

迈向城镇化 Urbanizing China

这已是陈词滥调,但却千真万确:中国在全球经济中的地位正日益显赫,一旦有征兆显示这个国家将采取某项重大经济举措,全世界都会翘首以待。也正因如此,自从去年中国新一届领导人上任以来,新型城镇化——政府的经济可持续发展计划中的关键一环——已成为目前最热门的话题之一。在本期封面故事中,我们探讨了城镇化对于城市新居民的意义,对于他们移居的城市和离开的乡村分别有哪些利弊,又会对中国的总体发展和世界其他国家产生什么影响。

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It's become a cliché but it's so true: China's increasingly important role in the global economy makes everyone sit up and take notice every time there is even a hint of any initiative that will impact the country's economy. It's understandable, therefore, that the government's new round of urbanization, a vital plank in its plan for sustained economic growth, has been one of the most discussed issues since last year's change in administration. In our **Cover Story**, we look at what it all means for the migrants, the cities they will move to, the countryside they will leave behind, for China's overall growth and development, and for the rest of the world.

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中国的城镇化之路

文/柯玫秀



从左至右依次为：朱天教授、许斌教授、蔡江南教授、刘胜军博士
From left to right: Professors Zhu Tian, Xu Bin, John Cai and Dr Gary Liu

在大连举行的2013夏季达沃斯论坛开幕式上，李克强总理在面对全球思想领袖发言时强调，新型城镇化和扩大内需对于中国新一届领导层实现经济发展模式转型有着重要意义。

李克强总理在演讲中指出，“中国经济已到了只有转型升级才能可持续发展的关键阶段，扩大内需是最大的结构调整，促进城乡和区域间的协调发展是主要任务。”

据国家统计局数据，截至2012年底，中国的城镇化率已达到52.57%。今年8月由联合国开发计划署和中国社会科学院共同发布的《2013中国人类发展报告》预测，到2030年中国的城镇人口将增加3.1亿，达到9.76亿。

但是，中欧经济学教授朱天认为，“城镇化不是一项政策，而是一种结果；对于大多数国家而言，城镇化从来都不是政治工具，而是经济发展的自然结果。因此，随着中国继续发展，必然会带来城镇化水平的提升，因为中国目前的城镇化率依然较低。”

城镇化成为当下社会的时髦词汇，与李克强总理领导的新一届政府提振中国经济的努力密不可分。中欧国际工商学院分管科研的副教授、经济学和金融学教授许斌却对这种现象不无担忧：城镇化作为李克强总理改革方案中的一个有机组成

部分，有易被误读的危险。“因为当我们谈论城镇化时，往往与之相连的就是政府向基础设施、房地产等领域作出投资，这种‘城镇化’遵循的是中国经济发展的旧有模式，并不是李克强总理所希望的。我认为，总理想要的是一种新型的、以人为本的城镇化模式。”

全世界都在屏息凝视中国这样一个特色鲜明的泱泱大国如何去完成这一艰巨任务，又能为其他国家带来哪些启示。“如果城镇化本身可以成为一种政治举措，那么经济发展岂不易如反掌？那么一来，世界上就不会有穷国——只要把所有人都变成城里人就好了。就拿中国来说，只要废除户口系统，那么一切便可水到渠成吗？”朱天教授话锋一转，“大多数国家并没有户口制度，但它们中很多国家依然停留在不发达状态，而有着户口制度的中国却保持了全世界最快的发展速度。”

朱天教授强调，中国城镇化绝不仅仅是让人们从农村移居城镇，而是涉及广泛而复杂的政策领域，包括户口、医疗、房地产、土地所有权、地方政府债务、金融系统和服务业，这些都是目前的热议话题。因此，中国新领导层如何在这些乃至更广阔的领域中进行决策，会给经济发展带来何种影响，将决定中国城镇化的未来发展道路。

The Road to an Urban China

By Janine Coughlin

When he addressed global thought leaders gathered at the opening ceremony of the Summer Davos Forum in Dalian, Premier Li Keqiang highlighted just how important urbanization and domestic demand are to the new leadership's plans for transforming China's economic development model.

"In readjusting the structure, the most important aspect is to expand domestic demand, and a major task is to pursue a balanced development between urban and rural areas and among different regions," he said in his September speech.

China's urbanization rate reached 52.57% by the end of 2012, according to figures released by the National Bureau of Statistics. China's 2013 National Human Development Report, released in August by the United Nations Development Programme (UNDP) and the Chinese Academy of Social Sciences (CASS), forecasts that by 2030 the country's urban population will grow by an additional 310 million to reach 976 million people.

However, as CEIBS Professor of Economics Zhu Tian explains, "Urbanization is really an outcome, rather than a policy. For most countries, urbanization is never really a policy tool, but just an outcome of economic development. So in that sense, as China develops further, of course there will be more urbanization as a result, because China's urbanization rate is still low."

Urbanization has been a buzzword closely linked to the new government's drive, led by Premier Li, to shore up the Chinese economy. CEIBS Associate Dean (Research) and Professor of Economics and Finance Xu Bin cautions that urbanization, which he sees as an integral part of Premier Li Keqiang's reform agenda, can be easily misunderstood. "This is because when we talk about urbanization, it's usually associated with government investment in infrastructure, real estate, and so on. This kind of 'old style' urbanization is actually following the old model of economic growth in China. That's not what is in the mind of Li Keqiang. I think

he is thinking about a new type of urbanization, a people-centred one."

China, with its unique characteristics, is being closely observed to see how it will pull off this mammoth task and what lessons it could potentially provide for other countries. "If somehow urbanization itself could be a policy measure, then economic development itself would be *so* easy. There would be no poor countries at all; we could just make everybody an urban resident. That would be really simple. Or in China you might think, okay, just abolish the hukou [household registration] system, then everything would be perfect," says Prof Zhu. "Most countries don't have a hukou system, but many of them are still underdeveloped. China has a hukou system, but also has the fastest growth rate in the world."

He stresses that urbanization in China is not simply about moving people from the countryside into the city. It involves reforms in a variety of complex policy areas that have lately been under discussion, including the household registration system, healthcare, real estate, land rights, local government debt, the financial system and the service sector. The contours of China's urbanization will therefore be shaped by how the country's new leaders handle policies in these and other areas, coupled with the impact from economic development.

"If you want to promote urbanization, I think hukou is the first thing you need to touch. But we cannot expect the hukou system to be abandoned overnight because it's a very complicated problem," says Dr Gary Liu, Executive Deputy Director of the CEIBS Lujiazui Institute of International Finance (CLIIF). "In the long run, we must reduce the importance of the hukou, but it must be done gradually."

A Chinese citizen's hukou determines where he can access social benefits such as healthcare and where his child can go to school. Rural residents who have migrated to urban areas for jobs must return to their hometowns for government-subsidized medical care, and their children

中欧国际工商学院陆家嘴国际金融研究院执行副院长刘胜军博士认为，“要推进城镇化，首先要着手解决户口问题，但户口不是一朝一夕就能废除的。从长远来说，必须设法减小户口的重要性，但是这得慢慢来。”

一个中国公民的户口决定了他能在哪里享受医保等社会福利，他的孩子能在哪里上学。来到城市打工的农民必须回到原籍，才能得到政府补助的医疗保险；他们通常必须缴纳一笔远超其经济能力的天价费用，才能让孩子在城市里上学。

中欧医疗管理与政策研究中心主任蔡江南教授认为，户口限制了廉价医疗服务的可及性，此外，目前中国医疗系统最大的问题就是医生和诊所太少，而条条框框太多。

“我确实看到，政府愿意为私人资本和社会资本敞开大门，让他们来建造更多的医院，但我们需要更多称职的医生，否则医院不过是一幢建筑罢了。”蔡教授说，“目前中国医生收入不高，执业受到诸多限制。政府不允许他们开设私人诊所，这就是问题

所在。随着新一轮城镇化的进行，这一问题会变得更为严重。”

蔡教授认为，在向大量病人提供简单医疗服务和慢性病治疗方面，诊所比医院更有效率。他还指出，由于政府掌控了市场准入资格、规划和社会保障，私人资本和社会资本进入医疗卫生领域事实上很有难度。

“城镇化面临着许多难题和挑战——教育、住房、基础设施、医疗等等，政府必须打破或废除那些阻挡私人资本进入的壁垒，并鼓励私人资本在这些重要领域有所作为。”刘胜军博士说，“另外，政府必须改变经济管理方式，确保法治和透明机制，这样才能降低交易成本。”

许斌教授认为，新一轮改革在很多方面都力图建立一个更加市场化的经济体系，降低私人资本的投资门槛。“减少政府职能，发挥市场作用，这是新一轮改革的总体方向。”他说，“这样一来，小公司和创业者拓宽了融资渠道，将为中国带来新的增长动力。”





cannot attend school in the city unless they pay a hefty fee that is usually far beyond their financial resources.

Besides the hukou's regulation of access to affordable healthcare services, Director of the CEIBS Centre for Healthcare Management and Policy Prof John Cai says that the biggest bottlenecks in the healthcare system today are a lack of physicians and clinics, and too much regulation.

"I do see that the government wants to open the door to private and social capital to build more hospitals. But in my opinion a hospital is just a building, you need more good physicians," he says. "Chinese physicians today are not well paid and they have a lot of restrictions regarding employment. They have closed the door to physicians to be able to open up their own private clinics. So that's the bottleneck. It will become a bigger problem under the new urbanization."

Prof Cai says that clinics can be more efficient than hospitals at providing a large patient population with simple medical services and treatment for many types of chronic illnesses. He also explains that because the government controls access to market entry, planning, and social

insurance, it is challenging for private and social capital to enter the sector.

"For urbanization, there are many bottlenecks and many important challenges – the education system, housing system, infrastructure, medicare and many others," says Dr Liu. "What the government needs to do is to break or cancel the barriers to entry for private capital. You need to encourage [private capital] in these important areas. Secondly, the government needs to change the way the economy is managed. The government should ensure we have rule of law and a transparent system, and then transaction costs will be lowered."

Prof Xu says it is his understanding that some aspects of the upcoming round of reforms will aim to create a more market-oriented economic system and reduce the barriers to private capital investment. "Reducing the role of the government and expanding the role of the market, that's the overall direction of the new round of reform," he says. "This will really make funds more available to small companies, to start-up entrepreneurs. And this will become a new engine of growth for China."



中国经济已到了只有转型升级才能持续发展的关键阶段，扩大内需是最大的结构调整，促进城乡和区域间的协调发展是主要任务。”



李克强总理表示，发展服务业是中央领导层的另一个工作重点。许斌教授认为，服务业有两个不同的方面：一个是传统的劳动密集型行业，如餐饮业；另一个被称为“现代服务业”，包括金融服务（如个人汽车消费贷款）——后者能够帮助拉动内需，因此是中国新一届领导层经济转型计划中的重要一环。然而，在目前以国有银行为主导的中国金融领域，改革尚未取得长足进展。

“我的看法是，随着中国制造业发展速度放缓，传统服务业便承担起了吸收劳动力，提供就业机会的重任，但它的功用还不止于此，它还是中国未来转型成为真正的高收入国家的关键所在。”许斌教授说，“中国正在力图避免所谓的‘中等收入陷阱’，其中一项举措就是推动服务业发展，而很多服务业确实是由创业者发起的，它们意味着创新。”

虽然推动城镇化、扩大内需和促进GDP增长不能靠某项政策来实现，但是随着国家城镇化水平的提升，其他领域也会相应发展起来。“经济更为城镇化，人均GDP必然会同步增长，因为城镇生产力远高于农村生产力。”许斌教授解释道，“因此，城镇化将有助于我国提升生产力水平，意味着增加人民收入，最终消费水平也会随之提高——但记住这是人民生产力和收入提高的结果，而非原因。”

朱天教授认为，城镇化水平大体上是与经济发展携手共进的，为了实现可持续发展，政府应该在短期内维持宏观经济稳定，并确保经济长期增长态势。除此之外，提高效率（尤其是提高投资效率）、进行金融市场改革、重建社会保障体系、缩小收入差距、注重环境保护等问题都至关重要。而收入分配和环境保护需要格外重视，“因为经济发展自身不会带来这两方面的进步。”



Developing China's service sector is another area Premier Li has said the new leadership is working towards. Prof Xu explains that there are two distinct aspects to the service sector – one comprises traditional, labour intensive jobs, such as restaurant workers. The other is what he termed “modern service” which includes financial services, such as consumer car loans, that can also help another plank in the new leadership's economic transformation plans – boosting domestic consumption. But China's reforms to the financial sector, which is currently dominated by state-owned banks, have not yet been robust.

“I think the service economy is not only a solution to employment, since China's manufacturing sector is slowing down and the traditional service economy can be another place to absorb the labour force, but also because it is at the core of China's transition towards a real high-income country in the future,” Prof Xu says. “China is trying to avoid the so-called middle-income trap. One way to do it is to drive up the service sector, which is also associated with innovation, since a lot of service is actually driven by entrepreneurs.”

Though there is no one single policy that can promote urbanization, boost consumption, and increase GDP

growth, as the country becomes more urbanized, it will naturally help promote development of other areas, explains Prof Zhu. “As the economy becomes more urbanized then of course the per capita GDP will increase at the same time because productivity in urban sectors is much higher than in rural sectors,” he says. “So urbanization will help to increase the country's level of productivity, which means people's incomes will increase as well. Consequently, people's consumption level will increase – but that's the result of an increase in people's productivity and income, not the other way around.”

Prof Zhu suggests that fundamentally urbanization goes hand in hand with economic development, and to achieve sustained development, the government needs to maintain macroeconomic stability in the short run, and to maintain economic growth in the long run. Beyond that, he said, increasing efficiency – particularly investment efficiency and financial market reforms, rebuilding the country's social welfare system, improving income equality, and addressing environmental issues, are all important. The distributional and environmental issues are of particular concern, as change in these areas, “will not come naturally as a result of economic development,” he says.



黄奇帆： 通过改革释放红利推进城镇化

Mayor Huang Qifan: Reforms will Benefit Urbanization

5月11日，由中欧国际工商学院和联合国教科文组织-熙可生物圈城乡统筹研究院共同主办的“2013第二届中国国际农商高峰论坛”在京举行。重庆市市长黄奇帆（EMBA 1998）先生出席论坛并发表精彩演讲，深刻阐述了中国城镇化、工业化和农业现代化过程中所遇到的问题，并结合重庆改革经验畅谈解决之道。本文摘自黄奇帆市长的演讲，经编辑整理而成。

Chongqing Mayor Huang Qifan (EMBA 1998) shares his views on obstacles to China's urbanization, industrialization, and agricultural modernization and provides solutions based on reforms made in the municipality he leads. This is an excerpted and edited version of his speech at the CEIBS-UNESCO-CHIC 2nd China International Agri-Business Forum, held at CEIBS Beijing Campus in May 2013.



Urbanization, industrialization and agricultural modernization are major trends in China's social development. In implementing these steps, the government should not only provide funding and attract investment but it also needs to address the prolonged, systemic problems and leverage the benefits that can be generated from reform.

China is unique in that it is the only country, within the last 100 years, that has had more than 200 million rural workers undergoing urbanization and industrialization. This change took place within the last 30 years. However this urbanization process has led to a growing shortage of land in the cities, which results in increasing housing prices. Meanwhile, the supply of rural land keeps decreasing and the amount of land available for farming may fall below 1,800 million mu. In addition, farmers in rural areas earn very little income from their property or other assets.

Reforming the Household Registration System

Urbanization is a process through which rural dwellers become city residents. If rural workers have to return to their hometowns when they get old, China's urbanization will be incomplete as it will not reach the 'Lewis Turning Point'. That is the point at which the number of rural workers declines to 10% to 15% of the population and they can still meet the agricultural needs of the entire society; where the productivity of rural labour increases to the

same level of urban productivity and there is urban-rural integration.

