇新教授和姚松教授，杜克大学福库商学院卡尔·F·梅拉教授。

在研究中，蒋教授与合著者运用真实的电话使用数据来评估消费模式，其研究在消费者行为决策领域的一项重大挑战——折扣率的测定方面有重大突破。他们分析了移动电话的使用模式和付费套餐之间的关联，从中发现：话费的实际折扣率不及研究者之前的预期。对折扣率的高估会影响对消费者价格敏感度（低估16%）和服务提供商损益（附加收入流失高达76%）的估计。

同样是在6月，在欧洲决策科学学会（EDSI）第4届年会上，中欧运营管理学柯雷孟（Thomas E. Callarman）教授与

合著者揽获了最佳论文奖，该奖项由位于布达佩斯的国立公共服务大学赞助。论文题为《中国行业情报活动》。

论文展示了柯雷孟教授与合著者的研究成果，探索了公司处理信息以应对商业环境风云变幻（如新兴市场）的方法，以及这种调整对于（公司）长期表现的影响。结果显示，在如中国这般快速发展的新兴市场，商业环境就活跃度而言迥然相异。如果战略商业机构的情报处理符合当地实际，就能取得较好的长期组织绩效。这篇论文的合著者是欧洲商学院博士生克里斯汀·P. J. W. 库克林斯基，以及圣加仑大学罗杰·莫泽教授。

7月，中欧金融学助理教授余方与合著者获得了由2013中国金融国际年会颁发的CICF最佳论文奖，获奖文章为《文化相适性与金融信息处理》。他们调查了分析者和公司共同的文化背景对于金融市场信息不对称的影响。研究结果强调了文化作为人力资本组成元素的重要性。研究显示，文化相适性能够缓和与信息不对称对于外资企业的负面影响，尤其是那些来自新兴市场的企业。

这篇论文的合著者是上海交通大学杜倩倩和美国印第安那大学于筱芸。7月10-13日，在上海召开的第11届中国国际金融年会上，作者团队获此殊荣。今年CICF共收到参赛论文逾1200篇，其中不乏一些来自顶级研究机构的稿件，如斯坦福大学、芝加哥大学、麻省理工学院、普林斯顿大学和沃顿商学院等。



助理教授张华 Assistant Professor Zhang Hua



助理教授余方 Assistant Professor Frank Yu

authored paper “Determining Consumers’ Discount Rates with Field Studies” was selected as the recipient of the 2012 Paul E Green Award. The annual award recognizes the best article in the *Journal of Marketing Research* that demonstrates the greatest potential to contribute significantly to the practice of marketing research. Professor Chiang’s paper was published in the December 2012 (Volume 48, Number 1) issue of the journal. The co-authors are Prof Chen Yuxin and Prof Yao Song – both from Kellogg School of Management, Northwestern University – as well as Prof Carl F Mela of Fuqua School of Business, Duke University.

In their research study Prof Chiang and his co-authors used real phone usage data to assess consumption patterns, and their research made a breakthrough in overcoming one of the major challenges in studying consumers’ behaviour decisions – discount rates. They analysed the linkages between the usage patterns of mobile phone calls and the tariff plans. Their findings: the real discount rate is actually less than what researchers had assumed it would be. This overestimation in the discount rate has implications for consumers’ sensitivity

to price (an underestimation of 16%) and service providers’ bottom line (up to 76% incremental loss in revenue).

Also in June, CEIBS Professor of Operations Management Thomas E Callarman and his co-authors won the Best Paper Award sponsored by the National University of Public Service, Budapest, at the 4th Annual Conference of the European Decision Science Institute (EDSI). It was for their paper, “Industry Intelligence Activities in China”.

The paper provides the results of a study done by Prof Callarman and his co-authors that explores the ways in which firms can organize their information processing to respond to the changes in dynamic business environments such as emerging markets, and how this alignment impacts long-term performance. The results of the study indicate that business environments in rapidly developing emerging markets such as China differ substantially in their degree of dynamics. Strategic business units, therefore, achieve a better long-term organizational performance when their intelligence processes were aligned with their local environment. The paper’s co-authors are Christian P. J. W. Kuklinski, a PhD student at the European Business School, and Roger Moser, a Professor at St. Gallen University.

Then in July, CEIBS Assistant Professor of Finance Frank Yu and his co-authors won the CICF Best Paper Award given by the 2013 China International Conference in Finance for their paper entitled “Cultural Proximity and the Processing of Financial Information”. They examined how a shared cultural background between analysts and firms under coverage affects information asymmetry in financial markets. The results highlight the importance of culture as a component of human capital. The study shows that cultural proximity mitigates information asymmetry that adversely affects foreign firms, especially those from emerging markets.

The co-authors of the paper are Qianqian Du from Shanghai Advanced Institute of Finance (SAIF) and Xiaoyun Yu from Indiana University. The award was presented to the author team during the 11th China International Conference in Finance held in Shanghai July 10 to 13. This year more than 1,200 papers were submitted to the CICF for Best Paper consideration, including papers from top research institutions such as Stanford University, University of Chicago, MIT, Princeton University, and Wharton.

景林资产冠名中欧一二期校园最大教室 Classroom Named in Honour of Greenwoods Asset Management

7月18日，在上海市副市长翁铁慧女士的见证下，“景林教室”正式诞生。中欧院长朱晓明教授，中欧名誉院长兼中欧教育发展基金会理事长刘吉教授，景林资产董事长蒋锦志（CEO 2008）先生共同为教室铭牌揭幕。

“景林教室”的前身是中欧第三教学中心115教室，即中欧一二期校园中最大的教室，配备有先进的多媒体教学与会议设施，共135个座位。中欧很多课程、大型讲座、会议、论坛皆在该教室举行。

朱晓明院长代表学院向景林资产的大力支持和慷慨捐助表示感谢，他衷心希望未来有更多的校友企业像景林资产一样回馈母校、支持母校，为中欧教育事业的持续健康发展作出贡献。

The largest lecture hall among those in the Shanghai Campus' first two phases was named the Greenwoods Lecture Hall on July 18 to mark an investment in the facility by Greenwoods Asset Management. The ceremony was attended by Shanghai Vice Mayor Weng Tiehui, CEIBS Executive President Zhu Xiaoming, CEIBS Honorary President & Education Foundation President Liu Ji, and Greenwoods Asset Management CEO Jiang Jinzhi (CEO 2008).

The newly named site is the spacious, 135-seat lecture hall located in room 115 of Academic Centre 3. It is equipped with state-of-the-art multimedia facility for teaching and conferences, and has long been the venue for numerous classes, lectures, meetings and forums.

CEIBS DEPTH GLOBAL BREADTH

每MBA课程案例库开发共享平台建设项目
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启动仪式 Inauguration Ceremony

2013年7月 2013



NESS SCHOOL

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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<http://www.ceibs.edu/lma>

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





普罗迪教授（左三）、詹纯新先生（中）、许定波副教授（右三）、高臻女士（左二）、韩践副教授（右二）、肖斌女士（右一）、陈玲珍女士（左一）
Prof Romano Prod (3rd left), Zoomlion Chairman and CEO Mr Zhan Chuxin (centre), CEIBS Associate Dean Prof Xu Dingbo (3rd right), Managing Partner at Mandarin Capital Partners Ms Zhen Gao (2nd left), Prof Han Jian (2nd right), Beijing Campus Operations Director Catherine Hsiao (right) and Director of Exec Ed CSP Ruby Chen (left) during the signing ceremony.

