



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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