Viewed within this context, there will be three benefits from reforming the household registration system. First, the rural population will decrease – but only if rural workers can become legally recognised urban residents after 5 or 10 years. If that happens, there will be a change to the current situation in which there are 900 million rural workers, with each household possessing 5 mu of farm land. Within 10 years, at the very least, each rural household will probably have 10 to 15 mu of farm land, which will bring about a scale effect. As a result, there will be an increase in the productivity levels of rural labour. Second, a reformed household registration system will help cities break through existing bottlenecks. Every December, rural workers in coastal areas return home for almost 3 months, leaving factories in limbo. That results in both a loss in capital and labour, undermining China's economy. This problem could be solved by providing rural workers with permanent residence in urban areas. Lastly, household registration system reform will help eliminate concerns about inequity in social security and provide the same benefits to both rural workers and urban residents.

Chongqing is a pilot project for coordinated and comprehensive urban-rural development reform. Working closely with the central government, we have learned a lot in recent years. We have formulated a plan for reforming rural workers' current household registration system. In certain cases, rural workers who hold resident permits for cities [hukous] enjoy the same benefits as urban residents in terms of: endowment insurance, medical treatment, housing, children's education and the employment threshold. In rural areas, workers have access to leased land, forest land and land for housing. The existing national regulations stipulate that rural workers who legally become urban dwellers [through the hukou system, with all the property-related benefits this brings] should no longer have the right to use leased land, forest land and housing land in rural areas. But we have implemented a change that allows rural workers to retain their property rights even after moving to the city. So they have some input in deciding how the land is used, and this is no longer just a matter of government decree.





近几十年来,城镇化、工业化和农业现代化是中国社会发展的主要趋势。在发展过程中,政府除了要投资、发展、招商之外,很重要的一点,就是对各种普遍性、长期性、周期性的问题进行改革,通过改革释放红利,从而推动城镇化、工业化和农村现代化的健康发展。目前,我们在城乡统筹方面有三个不能回避的问题:

首先,在城镇化和工业化过程中,30年来形成了2亿多农民工,这是中国城镇化独有的现象,其他国家百年来未曾遇见。其次,城镇化过程中城市土地越来越紧张,房价越来越高企,而农村耕地又不断减少,甚至难以守住18亿亩耕地红线。第三,在农村,农民的财产性收入、资产性收入比重非常低,也是中国农业现代化进程中的一个普遍问题。以上三个问题不妥善解决,中国城乡统筹、农业现代化就会变成一纸空谈,一个无法实现的目标。

户籍制度改革

城镇化进程是农民逐渐转变为城市市民的过程,而不是城市现有市民自我发展、自我改善的过程。如果一个农民工在城市里工作十来年,等到年纪大了又不得不回乡养老,那么我们的城镇化就是不完善、不到位、半拉子的城市化,刘易斯拐点也不会出现。所谓刘易斯拐点指的是:当农业人口减少至人口总量的10-15%、少数农民能够为全社会居民提供农业产

品、农民劳动生产率与城市居民劳动产出基本持平时所出现的一个拐点,它体现为城乡一体化的实现和城乡生活水平的平衡。

中国推行农民工户籍制度改革有三大意义:首先,只有农民工进了城,5-10年后变成城市市民,落户城市,农村人口真正减少,那么目前9亿多农民,每户5亩耕地的状况才可能改善。十几年以后,每户农民将拥有10-15亩耕地,就能产生规模效应,提高农村的劳动生产率。其次,有助于摆脱城市发展的瓶颈:目前沿海开发区临近年底,农民工回家过春节,一走便是3个月,工厂停顿,老板叹气,这是资本的损失,也是生产力的损失,对经济破坏极大。让农民工落户城市,则有可能从根本上扭转这一问题。最后,户籍制度改革可以消除社会保障方面的不和谐因素,让农民工享受与城市市民同等的待遇。

重庆是国家确定的城乡统筹综合配套改革的直辖市、实验区,近几年来按照中央要求做了一些探索。我们制定了农民工户籍制度改革计划,满足一定条件的农民工可办理城市户口,享受五个“一步到位”,即与城市市民相同的养老、医疗、住房、教育和就业保障。此外,按照承包法原先的规定,农民工将户口迁进城市以后,就将不再拥有农村的承包地、林地和宅基地的使用权。但我们认为,所有权是一种财产权,使用权也是一种财产权,因此做了一些改革,让农民落户城市后,在农村的土地使用权还可以继续保留,是给亲戚朋友用,或是自己留存,是



Comprehensive Social Cost

The overall cost, to the society, for each rural worker is more than RMB100,000. If more than 200 million rural workers move to the city, the comprehensive social cost will be more than RMB30 trillion. But that should not be an excuse to postpone this until 50 years later. Urbanization comes at a cost for all nations, a cost which is only a fraction of rural workers' decades of contribution to cities.

According to our analysis, less than 40% of a rural worker's cost is borne by the enterprise for which he is working. One third comes from central and local government departments. Rural workers bear the rest themselves.

We should also bear in mind that this will not be a lump sum payment made within one year, but spread across 20 years or more. Take endowment insurance: it is expected to increase by 8% but this increased cost will be paid over a few decades. So it will be affordable. Even without a household registration system, there will be more infrastructure, public facilities, schools and hospitals since several million more people will be working in the cities. From this perspective, rural workers' immigration, which sounds like a dreadful

monster, can be implemented with little impact.

Land Problem

In countries that undergo urbanization, there is typically an increase in the amount of farm land available. But China is different, we are losing farm land. The average area of land for construction per capita is usually 100 square metres, compared to 250 to 300 square metres in rural areas.

So when 100 million rural workers move into the city and settle down, they need 10 billion square metres for construction, their land in the rural area is used for farming so that 25,000 square kilometres of land becomes farm land. So in the process, the amount of global farm land should increase. There's no nation in the world that has a shortage of land as a result of urbanization. Yet we face a shortage of land. Millions of rural workers [who live in cities but do not have hukous] can still use the land in rural areas even after they move to the city – and the urbanization rate is over 50%. In many cases, they do not return to farming and the land remains idle. That is the fundamental reason behind China's shortage of farm land.

How can we resolve the problem? We can resolve it with a little creativity from the constitutional and legal

闲置,或是转让,都听凭他的意愿。这个制度有流转性,但前提是农民自己支配,政府不强加干涉,从而使得农民工进城之后,遗留问题也处理得较为妥当,符合老百姓的利益。

社会综合成本

一个农民工进城的社会综合成本是十几万元,如果2亿多农民工进城,就是30多万亿元。如果因为成本惊人,认为此事不可行,必须搁在50年后推行,那就是错误的。全世界的城镇化都有成本,但是大家都在推行,没有谁将此当成成本,因为农民工本身是贡献人口红利的,他们在城市中工作几十年所产生的效益绝对能抵消成本,并且远远大于这个成本。

我们也进行了分析,大致上一个农民工进城的成本,近四成的费用由招聘企业承担,有三分之一是政府、市政建设的开支,还有三分之一是农民工社会性成本,由自己负担。

此外,成本不是一年内支出的,是在农民工移居城市20年乃至更久的时间中花费的。例如,养老保险费用需要增加8%,但并不意味着一年交几万元,而是在几十年的过程中逐渐支付,所以整个成本是可以消化、解决的,并不是一个大问题。就政府而言,即使不提供给农民工城市户口,几百万人在城市工作,基础设施、公共设施、学校医院该增加的还得增加,而将这些问题处理好了,听起来像洪水猛兽一般的农民工进城事件,就可以风平浪静地进行。

土地问题

全世界的城市发展过程,都是耕地增加的过程,就国家而言的确如此。那为什么我们国家30年来耕地不断减少?很重要的原因在于市民和农民居住状态的一个基本现象,即城市的人均建设性用地一般为100平方米,而农村的人均建设性用地一般为250-300平方米,全世界皆然。

当1亿农民工进了城,在城里安家落户,城市建设性用地的刚性需求就增加了1万平方公里,而农民工在农村的土地自然退出,复垦为耕地,有2.5万平方公里。这个过程,从全世界的宏观潮流来看,都是耕地增加的过程,没有哪个国家出现我国城市用地如此紧张的局面。我们城市用地紧张不是因为浪费,而是因为2亿多农民工进城了,城市化率超过50%,而这些农民的农村建设性用地基本没有减少,两头占地,这是中国土地紧张的根本原因。

如何化解这一问题?可以在宪法意义、法制意义上用一个技巧将它化解,重庆在这个问题上做了一些探索。我们成立了一家地票交易所,目前是全国唯一的地票交易所,当农民在城里落户一些年以后,他觉得宅基地实在没有用处,就可以交给政府复垦为耕地,而他可以将自己的耕地拿到地票交易所出售,房产商征收农民的土地需要指标,于是会从农民手中购买,

我认为,合理的农民财产性收入应该在每年10%左右。”

如此一来,除掉复垦成本,农民也会增加一笔收入。

目前在国务院的批准下,地票制度正在重庆探索,已经进行了4年,还是非常合理的。我认为这项制度对整个国家有意义,从宏观长远来看,有利于城乡建设性用地综合平衡,最终保障城市供地,房地产价格不会因土地太少而畸形高涨,农村耕地也能得到保护。

农村金融

最后是金融下乡问题,重庆也好,全国也好,农村金融的比重都很低。我国有60多万亿元贷款余额,而农民、农户的贷款只有2000多亿元,农民得不到贷款,银行不借钱给农民,有人认为是技术问题,是银行太大弯不下腰来,因此要成立一些小银行,为农户服务,其实不然。关键在于信用,金融融通本身就是信用,信用的本质是财产担保。农村最大问题是没有可抵押的财产,农户的三块地——宅基地、农业用地、森林用地都归集体所有,承包法里明文规定不得用于金融质押。在法律规定下无法操作,这可能是改革需要探索的地方。

为了解决好这件事,重庆政府的确动了脑筋,我们让重庆的宅基地、农业用地、森林用地确权,作股权明晰,集体所有权作为财产权占20%,农民的劳动使用权、承包使用权同样是一种财产权,所占份额为80%。有了这个定义以后,农民可以将自己80%的份额用于质押,这样就改变了游戏规则。

如此一来,事情合情合理也合规,还获得了金融系统的支持,在三年时间内我们的农户贷款从30多亿元增加到了目前的300多亿元,农民增加了金融资产,农业生产加速发展,同时农民的财产性收入也相应增加。我认为,合理的农民财产性收入应该在每年10%左右。

总之,如果能够将农民工进城这件事做好,农民数量减少,农村劳动生产力提高,推动城镇化,妥善实行地票制度,城乡建设性用地一增一减平衡有余,那么城市房地产业也会更健康;再加上调整法规、扶植农村金融,农村农民的财产性收入也会增加。通过改革产生红利,这将是未来20年中国城镇化、工业化和农业现代化的重要途径。

perspectives. This is a discovery Chongqing has made. We established a 'land ticket' exchange system, the only one in China. After farmers have settled down in the city for a number of years, they can give their land to government for reclamation. Reclaimed land can be sold via 'land ticket' exchange. So although there is a cost [to the government] for reclamation, farmers can benefit from it.

With the state council's permission, Chongqing has been experimenting with this 'land ticket' system for four years with some degree of success. I believe this system could be applied across China. In the long-term, this approach would be effective in achieving a comprehensive balance between land used for rural and urban construction, which will finally guarantee a supply of urban land. This would protect farm lands, address the land shortage issue and curb housing price increases.

Rural Finance

The last point I want to discuss is finance in the countryside. Rural finance accounts for a small share of the sector whether we are talking about Chongqing or across all of China. China has a loan balance of more than RMB 60 trillion, of which farmers account for only about RMB 200 billion. Some believe this is because large banks do not cater to farmers and so we need to establish small banks that will meet farmers' needs. But in fact the key is credit. Financing is about credit, and this is inextricably linked to using property as collateral. Rural financing problems come from a lack of collateral property because the three kinds of

land available to farmers – housing, farm and forest land – are collectively owned and can't be used to get a mortgage. During the reform process, we need to study these and other hurdles within the existing system.

The Chongqing government really put a lot of thought into resolving this problem. We have changed the rules regarding property rights. We now recognise that collective ownership makes up 20% of property rights while labour usage and leased use share the other 80%. With this new definition, farmers can use their 80% as collateral.

In this way, the process of obtaining a loan becomes fair, reasonable, complies with the rules and gets support from the financial system. Chongqing farmers' loans now stand at more than RMB30 billion, up from about RMB3 billion a few years ago. Farmers have generated financial assets and agricultural productivity has accelerated; their property income has also grown. I believe farmer's property income should be around 10%.

In general, if we can effectively deal with rural workers' household registration, which decreases the number of farmers and boosts urbanization, properly implement the 'land ticket' system, and the supply of land available for construction remains stable, the urban real estate market will become more sound. Rural residents' property income will grow if adjustments are made to the law and regulations, and rural finance can be boosted. These benefits that can be derived from reform will be an important impetus for China's urbanization, industrialization and agricultural modernization over the next 20 years.



黄怒波： 城镇化的利与弊

Huang Nubo:

Pros and Cons of China's Urbanization


文 / 夏敏 By Charmaine N. Clarke

地产大亨黄怒波(EMBA 1996)因为谋求购买、开发冰岛300平方公里的土地,已在国外名声大噪,但他的目光仍聚焦在国内项目之上。2009年,黄怒波的公司——北京中坤投资集团将业务重点从住宅领域转向旅游地产,他认为这一战略转型颇有成效,并让中坤在中国轰轰烈烈的下一轮发展中占得先机。据他估计,中国目前的城镇化率约为50%,未来有望升至80%。中国政府期望城镇化一如过去30年改革开放那样,推动经济蓬勃发展,黄怒波对此深表赞同。但是关于如何实现城镇化,由谁负担城镇化开支,房地产和金融行业需要做出哪些相应调整,以及城镇化应该福泽哪些人群,又该避免谁从中攫取私利,他有着自己独到的见解。

一家政府智囊机构认为,未来十年,中国每年将有1%的农村人口转化为城镇居民,每年的城镇化开支为1.4万亿元人民币。黄怒波认为城镇化的真实花费难以估算,但值得去投资。他不仅从商业层面关注城镇化进程,期待一系列相关产业藉此赢得机遇,还热切盼望着城镇化造福农村居民。他说,在中国迈入第三次工业革命之时,当务之急是让那些背井离乡的人过上有尊严的生活。“在新一轮城镇化发展中,政府应该将解决社会上诸多不平等问题提上主要日程,”黄怒波强调,“这不是一个简单的过程,给农民一幢过得去的房子和一些钱,让他们放弃土地,迁居城市,就成了所谓的‘城里人’。我们必须保证他们能够过上有尊严的生活。”

Real estate tycoon Huang Nubo (CEIBS EMBA 1996) is well known outside of China for his efforts to buy and develop 300 km of Iceland, but he still has his sights set on projects at home. His company, Beijing Zhongkun Investment Group shifted its focus, in 2009, from the housing industry to tourism-related real estate. This was a strategic move that Huang says has had a welcome side effect – positioning Zhongkun to benefit from the much-heralded plans to move China into its next round of development. He estimates that the country's current urbanization rate is now at about 50% and hopes to see that number increase to 80%. He agrees with the government's assessment that urbanization will boost economic growth, just as the past 30 years of reform and opening up have done. He also has his own views about how urbanization should be implemented, who should pay, the accompanying changes needed in the real estate and financial sectors, as well as who should and should not be allowed to benefit from the process.





One government think tank estimates that one percent of China's rural population will be transformed into urban residents each year for the next 10 years, at a cost of RMB1.4 trillion per year. While Huang believes it is impossible to predict the true price tag, he is convinced it will be worth the investment. In addition to seeing the business side of the process, which he anticipates will create opportunities for a wide swath of industries, he is also eager to see the benefits it will bring to rural residents. The focus, he says, should be on providing a life of dignity for those who will be uprooted from their homes as the country marches towards its third industrial revolution. "For this new round of urbanization initiatives, the Chinese government should put the country's inequality problem at the top of the agenda," Huang stresses. "It's not just a simple process in which people who should be urbanized are asked to give up their land in return for a good house and some money so that they can be called city dwellers. We should ensure that these people live a life of dignity."