中联重科分享国际化并购经验 并赞助罗马诺·普罗迪教授中 欧国际工商学院欧盟教席

7月18日，中欧高层论坛“走出去的中国企业——对话中联重科”在北京校园隆重举行。意大利前总理、欧盟委员会前主席罗马诺·普罗迪教授任中欧国际工商学院欧盟教席教授签约仪式也于同期举行。中欧副教授许定波教授致欢迎辞，盛赞了中联重科在推动中国企业全球化进程中的典范作用，也代表学院感谢其资助中欧欧盟教席、促进中欧教育事业发展的慷慨之举。

在本次论坛上，中联重科董事长兼CEO詹纯新先生、普罗迪教授、中欧管理学副教授韩践博士、曼达林基金执行高级合伙人高臻女士等各界嘉宾针对中国企业“走出去”和欧洲经济形势展开了深入讨论。

演讲伊始，詹纯新先生首先向普罗迪教授表示祝贺，随后与大家分享了2008年中联重科收购意大利领先混凝土设备制造商CIFA公司的成功经验。这是当时中国企业在欧洲工业领域最大的并购案，也是中国企业跨国并购可贵的成功案例。中联重科由此

跃居全球最大的混凝土设备制造商。

詹纯新先生指出，“国际化意味着‘去中国化’。”中国企业的全球化发展需要长远的全球战略、全球管理和全球责任，从而实现跨越式的国际化发展。“走出去，关键还要‘走进来’。对中国企业而言，国际化之难，难在中外企业文化的差异，难在对国外人文环境的理解，难在对各国贸易壁垒的突破，难在国际化人才的缺乏，难在相当多的企业还在用中国式惯性思维去做国际化的事。”中联重科基于自身的思考和实践，建立了跨国并购的五项基本原则，即包容、共享、责任、规则和共舞，这是促成中联重科并购整合成功的关键所在。

普罗迪教授随后发表演讲，分析了当前欧洲的经济形势。他表示，只有在银行系统实现改革，出现统一的经济政策之后，欧洲经济才会好转。“我们需要制定一个新的经济政策，否则复苏无望。”

普罗迪教授认为，对于寻求海外发展的中国企业来说，欧洲依然有着很多机会。“纵然经济环境不佳，你还是能通过全球化协作获得良好的结果。”他还提及，在中国企业寻求海

外拓展之时，新一代的中国商业领袖需要招募更多了解其他国家文化和语言的专业人才。欧洲，是一个很好的助人开阔视野的市场，因为在那里的公司必须体验多种文化，适应不同的风土人情。他同时建议，考虑并购欧洲公司的中国企业，在选择之前先主动进行比较。

韩践副教授强调了人力资源管理的重要性，指出许多并购案，尤其是一些跨国并购案失败的原因，要归咎于文化和理解的差异，以及沟通的缺乏。她从人力资源管理角度对企业跨国并购提出三点建议：一是存同求异，求异才能突破和创新；二是终点即起点，完成收购只是更大战略转型的开始；三是达成良好的心理契约。

高臻女士指出，在中联重科收购CIFA项目过程中，曼达林基金发挥了非常重要的作用，他们帮助中联重科在短时间内拿到了意大利的融资租赁牌照，并在中联入主CIFA之后的几年中，积极协助其进行业务整合，拓展欧洲市场。

在精彩的圆桌论坛讨论后，现场举行了普罗迪教授任中欧国际工商学院欧盟教席教授签约仪式。

CEIBS Hosts Sino-European Forum & Signing Ceremony with Zoomlion

The challenges faced by Chinese companies going global was the theme of the Sino-European Forum held at CEIBS Beijing Campus on July 18, which featured a keynote speech by Zoomlion Chairman and CEO Zhan Chunxin as well as a signing ceremony for Zoomlion's sponsorship of the CEIBS Sino-Europe Dialogue Chair held by Professor Romano Prodi.

Prof Prodi is former Prime Minister of Italy and former President of the European Commission. The event also included a panel discussion with Mr Zhan, Prof Prodi, Co-Director of the CEIBS Centre on Innovation and Associate Professor of Management Han Jian, and Managing Partner of Mandarin Capital Partners Ms Zhen Gao.

In his opening remarks, Mr Zhan shared some of the experiences that Zoomlion has had in its 2008 acquisition of the world's third largest concrete machinery manufacturer, CIFA S.p.A. (Compagnia Italiana Forme Acciaio S.p.A.), which is based in Italy.

Zoomlion has never yet dispatched a single Chinese employee to work at CIFA, he said. He explained that the company has been able to make the acquisition a success by following five fundamental rules, which he believes are essential for Chinese companies who want to go global: Tolerance and inclusiveness; Sharing: including both risks and results; Taking responsibility for employees and the future of the company; Following the rules of both universally accepted best business

and corporate governance practices; and what he termed 'Dancing in the Circle Together', which refers to a collaborative work environment. He also explained that every year, Zoomlion sends a team to conduct a comprehensive audit of CIFA and make recommendations for improvements.

During the panel discussion that followed Mr Zhan's speech, Prof Prodi spoke about Europe's current economic climate and gave suggestions for Chinese companies who want to go global. He said that the European economy will not be able to improve until the banking system is reformed and there is a unified economic policy in place. "We need to define a new economic policy, otherwise it will be impossible to see growth," he said.

Prof Prodi said Europe still has many opportunities to offer Chinese companies looking abroad. "With the synergy of globalization you can still get good results in a bad economic environment," he said. He added however that as Chinese companies look abroad, the next generation of Chinese business leaders will need many specialists who understand other cultures and languages. Europe, he noted, is a good market for honing a broader vision, because companies there must operate across multiple countries and therefore be able to adapt to different behaviours and cultures. He also advised Chinese companies who may be considering M&As with European companies to take the initiative to compare the

choices they have.

Prof Han Jian highlighted the importance of people management, and said that often the reasons that mergers and acquisitions fail – particularly those conducted across borders – can be attributed to differences in culture and understanding, in executive qualifications, and lack of communication. She said that in a merger or acquisition companies must understand each other's differences while also seeking common ground. She also mentioned that the CEIBS Centre on Innovation is conducting research on Chinese enterprises going global to help facilitate their knowledge sharing and development of best practices.

Ms Zhen Gao then spoke about how Mandarin Capital partners assisted Zoomlion with its acquisition of CIFA S.p.A. and emphasized how overcoming cultural differences is one of the keys to a successful merger or acquisition. She also spoke about why Mandarin Capital, which has offices and partners in both Italy and China, is well positioned to assist Chinese companies to both select potential M&A targets, and successfully integrate them.

A lively Q&A session with the audience was then held, followed by closing remarks by the day's moderator CEIBS Associate Dean Prof Xu Dingbo. The event closed with a signing ceremony for Zoomlion's sponsorship of the CEIBS Sino-Europe Dialogue Chair held by Prof Prodi.

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中欧校友会美国分会在纽约成立 US Chapter Launched!

7月28日，中欧国际工商学院校友会美国分会在纽约隆重成立。中欧国际工商学院欧方院长佩德罗·雷诺教授、副院长兼中方教务长张维炯教授、校友关系事务部主任王庆江先生、中华人民共和国驻纽约领事馆领事程先生、美国国会议员孟昭文女士、国际知名企业家靳羽西女士，以及哈佛商学院代表等纽约知名政商界人士出席成立仪式并致辞。中欧国际工商学院中方院长朱晓明教授特地发来贺信，祝贺美国分会成立。150位校友亲临现场，见证了美国分会的诞生。

朱晓明院长在贺信中祝愿美国校友会秉承“共建、共享，美国也是主场”的理念，帮助校友们创造出不亚于母校生涯的辉煌人生。

雷诺院长表示，“校友是中欧国际工商学院最宝贵的财富，也是学院大家庭中恒久的成员。美国校友分会的成立，将我们的校友网络延伸到了美国，相信美国分会将秉持中欧‘中国深度，全球广度’的宗旨，在中美之间搭建起坚固的经济、文化桥梁。”在成立仪式之后举办的企业全球化论坛上，雷诺院长还发表了“中国企业全球化”主题演讲。

张维炯副院长提出，“学院一直注重服务校友，发展校友组织。希望美国校友分会的成立能够帮助在美发展的校友更好地融入当地社会，协助校友与美国政府机构、各行各业进行有益的交流，为校友们的事业整合最佳资源，并为提高中欧品牌在美国的知名度作出贡献。”

目前，中欧已建立起中国大陆商学院中规模最大、阵容最强的校友网络。经过近二十年的发展和积累，包

括中欧管理中心（CEMI）的毕业生在内，学院已经拥有遍布全国乃至全球各地的13000余位校友，并以每年近1500位的速度递增。

截至6月底，中欧校友会共成立了53个地区分会，其中，中国国内分会40个，海外分会13个：有位于欧洲的英国伦敦分会、法国分会、瑞士分会、德国分会和西班牙分会，亚洲有新加坡分会、韩国首尔分会、印度分会、菲律宾分会，有设在加纳的非洲分会，北美有加拿大多伦多分会、温哥华分会和最新成立的美国分会。据悉，报名参加美国分会的校友已逾120位，是目前中欧规模最大的海外校友分会。

中欧美国校友分会将通过在美国各地举办丰富多彩的论坛、讲座、研讨会和各种联谊活动，为校友们提供分享经验、探讨问题、扩大商机、增进友谊和共谋发展的平台。

CEIBS Alumni Association USA Chapter (CAA-USA) was launched in New York City on July 28 with more than 120 alumni registered, making it the largest of CEIBS' 14 overseas Alumni Associations. The new Chapter pushes the number to 54 across China, Europe, Africa and North America. European Chapters include the UK (London), France, Switzerland, Germany and Spain; the Singapore, Korea (Seoul), India and Philippines Chapters are in Asia; while the Ghana Chapter is in Africa and the Canada (Toronto & Vancouver) and USA Chapters are in North America.