Huang shares the government's view that urbanization is an opportunity to close the income gap now so evident in the country. This can only be achieved, he says, if urbanized rural dwellers have access to all the benefits now available

to those already living in cities. "We can't let them just do low-level work such as construction or cleaning. We need to provide them with good medical, educational and occupational resources," he says. "We should not just build good hospitals for them without providing good doctors. We should not just build good schools for them without providing good teachers."

But all this will come at a price and there is now an on-going debate about who should pay and the source of funding. For Huang, the answer is obvious: the central government should tap into tax revenue earned over the years to cover the lion's share of the bill, and enterprises that will benefit from the trillions in anticipated earnings should be next in line. It is estimated that urbanization will generate about RMB40 trillion in investments and that the newly-urbanized will be a huge source of as-yet-untapped domestic spending. Says Huang, "In terms of who should pay, I think this should be the order: the central government should pay the bill, then relevant parties – including companies; this way we can give farmers the benefits to which they should be entitled."

The passion with which he advocates giving rural dwellers a fair shake is matched by his concern that –

只有让城市新居民享受到城市原有居民的全部福利，缩小收入差距的目标才能达成。”

黄怒波赞同政府将城镇化视为缩小收入鸿沟的机会。他认为，只有让城市新居民享受到城市原有居民的全部福利，缩小收入差距的目标才能达成。“不能让他们只从事建筑工、清洁工等体力劳动，还要为他们提供良好的医疗、教育和职业资源，”他说，“光为他们建一所漂亮医院还不够，还要配备称职的医生；光为他们建一所气派学校还不够，还要拥有良好的师资。”

当然，这一切都需要钱，而费用由谁负担，有哪些融资渠道，目前各方论战、众说纷纭。黄怒波认为答案显而易见：中央政府应从历年税收中拨出一部分来承担城镇化的大部分开支，而有望从城镇化过程中获得巨额收益的企业也应紧随其后，承担部分开销。据估算，城镇化将需要40万亿元人民币的投资，同时也孕育着巨大的、尚待开发的消费潜力。黄怒波说：“关于城镇化开支由谁承担的问题，我觉得应该依照这个顺序：首先是中央政府出资，然后由相关各方——包括企业来分摊；通过这种方式，让迁居城镇的农民获得他们应得的利益。”

黄怒波呼吁给予城镇新居民公正合理的待遇，这多少与他的担忧相连，虽然城镇化势在必行，却可能对中国社会产生无法挽回的消极影响。他认为城镇化意味着现代化，这一进程不可避免地导致“现代性的困境”这一全球共有的难题。“社会内部将暗流涌动，人们变得更加个人主义、物质主义。就像德国哲学家海德格尔所说的，人们失去了精神家园，会变成互不相干的个体。但城镇化仍是每个国家发展过程中必经的道路。”他略带感伤地诉说，这一刻他的诗人气质显露无遗，“在中国30年改革开放进程中，人们变得越来越富有，却离幸福越来越远。原先以家庭为中心的社会已分崩离析，人们倾向于个人主义，彼此之间疏离冷

漠。随着城镇化的推进，整个社会将更加理性化、工业化、法制化、高科技化，而人性却在一点点流失。从某种意义上说，人们失去了理想，只关注切身利益。对此我很悲观。”

下文是黄怒波先生接受《TheLINK》杂志独家专访。

《TheLINK》：请问您对于政府实施城镇化有何建议？

中国制定了十分完善的城镇化政策，20多年来城镇化已取得不错的进展。可是，城镇化也面临着一些问题和挑战，主要导致的问题有环境恶化、投资驱动型经济和贫富鸿沟。

新一轮城镇化是众望所归的国家政策，应该尽快付诸实施。但是，我们不应为落实城镇化制定具体的时间表，不应为了城镇化而城镇化，也不能为了相关利益集团而揠苗助长。我们应当制定一个切实计划，其中包括了解和满足那些迁入城镇的新居民的需求。

城镇化是中国迈向平等、公平、公正之路的良好历史机遇。如果城镇化政策贯彻不力，那么就有贫富差距扩大，社会趋于动荡的危险。

《TheLINK》：城镇化有望刺激中国经济发展，在这一进程之中，像中坤这样的公司面临着哪些机遇？您有哪些拟定的项目，它们如何与政府的举措相协调？

城镇化将为中坤和其他公司带来许多机遇，也将为中国的经济学家提供新的研究课题。对房地产开发商而言，这当然是挣钱的良机。比如在黄山，如果风景区的城镇化率提升1%，中坤旗下物业就会增值10%。我们还在北京门头沟村和云南普

though urbanization is needed and should proceed – there will be an irreversibly negative impact on Chinese society. Urbanization means modernization, he says, a process that inevitably results in the ‘modernity dilemma’ irrespective of geographic location. “There will be turbulence within the society; it will also make people more individualistic and materialistic. It’s like the German philosopher Heidegger said, people will become individuals without spiritual hometowns. But urbanization is necessary for every country’s development process,” he says with a tinge of sadness and sounding very much like the well-respected poet he has become. “Over the last 30 years of China’s reform, people have become richer and richer, but they are also becoming more and more unhappy,” he adds. “This is because the family-oriented society has disappeared, and people are becoming individualistic as the connections among individuals have been severed. With urbanization, the overall society will become more rationalized, industrialized, legally governed, scientific, technologically advanced, while we will increasingly become lacking in humanity. To some extent, people will lose their ideals and just think about their personal interests. So I’m pessimistic in that regard.”

Read on for more from Huang Nubo’s exclusive interview with *TheLINK*:

TheLINK: What advice do you have for the Chinese government on how to implement its urbanization plan?

Huang Nubo: China has a very good urbanization policy and there has already been great progress for more than 20 years. However, it also faces problems and challenges. The key problems caused by urbanization so far are: environmental degradation, an investment driven-economy, the gap between rich and poor.

This new round is a very good national policy and should be implemented as soon as possible. But we should not set a specific date for the process to be implemented, or pursue urbanization just for the sake of doing it. We can’t push urbanization forward just for the sake of groups with vested interests. We should have a solid plan – one that includes understanding and meeting the needs of those who will be urbanized.

This will be a good historical opportunity to address inequality, unfairness, and problems of injustice. Without effective implementation of the urbanization initiative, there is the potential danger of a wider gap between the rich and the poor, and there will be more risk of instability within the society.

TheLINK: During the urbanization process, which is expected to stimulate economic growth, what are some of the opportunities available for companies such as Zhongkun? Do you have any projects planned, and how do they tie into the government’s efforts?

Urbanization will offer enormous opportunities to Zhongkun and other companies – and China’s economists will have a new research topic. For real estate developers, it’s a good opportunity to make money. In Huang Shan (Yellow Mountain), for example, if the urbanization rate increases by 1% in scenic spots, the value of property owned by Zhongkun would increase by 10%. We are also doing cultural village projects in Mentougou village in Beijing and Puer in Yunnan province. Zhongkun is well prepared to embrace this urbanization initiative. We are lucky to have our strategic goals aligned with national policies. In Puer cultural village, for example, our property in scenic spots may now be worth RMB8,000 per square meter. But after urbanization, property value there may increase to RMB 20,000 per square metre.

On the other hand, there is now an oversupply of residential property in third- and fourth-tier cities while in first- and second-tier cities, real estate developers face more policy risks. Zhongkun made the shift earlier than other companies. Now a lot of real estate developers would like to shift into tourism real estate projects like we did.

TheLINK: In addition to the real estate sector, what other industries stand to benefit from this new round of urbanization? What changes do they need to implement to maximize its positive benefits?

Over the last 30 years of China’s reform and opening up, all industries in all sectors of the country benefited. This will also be the case in the next round. If China’s urbanization rate increases from 50% to 80%, the overall

洱开发“文化村落”项目。中坤已经做好准备，迎接新一轮城镇化。我们非常幸运，因为公司的战略目标与国家政策相一致。以普洱文化村落为例，目前我们的景区物业每平方米价值8000元，而经过城镇化之后，景区物业可能升至每平方米20000元。

另一方面，中国三四线城市的住宅地产目前已呈现过剩状态，而一二线城市的房地产商面临着更多的政策风险。比起其他同行，中坤及早进行了战略调整，如今，很多房地产公司都在想，当初像中坤那样投身旅游地产就好了。

《TheLINK》：在新一轮的城镇化中，除了房地产业以外，还有哪些行业能够从中得益？这些企业应该做出哪些调整，以确保获取最大的利益？

中国30年改革开放，惠及了国家的各行各业，在新一轮城镇化中，情况也会如此。如果中国的城镇化率从50%升至80%，那么整个社会将变得更加现代、更加进步。

为了确保城镇化的顺利推进，房地产业必须改变运营和商业模式。房地产业的现有模式——高价买下一块土地，再建造极其昂贵的楼盘向居民出售——这是不可持续的。房地产开发商可以关注将社区文化放在首位的住宅项目，这些项目要满足人们的文化活动、社交和工作的需求。

其实放眼望去，所有行业都需要转变商业模式。比如，电子商务应该更深地融入社区；医院、学校等服务机构也应该与社区建立更紧密的纽带。各行各业不能只关注大城市，也应该着眼于中小城市；不要只盯着一线城市，也可以到乡镇地区发展业务。这将是城镇化带给中国社会的真正进步。

《TheLINK》：有人担心，当农民变成城市居民之后，中国农业将受到影响，你对此有何看法？

这个不必担忧。城镇化是要将农民拥有的小块土地聚集起来，由大公司进行更高效的运作。如今农户拥有5-10亩土地，但不能有效地加以利用。城镇化不是将耕地变为城镇，而是让农民迁居城市，从而在中国建立起现代化、高科技、高效率的农业。

《TheLINK》：有人建议中央政府通过债券市场或银行贷款来解决城镇化的资金问题，中国金融领域应该做出哪些调整来完成这一任务，并尽可能从城镇化中获益？

我们需要政策支持，以深化中国社会一些相关领域的改革。比如中国的金融系统和金融市场就需要改革，否则城镇化会被某些利益集团利用，成为他们牟取高额利润的工具，金融资源也得不到公平公正的分配。中国的国有企业通常比民营企业拥有更多的金融资源，但提供的就业岗位却远低于民营企业。如果资源分配不公，贫富之间的差距还会进一步扩大，这是当今中国社会的问题之一。对金融系统进行更多、精心设计的改革，让金融市场更加开放，能够提升城镇化水平。与此同时，我们需要中央政府制定指导方针和明确政策。我们不可走极端：一方面需要开放的环境，一方面也希望得到中央或地方政府的指引，避免过度的市场化。我们不愿看到所谓的“国有企业”或利益集团掌控关键资源，这一问题需要彻底解决。

《TheLINK》：你是否担心城镇化的巨额投入会导致产能过剩和进一步通货膨胀等负面影响？

我们不能单从投资面看待问题，还要考虑投资可能带来的回报。比如，如果10万亿元人民币的投资会让中国的城镇化率升至70%，那么带来的社会财富可能是40万亿元。因此，我们应该同时关注问题的两面：投资与回报。举一个例子：如今从北京去黄山，坐飞机需要1小时40分钟，坐火车要20多个小时，黄山的土地价格是每亩100万元，当地农民的年收入为1000-2000元；但是以一系列高速动车将北京与黄山两地相连，单程只需5小时，这样一来，黄山的土地价格将升至每亩200-300万元，当地农民的年收入会升至3000-5000元。从中我们可以看出，对于城镇化的投资能创造出多大的价值，它会增加人民收入，提升生活品质。

我们应该张开双臂迎接新一轮城镇化。



society will become more modern and progressive.

To ensure that the process works well, the real estate industry needs to change our operational and business models. We can't sustain our existing model of buying a piece of land at very high prices, then selling it by building very expensive housing for residents. This is no longer sustainable. Real estate developers should focus on residential projects that put community culture first. Projects should meet people's need for cultural activities, interaction and employment.

Taking a broader view, all industries will need to change their business models. Take e-commerce as another example, they should penetrate into the communities in a deeper way. Service providers such as hospitals or schools should do the same to be more connected with the community. Industries should not only focus on big cities, but also small and medium sized ones, not just first-tier cities but also the ones at village level. This will be the real progress the Chinese society will make by leveraging urbanization.

TheLINK: There has been some concern that with farmers becoming urban dwellers, this may impact China's agricultural industry. Do you share that concern?

That won't be a problem. The plan is to combine the small pieces of land now owned by the farmers and have larger companies operate them more efficiently. Farmers now own 5 or 10-mu plots of land which seem to be less efficiently operated. Urbanization will not turn arable land into cities; it refers to urbanizing farmers so that a very modern, more scientific and very efficient agricultural sector will take shape in China.

TheLINK: There have been suggestions that the central government will pay its share of the cost of urbanization by going to the bond market or through bank loans. What changes will be needed in the country's financial sector to accomplish this and maximize the benefits of urbanization?

We need supporting measures in promoting reforms in a number of related areas of Chinese society. For example we need a reform of China's financial systems or markets, otherwise the drive could be misused by certain interest

groups to generate exorbitant profits for themselves and financial resources won't be allocated in an equitable and fair way. SOEs typically have better access to financial resources in China, but offer less job opportunities compared to the country's private companies. If there is inequality in resource allocation, the gap between rich and poor could become even wider. This is one of the problems in China's society today. Urbanization would be enhanced by more and well-designed reforms in the financial system and with markets becoming more open. But at the same time, we need guidance and clear policies from central government. We should not go to extremes. On one hand, we need openness; at the same time, we don't want over-marketization without guidance from central or local government. We don't want the so called 'state owned enterprises' or certain interest groups to control the key resources. This needs to be fully addressed.

TheLINK: How concerned are you that there will be negative effects such as overcapacity and increased inflation as a result of the massive spending that will go into urbanization?

We should not just look at the equation from the spending side, we should also think about the value that could be generated by the investment. For example, if China's urbanization rate increases to 70% with a total investment of RMB10 trillion, maybe social wealth would reach RMB40 trillion. So we should look at both sides of the equation: investment side and output side. Look at it this way: Today a flight from Beijing to Huang Shan takes almost 1 hour and 40 minutes or more than 20 hours by train. The value of land in Huang Shan is RMB1 million per mu. Local farmers earn about RMB1,000 to RMB2,000 per year. But the high-speed train is going to connect Huang Shan and Beijing. Then it will take 5 hours to get there by train and the value of the land there will be about RMB2 million to RMB3 million per mu, the farmers could make RMB3,000 to RMB5,000 per year. We need to look at how much value can be generated by making this investment in urbanization. It will increase people's income and standard of living.

We should embrace this round of urbanization.

城镇化与中国梦 ——访旭辉控股董事长林中先生

文 / 朱琼敏



众所周知，在中国政府大力推进的新一轮城镇化中，房地产业无疑将是重要的参与者。那么，地产行业资深人士对于新型城镇化的政策会有怎样的解读呢？《TheLINK》杂志为此独家采访了旭辉控股（0884.HK）董事长林中（CEO 2004）先生。

自1990年大学毕业以来，林中先生一直从事房地产行业。2000年，他创办了上海永升置业有限公司，2004年更名为旭辉集团股份有限公司。在房地产发展的“黄金十年”，旭辉顺应潮流、抓住机遇、乘势崛起，从一家默默无闻的民营企业发展成为行业翘楚。2012年旭辉集团合同销售额累计约95.4亿元人民币，公司跻身“上海市房企销

售20强”、“中国房地产上市公司50强”，并于2013年7月首度步入“中国500强”排行榜，更将今年的销售目标直指140亿元人民币。

在采访过程中，林中先生表达了在新一轮城镇化背景下对于房地产企业未来发展的坚定信心，“我认为这个行业没有天花板。说实话，百亿级企业不足挂齿，山外有山，更有千亿级企业的存在。旭辉坚持专注、专业、专心，希望能在城镇化赋予的巨大增长空间中一展身手。”

下文是林中先生与记者的问答录。

Urbanization & the China Dream

By June Zhu

The real estate industry is among those that will undoubtedly be an integral part of the government's urbanization efforts. To understand what this means from the perspective of an industry insider, *TheLINK* spoke with Mr Lin Zhong (CEO 2004), Co-Founder and Chairman of CIFI Group (0884.HK).

Mr Lin has been in the real estate industry since graduating from university in 1990. In 2000, he founded Shanghai Yongsheng Real Estate Company which was renamed CIFI Holdings Company Limited in 2004. Benefitting from the industry's past "golden decade", CIFI grew from a relatively unknown company to a successful leader in the industry. In 2012, with signed contracts for sales totalling RMB9.54 billion, CIFI was crowned one of the "Top 20 Real Estate Companies in Shanghai" and "Top 50 Listed Real Estate Companies". In July 2013, it made the list of "China's Top 500" companies; and it has its sights set on RMB14 billion in sales this year.

During his interview, Mr Lin expressed confidence in the future of China's real estate sector within the framework of the country's much-anticipated new round of urbanization. "There are no ceilings for the industry," he said. "There is a lot of room for growth. To be honest, enterprises valued at tens of billions of RMB are not a major accomplishment, not when there are others valued at hundreds of billions. CIFI will stick to our principles: we will remain focused, professional and committed to our goals. We hope we can showcase our skills during the significant improvements that will be brought about by the urbanization process."

Read on for more.



《TheLINK》:您如何理解目前政府的城镇化发展规划?

李克强总理所提出的以人为核心的新型城镇化与造城运动截然不同。在我看来,以人为核心的城镇化,其重要含义是提高人民的生活质量,让人民的生活更加美好。

《TheLINK》:您认为城镇化实施过程中可能遭遇的最大阻力是什么?

目前就各方机构调查结果综合来看,中国城镇化水平应该在50%左右,而西方发达国家的城镇化水平达到了77-80%。例如,美国的城镇化率为90%,真正实现了城乡一体化。而如今中国受制于国力,公共服务资源尚未得到公平配置,城乡差距依然很大。

我觉得李克强总理提出的新四化(工业化、信息化、城镇化、农业现代化)中,城镇化是为最善,毕竟让人民的生活更加美好才是众望所归,而实现这一目标,就意味着切实推行一系列改革。从总体来看,李总理的城镇化提法可谓高屋建瓴——提升人民生活水平,要做的事纷繁复杂,但总要抓住一个“牛鼻子”,而他极具远见地提出了“以人为核心的城镇化”。中国国情与国外迥然相异,在推动城镇化发展的过程中需要更多的顶层设计与改革,究其原因,是由于城镇化涉及我国独特的土地出让制度、阻碍人口自由流动的户籍制度、行政权力对公共资源的配置方式、中央和地方的关系,以及各级政府的财力限制,等等。这些都意味着我国的城镇化将有着鲜明的中国特色。

从国外经验来看,城镇化路线是清晰的——一般是先从农村到城市,再从城市到郊区。目前我们还停留在“从农村到城市”的阶段。城镇化可分为两种:市场化下的城镇化和行政主导下的城镇化。行政主导的城镇化很容易导致造城运动,简单地说就是在城镇造房子,让农民居住。但城镇化的核心是生活

质量,其背后所依赖的是就业、教育及公共医疗卫生服务等配套设施。在美国,小城镇里举目也能看见不少世界一流大学和500强企业,在现阶段的中国是不可想象的。发达国家的城镇化步伐比我们领先几十年甚至上百年。在我看来,鉴于中国的实力还无法直接达成城乡一体化,就应该将财力集中于大城市,逐步减少农村人口,渐次实现城乡一体化。

《TheLINK》:您能否具体解释一下“市场化下的城镇化”和“行政主导的城镇化”这两个概念?在城镇化过程中,政府应该扮演怎样的角色?

市场化下的城镇化要求我们尊重市场。以我国目前的土地供应指标为例,我认为一二三线城市的指标不应一成不变,相反,人口密集型城市的用地指标应该提高,而人口外流城市的指标则应相对降低。同时,我们也要提升用地效率,避免土地资源的浪费。关于政府的职能问题,我认为,政府一定要在城镇化进程中起主导与规划的作用,因为城市最大的功能便是要素的聚集与配置,而政府恰好是要素配置过程中至关重要的一环。

《TheLINK》:对房地产企业来说,城镇化会带来哪些具体收益?

城镇化为房地产企业带来了巨大的商机。1998年以来,城镇化步伐加快,过去十余年间的发展速度约为1.4%,即使未来增速放缓,我认为每年也有1%。城镇化将给房地产企业带来巨大的增量市场。不过,待到城镇化完成之时,房地产就不会再扮演支柱角色——大城市也许还会盖房子,小城市则全无必要。因此今后几十年对于房地产企业来说是难得的白银时代。

就不同的企业而言,要结合自身所掌握的人力和社会资源来抓住机遇、谋求发展。较之过去十年,未来房地产行业将更具创新力,更加多元化。机会就在前方。



“We need decades – or even one hundred years – to catch up with developed countries.”

TheLINK: What is your understanding of the Chinese government’s urbanization plan?

Premier Li Keqiang’s idea of this “new” type of urbanization is very different from the old-style “city-creating campaign”; it centres on improving people’s living standards and helping them have a better life.

TheLINK: What’s the biggest obstacle in implementing the plan?

According to the statistics I have access to, China’s urbanization rate has already reached 50%. The rate in developed countries is 77% - 80%. For instance, American’s urbanization rate is about 90%, and they have already realized urban-rural integration. But in China, because of its unique characteristics and structure – for example public service resources are sometimes not allocated fairly – there is a big gap between rural areas and cities.

I think among Premier Li’s four new modernizations (industrialization, informatization, urbanization, agricultural modernization), urbanization is the most favourable one. After all, the ultimate purpose of any reform is to make people live a better life. But to reach the goal, we need a series of reforms and opening-up policies. China has its unique characteristics, and in the current process of urbanization, we need to put a lot of effort into making the needed reforms – and this drive needs to come from the top. Urbanization will involve China’s unique land transfer system, our household registration system which prevents people from freely migrating to the cities, the administration’s special methods of allocating public resources, the relationship between central and local governments, as well as the financial restrictions at different levels of government. All these factors will definitely differentiate China’s urbanization process from other countries’.

The urbanization roadmap is clear – from rural areas to cities, then from cities to outskirts. Where is China now? We

are now at the first phase. There are two kinds of urbanization, one is market-oriented urbanization and the other is executive-led urbanization. The latter is easy to result in “city-creating campaigns” which, to put it simply, is to build houses in towns and ask residents from rural areas to live there. However, the most important part of urbanization is actually the living standards, and this requires supporting facilities such as employment, education, public health care services, etc. For example, in a small American town, there might be top-tier schools and global top 500 companies. But in today’s China this is impossible, and we need decades – or even one hundred years – to catch up with developed countries. Given the current situation, for now we need to concentrate our financial resources in big cities, and cut down on the rural population step by step to gradually reach urban-rural integration.

TheLINK: Could you explain the difference between market-oriented and government-led urbanization?

Market-oriented urbanization requires that we respect the market. Take land supply quota as an example: I think the quota for cities of different levels should not be the same. Instead, the quota for more populated cities should be raised, and for cities facing population reduction, it should be decreased accordingly. At the same time, we need to improve land use efficiency to avoid wasting resources. The government must now take the role of leading and planning, because cities’ most important function is to assemble all the elements and allocate them, and the government is a critical part of this process.

TheLINK: What benefits will urbanization bring to real estate enterprises?

Urbanization, which has been accelerating since 1998, has already brought about immense commercial opportunities. In the past ten years or so, the urbanization

《TheLINK》:目前国家对三四线城市发展的关注度日益提升,为何旭辉仍坚持将房地产开发集中于一二线城市?

我认为在城镇化真正实现之前,一二线城市仍是人口的主要流入城市,这意味着一个巨大的增量市场。每个企业都会根据自身的能力与资源作出最有利于发展的取舍,旭辉选择一二线城市,因为这是适合我们的战略。我们在三线城市也有涉足,但不是战略重点,只是有力补充。

《TheLINK》:除了房地产企业,您认为谁还会从城镇化中获得最大的红利? 会不会有某些人群在这个过程中受到不利影响?

我认为全体国民都会受益,因为城镇化的最终目的是提高人民的生活水平,改变人民的生活方式,这是全体国民的福祉,没有行业之分。好的社会机制旨在保证机会公平,但不能保证结果公平。追根溯源,现在许多都市人都是从农村出来的,关键还是依靠自身力量。如果一个人吃苦耐劳,找份工作应该不成问题。

《TheLINK》:您觉得城镇化有无弊端,是否会带来房价飙升、交通堵塞和环境污染等问题?

在市场经济条件下,房价还是取决于供需关系,这是内因;当然同时要考虑外因,比如政策、货币和预期等产生的影响,但归根结底起作用的还是供应与需求。我认为在城镇化完成之前,长期来看,一二线城市的房价依然看涨,因为随着城镇化程度加深,土地价格会上升,基础设施的投入也会越来越大,这将导致成本增加。至于城镇化所带来的问题,我觉得国家决策层要有超前的思考。事实上,户籍制度并不会真正影响大城市的人口流动,尤其是在政府提倡中国梦的大背景下,许多毕业生为了实现自己的梦想,依然会留在特大型城市如北上广等地工作谋生。因此,政府真正需要考虑的是预测数十年后城市的人口总量,并据此对城市布局、产业格局及道路交通等作出相应规划,才可以防患于未然,避免“城市病”。

《TheLINK》:您觉得什么时候中国能完成城镇化?

我无法确定具体的日期。如果国家坚持改革开放,那么按照每年1%的速度增长,到2030年左右,城镇化率应该可以超过70%。我相信政府有智慧、勇气和决心来实现这一梦想。





growth rate has been about 1.4%, and though the speed is slowing, I predict the annual growth rate will be about 1% in the near future. Urbanization has created a lucrative market for the real estate industry. But after the process matures, real estate won't play a major role any more. Big cities will need fewer new buildings and small cities may not need them at all. So the next few decades, before urbanization matures, is a "silver age" for enterprises.

They should seize the opportunities available by leveraging the human and social resources they have available. I think during this round of urbanization we will see more innovation and diversification in the real estate sector than we have seen in the last 10 years; there are great opportunities ahead.

***TheLINK:* There appears to be a push, by the government, towards developing third- and fourth-tier cities during this 'new' urbanization. Why is CIFI still focused on developing businesses in first- and second-tier cities?**

This is our strategy. Before the urbanization process is mature, first- and second-tier cities are still the ones with the largest population. Each enterprise makes decisions that are most favourable for it; CIFI chose these cities because they are suitable for us. We have been involved in some business ventures in third-tier cities, but they are not our strategic emphasis – just a complement to our broader operations.

***TheLINK:* Apart from real estate, what other industries will benefit most during urbanization?**

I think urbanization will benefit everyone in the country; after all, the ultimate goal is to improve people's living

standards. As for individual losses, a good social system is to guarantee equity of opportunities instead of equity in results. Today many urban dwellers are originally from rural areas. That shows that if you are patient and work hard, you can earn a living in the city.

***TheLINK:* Is there any dark side to urbanization, such as surging housing prices, traffic congestion and environmental pollution?**

The balance between supply and demand is what determines housing prices; though policy, money supply and market expectations also have an impact. In my opinion, housing prices are still on the rise in first- and second-tier cities because, as the urbanization process matures, the cost of buildings – including infrastructural investment as well as land prices – will increase. In terms of traffic congestion and pollution, I think the government should think ahead. The household registration system will not prevent people from moving to big cities to realize their "China dream". Based on their estimates of how many residents they will have within the next 10 years or so, city governments should plan their urban layout, industrial distribution and road design beforehand to prevent any negative fallout.

***TheLINK:* When do you think China will reach acceptable levels of urbanization?**

I cannot give a specific date. However, I think if the country can stick to its reform and opening-up policy and we can have a 1% annual urbanization growth rate, it should be around the year 2030. I believe the government has the wisdom, courage and resolve to accomplish this dream.



城镇由产业而生，随改革而兴

——访银城地产董事长黄清平先生

文 / 雷娜 周羽极

江宁区是南京市经济发展最快的一个产业基地，许多世界500强企业皆聚集于此。站在刚落成的银城皇冠假日酒店的会议室窗前，极目远眺，湖水宁静，建筑疏朗，比起喧闹的市区这里更多了一份优雅与开阔。“原先都是农田，”银城地产董事长黄清平先生(CEO 2003)指着一片精心雕琢过的土地说，“曾经只是农村，后来企业入驻，产业发展起来，周围的农民变成了产业工人。乡镇渐渐消失，融入城市之中，这就是一个自然发生的城镇化过程。”

城镇由产业而生

从历史和宏观的角度思考问题，深深融入了黄清平先生的思维方式之中。他眼中的城镇化绝非一个让农民迁居城市，随之扩大基建的简单过程。“关键是要营造环境，一个民众追求创新、渴望创业的环境，这不可能一蹴而就，将是一个漫长的过程。先要建立制度和法律的保障，再从金融和技术领域给予支持，让人们可以享受创业成功的果实，不惧怕创业失败的风险。有了这样理想的环境，涌入城市的农民才不会茫然无依，因为有足够的就业岗位让他们在城市里找到安身立命之所。”

Cities Burgeoning with Reform

Interview with Huang Qingping, President of Yincheng Real Estate

By Lei Na & Sherry Zhou



Jiangning District is the fastest growing industrial base for Nanjing's economy; many global Top 500 enterprises have operations there. But there are still some pockets of serenity. The view from the window of the meeting room in the newly-built Nanjing Yincheng Crowne Plaza, for example, provides clear line of sight to a tranquil lake, surrounded by a handful of buildings. Compared with noisy downtown, this spacious area exudes its own air of grace. "These were all farm fields before," says President of Yincheng Real Estate, Huang Qingping (CEO 2003), as he points to a plot of well-maintained land. "This place used to be the countryside. Later, enterprises moved in and industry prospered, turning the nearby farmers into industrial workers. Villages and towns gradually disappeared, or merged into the city. This is the natural process of urbanization."

Cities Born of Industry

With his deeply-ingrained way of thinking within the broader historical context, Huang views urbanization as much more than the process of relocating farmers into the city and providing the necessary infrastructural upgrades. "The key is to nurture the environment, to make sure there is an atmosphere in which people seek to innovate and start businesses," he says. "This cannot be done at one stroke; it will be a long process. First, you have to make rules and laws, and provide financial and technological support. When people can enjoy the fruits of business success, and are not afraid of failure, farmers swarming into the city will no longer feel lonely and helpless, because there are enough jobs for them to find a living there."