Said CEIBS President Professor Pedro Nuño during the launch of the CAA-USA, which also included a seminar on how Chinese companies can go global, "It's our pleasure to attend the CAA-USA inauguration ceremony which extends our Alumni Association network further to the USA. We believe the CAA-USA will continue to follow the CEIBS mission, China Depth, Global Breadth, and build a strong connection between the US and China in both the economic and cultural arenas." He added, "At

CEIBS, our alumni are our most valuable asset



and are permanent members of our big family. The Alumni Association is an important channel to both serve these stakeholders and tap into this resource."

CEIBS boasts the largest alumni network among business schools in mainland China. After 19 years of development and growth, the school's Alumni Association now represents over 13,000 alumni of CEIBS and its predecessor CEMI, and increases its roster by roughly 1,500 fresh graduates yearly.

"Serving our alumni and developing alumni organizations has always been one of our top priorities," said CEIBS Vice President and Co-Dean Professor Zhang Weijiong. "We believe that CAA-USA will provide great support to our alumni, enabling

them to become deeply involved with the local business community, effectively communicate with local government & industry leaders, optimize their resources and build a solid reputation for the CEIBS brand in the US."

The CAA-USA covers the entire continental USA. It brings together graduates and industry leaders who will participate in organizing seminars, workshops, clubs, and reunions. Activities organized by the Association will allow alumni to update their management knowledge, share experiences and insight, create business opportunities, maintain friendships, and pursue career development.

For more information about the CAA-USA and/or its upcoming events please contact Feifei Zhang at info@ceibsusa.org or by calling +518-779-4896.



中欧校友会上海分会（徐汇）举办成立大会 New Chapter for Alumni in Shanghai's Xuhui District



6月16日，中欧校友会上海分会（徐汇）成立大会在上海建国宾馆举行。中欧院长朱晓明教授，上海市发改委主任俞北华校友，上海市房地产管理局局长刘海生校友，徐汇区人大主任陈高宏校友，静安区副区长夏以群校友等莅临现场。

隆重的揭牌仪式之后，朱晓明院长以“CEO与艺术修养”为题发表演讲，从建筑艺术入手，结合中欧三期校园贝氏金字塔的设计理念，畅谈不同建筑形式在艺术和科技层面的特殊含义。台湾知名主持人曹启泰先生则与大家分享了他20多年主持生涯一路学习、一路创新的心路历程。在校友晚宴上，还举办了欢快、活泼的抽奖活动。

徐汇校友分会筹备期长达9个月。校友关系事务部王庆江主任、邓三红老师、EMBA部门赖卫东老师曾多次参加筹备工作会议。截至6月，徐汇分会已有填表注册缴费会员202名，另有100多名校友的入会手续正在进行当中。

成立大会上，中欧校友会秘书长、中欧校友关系事务部主任王庆江先生宣读了由25名成员组成的徐汇校友分会理事会名单，并代表中欧校友会向吴竹平会长授予徐汇分会第一届理事会证书。

徐汇区是上海市地理、文化重镇，兼容东西方文化，也是新兴产业繁荣之地。今后徐汇校友分会的活动将围绕着移动互联网、文化艺术交流、人文房产、医疗健康等领域展开。

With 200 members already registered and another 100 on the verge of joining, the Shanghai Xuhui Chapter was established on

June 16. CEIBS Executive President Zhu Xiaoming was among the distinguished guests who turned out to mark the occasion. He was joined by an impressive list of eminent CEIBS alumni including Yu Beihua, Director of Shanghai Development and Planning Committee; Liu Haisheng, Director of Shanghai Real Estate Administration Bureau; Chen Gaohong, Director of the Standing Committee of the People's Congress of Xuhui District; and Xia Yiqun, Deputy Chief of Jing'An District.

The launch included President Zhu's keynote speech on “CEOs & Artistic Cultivation” in which he explored the topic of architectural art. In his address, well-known Taiwanese anchor Cao Qitai drew on personal experience over the past 20 years in sharing his thoughts on learning and innovating.

The launch was the culmination of nine months of preparation. Director Wang Qingjiang and Deng

Sanhong of the Alumni Relations Office, along with EMBA Deputy Director Weldon Lai played a major role in the events leading up to the launch. Meanwhile, CEIBS alumni in different government offices – including Yu Beihua, Liu Haisheng and Chen Gaohong – provided the preparatory committee with encouragement as needed. During the launch ceremony Wang Qingjiang, who is also Secretary General of CEIBS Alumni Association, presented Chapter President Wu Zhuping with a certificate containing the names of the Xuhui Chapter's first board of directors. The board has 25 members.

Xuhui District, a geological and cultural centre of Shanghai, is characterized by a fusion of eastern and western cultures and the prosperous development of new industries. The Xuhui Chapter will focus on hosting events linked to mobile Internet, culture and art, real estate, medicine and health, etc.



感谢1998级EMBA校友汪峰先生、朱建民先生为本次活动拍摄并提供照片。

Thanks to Wang Feng (EMBA 1998) and Zhu Jianmin (EMBA 1998) for providing photos from the event.



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远离尘嚣 走近自然 给心放一个假

——中欧天津校友会 “环团泊湖骑行”之旅

CEIBS Tianjin Alumni Cycling Tour Around Tuanpo Lake

5月19日，中欧天津校友会“环团泊湖骑行”之旅在美丽的团泊湖举行，本次活动由天津爱玛科技股份有限公司赞助举办。骑行地点位于静海团泊湖，水库占地666.7公顷，是天津市两大自然保护区之一，有“华北明珠”之美誉。

面对宽阔清澈的湖水，释放沉积已久的压力，清风徐来，水波不兴，碧草蓝天，绵延如锦，队员们纷纷拿出手机拍照，记录这一刻的惬意与喜悦。

骑行路线绕湖一周，全程近37公里。由于本次骑行队员非专业选手，车辆多以山地车为主。简单的准备操之后，骑行正式开始。经历了起初的新奇，中途的疲惫，当队员们拼尽全力，冲过

终点的时候，骑行已经由最初的休闲运动，变成一次自我挑战。队员们激动地说：“从来没有想过，我还能这样冲刺！”骑行经验丰富的卡斯塔蒂说：“来到中国后，这是我第一次这么畅快地骑行！我爱中国！我爱爱玛！”

骑行结束后，在主办方的安排下，队员参观了现代化的自行车生产线和产品展厅。参观展厅的时候，队员们惊叹：“原来电动车有这么多款式，简直就是艺术品！”

骑行作为一种时尚、健康的运动健身方式，已在国内悄然兴起，日渐流行。我们的下一个目的地也许是法国，也许是青海湖，也许是某个不知名的小镇，让身体回归自然，给心放一个假，轻松、闲适、充满活力，这才是我们的目标。

文/ 崔玮 By Cui Wei

CEIBS' Tianjin alumni enjoyed a cycling tour around beautiful Tuanpo Lake on May 19, thanks to support from Tianjin Aima Technology, which specializes in producing electric bicycles as well as BMX. Known as the "pearl of north China" and located in Jinghai County, the lake covers an area of 6.667 square kilometres and is one of two nature reserves in Tianjin.

The riders did a few warm up exercises and then hopped on their bicycles. Most rode mountain bikes, which non-professional cyclists find easier to use. The day was beautiful, the clear blue sky and billowing white clouds were the perfect complement to the greenery surrounding the lake. Many of the riders captured moments along the route with their cameras.

Though energetic at first, many riders tired halfway through the 37-kilometre route. What had

begun as a leisurely ride became a personal challenge as all tried their best to finish the ride. The youngest participant was only six years old yet he managed to find the strength to finish on his small bicycle.

Following the ride, participants visited Tianjin Aima Technology's modern bicycle production facilities, and exhibition room. They were impressed by the variety of styles on display.

Cycling has become an increasingly popular way for Chinese to stay fit. After the day's event, the Tianjin cyclists discussed Qinghai Lake, or even France, as possible locations for their next riding tour. However they agreed that the destination isn't as important as the ride itself, which provides a relaxing way to keep fit while also enjoying their leisure time and fulfilling their goal to "Love life, health and nature!"

参与本次骑行活动的队员：
 天津日报总经理李锋先生及夫人
 欧盟商会天津代表卡斯塔蒂先生
 天津施拉特科技有限公司总经理
 畅波先生及夫人
 法尔福钢绳（上海）有限公司经理
 臧智宏先生
 天津市东麒麟林商贸有限公司
 总经理曹海礁先生及夫人
 天津市普友机电设备制造有限公司
 董事长晏青先生
 天津爱玛科技股份有限公司高级
 副总裁袁凤女士

The Cyclists:

- General Manager of *Tianjin Daily* Li Feng and his wife,
- Board Chairman of the EU Chamber of Commerce's Tianjin Chapter Gabriele Castaldi,
- General Manager of Tianjin Shirat Enterprise Chang Bo and his wife,
- Manager of Pfeifer Steel Wire Rope (Shanghai) Zang Zhihong,
- General Manager of Tianjin Dong Qi Rui Lin Trading Cao Haijiao and his wife,
- Chairman of Tianjin Pu You Mechanical & Electrical Equipment Manufacturing Company Yan Qing,
- Senior Vice President of Tianjin Aima Technology Yuan Feng.



品茗之旅

——EMBA北京学员赴云南省双江县考察

EMBA's Receive Tea Tips in Yunnan



茶艺茶道表演，还品尝了各款茶叶。学员们认为，勐库茶叶有限责任公司管理规范，茶叶的生产加工各个环节认真严谨，茶叶品质与世界高端产品相比毫不逊色。民族茶艺茶道既展示了茶文化，也浓缩了地域民族文化，集哲学、伦理、历史、文学、艺术于一体，蕴藏高雅韵致。

考察结束后，学员们纷纷出资购买精制茶品，准备馈赠亲朋好友，并表示会在今后的职业生涯中将目光瞄向双江县的茶叶资源优势，探索商机，寻求合作共赢。

8月2日，中欧国际工商学院2013级EMBA北京2班学员一行31人赴云南省双江拉祜族佤族布朗族傣族自治县勐库茶叶有限责任公司考察，临沧市人民政府副市长赵子杰等当地领导陪同参观。

学员们近距离观察了普洱茶的制作流程、工艺，欣赏了拉祜族、佤族、布朗族、傣族的民族



The history behind Mengku Tea Company, a peek into its processing of Pu'er tea, elaborate tea ceremonies, and of course a sampling of the brew were all on the agenda during a visit by 31 students of EMBA 2013 Class 2 (Beijing). Accompanied by local officials, they visited the company's facilities in Shuangjiang Lahu, Va, Blang and Dai Autonomous County in Yunnan Province on August 2.

The visit provided insight into Yunnan's ethnic features, combining local philosophy, ethics, history, literature and art. The tea ceremonies

were performed by different ethnic groups, such as the Lahus, Vas, Blangs and Dais.

Mengku says it has developed a standardized management system and a strict series of tea processing procedures which ensure that the quality of its product is comparable to some world renowned brands.

Students left with gifts of tea purchased for family and friends. They also promised to leverage Shuangjiang's abundant tea resources and look for opportunities to collaborate in the future.



融世界之博大 合本土之精深

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**中欧大讲坛
Master Forums**

1. 7月14日，首届华欧创投中欧校友大讲坛在上海校园隆重举办。中欧校友关系事务部主任王庆江先生，华光资本董事长张永汉先生，小阿华集团董事长陈仁华先生，天臣国际医疗科技有限公司董事长陈望宇先生，天正集团董事长高天乐先生，上海银行副行长贺青先生，凤凰集团总裁王朝阳先生，汪氏蜂业集团董事长汪玲女士，扬子江药业董事徐瑛女士，上海交大信息技术与电气工程研究院副院长张捷先生，以及来自校友企业的各界嘉宾出席，共同探讨企业发展多元化问题。

CEIBS Shanghai Campus was the venue for the first session of the HGI FINAVES CEIBS Master Forum held on July 14. Participants, who discussed the diversity of their enterprises' development, included HGI Chairman Zhang Yonghan, Xiao Ahua Chairman Chen Renhua, Tianchen International Medical Science and Technology Chairman Chen Wangyu, Tengen Group Chairman Gao Tianle, Shanghai Bank Vice President He Qing, Phoenix Industry President Wang Zhaoyang, Wangs Bee Garden Chairman Wang Ling Yangtze River Pharmaceutical Group Chairman Xu Ying, Vice Dean of Shanghai Jiao Tong University's School of Electronic Information and Electrical Engineering Zhang Jie, along with guests from alumni enterprises.

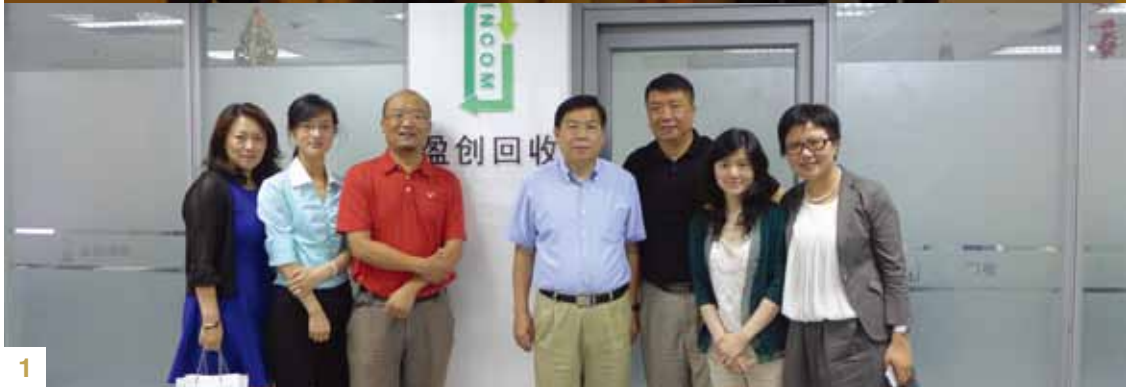
2. 7月6日，新城控股2013中欧大讲坛第三讲在上海校园拉开帷幕。中欧组织行为学及人力资源管理学系系主任穆恩教授与现场嘉宾共话“组织中的识人之道”。

CEIBS Professor of Organizational Behaviour and Human Resources Management Henry Moon explored how to identify different types of people within organizations during the third session of Future Holdings 2013 CEIBS Master Forum held at CEIBS Shanghai Campus on July 6.

3. 6月15日，cado2013中欧校友大讲坛第二讲在上海校园成功举行。浙江军区原副司令员张天富（EMBA 2001）少将与大家分享了他对于人生的思考。

Former Vice Commander of Zhejiang 'Mac' Zhang Tianfu (EMBA 2001) shared his thoughts on the topic of "Life Reflections" during the second session of the cado 2013 CEIBS Master Forum on June 15.





1.王庆江主任访问北京校友企业: 6月8日, 为加强中欧国际工商学院与校友之间的紧密联系, 支持电商和环保企业, 中欧校友关系事务部王庆江主任专程赴京参观考察了京东、盈创再生两家校友企业。

Alumni Enterprise Visits – In keeping with the school's continued efforts to foster close ties with alumni and support their efforts at creating and nurturing sustainable enterprises, Director of CEIBS Alumni Relations Department Wang Qingjiang visited two Beijing-based alumni enterprises on June 8, Jingdong and Incom.