黄清平认为城镇化首先是产业化，“进城的农民必须转化为产业工人或服务业人员，否则将会成为政府的不能承受之重。一般而言，总是第二产业先行发展，金融、服务业随即跟上，后者的创新又会转而促进第二产业兴盛，二者互动产生乘法效应。如今，农民工进城大多从事建筑和服务业，倘若这些领域的产能已经过剩，职位正在削减，政府拿什么补充和替代呢？因此，将农民转化为城市居民，就业将是一个重要问题。我认为解决之道是发展民营企业。有资料显示，民营企业提供了中国近80%的城镇就业岗位，他们在中国城镇化进程中所发挥的作用不容小觑。可以让他们承担起解决中国就业的重担，因为中国近三分之二的GDP都是由民营企业创造的。”

产业随改革而兴

黄清平的言语之中流露出对于鼓励创业的社会环境的向往，仿佛他并不是一位早已走过最初的风雨创业路并站在宏大的地产集团权力之巅的企业家，而仍是心怀仰望，在城市中打拼的芸芸众生中的一员。也许正因为知道创业之不易，政策之可贵，他才希望如今的年轻人能赶上一个好时代，未来在这条路上走得更轻松一些。

“城镇化的根本问题是国家经济结构的调整，这个问题不解决，城镇化一定会演变为钢筋混凝土。如果只是将现有的

过剩产能消耗掉，不考虑投入和产出能否平衡，那将意味着更大的泡沫。”“就像当年许小年教授所说的，村村通铁路都有需求，但未必都有回报。从经济学的观点来看，没有回报就不能盲目投入，应当另辟蹊径去解决问题。”

“中国经济继续走下去，城镇化是一条必由之路，无论用哪种方法面对，道路必定如此。有人说，现代农业的发展历程是消灭农民，将农民变成产业工人的过程。农民涌入城市，成为蓝领、白领、金领，需要依靠打工或者创业，如果他选择后者，又苦于无法抵押宅基地去获取贷款，他该如何去投资和创业呢？因此，城镇化的前提是改革，是真正的有切肤之痛的改革，这绝非易事。”

城镇化中的房地产业

有人说，受万众瞩目的人被误解也最深，这句话应用在中国地产商的身上似乎也同样贴切。黄清平说，地产行业的特质很像金融行业，财富聚集能力很强，财富杠杆作用很大，从而导致大众对房地产商产生了“为富不仁”的偏见。但他对于自己的事业怀着一颗平常心，“房地产行业就是金融类的第三产业，是一种服务业，它为人民提供工作和居住的空间。人们的收入提高了，才会想要去买更宽敞的房子。如果空有创业之心，创造财富无门，皮之不存，毛将焉附，房地产行业也无从发



Farmers in the city must turn into industrial workers or service workers, or they will be an unbearable burden to the government.”

Huang’s first-hand view of how industrialization leads to urbanization has shaped his opinion of the how the new round should be implemented. “Farmers in the city must turn into industrial workers or service workers, or they will be an unbearable burden to the government,” he says. “Employment is an important issue in our effort to turn farmers into city dwellers. In my opinion, one way out is to develop private enterprises. Data shows that private enterprises provide nearly 80% of China’s urban job opportunities, and their role in China’s urbanization should not be neglected. They can shoulder the responsibilities of China’s employment, as nearly two thirds of China’s GDP is generated by private enterprises.”

Industry Burgeoning with Reforms

His comments are a tip-off to his hope for a society that encourages entrepreneurship. They indicate that he is not merely a seasoned businessman standing at the pinnacle of a huge real estate empire after the vicissitudes of running his business. He is also, at his core, still just a man

determined to earn a living, a man hoping for a better life in the city. Maybe it is because he knows how hard it is to be an entrepreneur and just how precious favourable policies are, that he is so passionate about ensuring that today’s youth can live in a better time, one where they have more choices.

“The basic problem for urbanization is the reorganization of China’s economic structure. Without solving this problem, urbanization will surely narrow its focus onto steel and cement. If the aim of urbanization is just to consume the existing surplus capacity without considering the balance between input and output, there will be bigger bubbles,” he warns. “As [CEIBS] Professor Xu Xiaonian has pointed out, ‘every village wants a railroad, but not every railroad into a village will bring equivalent reward’. From an economic viewpoint, we cannot invest blindly hoping for a return, we should try other ways.”

Though he knows it will be a difficult process, Huang is convinced that urbanization is a must for China’s sustained future development.

展。城镇化绝对不是房地产化。”

因此他呼唤改革,纵然改革意味着万象更新,光环褪去,房地产业不再是中国经济沉浮中一枝独秀,又屡次从“宏观调控”中涅槃重生的神奇行业,但他更愿意在一种健康的、遵循经济规律的环境中,凭借智慧、勇气和勤奋,以及对于历史潮流的洞察,与其他行业相辅相助、并肩共进,怀着信念去走一条艰辛但值得的中国城镇化之路。

《TheLINK》:您的职业生涯与银城地产的发展紧密相连,能否向我们简单介绍一下企业的发展史?

银城地产的前身是一家国有企业,当时主要为政府修路架桥,解决事业单位职工的住房问题,2001年改制为民营企业,开始真正走入市场。20年的时间转瞬即逝,我们在国家经济发展和宏观调控的背景下谋求企业自身发展,时至今日,公司在房地产开发领域以住宅为主,同时涉足酒店、写字楼和商业地产,此外还有物业管理、装饰、健身等配套产业。预计未来十年,公司会聚焦在住宅、酒店和物业三大领域重点发展。

《TheLINK》:目前国家决策层大力推行城镇化,您觉得这对于房地产行业是否意味着新一轮发展机遇?

机会一定存在,但我希望政策更加明朗一些。发展城镇会带来居住、生活服务和商业的需求。现有的城镇建设就数量而言不足以容纳迁居人口,这就为开发商带来了机遇。我们可以迎合市场需求,做出合适的产品供应当地居民,但同时觉得,在政策不明确之前不能盲目投资。我们期待国家决策层将来

做出一些改革,例如,户籍制度能否开放,农民的宅基地能否用于抵押贷款,还有农民工子女的教育问题能否得到妥善安排。我觉得城镇化是中国社会的未来趋势,随着城市的发展膨胀,贫富差距会越来越大,必须通过城镇化来调整,但走这条路的前提是改革,是真正的、打破既有格局的改革。

《TheLINK》:如今银城地产在南京、无锡和西南地区都有业务,未来的发展方向是专注于现有地区,还是向更多城市拓展?

我们会做一些调整,近几年将业务重点放在南京,对于扩张会更加慎重。因为目前中国的房地产业在城市之间已经呈现出很大的结构性差异,这主要是由于城市外来人口数量、城市服务业发达程度的不同而造成的,我们会优先发展存量房相对较少的地区。如果未来挑选发展城市的话,我们会主要考察那里的外来人口数量和结构,以及金融业、服务业和消费水平。如果一座城市对于周边地区有吸附力,那儿的房地产业也会比较发达。

《TheLINK》:银城地产是最早倡导绿色节能建筑的房地产企业之一,是什么契机让您有了这样的先见之明?您觉得在城镇化发展过程中,保护环境和经济发展能否并行不悖?

银城地产从1996年开始尝试节能建筑,比国家颁布节能标准提前了5年。当时是考察了国内外的房地产情况,南京“冬冷夏热”的气候特点让我



Real Estate in Urbanization

The saying that the things most sought after are often the most misunderstood seems to apply to China's real estate developers. Huang sees parallels between his sector and the financial industry: there are great opportunities to amass and leverage immense wealth, which leads to a public backlash. But he is undeterred; he has peace of mind. "Real estate is the third pillar of the financial sector. It is a kind of service, providing space for people to work and live," he says. "People will only dream of buying bigger houses when their income increases. Without practical ways to create wealth, just having a wish to start a business is not enough. Without the creation of wealth, the real estate industry has no way to develop itself. Urbanization is never *just* about real estate development."

This is why he has been calling for reforms, even though that means everything will change. The halo around the real estate industry will fade, and the industry itself will no longer be the crown jewel of China's economy. It will no longer be a 'magical' industry that survives rounds of governmental 'macro-control'. Huang prefers to work in collaboration with other industries in a healthier environment where economic rules are better respected, and to be among those whose united wisdom, courage, diligence, and insight into the trends of history help blaze a hard-earned trail towards China's urbanization.

TheLINK: Your career is closely linked to the development of Yincheng Real Estate. Could you brief us on its history?

Huang Qingping: Yincheng used to be a state-owned enterprise. It was set up to help the government build

bridges and roads, along with houses for employees of institutional organizations. In 2001 Yincheng became a private entity, and began to truly enter into the market. For the past 20 years, we've been striving to grow against the background of China's development and within the framework of its macro controls. The company has now expanded its business line to include residential real estate development, which is its main focus, along with hotel management, office buildings, commercial real estate, as well as real estate management, interior design and fitness training, among other supporting industries. In the coming decade, the company expects to focus on three major areas: homes, hotels, and real estate management.

TheLINK: Do you think the central government's new urbanization push will provide a wave of development opportunities for the real estate industry?

There will surely be opportunities out there, but I hope the policies can be made clearer. The development of cities will stimulate demand for housing, services and commerce. Currently there are not enough cities to contain the incoming population, which brings opportunities for developers. We can meet the demand from the market and create proper products to supply the needs of local residents. But in the meantime, we cannot invest blindly before clearer policies come out. We are expecting the national decision makers to initiate certain reforms, such as the loosening of the household registration system, allowing mortgage of rural farms, and ensuring that the children of migrant workers have access to education. Urbanization is the future trend of China's society. With the swelling of the cities, there will be greater and greater gaps between rich and poor, which must be filled by urbanization. But the premise is that reforms are carried out, and they must be genuine reforms that break the status quo.



This is why he has been calling for reforms, even though that means everything will change."



教育是立国之本，如果我们企业能做一些事推动中国教育发展，我觉得善莫大焉。”

有了这个念头。南京不属于供热地区，一到冬天，市民们在室内和在户外穿得一样多，于是我们就想建造一种冬天保暖、夏天隔热的房子。基于这样的理念，我们开始涉足节能型住宅。目前公司在运用节能环保技术方面相对比较成熟。截至2012年底，银城地产开发建成的绿色节能建筑总面积约320万平方米，其中国家级绿色建筑示范工程超过100万平方米，南京市约有一半的节能环保住宅是由我们建造的。至于环境保护能否与经济发展并肩共进，我觉得首先要靠国家立法，有了严格的法规，人们才会抗拒利益的诱惑，寻求二者共同发展之道。

《TheLINK》：银城地产一直热衷于教育和公益事业，您为中欧捐赠了吴敬琏学术基金，捐助爱佑慈善基金会累计780万元，至今已资助了653位患先天性心脏病的儿童重获健康。是出于什么原因，让银城地产如此重视教育和公益事业？

企业是一个法人，所谓法人，就是人格化的企业。我想在经营企业的过程中尽一点社会责任。从事慈善和募捐，我所在意的都是真正帮助弱势群体。爱佑慈善基金会的前身是中欧CEO班第一届学员毕业后成立的一个同学会，在发展过程中，由同学会成员集体出资发起了这个慈善基金会。在我的印象中，自2006年以来，爱佑童心项目已经救助了约两万名患先天性心脏病的儿童，其中最小的出生才40天。城里人有时一顿饭局的花费，就足以挽救一个孩子的生命，为什么不去做呢？其实在爱佑慈善基金会中，我所做的和所捐的并不多，只是坚持每年都有捐赠。这个基金会不发一人工资，全都是义务劳动。有些同学甚至帮助了整整一个省需要资助的患儿，他们都是有社会责任感的民营企业家。

至于教育，我游历过国内一些商学院，最后选择了中欧，我很喜欢这里认真严谨、尊重学术的氛围。我敬重吴敬琏教授，时常拜读他的著作。教育是立国之本，如果我们企业能做一些事推动中国教育发展，我觉得善莫大焉。因此我捐赠了吴敬琏学术基金，希望中国能多一些像吴老这样的社会良知，以严谨的研究、独到的见解，去推动中国社会和中华民族发展，发出正直睿智的声音，引导社会与民众。



Can environmental protection and economic development go hand in hand?”

TheLINK: Yincheng has operations in Nanjing, Wuxi and south western China. Do your future plans include focusing on existing areas or going into more cities?

We're going to make some adjustments. In recent years our focus has been on Nanjing, and we will be more prudent in expansion. China's real estate industry has shown considerable structural differences between cities, which mainly results from the differences between the number of incoming people and the development of urban service industries. We'll first consider areas where there are relatively small stocks of commercial houses. When we choose cities for our future development, we'll mainly focus on the number and structure of the incoming population, and the level of development of local financial and service industries, as well as that of consumption. If a city is attractive to neighbouring areas, its real estate will also prosper.

TheLINK: Yincheng is among the first real estate enterprises that advocated green and energy saving buildings. Do you think environmental protection and economic development can go hand in hand with urbanization?

Yincheng Real Estate has been trying out energy-saving buildings since 1996, five years earlier than the promulgation of the national energy-saving standards. At the time, we researched the real estate industry at home and abroad, and Nanjing's climatic feature of 'freezing in winter and sizzling in summer' gave me the idea. Nanjing does not have an internal heating system, and its residents had to wear as much inside their homes in winter as they did outside. To change this, we planned to build a type of house that keeps warm in winter and cool in summer. Based on this concept, we began to develop energy-saving housing. Currently our company commands mature technology in energy saving and environmental protection. By the end of 2012, Yincheng had completed a total of 3.2 million square metres of construction area of green energy-saving housing, among which more than 1 million square meters are classified, at state level, as exemplary green building construction projects. About half of Nanjing's energy-saving environmentally friendly housing was developed by our company. Can environmental protection and economic development go hand in hand? I think first there must be national legislation concerning the matter. Only when there are strict regulations can people resist the allure of profits and seek to harmoniously develop the two.

中国新型城镇化的全球影响

文 / 夏敏

麦肯锡(上海)咨询公司资深董事华强森先生正和他的研究团队以新的方式评估中国的城镇化进程。他们相信,调研的重点在于人们生活方式的转变,而不是计算修建了多少城镇和公路。事实上,麦肯锡已经设计出一系列指标,帮助中国地方政府在推进新一轮城镇化的过程中明确路线,达成目标。

“我们不仅仅是测量城镇化进度,更将它与许多问题相连,如城镇新居民融入情况、医疗条件、环境质量、行业发展等,所有这些方面都有其衡量方法和量化标准。”华强森在接受《TheLINK》独家专访时透露,“这是我们的工作重点,我们希望通过为中央与地方政府官员提供一些额外的参考基准,最终为提升城镇化质量出一份力。”在华强森眼中,城镇化与人息息相关:人们转换观念,放弃祖祖辈辈延续的生活方式,去追寻新的发展机遇,根据自己的意愿做出简单却勇敢的选择。

Jonathan Woetzel, a Director based in McKinsey's Shanghai office, is part of a research team that is reshaping the way urbanization is measured. The emphasis, they believe, should be on transforming people's lives, instead of tallying how many cities or highways have been built. In fact, they have come up with a series of metrics that provide China's local government officials with clear guidelines about targets they need to hit as they embark on this latest urbanization push.

“This is beyond simply quantifying modern urbanization. We link urbanization to issues such as integration of migrants, provision of health care, quality of the environment, development of industries. All of these things have measures and quantitative targets,” Woetzel said in an exclusive interview with *TheLINK*. “That's been the focus of our work and we hope that, through providing these additional sets of benchmarks for local and national government officials, we will ultimately improve the quality of urbanization.”

For him, the process is all about people: their leap of faith as they leave behind the life they have known for generations, a chance at new opportunities and the simple yet powerful act of being able to make their own choices.

Global Impact of China's New Urbanization

By Charmaine N. Clarke



TheLINK: Why should people outside of China – individuals, enterprises, governments – care about China's new round of urbanization?

Jonathan Woetzel: China's urbanization has obviously already had a significant global impact based on its need for resources – whether we are talking about iron ore, copper and other things determined by the scale of the process – as well as the need to pull in technical resources from outside. There's clearly an impact in the marketplace based on the middle class' demand for things created because of urbanization. The question of the demand for anything from pianos to furniture is going to be conditioned by what you think the average middle class Chinese family of a provincial tier 2 city would want to own. Understanding what is the likely outcome of urbanization, that is an important factor for any company that's involved in a traded good or service.

Beyond that, I'd say this is probably one of the most fascinating stories in the history of the human species. What's changing in China today will ultimately have tremendous global impact, through the process of building a new China. The people who grow up in the China of tomorrow will be the shapers of our world; so it helps us to understand where they come from and what their attitudes are. Whether we're talking about Tencent or Alibaba or

CNOOC and Sinopec, Chinese companies will certainly have global impact. Those companies are the products of an urbanizing China. At the same time, a global company which is trying to stay relevant without being a participant in the Chinese urban marketplace will find it increasingly difficult to do that. Having a leading position in urban China will be a prerequisite to being globally successful in most industries.

TheLINK: How feasible are the government's urbanization plans?