2.中欧校友航空协会成立: 6月16日, 中欧校友航空协会在上海校园隆重成立。中欧朱晓明院长亲自出席并致辞, 校友关系事务部王庆江主任宣读了第一届理事会名单。上图为协会会长曾海军先生发言。

Taking to the Skies – CEIBS Alumni Aviation Association was launched during a ceremony at the Shanghai Campus on June 16 with the school's Executive President Zhu Xiaoming giving a keynote speech. Chapter President Zeng Haijun (above) also gave a brief speech during the event.

3.高峰论坛: 6月29日, 2013中欧南京校友电商高峰论坛由中欧南京校友会、中欧校友连锁经营协会、中欧校友移动互联网协会和苏宁云商共同举办。

Executives' Forum in Nanjing – The 2013 e-Commerce Executives' Forum for CEIBS Alumni in Nanjing, Jiangsu Province was held on June 29, a collaboration among the CEIBS Alumni Nanjing Chapter, the CEIBS Alumni Supply Chain Association, the CEIBS Alumni Mobile Internet Association and Suning Cloud E-Commerce.



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1. 黄怒波校友第三次顺利登顶珠峰：3月，中欧教育发展基金会理事、中坤集团董事长黄怒波（EMBA 1996）先生第四次走进珠穆朗玛圣峰，于2013年5月17日13点30分顺利登顶，成为世界历史上首位三度问鼎世界之巅的中国企业家。

Top of the World – Chairman of Zhongkun Group Huang Nubo (EMBA 1996) reached the peak of Mount Everest at 13:40 on May 17, becoming the first Chinese entrepreneur to scale the world's tallest mountain three times.

2. 中欧CEO校友游学美国：4月28日至5月6日，32位中欧CEO校友在中央汇金投资有限责任公司副董事长李剑阁先生的带领下，进行了“美国斯坦福-硅谷-巴菲特股东大会”游学访问。此次游学围绕着“学术-企业-政府”三个维度展开，对话多位知名高端人士，帮助校友们全景式了解和感受美国文化。

CEOs on Tour – More than 30 CEIBS alumni CEOs participated in a study tour to the US from April 28 to May 6. The tour was led by Li Jian'ge, Vice President of Central Huijin Investment, and organized by the CEIBS Education Foundation.

3. 中欧-北京奔驰高尔夫对抗赛：6月21日，中欧国际工商学院携手北京奔驰在上海天马乡村俱乐部展开了一场别开生面的高尔夫对抗赛。中欧队以总杆999杆的优异成绩战胜了北京奔驰队，获得团体组冠军。

Golf Challenge – On June 21, CEIBS challenged Beijing Mercedes-Benz to an exciting golf competition at the Shanghai Tianma Country Club. The home team beat the guests with a total score of 999, taking the championship.

1 | 2
3



同学们，回来吧。想你们了！

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3周年、5周年和10周年校友返校聚会正在开展中，部分班级已经与学院联络并安排周年聚会活动，你们的班级聚会安排了吗？

地点	活动	时间
上海	MBA2008级毕业三周年返校聚会	3月
	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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《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!

授课嘉宾简介:

Earthbound Farm 总裁兼首席执行官Charles Sweat于1998年加入Earthbound Farm。在公司14年的任职生涯中, Sweat已经成为公司管理团队中的关键成员。他领导制定公司的战略规划, 管理着公司的运营、财务、人力和信息技术, 从而使该公司跻身成为全美第一的有机品牌, 成为最大的有机产品和特色沙拉的生产商。他帮助 Earthbound Farm成长为有机食品行业的主要参与者, 使其占有北美有机产品 65% 的市场份额, 并将业务拓展至加拿大、墨西哥、智利等国, 欧洲、东亚各国的主要城市也遍布销售网点。在此期间, 该公司的有机产品销售额也从1千万美元猛增至5亿多美元。

2013年11月1日-11月3日 上海

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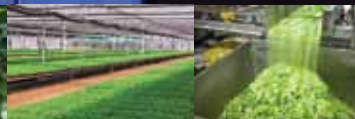
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课程的 **5** 大特色:

1. 美国加州大学戴维斯分校专门研究中国农商市场的知名教授Colin Carter及众多北美商业精英和行业专家亲临授课
2. 全球最著名的有机产品生产厂商Earthbound Farm的总裁Charles Sweat 亲自与学员分享企业的发展历程和成功经验
3. 帮助企业了解投资者们对中国农商行业投资的需求, 扩大企业自身融资途径
4. 专为农商企业CEO、企业主们量身定制的实战型系列课程, 打破“坐与听”的传统授课模式, 采用自身评估、互动交流、集思广益和方案展示的教学方式带来全新实战体验
5. 国际一流专家和学者面对面地帮助农商企业决策者设计和制定企业个性化的解决方案和发展计划

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本期“中国农商企业业务增长: 规模农业和永葆生机”研修班专为农商企业的CEO、企业主们量身定制, 聚焦关注和指导企业如何发现中国农业商机、如何进行农业的投资融资、如何甄选和保留农商人才、食品安全与实践等多项主题, 并以美国最大的有机产品生产厂商, 年销售额达五亿美元的 Earthbound Farm 的成长历程作为经典案例分析, 来全面和系统性地讲授和分析农商企业的成长经验和方式。



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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相聚:)

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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

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: 办公室电话 (Office): 021 - 28905117 手机 (Mobile): 13817874216 电邮 (Email): lyvonne2@ceibs.edu 微博 (Weibo): @中欧李媛媛_Yvonne

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EMBA 2006

Frederik Cornu

EUCCC Board Member

Director of Business Development for Bureau Veritas Industry & Facilities Division

I'm excited to share the news that I've been appointed Vice-Chairman of the European Chamber of Commerce in China's (EUCCC) Shanghai Board, to which I was re-elected in April. In this role, I will continue my efforts to improve the investment environment for European companies in China.

I am also pleased to highlight Bureau Veritas' very strong development in China where the number of employees has risen to 10,000. This makes China the #1 geographic location for Bureau Veritas, in terms of staff number. France is #2, with about 8,000 employees, among our 60,000+ staff present in 140 countries.

In fulfilling both roles, I look forward to working closely with my fellow CEIBS alumni.

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我于2007年7月被公司派遣至美国工作, 现生活和工作于美国的匹兹堡, 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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中欧国际工商学院 第十届中国汽车产业高峰论坛

中国汽车业: 全球视角下的互联性与移动性

过去五年, 中国汽车业和汽车政策以电动车等新型动力总成技术为着眼点, 致力于推动产业技术进步。然而, 中国汽车产业的发展正受到全球其他力量的影响。放眼全球, 年轻消费者日益渴望打造自己的“互联生活”, 并希望汽车成为“有四个轮子的智能手机”, 中国的年轻人自然也不例外。与此同时, 汽车最基本的功能“移动性”也在经历着巨变。中国城市交通之拥挤, 为世界其他国家所不能及。要解决人们的出行问题, 需多管齐下: 疏通交通“经络”, 让公交担当主力, 鼓励人们拼车出行, 出台各种私车限行措施, 等等。在中国, 新趋势的影响已初现端倪, 监管当局和汽车厂商正日益关注汽车的移动效能和消费者的互联需求。然而, 作为参与全球汽车产业发展的一分子, 中国目前仍给人以被动消极的印象。中国是世界上大城市最密集的国家, 这就日益凸显出一个问题: 中国为何不能够挺身而出, 引领世界汽车产业的发展呢? 面对全球产业发展对国内市场的影响, 中国应掌握主动权, 发挥自己应有的作用, 向世界展示自己的影响力。2013年汽车产业高峰论坛将汇聚政府官员、行业领袖及知名学者, 共同把脉中国汽车产业: 互联性和移动性将如何影响中国汽车产业? 中国是否要向世界看齐, 培育新能力, 建立新的商业模式? 中国将如何参与并推动全球层面的行业变革?