We all expect urbanization will continue, and we all expect that the larger cities will continue to take a major share of those migrants. To the extent that there's an expectation of change, it would be the hope that the small-to medium-sized cities start to catch up. Large cities have grown faster than small ones in the last five to ten years, and so the question is: will the smaller cities catch up and how will they integrate with the large cities.

That's the part of this that I think is most uncertain.

But in terms of the other aspects, for example investment and infrastructure, it's certainly well within the financial capability of government to do this. So it's not really a feasibility question, it's more about execution and motivation of lower-level government officials.

《TheLINK》:为什么国际社会——包括个人、企业和政府会如此关注中国新一轮城镇化?

中国的城镇化一直对于全球影响深远,这缘于其对资源的庞大需求——无论是铁矿石、铜,还是其他资源,都与城镇化规模紧密相连——还有引进外国技术资源的需求。此外,城镇化造就了中产阶级对于物质的需求,继而对市场产生显著影响。从钢琴到家具,中国二线城市普通中产阶级家庭的购买欲望决定着许多商品的需求状况。理解城镇化所可能带来的结果——对于每一家出售商品或提供服务的企业都非常重要。

除此之外,我认为中国的城镇化可能是人类历史上最非凡的故事之一。中国今日所发生的变化,最终将对全世界产生重大影响。在中国出生成长的人们将会改变世界。因此,我们应该了解他们的生活背景与人生态度。不论是腾讯、阿里巴巴、中海油或是中石油,中国公司未来必将拥有全球影响力,而这些公司正是中国城镇化的产物。同时,如果一家跨国公司不愿参与中国的城镇化进程,那么也难以在中国站稳脚跟。对大多数产业而言,在中国占据领先地位是获得全球性成功的先决条件。

《TheLINK》:中国政府的城镇化规划有多少可行性?

我们相信城镇化将会继续下去,大多数农民工将移居大型城市。如果说我们期待一些变化的话,那就是希望中小型城市能够快步跟上。过去五到十年时间,大城市发展速度快于中小城市。中小城市能

否追赶上来,又将如何与大城市相互融合,我们将拭目以待。

我认为这是目前最不明确的部分。

就其他方面如投资和基建而言,政府绝对有财力去推动这些事情。因此城镇化的可行性其实并不存在问题,更多是与地方政府官员的执行力与积极性相关。

《TheLINK》:在城镇化过程中,普通的农村居民将获得什么益处,又将看到哪些变化?

一切都在变化。其实生活在农村的人并没有很多的选择机会:他们无法选择自己的职业、教育与家庭,无法选择自己能够购买或出售的商品。在城镇化进程中,他们搬到城市居住,会发现选择之门一下子打开了,普通人也有了更多的自由去发出疑问,做出选择。很多决定可能并不明智,但是物竞天择,适者生存,我们将从错误中学习。中国和整个世界都是这样一路走来的。我认为,城镇化是一段让我们觉醒、认清自身潜力的过程。

对普通人而言,最明显的益处在于消除性别歧视等方面,比如女性将获得更多的教育、工作、自我表达以及创造财富的机会。城镇化程度较高的社会让一切充满可能。这正是普通人从中所感受到的:更多的可能性。反过来,这也将为社会创造更多的发展经济、提高生产力和繁荣富强的机会。

城镇化究其本质是改变人们的视野,为人们提供更多的机会。这一大背景下的原动力又转而推动经济发展,道理就是如此。在中国农村,人们其实是有活可干的,只是他们不感兴趣。因此他们选择离开,去探索自己未知的领域。这种行为源于信念,也源于对于“选择”的价值的推崇。

TheLINK: How will the average rural resident benefit, what are the changes that he will see?

Everything changes. The person in the countryside fundamentally doesn't have many choices today: doesn't have a choice about their job, doesn't have a choice about their education, doesn't have a choice about their family, doesn't have much of a choice about what they can buy or, for that matter, sell. With urbanization and the move to the city, all of this then becomes open for choices; so the average person has more freedom to ask and make decisions. Many of those decisions will be bad ones, but we are a resilient species and we will learn from those mistakes. That's what the experience of China and the world has been. I think of urbanization as a process that allows us all to wake up to our true potential.

The clearest benefit to the average person will be measured in terms of things such as gender inequality – issues such as women's access to education, to jobs, to representation, to money. All these are all far greater in a more urbanized society. That's what the average citizen experiences: greater access. For society, in turn, this then creates opportunities for growth, for productivity, and for prosperity.

Urbanization is fundamentally about changing people's horizons, creating greater access to opportunity. That is the prime mover of the context which in turn creates economic opportunity. It doesn't go the other way around. People actually do have jobs in the Chinese country side; they're just not that interesting. They leave their jobs to do something that they don't know. It's an act of faith; it's also a belief in the value of choice.

“Urbanization is fundamentally about changing people's horizons.”

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中欧受上海市政府 委托，聚焦中国 专题案例研究

CEIBS
Commissioned
by Shanghai
Government to
Focus on China-
specific Case
Research

经 上海市政府慎重选择，中欧国际工商学院承担起建设“上海MBA课程案例库开发共享平台”项目的重任，该平台聚焦于中国背景下的管理实践，旨在推动国内商学院进一步提升课程质量，并帮助全球的商学院更加深入地了解在中国多变的经济环境中，管理学所面临的特殊挑战。

“中欧所采用的案例一般中西兼备，但因为中国的商业环境与西方发达国家迥然不同，学员们对于中国本土案例的需求与日俱增。”中欧国际工商学院副教授、案例研究中心主任梁能教授如此解释了建立上海MBA课程案例库开发共享平台的缘由，“在国际市场上，大家也越来越渴望了解如何在中国国情下进行管理，以及中国公司如何把握自身的发展、创新与转型。”

不仅国内外对于中国背景下的管理案例有着强烈需求，上海本地的商学院也期望学习如何有效地运用案例教学法。

“众所周知，中欧国际工商学院无论在案例开发，还是案例教学上，都拥有较丰富的经验，因此上海市政府选择我校作为建设案例库和案例平台的先行者。”梁教授解释说。

这是中欧专注于知识创造与教学创新的最重要的首创项目之一。世界上许多商学院都采用案例教学法，并大量借鉴根植于西方文化和政治背景中的案例。“我们鼓励教授和案

例研究员格外关注中国特有的管理问题，但同时基于全球视角。这一首创项目恰与我校‘中国深度，全球广度’的战略完美契合。”梁教授说，“我们可能会以更广阔的新兴经济体背景下的管理为主题，组织全国性的案例竞赛。”

除了上海市政府，上海地区的其他商学院和大量来自企业界的机构也是中欧这一项目的合作伙伴。中国的经理人将从案例平台的成果中获益。中欧将利用这一平台进行以实践者和政策为导向的研究。案例研究法就方法而言比传统的学术论文更为灵活，因此中欧将从平台中选取素材，帮助企业高管们更好地理解 and 应对市场变化。“我们希望帮助更多的中国经理人从中汲取普遍规律，让他们能够授人以渔，触类旁通。”梁教授解释道。案例平台还将推动中欧开发与 中国管理相关的新的标志性课程，并帮助更多的中欧教授和案例研究员成长为世界级的中国专家。

“我们希望到2018年，每一位想要寻找有关中国管理案例的人都能首选这个平台。”梁能教授说，“该平台将在三年内投入运作。目前正在建立一个高质量、符合国际标准的本土案例库，以供国内外商学院使用。”

CEIBS has been selected by the Shanghai Government to lead the development of the Shanghai MBA Case Development and Sharing Platform that focuses on management in the Chinese context. The platform is designed to help Chinese business schools further improve their programme quality and help international business schools better understand the unique challenges of managing within the context of China's transitional economy.

“At CEIBS we use a combination of Western and China-context cases but our students are increasingly asking for more and more localized cases, as the Chinese business environment remains significantly different from that of the developed West,” said Associate Dean and Director of CEIBS Case Development Centre Prof Liang Neng, in explaining the need for the Shanghai MBA Case Development and Sharing Platform. “There's also a growing demand in the world market for managing in the Chinese context. They want to know how Chinese companies manage growth, manage innovation, manage transition.”

In addition to this strong domestic and international demand for cases about management in the Chinese context, local Shanghai business schools also need to learn how to effectively apply the case teaching method. “Since CEIBS is considered more experienced in both case development and the case method, the Shanghai Government has selected the school to lead the development of this case bank and platform,” explained Prof Liang Neng.

This is one of CEIBS' most significant initiatives to focus on knowledge creation and teaching innovation. Many business schools across the globe use the case method of teaching, and draw heavily on cases that are grounded in the cultural and political context of the West. “We are encouraging faculty and case writers to focus specifically on managerial issues specific to China, but from a global perspective. This initiative fits precisely with our ‘China Depth Global Breadth’ strategy,” said Prof Liang Neng. “We will also likely organize nationwide case competitions centred on management within the broader context of emerging economies.”

In addition to the municipal government, CEIBS will also collaborate on the project with other Shanghai-based business schools and the wider business community. Chinese managers stand to gain from the work produced by the case platform.

CEIBS will also leverage the platform for practitioner- and policy-oriented research. Because case studies are more flexible in methodology than traditional academic research papers, CEIBS will use material from the platform to help business executives better understand and be more responsive to changes in the market. “We hope to help more Chinese managers extract general principles that can be learned by others and applied in other situations,” explained Prof Liang Neng. The platform



中欧副教务长、案例研究中心主任梁能教授
Associate Dean and Director of CEIBS Case Development Centre
Prof Liang Neng

will also be leveraged to develop new signature CEIBS courses on Chinese management and help groom more of the school's faculty and case writers to become world-class China experts.

“We hope that by 2018, our platform will be the number 1 preferred choice for anyone who wants to find cases about management in China,” added Prof Liang Neng. “It should start operating in about 3 years. Right now, we are developing a stockpile of high-quality international-standard but localized cases which can be used by both domestic and international business schools.”

新秀集团箱包捐赠仪式隆重举行 Newcomer Corporation Donation Ceremony



9月10日，在中国第29个教师节来临之际，为回馈母校，感谢中欧国际工商学院教授和员工们的辛勤工作，新秀集团董事长施纪鸿（EMBA 2010）先生特意向每位教授和员工赠送了一套该公司生产的行李箱包。中欧副院长兼中方教务长张维炯教授和新秀集团董事总经理赵胜梅女士（EMBA 2012）出席了本次捐赠仪式。

捐赠仪式在西班牙中心隆重举行。代表施纪鸿先生出席活动的赵胜梅女士表示，新秀集团曾多次赞助中欧活动，见证了母校的发展壮大。新秀集团“永远创新，力争优秀”的方针与中欧“认真、创新、追求卓越”的校训不谋而合。她期待在未来的日子里，新秀集团能与中欧加强合作、共同发展。张维炯副院长代表全院教授和员工向新秀集团表达了感激之情。

Chairman of the Newcomer Corporation Mr Shi Jihong (EMBA 2010) has provided each CEIBS staff member with a set of luggage manufactured by his company. The donation was his way of showing his appreciation for their hard work, and his dedication to his alma mater. A donation ceremony was held on September 10, National Teacher's Day, in the Spanish Centre of CEIBS Shanghai Campus. CEIBS Vice President and Co-Dean Prof Zhang Weijiong thanked Mr Shi and Newcomer Corporation on behalf of CEIBS faculty and staff, and reiterated the school's commitment to continually develop its learning environment and course offerings.

Speaking on behalf of Newcomer, Managing Director Mrs Zhao Shengmei mentioned that the company has sponsored many CEIBS events in the past, and has enjoyed witnessing the school's development and growth. She noted that Newcomer's value statement, "Continuous Innovation and Striving for Excellence" coincides with CEIBS' motto: "Conscientiousness, Innovation and Excellence". She said she is looking forward to further cooperation between Newcomer and CEIBS in the future.

中欧与西门子医疗建立战略合作伙伴关系

8月28日，中欧国际工商学院与全球领先医疗解决方案提供商西门子医疗在中欧北京校园签订了为期三年的战略合作协议。中欧院长、成为基金创业学教席教授佩德罗·雷诺（Pedro Nueno）先生，西门子医疗全球首席执行官荣怀德（Hermann Requardt）博士，中欧院长助理马遇生先生和西门子东北亚区医疗业务领域总裁吴文辉先生出席了本次活动。

雷诺教授致欢迎辞，他代表中欧对西门子长期以来的支持表示感谢。中欧与西门子的合作可以追溯到学院创办初期，当时西门子为中欧在北京开设的EMBA课程提供免费教学场所。自2010年起，西门子为中欧可持续发展及供应链管理提供支持。中欧一直非常关注中国的健康产业发展，已成立中欧卫生管理与政策中心，并自2005年起举办年度健康产业高峰论坛。此次与西门子医疗的合作，将有助于中欧在健康产业领域继续开展研究工作。

吴文辉先生代表西门子医疗与中欧签署合作协议。他认为中欧与西门子的合作乃是水到渠成，并将为在中国从事健康产业的公司了解国际上最先进的理念和技术提供重要平台。

签字仪式后，荣怀德博士发表演讲，介绍了健康产业的观念转变，以及这如何推动西门子医疗进行创新。活动在现场问答环节中圆满落幕。

SIEMENS

Renewed Strategic Partnership with Siemens Healthcare

CEIBS and Siemens Healthcare, the world's leading healthcare



solutions provider, signed a three-year strategic partnership agreement to strengthen their collaboration in the healthcare area during a signing ceremony held at the school's Beijing Campus on August 8. The more than 40 alumni who attended also enjoyed a lecture by Siemens Healthcare CEO Dr Hermann Requardt, who spoke about some of the key innovations in healthcare. CEIBS President and Chengwei Ventures Chair Professor of Entrepreneurship Pedro Nueno, CEIBS Assistant President Ma Yusheng, Operations Director of CEIBS Beijing Campus Ms Catherine Hsiao and Mr Frank Wu, President of Siemens Healthcare Sector North East Asia (NEA), also participated in the event.

In his welcoming remarks, President Nueno expressed appreciation for the longstanding collaboration with Siemens, which dates back to the school's early days when the company offered its Beijing office to host the CEIBS EMBA

programme. Since 2010 Siemens Group has been the sponsor of the CEIBS Centre for Sustainability and Supply Chain Management. CEIBS has demonstrated its commitment to developing China's healthcare industry in a variety of ways, including the establishment of the CEIBS Centre for Healthcare Management and Policy, and since 2005 through hosting annual forums on healthcare. This new three-year partnership with Siemens Healthcare will help enable CEIBS to continue its research and development in the healthcare sector.

Before signing the partnership agreement on behalf of Siemens Healthcare, Mr Wu, who is a CEIBS EMBA alumnus, expressed appreciation for the collaboration, which he noted has developed organically. He said the partnership has provided an important platform for companies in the Chinese healthcare sector to learn about the latest international management concepts

and innovative technologies.

Following the signing ceremony, Dr Requardt gave a lecture on the paradigm shift that is underway in the healthcare sector, explaining how it drives innovation in companies like Siemens Healthcare. The event ended with a lively Q&A session.