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| Holger Kraemer | 欧洲议会议员 |
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 中国汽车工业协会
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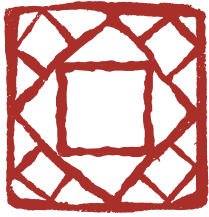
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2013中国新型城镇化高峰论坛

— China New Urbanization Forum 2013 —

新城镇化的地产畅想

毋庸置疑，在2012年多次中央级别的会议预热之后，十八大提出的新型城镇化战略将给身处严厉调控中的房地产业带来新一轮利好，中国楼市将迎来景气复苏。作为我国现代化建设的历史任务、同时也是扩大内需的最大潜力，新型城镇化战略的健康发展与缩小城乡差距、实现共同富裕的民生诉求息息相关。随着中小城市进一步崛起，集中爆发的存量需求与城镇化快速推进的增量需求相叠加，房地产发展史上最大规模的“刚需”人群有望被唤醒。据初步测算，2012年~2021年，城镇化进程将给房地产业每年带来约5.92亿平方米的巨大增量，相当于2011年商品住宅销售量的61%。但新型城镇化战略在给房地产业带来新市场空间的同时，我们也必须警惕开发商片面追求高利润、强势介入新城镇化建设，否则一、二线城市房价暴涨的历史将很可能在中小城市乃至小城镇重演。而这显然不是国家推进新型城镇化的初衷。可以预见的是，随着我国城镇化率不断加速提高，产业结构、就业方式、人居环境、社会保障等将实现由“乡”到“城”的重要转变。新城镇化能否破解“空巢”、“鬼城”的魔咒？长期承担争议压力的房地产业如何在新形势下步入理性的下半场？作为“造”城助推器，房地产业在创造财富的同时，如何为巨变的社​​会创造可持续的社会价值？

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岳阳市人民政府
 Yuyang Municipal People's Government


联合主办:  **全联房地产商会**
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情系台湾 Taiwan Ties

7月，台北市市长郝龙斌做客中欧“行知讲坛”，向EMBA学员发表演讲。之后，郝龙斌市长与中欧校领导及台湾校友共同出席了优雅的社交午餐。在随市长访沪的一行台湾校友之中，我刊采访了白中琪先生和顾忆华女士，希望藉由他们各自的故事，带读者了解他们的事业，以及中欧与台湾校友之间的情谊。

Taipei Mayor Dr Hau Lung-bin gave a Master Class lecture to CEIBS EMBA participants in July, then joined school officials and Taiwanese alumni for an elegant networking luncheon. Read on for interviews with two of the ten alumni who came to hear Mayor Hau speak during his campus visit, part of an official trip to Shanghai.



白中琪： 致力于海峡两岸合作

Bai Zhongqi: Committed to Cross-straits Collaboration

文 / 夏敏 By Charmaine N Clarke



要认识白中琪（EMBA 2005）的人，都不会怀疑他对两岸合作的奉献之心。过去20年里，他生活在中国大陆。现在他已处于半退休状态，因此可花大量时间通过两家公司搭建两岸交流的平台。

一家是上海成美投资顾问有限公司。“该公司取名于国民党前主席连战的名言‘成人之美’的首末两字，意思是帮助他人实现其愿望。”7月4日，在郝龙斌市长演讲开始前，白中琪在接受采访时这样解释。

身为成美公司的总经理，白中琪促成了不少活动，比如此次市长访问。

“这次郝市长莅临来访，是32名中欧台湾校友邀请之功，”他解释道，“之前举办过一次中欧国际工商学院EMBA台湾之行，我们邀请市长参加宴会，他对中欧国际工商学院印象很深。我们便顺势请他来上海时参观校园。成美所做的事，大致如此。”

白中琪参与的其他重大活动还包括：2008年协调北京奥运会圣火赴台事宜，2010年承办上海市市长韩正赴台访问，以及促成台湾参与2010年上海世博会。他的努力没有白费，2009年，白中琪应邀出席中华人民共和国60周年大庆阅兵典礼。

担任成美公司总经理之余，白中琪还兼任上海东立国际旅行社顾问。东立国际旅行社为客户提供全球范围内的旅游服务，游览之中，旅客可以从颇具造诣的讲述者口中领略当地文化和历史。作为该公司的客户，中欧EMBA校友从台湾之行中获益良多。事实上，去年与郝龙斌市长共进晚餐的游学便是东立安排的。除了台湾，东立也提供其他拥有丰富文化遗产地区的旅行。“去年我们开辟了一些新路线，包括以色列和约旦。我们提供别具一格的服务：深度旅行。我们着眼于目的地的文化和历史背景。”白中琪阐述。他已经留意到大陆观光客需求的变化，“走马观花地路过那些原本需要深刻了解的地方，这种先前的做法已满足不了他们。我们正是抓住了这一点。”他说道。他认为大陆有着丰富的游客资源，可以弥补台湾市场规模的不足。



TEAMWORK

No one who knows him is likely to question Bai Zhongqi's (EMBA 2005) commitment to cross-straits collaboration. He has lived in mainland China for the last 20 years and now that he's semi-retired he spends a lot of time working with two companies that provide a platform for exchange between the mainland and Taiwan.

One of the companies is Shanghai Chengmei Investment Consultant. The company's name is the first and last two characters in a well-known saying by former Kuomintang President Lien Chan. "The phrase cheng ren zhi mei means to help others meet their expectations," Bai explained during an interview with *TheLINK* ahead of Taipei Mayor Hau Lung-bin's July 4 lecture at CEIBS.

In his role as Chengmei's General Manager, Bai facilitates events such as the mayor's visit. "This visit by Mayor Hau came as a result of an invitation from 32 CEIBS alumni in Taiwan," he explained. "There was a CEIBS EMBA

trip to Taiwan, we invited the mayor to our banquet and he was impressed by CEIBS. Then we extended an invitation to him to visit the campus whenever he was in Shanghai. This kind of visit is similar to what we are doing at Chengmei."

Other major proceedings that Bai has had a hand in: coordinating the Beijing Olympic Torch's Taiwan leg in 2008, the 2010 Taiwan visit of Shanghai's then mayor Han Zheng, as well as Taiwan's participation in the 2010 Shanghai Expo. His efforts have not gone unnoticed. In 2009, he was invited to participate in the military parade that marked the mainland's 60th anniversary.

Bai's role at Chengmei is complemented by his job as a Consultant for Shanghai Dongli International Travel Service. Dongli offers global tours that provide clients with an opportunity to learn from high-level speakers about the culture and history of the locations being visited. CEIBS EMBA alumni have

been among the company's clients who have benefitted from visits to Taiwan. In fact last year's study tour where they dined with Mayor Hau was arranged by Dongli. In addition to Taiwan, Dongli also offers tours to other global locations with rich cultural heritage. "Last year we did some new routes, including the tour to Israel and Jordan. We're doing things that others are not doing: in-depth travel. We focus on the cultural and historical background of our destinations," Bai explained. He has noticed an evolution in the needs of tourists from the mainland. "They are moving away from the early approach of just doing sightseeing, to tours that can bring them in-depth knowledge about the place they are visiting. This is exactly what we offer," he said. He sees the mainland as a rich source of clients to supplement those from the smaller scale Taiwan market.

While organizing Dongli tours, Bai uses every opportunity he gets to identify high-calibre speakers who can share their views at CEIBS events.

在为东立组织旅行时，白中琪不失时机地辨识那些能够在中欧活动中发表见解的重要人士。他说：“这些访问会为中欧国际工商学院的声誉和形象锦上添花，比如此次郝市长之行就获得了许多台湾媒体的关注。”这是他回报母校的方式，也是为了感谢多年来对他不吝支持的学院领导和员工，其中就包括EMBA课程主任陈杰平和高级课程经理朱丹。

对于白中琪来说，回馈母校是十

分自然的一件事。他每次来中欧学习就像是搞一次家庭活动。周末来学院上课时，他的父母就会把他的孩子们带过来，与他和班上同学共进午餐。“我的同学都认识我的孩子。”他边说边展开灿烂的笑容。三个孩子都还小（分别上7年级、4年级和幼儿园），但白中琪已在思考他们的未来。“他们不像班里其他同学，有叔伯或姨母在台湾照应，因为我在大陆差不多有20年了，我期望未来和孩子们待在这边，希望我在学院里

结交的朋友能在我的孩子需要帮助时伸出援手。”他说。

当他努力为孩子们筹划未来时，自己下一步的目标又是什么呢？“我的成长计划其实很保守，”他说，“我在中国大陆有一些投资，足够过得衣食无虞。现在我想要做些有意义的事情，自己真正喜欢的事情。所以我才专注于成美，因为它是一个为两岸交流提供服务、信息和整合资源的优秀平台。”



"These kinds of visits are a big boost to CEIBS' reputation and image, for example this trip by Mayor Hau got a lot of coverage in the Taiwan media," he noted. This is his way of giving back to his alma mater and thanking school officials who he said have helped him over the years, including EMBA Director Charles Chen and Senior Programme Manager Flora Zhu.