中欧凯风家族传承研究中心圆桌研讨会走进山城

8月31日，中欧凯风家族传承研究中心走进山城重庆，面向中欧重庆校友及当地家族企业举办了2013年第二期家族企业圆桌研讨会。本次研讨会由中欧重庆校友分会承办，邀请到重庆当地家族企业第一代创始人和第二代接班人近20位嘉宾出席。研讨会延续“家族传承”这一核心主题，聚焦于“传承与创新——家族两代人眼中的对方”。中欧凯风家族传承研究中心联席主任芮萌教授、台湾董事学会发起人蔡鸿青博士担任主讲嘉宾，中欧重庆校友分会秘书长许凤女士主持了研讨会。

芮萌教授首先发表了题为“接班”的演讲，以多组详实数据描述了接班的迫切性、重要性和艰巨性，并强调家族企业领导人有必要通过理论框架来思考传承问题，并参考相对量化科学的传承模式。

随后，来自中国台湾的蔡鸿青博士作了题为“家族治理初探”的演讲。蔡博士在分析比较欧美家族企业治理模式后，提出了适应华人世界的FGS三元家族治理系统，来解决两代人在家族传承和治理中遇到的一系列问题。同时，台湾家族企业在传承上的经验值得大陆家族企业借鉴。

企业家研讨环节由芮萌教授主持。讨论话题围绕着“两代人眼中的



对方”展开，两代人争相发言、气氛热烈。随着教授的精彩点评和引导，探讨的内容也不断深入，引发了与会嘉宾的思索和共鸣。

CEIBS Kaifeng Centre for Family Heritage Holds Chongqing Roundtable

The CEIBS Kaifeng Centre for Family Heritage held its second roundtable on August 31. Organized by the CEIBS Chongqing Alumni Association, the event's theme was "Heritage and Innovation: Two Generations Through Each Other's Eyes" and many local first- and second-generation entrepreneurs attended. Hosted by Ms Xu Feng, General Secretary of the CEIBS Alumni Association Chongqing Chapter, keynote speakers included Co-director of the CEIBS Kaifeng Centre for Family Heritage and Professor of Finance and Accounting Oliver Rui and Dr Cai Hongqing, founder and Executive Director of the Taiwan

Institute of Directors.

Prof Rui began the first half of the roundtable with a lecture entitled "Succession" in which he illustrated the urgency, importance and difficulty of succession in a family business. He also introduced some common aspects of family business succession that have been studied by scholars. He stressed that entrepreneurs running family businesses should think about the succession issue systematically, using theoretical frameworks as a tool for overall guidance.

Dr Cai Hongqing then spoke about "Family Business Governance". In his lecture, he shared a comparison of European and American family enterprises. He suggested that Chinese family businesses would benefit from adopting Family Governance System practices to address both the transfer of power and inheritance to the second generation, and issues of corporate governance. He also suggested that Taiwan's multigenerational family



businesses could serve as a good example for mainland Chinese family enterprises.

The second half of the roundtable featured a lively closed-door discussion on the topic “Heritage and Innovation: Two Generations Through Each Other’s Eyes” in which the professors helped guide the entrepreneurs and their children in a productive exchange on the challenges and potential solutions for the unique succession and inheritance issues faced by family enterprises.

施耐德助力中欧打造绿色校园

8月29日，中欧国际工商学院欧方院长、成为基金创业学教授佩德罗·雷诺（Pedro Nueno）先生访问了全球能效管理专家施耐德电气的中国总部。施耐德电气中国区首席执行官朱海先生与雷诺教授畅谈了在中欧上海扩建校园中应用施耐德能源管理系统（EMS）的意义。

雷诺教授代表中欧对施耐德电气

的慷慨捐赠表示感谢。为帮助中欧打造绿色校园，施耐德电气提供了一套EMS系统，目前该系统已进入实时测试阶段。朱海先生向雷诺教授演示了EMS系统如何对新校园的能源消耗进行管理。通过管理系统的电脑界面，管理人员可以按照功能区域、时段对每个电能计量表进行查看，汇总报表，并发现异常情况；还可以分时期进行比较，与世界领先公司对标，设立目标能耗、进行成本管理等。

雷诺教授表示，中欧在上海校园扩建之初，就自觉承担起节能减排的责任。学院集思广益，在合作企业和校友们的热心襄助下，将循环使用、清洁能源、环保材料、降低排放等先进理念和技术融合于校园环境之中，并潜移默化地影响企业家和学者。雷诺教授认为，管理教育的创新要力图超越知识的创造和传播，追求知行合一，而施耐德和中欧之间的合作就是一次很好的实践。



Schneider Electric Invests in CEIBS’ “Green Campus”

CEIBS President and Chengwei Ventures Chair Professor of Entrepreneurship Pedro Nueno visited Schneider Electric China’s head office in Beijing on August 28th, where he met with Schneider Electric China CEO and CEIBS EMBA alumnus Mr Zhu Hai. The pair discussed the company’s business and talent development strategies. Mr Zhu also gave a demonstration of the Schneider EMS (energy management system), which the school is utilizing in the Shanghai Campus Phase III expansion to help fulfil its commitment to maximizing energy efficiency. In thanking the company for its investment in CEIBS’ “Green Campus” efforts, President Nueno noted that this cooperation with Schneider exemplifies the innovative ways that management education extends beyond knowledge creation and dissemination. The investment demonstrates Schneider Electric China’s commitment to social responsibility.

“As a long-term strategic partner of CEIBS, we are very proud to be able to leverage our expertise to contribute to the school’s energy efficiency initiatives,” said Mr Zhu. He also emphasized the importance of increasing public awareness of energy conservation in China. Schneider Electric is a global provider of integrated energy efficiency management platforms for enterprises. The company has been a long-term partner of CEIBS, particularly in the area of Executive Education.

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首届中国未来能源论坛

The First China Future Energy Forum 2013

能源产业的价值创造

对于中国经济而言，能源如釜底之薪，薪旺则水沸。在经历30多年高速发展之后，中国能源产业正面临环境与资源的双重挑战：能源结构中煤炭占比过大，对环境的破坏令人担忧；清洁的可再生能源仍面临技术瓶颈，经济效益难以与化石能源争雄；能源综合利用效率低，节能减排任务艰巨；而石油天然气等战略能源的较高对外依存度，又令中国在剑拔弩张的国际能源竞争中处境被动。要摆脱竞争劣势，需从体制改革、市场运作、商业模式三个维度着手：政府层面，应完善能源立法、理顺监管体系、建立健全市场机制，鼓励引导技术创新，创造宽松的商业环境；企业层面，当以商业的视野深挖能源行业的商业价值，探索适合市场与企业的可持续发展的商业模式。此外，他山之石可以攻玉，中国能源行业还应该借鉴欧美日等发达国家的能源改革范本，将他们成功的经验为我所用。中欧国际工商学院和新华社《财经国家周刊》携手举办此次论坛，以商学院案例分析的独特视角，针对能源行业热议话题，力邀国际龙头企业分享他们在能源商海的制胜战略，同时论坛邀请国内权威人士，围绕国际案例，管窥中国能源改革前景和企业战略，为未来能源产业的价值创造搭建智慧交流的平台。

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时间: 2013年11月30日(星期六)

地点: 中欧国际工商学院北京校园吕志和演讲厅(北京市海淀区东北旺西路8号中关村软件园20号楼)

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讣告

Obituary: Professor Linda G Sprague



中欧国际工商学院制造与运营管
理学荣退教授史璞兰 (Sprague,
Linda G.) 女士因病医治无效，
于2013年9月10日在美国家中逝世，享年
75岁。

1997年，史璞兰教授应哈佛博士班
同窗、当时的中欧学术委员会主席雷诺
(Pedro Nueno) 教授之邀，来到中欧担任
了三年访问教授，随后于2002年成为全职
教授。在中欧的教学生涯中，史璞兰教授共
为10届MBA学生讲授了“运营管理”这
门必修课，她还设计并讲授了MBA选修课
“生产管理”，并担任MBA实习和小组咨
询项目 (GCP) 负责人，以及很多小组的导
师。在近40年执教生涯中，无论是在中国
从事管理教育，还是在男性主导的制造与运
营管理领域，她都是一位先锋人物。中欧十
年，史璞兰教授以其严格的教学风范深为学
生敬畏与热爱。她是一位无私的师长、真诚
的朋友和备受尊敬的人士。

史璞兰教授为中欧的发展贡献了力
量。她为中欧起草了学院章程，还担任过
中欧AACSB认证委员会第一任主席、中欧
AACSB战略计划书的编辑以及中欧EQUIS
自评报告的编辑。

史璞兰教授的最后时光是在家人陪
伴下度过的。让我们对她的逝世致以最深
切的哀悼，并向她的家人表达最诚挚的慰
问。她和蔼可敬的形象将永存于我们的记
忆。

中欧国际工商学院教务长办公室

We were greatly saddened to
learn that Professor Linda G
Sprague, Professor Emerita
of Manufacturing and Operations, passed
away on September 10, 2013 at the age of 75 at her home in the USA.

In 1997 Professor Sprague was invited by then Chairman of CEIBS Academic Council Professor Pedro Nueno (a classmate from the Harvard Doctoral Programme) to join CEIBS as a visiting professor. She later became a full-time faculty member in 2002. During her career at CEIBS, Professor Sprague taught Operations Management in ten of the school's first twelve MBA classes. She also developed and taught the MBA elective Manufacturing Management, and served as Faculty Supervisor for MBA Internships and Group Consulting Projects (GCPs), as well as a Faculty Mentor for a considerable number of these assignments. She was a pioneer, both in China and in what was the very male field of Manufacturing Management and Operations Management, for much of her nearly 40-year career.

Professor Sprague was one of less than 1% of women in her freshman class at MIT in the 1950s and was among the first three women to earn a DBA from Harvard Business School in the 1970s. In 1982 she was the first woman elected President of the Decision Sciences Institute.

Her decade at CEIBS made her a legend among students; she was famous for her rigorous teaching style. She was also a dedicated teacher, sincere friend, and a well-respected individual.

Professor Sprague helped with the school's maturation, writing CEIBS' Articles of Organization, serving as the first Chair of the AACSB Accreditation Committee and Editor of the school's AACSB Strategic Plan, as well as Editor of CEIBS' EQUIS Self-Study Report.

Please join us in offering our deepest condolences and sympathy to Professor Sprague's family, with whom she shared her last moments. She will always remain alive in our memories, forever loved and respected.

The Dean's Office
CEIBS



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- 学而时习: 要求学员运用学习日志, 回顾当天学到的、思考过的有重要心得的要点。
- 以人为镜: 学员自由组成两人小组, 到彼此工作岗位上作为为期两天的访问, 把访问经历写成报告, 主人也写一份报告作为回应。
- 知行合一: 完成一篇反思论文, 把各模块的内容与公司的实际相联系。





中欧校友会上海分会（静安） 选举第一届理事会 Jing'an Elects First Council

8月21日，中欧校友会上海分会（静安）理事候选人聚集一堂，民主推选出了静安分会第一届理事会领导班子。中欧校友关系事务部傅丹阳女士、邓三红女士和宋珊女士作为学院代表见证了这一历史时刻。

在选举会议上，静安区人民政府副区长夏以群校友介绍了静安分会的筹备情况，邓三红女士讲述了静安分会理事会的组织架构和职能，傅丹阳女士宣读了理事候选人名单（经公示后无异议）。理事候选人分别作自我介绍和发言。随后，现场进行了民主选举，上海分会（静安）第一届理事会领导班子正式成立。

中欧校友关系事务部王庆江主任对中欧校友会上海分会（静安）第一届理事会的诞生表示热烈祝贺，希望理事们在夏以群名誉会长和邓建民会长的领导下，将静安分会的校友活动积极开展起来，为校友机构的发展再创新篇。

The first Council of the CEIBS Alumni Shanghai Chapter (Jing'an) was elected on August 21. Tanya Fu, Deng Sanhong and Susan Song from the CEIBS Alumni Relations office were on hand for the event. Deputy Director of the Jing'an District Government Xia Yiqun also attended, and gave a progress report on the establishment of this new CEIBS Alumni Association chapter. Before the results of the election were announced, Deng Sanhong outlined the structure and responsibilities of the council and Tanya Fu read out the names of the candidates. All candidates present also introduced themselves. Wang Qingjiang, Director of the CEIBS Alumni Relations Office, congratulated the new council members on their election and expressed his hope that under the leadership of Honorary President Xia Yiqun and President Deng Jianmin, the council would organize many excellent alumni activities and help to further strengthen the school's alumni association.

迈向城镇化 Urbanizing China

这已是陈词滥调,但却千真万确:中国在全球经济中的地位正日益显赫,一旦有征兆显示这个国家将采取某项重大经济举措,全世界都会翘首以待。也正因如此,自从去年中国新一届领导人上任以来,新型城镇化——政府的经济可持续发展计划中的关键一环——已成为目前最热门的话题之一。在本期封面故事中,我们探讨了城镇化对于城市新居民的意义,对于他们移居的城市和离开的乡村分别有哪些利弊,又会对中国的总体发展和世界其他国家产生什么影响。

接下来请阅读相关报道:

- 中国的城镇化之路
- 黄奇帆:通过改革释放红利推进城镇化
- 黄怒波:城镇化的利与弊
- 城镇化与中国梦
- 城镇由产业而生,随改革而兴
- 中国新型城镇化的全球影响



It's become a cliché but it's so true: China's increasingly important role in the global economy makes everyone sit up and take notice every time there is even a hint of any initiative that will impact the country's economy. It's understandable, therefore, that the government's new round of urbanization, a vital plank in its plan for sustained economic growth, has been one of the most discussed issues since last year's change in administration. In our **Cover Story**, we look at what it all means for the migrants, the cities they will move to, the countryside they will leave behind, for China's overall growth and development, and for the rest of the world.

Read on for more in these stories:

- The Road to an Urban China
- Mayor Huang Qifan: Reforms will Benefit Urbanization
- Huang Nubo: Pros and Cons of China's Urbanization
- Urbanization & the China Dream
- Cities Burgeoning with Reform
- Global Impact of China's New Urbanization.

中国的城镇化之路

文/柯玫秀



从左至右依次为：朱天教授、许斌教授、蔡江南教授、刘胜军博士
From left to right: Professors Zhu Tian, Xu Bin, John Cai and Dr Gary Liu

在大连举行的2013夏季达沃斯论坛开幕式上，李克强总理在面对全球思想领袖发言时强调，新型城镇化和扩大内需对于中国新一届领导层实现经济发展模式转型有着重要意义。

李克强总理在演讲中指出，“中国经济已到了只有转型升级才能持续发展的关键阶段，扩大内需是最大的结构调整，促进城乡和区域间的协调发展是主要任务。”

据国家统计局数据，截至2012年底，中国的城镇化率已达到52.57%。今年8月由联合国开发计划署和中国社会科学院共同发布的《2013中国人类发展报告》预测，到2030年中国的城镇人口将增加3.1亿，达到9.76亿。

但是，中欧经济学教授朱天认为，“城镇化不是一项政策，而是一种结果；对于大多数国家而言，城镇化从来都不是政治工具，而是经济发展的自然结果。因此，随着中国继续发展，必然会带来城镇化水平的提升，因为中国目前的城镇化率依然较低。”

城镇化成为当下社会的时髦词汇，与李克强总理领导的新一届政府提振中国经济的努力密不可分。中欧国际工商学院分管科研的副教授、经济学和金融学教授许斌却对这种现象不无担忧：城镇化作为李克强总理改革方案中的一个有机组成

部分，有易被误读的危险。“因为当我们谈论城镇化时，往往与之相连的就是政府向基础设施、房地产等领域作出投资，这种‘城镇化’遵循的是中国经济发展的旧有模式，并不是李克强总理所希望的。我认为，总理想要的是一种新型的、以人为本的城镇化模式。”

全世界都在屏息凝视中国这样一个特色鲜明的泱泱大国如何去完成这一艰巨任务，又能为其他国家带来哪些启示。“如果城镇化本身可以成为一种政治举措，那么经济发展岂不易如反掌？那么一来，世界上就不会有穷国——只要把所有人都变成城里人就好了。就拿中国来说，只要废除户口系统，那么一切便可水到渠成吗？”朱天教授话锋一转，“大多数国家并没有户口制度，但它们中很多国家依然停留在不发达状态，而有着户口制度的中国却保持了全世界最快的发展速度。”

朱天教授强调，中国城镇化绝不仅仅是让人们从农村移居城镇，而是涉及广泛而复杂的政策领域，包括户口、医疗、房地产、土地所有权、地方政府债务、金融系统和服务业，这些都是目前的热议话题。因此，中国新领导层如何在这些乃至更广阔的领域中进行决策，会给经济发展带来何种影响，将决定中国城镇化的未来发展道路。

The Road to an Urban China

By Janine Coughlin

When he addressed global thought leaders gathered at the opening ceremony of the Summer Davos Forum in Dalian, Premier Li Keqiang highlighted just how important urbanization and domestic demand are to the new leadership's plans for transforming China's economic development model.