Giving back comes naturally for Bai whose CEIBS study was a family affair. During his weekend classes

on campus, his parents would bring his children to have lunch with him and his classmates. "My classmates all know my kids," he said with a broad smile. They are still young (in the 7th grade, 4th grade and kindergarten respectively) but he is already thinking about their future. "They are not like their classmates who have aunts and uncles in Taiwan, because I've been in the mainland for about 20 years, and I expect to be here with my kids for the foreseeable future. I hope that my friends from school will help my kids if

they need it later," he said.

And as he works to secure his children's future, what is the next step for Bai? "My growth plans for Chengmei are quite conservative," he said. "I have some investments in mainland China, enough to have a comfortable life. Now I want to do something meaningful, something that I really like. This is why I'm focused on Chengmei, it's a very good platform to provide service and information and integrate resources for exchanges between mainland China and Taiwan."



顾忆华： 经营美的事業

Emma Ku: Growing a Beauty Business

文 / 兰安 By Ana Galán Rodellar



The first Mentor hair salon opened in Taiwan in 1966. Forty-seven years later, it is a corporation with 500 stores spread across Taiwan, mainland China and Canada. In her role as General Manager in Mentor Group's International Business Department, Emma Ku has been a key player in the company's development in recent years. She is also President of the 200-member Taiwan Alumni Chapter and Vice President of the CEIBS Chain Store Retailing Association. She was among a group of alumni who gathered at the school's Shanghai Campus on July 4 to listen to a lecture by Taipei Mayor Hau Lung-bin.

Ku believes that the maturity and structure of the Taiwan market makes it a good place to build new business models. "For most of the industries you have to work very hard, but there are opportunities, especially in terms of innovation and development of new business models for specific industries. For instance, right now, the sectors that are getting a lot of attention in Taiwan are services, high-tech, biochemical and the creative industry," she explains in an interview with *TheLINK*.

She has a wealth of experience on which to base her opinions. Her career started in 1989, a time when Taiwan was undergoing a major process of westernization that drastically restructured its market. The region was moving from an industry-based to a service-driven economy and that clearly determined her career path. "Twenty years ago, we had many foreign companies coming to Taiwan and my first job was in a



1966年，第一家曼都美发店诞生于宝岛台湾。47年后的今天，曼都已成为一家国际化连锁企业，500多家门店遍布海峡两岸及加拿大地区。作为曼都集团国际事业部总经理，顾忆华（EMBA 2006）是近年来推动曼都快速发展的关键人物之一。她也是拥有200余位成员的中欧校友会台湾分会会长、中欧校友连锁经营协会副主席。7月4日，台北市市长郝龙斌访问中欧上海校园并发表演讲，顾忆华参与了此次活动。

顾忆华认为，台湾市场成熟度高，其结构也非常适宜于发展新型商业模式。近日，她接受《TheLINK》专访，谈及自身观点，“无论身处哪个行业你都必须勤奋刻苦，但是台湾机会良多，尤其是在创新及发展特定产业的新商业模式方面。举例来说，目前台湾最热门的领域就是服务业、高科技、生物化学及创意产业。”

她的见地来源于丰富的行业经验。1989年，顾忆华初入职场，当时的台湾正经历着一场“西化”巨变，市场结构彻底重塑。台湾迅速由工业型经济转向服务型经济，她的职业道路也由此确立。“20多年前，许多外企开始进入台湾，我的第一份工作就是在一家英国零售企业。来自法国、日本等国的外籍人士也逐渐增多，为台湾职场注入了新的价值观。”

在零售业打拼21年后，顾忆华深知该行业所面临的严峻挑战，于是经慎重考虑决定投身美容美发业。“我在零售业做得很开心，但是当时这一行业正经历着一场广阔而深刻的变革，我思考了互联网、电商所带来的影响，觉得应该转换职业跑道，于是进入美容美发业。”

顾忆华的选择是曼都国际。专注于发型设计的曼都已开始向全球布局，这份成就多半要归功于其“因地制宜”的能力——在不同地区选择不同策略。在台湾，曼都是一家拥有近半个世纪历史的老字号，忠实客户的年龄层在35至60岁之间。“他们与我们相伴多年。”顾忆华说道。

在内地，针对年龄在20至35岁之间的目标客户，曼都则选择另一条途径。“她们是购买力最强的群体，”顾忆华解释道，“她们通常是有着良好职业的女性，或来自高收入家庭，时常出入购物中心。因此我们的内地分店大多选址在购物中心。”顾忆华预计，今后五年内地购物中心的数量将会大幅增长，但服务质量仍有进步空间。她说：“内地的购物中心越来越多，这是一个巨大的进步，不过商场的服务可以做得更好。”

在加拿大，情况又有所区别，大多数客户都是华人新移民。顾忆华解释道，“5年前，许多华人移居加拿大，我们也追随过去。现在，我们在温哥华已有6家分店，在多伦多



多的一家正在起步。”一些曼都的华人发型师也来到加拿大分店工作，这是公司员工成长计划的内容之一，旨在推动员工不断学习。在未来数月，曼都计划向澳大利亚扩张，而更宏伟的目标则是每年以30%的速度增长。“我们不想走得太快或太慢。”顾忆华说，“如果太快，会削弱发型师的技术能力，有损我们的品牌形象。”

品牌价值的概念是她在中欧EMBA课程中学到的。顾忆华说，中欧的学习经历是她人生的转折点，改变了她对商业世界的看法。“2006年我进入中欧，2008年毕业。在中欧的时光对我影响深远，它改变了我的生活，尤其是职业轨迹。进入中欧之前，我的职业顺风顺水，但思维局限于公司内部。在中欧，通过与同学们互动，他们对于不同行业的洞见让我获益良多。同时我还学习了许多新观念，改变了思维定式，视野也由此开阔起来。”

从中欧毕业后，顾忆华面临着一项重大抉择：是继续在一家跨国零售企业工作，还是寻求新的挑战。“我运用在中欧学到的方法，最终放弃了大公司，选择加盟一家小企业，努力将它做好。”她强调说。

作为中欧台湾校友会会长，顾忆华对于这个角色也倾注了相同的热忱。对她而言，校友会是另一个家。“在校友活动中，我们畅谈中欧组织的各项活动，在中欧共度的时光，甚至相约一起去旅行，就像一个融洽的大家庭。”尽管台湾校友们分散在海峡两岸六个不同城市，但每个月他们都会不时小聚。

对顾忆华来说，这些聚会不失为一种放松。家庭、事业以及学习之间的平衡对她而言非常重要。“我希望让这三个要素保持完美平衡。未来几年，相信我的职业会沿着人生规划的方向前进，兼顾平衡的原则，不会出现重大调整。”

British retailing company. People from countries such as France and Japan were also coming and that produced professionals with new values,” she says.

But after being in the retailing business for 21 years, she could see the challenges ahead for the sector and decided to switch to the beauty industry. “I was happy in retailing, but the industry was undergoing tremendous, profound changes and I had to think about the impact that the Internet and e-commerce were having on the sector. Then I realized I had to change my career path. That’s why I got into the beauty industry,” she explains.

She chose to begin her new career at Mentor Group. Dedicated to hair designing, the company has expanded internationally and a large part of its success has been shaped by its ability to adopt different strategies for different locations. In Taiwan, where they have a history of almost half a century, Mentor has loyal customers who are between 35 to 60 years old. “They have been with us for very long,” says Ku.

In mainland China the approach is different; Mentor’s target market is between 20 and 35 years old, “because they are the ones with the biggest consumption power,” Ku explains. “They are normally women with good jobs, or from high-income families, women who usually go to shopping malls. That’s why most of our stores in China are in shopping malls,” she adds. Ku predicts an explosive growth of shopping malls in China in the next five years although, in her opinion, there is still work to be done on providing quality service. “There are many shopping malls

“ The maturity and structure of the Taiwan market makes it a good place to build new business models. For most of the industries you have to work very hard, but there are opportunities. ”

opening in China and that is a huge step forward, but the service they provide can be improved,” she says.

Meanwhile, Canada is a special case for Mentor as most of its clientele are newly-arrived Chinese. “Five years ago, a relatively large number of people moved from China to Canada and we followed them. We already have six stores in Vancouver and we are starting one in Toronto,” Ku explains. Some of their Chinese hairstylists also moved to Mentor’s new stores in Canada as part of the company’s staff development initiative, which promotes continuous learning. Mentor also plans to expand to Australia in the coming months and its wider goal is to grow by about 30% every year. “We don’t want to go too fast, but going too slowly is not good either,” Ku explains. “If we grow too fast the hairdressers’ technique would be undermined and that would affect our brand image.”

The concept of brand value is something she learned during her EMBA. As she explains, studying at CEIBS marked a turning point in her life and changed her perspective of the

business world: “I joined CEIBS in 2006 and graduated in 2008. This time at CEIBS had a tremendous impact on me. It totally changed my life, especially my career. My job was quite good before I joined CEIBS, but I was only thinking of what was going on within my company. At CEIBS, I interacted with other students and benefitted from their insights about different industries. I also learnt a lot of concepts that helped me change my mind-set and I started to see things I couldn’t see before.”

After graduating from CEIBS, Ku had a life-changing choice to make: continue working for a large multinational retailer or look for new challenges. “I applied what I had learnt at CEIBS, I gave up the big company to join a small business and try to make it really good,” she emphasizes.

She brings that same level of dedication to her role as a CEIBS alumnus and Chapter President. For her, the Chapter is home. “In our events we talk about the activities organized by CEIBS, the experiences we had at CEIBS, and the travelling we want to do together. We are like a very close-knit family,” Ku explains. They get together several times each month in the six different cities of mainland China and Taiwan where members are spread across.

These outings help Ku unwind. For her, it’s very important to keep a healthy balance between her family, her job and continued learning. “My goal is keeping a balance among these three essential factors. I don’t see a big professional change for me in the coming years,” she adds.



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2013第七届中国银行家高峰论坛 THE 7th ANNUAL CHINA BANKERS FORUM 2013

商业银行的变革与创新

作为金融业皇冠上“最璀璨夺目的明珠”，商业银行长期以来一直处于监管与民众的强力聚光灯下，这一特殊地位既为其赢得了保险、基金等其他金融行业无法获得的比较优势，亦令其在推行改革与创新时不得不瞻前顾后，如履薄冰。然而时代的车轮滚滚向前，利率市场化和金融互联化的新浪潮，令中国商业银行面临新的空前挑战和机遇。在利率市场化的大趋势下，商业银行要如何应对，才能令传统存贷业务继续贡献丰厚的利润？在效益导向的分支机构与风控优先的监管层之间，高层管理者应如何因势利导，才能将这两股貌似相反的作用力，拧成共同向前的合力？面对“泛资产管理”这一金融业发展的新趋势，商业银行应如何把握通道业务与内部资管业务的平衡，才能既留住最有价值的高净值人群，又不影响早涝保收的通道收入？面对已经到来的互联网金融时代、尤其是即将到来的移动互联网金融时代，商业银行或许再无第二种选择——唯有放下身段、拥抱变革。当此中国银行业发展的敏感时点，中欧国际工商学院和《财经》杂志携手举办此次论坛，诚邀业内专家学者，共论商业银行的管理创新与创新管理。

拟邀演讲嘉宾（按音序排列）

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论坛主办



时间：2013年9月14日（星期六）

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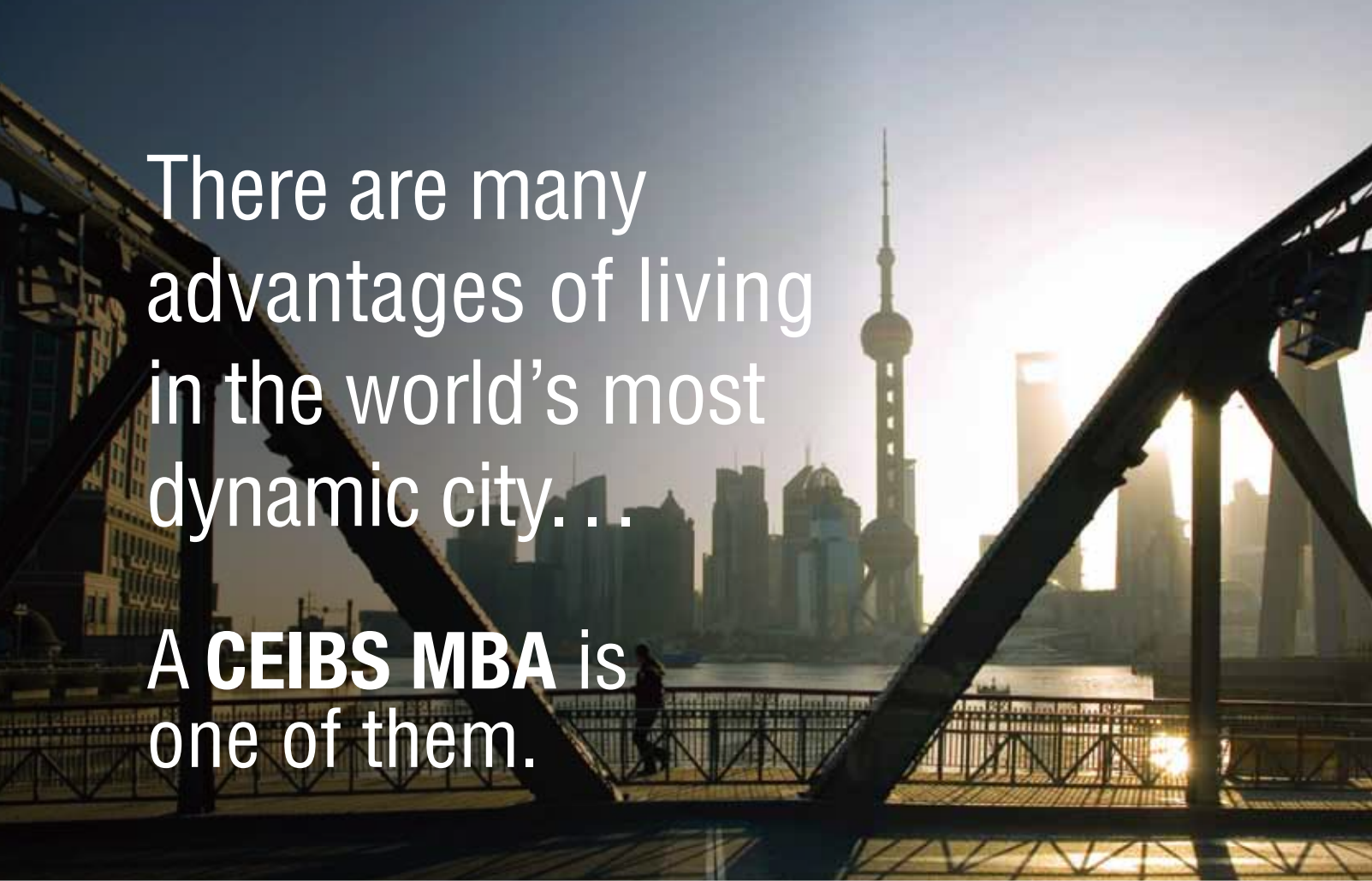
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- 83% career switch
- 91% average salary increase
- 30+ exchange partnerships with top-tier schools
- Exclusive partner in Asia for leading MNC Leadership Development Programmes
- 13,000+ alumni from 58 countries