"In readjusting the structure, the most important aspect is to expand domestic demand, and a major task is to pursue a balanced development between urban and rural areas and among different regions," he said in his September speech.

China's urbanization rate reached 52.57% by the end of 2012, according to figures released by the National Bureau of Statistics. China's 2013 National Human Development Report, released in August by the United Nations Development Programme (UNDP) and the Chinese Academy of Social Sciences (CASS), forecasts that by 2030 the country's urban population will grow by an additional 310 million to reach 976 million people.

However, as CEIBS Professor of Economics Zhu Tian explains, "Urbanization is really an outcome, rather than a policy. For most countries, urbanization is never really a policy tool, but just an outcome of economic development. So in that sense, as China develops further, of course there will be more urbanization as a result, because China's urbanization rate is still low."

Urbanization has been a buzzword closely linked to the new government's drive, led by Premier Li, to shore up the Chinese economy. CEIBS Associate Dean (Research) and Professor of Economics and Finance Xu Bin cautions that urbanization, which he sees as an integral part of Premier Li Keqiang's reform agenda, can be easily misunderstood. "This is because when we talk about urbanization, it's usually associated with government investment in infrastructure, real estate, and so on. This kind of 'old style' urbanization is actually following the old model of economic growth in China. That's not what is in the mind of Li Keqiang. I think

he is thinking about a new type of urbanization, a people-centred one."

China, with its unique characteristics, is being closely observed to see how it will pull off this mammoth task and what lessons it could potentially provide for other countries. "If somehow urbanization itself could be a policy measure, then economic development itself would be *so* easy. There would be no poor countries at all; we could just make everybody an urban resident. That would be really simple. Or in China you might think, okay, just abolish the hukou [household registration] system, then everything would be perfect," says Prof Zhu. "Most countries don't have a hukou system, but many of them are still underdeveloped. China has a hukou system, but also has the fastest growth rate in the world."

He stresses that urbanization in China is not simply about moving people from the countryside into the city. It involves reforms in a variety of complex policy areas that have lately been under discussion, including the household registration system, healthcare, real estate, land rights, local government debt, the financial system and the service sector. The contours of China's urbanization will therefore be shaped by how the country's new leaders handle policies in these and other areas, coupled with the impact from economic development.

"If you want to promote urbanization, I think hukou is the first thing you need to touch. But we cannot expect the hukou system to be abandoned overnight because it's a very complicated problem," says Dr Gary Liu, Executive Deputy Director of the CEIBS Lujiazui Institute of International Finance (CLIIF). "In the long run, we must reduce the importance of the hukou, but it must be done gradually."

A Chinese citizen's hukou determines where he can access social benefits such as healthcare and where his child can go to school. Rural residents who have migrated to urban areas for jobs must return to their hometowns for government-subsidized medical care, and their children

中欧国际工商学院陆家嘴国际金融研究院执行副院长刘胜军博士认为，“要推进城镇化，首先要着手解决户口问题，但户口不是一朝一夕就能废除的。从长远来说，必须设法减小户口的重要性，但是这得慢慢来。”

一个中国公民的户口决定了他能在哪里享受医保等社会福利，他的孩子能在哪里上学。来到城市打工的农民必须回到原籍，才能得到政府补助的医疗保险；他们通常必须缴纳一笔远超其经济能力的天价费用，才能让孩子在城市里上学。

中欧医疗管理与政策研究中心主任蔡江南教授认为，户口限制了廉价医疗服务的可及性，此外，目前中国医疗系统最大的问题就是医生和诊所太少，而条条框框太多。

“我确实看到，政府愿意为私人资本和社会资本敞开大门，让他们来建造更多的医院，但我们需要更多称职的医生，否则医院不过是一幢建筑罢了。”蔡教授说，“目前中国医生收入不高，执业受到诸多限制。政府不允许他们开设私人诊所，这就是问题

所在。随着新一轮城镇化的进行，这一问题会变得更为严重。”

蔡教授认为，在向大量病人提供简单医疗服务和慢性病治疗方面，诊所比医院更有效率。他还指出，由于政府掌控了市场准入资格、规划和社会保障，私人资本和社会资本进入医疗卫生领域事实上很有难度。

“城镇化面临着许多难题和挑战——教育、住房、基础设施、医疗等等，政府必须打破或废除那些阻挡私人资本进入的壁垒，并鼓励私人资本在这些重要领域有所作为。”刘胜军博士说，“另外，政府必须改变经济管理方式，确保法治和透明机制，这样才能降低交易成本。”

许斌教授认为，新一轮改革在很多方面都力图建立一个更加市场化的经济体系，降低私人资本的投资门槛。“减少政府职能，发挥市场作用，这是新一轮改革的总体方向。”他说，“这样一来，小公司和创业者拓宽了融资渠道，将为中国带来新的增长动力。”





cannot attend school in the city unless they pay a hefty fee that is usually far beyond their financial resources.

Besides the hukou's regulation of access to affordable healthcare services, Director of the CEIBS Centre for Healthcare Management and Policy Prof John Cai says that the biggest bottlenecks in the healthcare system today are a lack of physicians and clinics, and too much regulation.

"I do see that the government wants to open the door to private and social capital to build more hospitals. But in my opinion a hospital is just a building, you need more good physicians," he says. "Chinese physicians today are not well paid and they have a lot of restrictions regarding employment. They have closed the door to physicians to be able to open up their own private clinics. So that's the bottleneck. It will become a bigger problem under the new urbanization."

Prof Cai says that clinics can be more efficient than hospitals at providing a large patient population with simple medical services and treatment for many types of chronic illnesses. He also explains that because the government controls access to market entry, planning, and social

insurance, it is challenging for private and social capital to enter the sector.

"For urbanization, there are many bottlenecks and many important challenges – the education system, housing system, infrastructure, medicare and many others," says Dr Liu. "What the government needs to do is to break or cancel the barriers to entry for private capital. You need to encourage [private capital] in these important areas. Secondly, the government needs to change the way the economy is managed. The government should ensure we have rule of law and a transparent system, and then transaction costs will be lowered."

Prof Xu says it is his understanding that some aspects of the upcoming round of reforms will aim to create a more market-oriented economic system and reduce the barriers to private capital investment. "Reducing the role of the government and expanding the role of the market, that's the overall direction of the new round of reform," he says. "This will really make funds more available to small companies, to start-up entrepreneurs. And this will become a new engine of growth for China."



中国经济已到了只有转型升级才能持续发展的关键阶段，扩大内需是最大的结构调整，促进城乡和区域间的协调发展是主要任务。”



李克强总理表示，发展服务业是中央领导层的另一个工作重点。许斌教授认为，服务业有两个不同的方面：一个是传统的劳动密集型行业，如餐饮业；另一个被称为“现代服务业”，包括金融服务（如个人汽车消费贷款）——后者能够帮助拉动内需，因此是中国新一届领导层经济转型计划中的重要一环。然而，在目前以国有银行为主导的中国金融领域，改革尚未取得长足进展。

“我的看法是，随着中国制造业发展速度放缓，传统服务业便承担起了吸收劳动力，提供就业机会的重任，但它的功用还不止于此，它还是中国未来转型成为真正的高收入国家的关键所在。”许斌教授说，“中国正在力图避免所谓的‘中等收入陷阱’，其中一项举措就是推动服务业发展，而很多服务业确实是由创业者发起的，它们意味着创新。”

虽然推动城镇化、扩大内需和促进GDP增长不能靠某项政策来实现，但是随着国家城镇化水平的提升，其他领域也会相应发展起来。“经济更为城镇化，人均GDP必然会同步增长，因为城镇生产力远高于农村生产力。”许斌教授解释道，“因此，城镇化将有助于我国提升生产力水平，意味着增加人民收入，最终消费水平也会随之提高——但记住这是人民生产力和收入提高的结果，而非原因。”

朱天教授认为，城镇化水平大体上是与经济发展携手共进的，为了实现可持续发展，政府应该在短期内维持宏观经济稳定，并确保经济长期增长态势。除此之外，提高效率（尤其是提高投资效率）、进行金融市场改革、重建社会保障体系、缩小收入差距、注重环境保护等问题都至关重要。而收入分配和环境保护需要格外重视，“因为经济发展自身不会带来这两方面的进步。”



Developing China's service sector is another area Premier Li has said the new leadership is working towards. Prof Xu explains that there are two distinct aspects to the service sector – one comprises traditional, labour intensive jobs, such as restaurant workers. The other is what he termed “modern service” which includes financial services, such as consumer car loans, that can also help another plank in the new leadership's economic transformation plans – boosting domestic consumption. But China's reforms to the financial sector, which is currently dominated by state-owned banks, have not yet been robust.

“I think the service economy is not only a solution to employment, since China's manufacturing sector is slowing down and the traditional service economy can be another place to absorb the labour force, but also because it is at the core of China's transition towards a real high-income country in the future,” Prof Xu says. “China is trying to avoid the so-called middle-income trap. One way to do it is to drive up the service sector, which is also associated with innovation, since a lot of service is actually driven by entrepreneurs.”

Though there is no one single policy that can promote urbanization, boost consumption, and increase GDP

growth, as the country becomes more urbanized, it will naturally help promote development of other areas, explains Prof Zhu. “As the economy becomes more urbanized then of course the per capita GDP will increase at the same time because productivity in urban sectors is much higher than in rural sectors,” he says. “So urbanization will help to increase the country's level of productivity, which means people's incomes will increase as well. Consequently, people's consumption level will increase – but that's the result of an increase in people's productivity and income, not the other way around.”

Prof Zhu suggests that fundamentally urbanization goes hand in hand with economic development, and to achieve sustained development, the government needs to maintain macroeconomic stability in the short run, and to maintain economic growth in the long run. Beyond that, he said, increasing efficiency – particularly investment efficiency and financial market reforms, rebuilding the country's social welfare system, improving income equality, and addressing environmental issues, are all important. The distributional and environmental issues are of particular concern, as change in these areas, “will not come naturally as a result of economic development,” he says.



黄奇帆： 通过改革释放红利推进城镇化

Mayor Huang Qifan: Reforms will Benefit Urbanization

5月11日，由中欧国际工商学院和联合国教科文组织-熙可生物圈城乡统筹研究院共同主办的“2013第二届中国国际农商高峰论坛”在京举行。重庆市市长黄奇帆（EMBA 1998）先生出席论坛并发表精彩演讲，深刻阐述了中国城镇化、工业化和农业现代化过程中所遇到的问题，并结合重庆改革经验畅谈解决之道。本文摘自黄奇帆市长的演讲，经编辑整理而成。

Chongqing Mayor Huang Qifan (EMBA 1998) shares his views on obstacles to China's urbanization, industrialization, and agricultural modernization and provides solutions based on reforms made in the municipality he leads. This is an excerpted and edited version of his speech at the CEIBS-UNESCO-CHIC 2nd China International Agri-Business Forum, held at CEIBS Beijing Campus in May 2013.



Urbanization, industrialization and agricultural modernization are major trends in China's social development. In implementing these steps, the government should not only provide funding and attract investment but it also needs to address the prolonged, systemic problems and leverage the benefits that can be generated from reform.

China is unique in that it is the only country, within the last 100 years, that has had more than 200 million rural workers undergoing urbanization and industrialization. This change took place within the last 30 years. However this urbanization process has led to a growing shortage of land in the cities, which results in increasing housing prices. Meanwhile, the supply of rural land keeps decreasing and the amount of land available for farming may fall below 1,800 million mu. In addition, farmers in rural areas earn very little income from their property or other assets.

Reforming the Household Registration System

Urbanization is a process through which rural dwellers become city residents. If rural workers have to return to their hometowns when they get old, China's urbanization will be incomplete as it will not reach the 'Lewis Turning Point'. That is the point at which the number of rural workers declines to 10% to 15% of the population and they can still meet the agricultural needs of the entire society; where the productivity of rural labour increases to the

same level of urban productivity and there is urban-rural integration.

Viewed within this context, there will be three benefits from reforming the household registration system. First, the rural population will decrease – but only if rural workers can become legally recognised urban residents after 5 or 10 years. If that happens, there will be a change to the current situation in which there are 900 million rural workers, with each household possessing 5 mu of farm land. Within 10 years, at the very least, each rural household will probably have 10 to 15 mu of farm land, which will bring about a scale effect. As a result, there will be an increase in the productivity levels of rural labour. Second, a reformed household registration system will help cities break through existing bottlenecks. Every December, rural workers in coastal areas return home for almost 3 months, leaving factories in limbo. That results in both a loss in capital and labour, undermining China's economy. This problem could be solved by providing rural workers with permanent residence in urban areas. Lastly, household registration system reform will help eliminate concerns about inequity in social security and provide the same benefits to both rural workers and urban residents.

Chongqing is a pilot project for coordinated and comprehensive urban-rural development reform. Working closely with the central government, we have learned a lot in recent years. We have formulated a plan for reforming rural workers' current household registration system. In certain cases, rural workers who hold resident permits for cities [hukous] enjoy the same benefits as urban residents in terms of: endowment insurance, medical treatment, housing, children's education and the employment threshold. In rural areas, workers have access to leased land, forest land and land for housing. The existing national regulations stipulate that rural workers who legally become urban dwellers [through the hukou system, with all the property-related benefits this brings] should no longer have the right to use leased land, forest land and housing land in rural areas. But we have implemented a change that allows rural workers to retain their property rights even after moving to the city. So they have some input in deciding how the land is used, and this is no longer just a matter of government decree.





近几十年来,城镇化、工业化和农业现代化是中国社会发展的主要趋势。在发展过程中,政府除了要投资、发展、招商之外,很重要的一点,就是对各种普遍性、长期性、周期性的问题进行改革,通过改革释放红利,从而推动城镇化、工业化和农村现代化的健康发展。目前,我们在城乡统筹方面有三个不能回避的问题:

首先,在城镇化和工业化过程中,30年来形成了2亿多农民工,这是中国城镇化独有的现象,其他国家百年来未曾遇见。其次,城镇化过程中城市土地越来越紧张,房价越来越高企,而农村耕地又不断减少,甚至难以守住18亿亩耕地红线。第三,在农村,农民的财产性收入、资产性收入比重非常低,也是中国农业现代化进程中的一个普遍问题。以上三个问题不妥善解决,中国城乡统筹、农业现代化就会变成一纸空谈,一个无法实现的目标。

户籍制度改革

城镇化进程是农民逐渐转变为城市市民的过程,而不是城市现有市民自我发展、自我改善的过程。如果一个农民工在城市里工作十来年,等到年纪大了又不得不回乡养老,那么我们的城镇化就是不完善、不到位、半拉子的城市化,刘易斯拐点也不会出现。所谓刘易斯拐点指的是:当农业人口减少至人口总量的10-15%、少数农民能够为全社会居民提供农业产

品、农民劳动生产率与城市居民劳动产出基本持平时所出现的一个拐点,它体现为城乡一体化的实现和城乡生活水平的平衡。

中国推行农民工户籍制度改革有三大意义:首先,只有农民工进了城,5-10年后变成城市市民,落户城市,农村人口真正减少,那么目前9亿多农民,每户5亩耕地的状况才可能改善。十几年以后,每户农民将拥有10-15亩耕地,就能产生规模效应,提高农村的劳动生产率。其次,有助于摆脱城市发展的瓶颈:目前沿海开发区临近年底,农民工回家过春节,一走便是3个月,工厂停顿,老板叹气,这是资本的损失,也是生产力的损失,对经济破坏极大。让农民工落户城市,则有可能从根本上扭转这一问题。最后,户籍制度改革可以消除社会保障方面的不和谐因素,让农民工享受与城市市民同等的待遇。

重庆是国家确定的城乡统筹综合配套改革的直辖市、实验区,近几年来按照中央要求做了一些探索。我们制定了农民工户籍制度改革计划,满足一定条件的农民工可办理城市户口,享受五个“一步到位”,即与城市市民相同的养老、医疗、住房、教育和就业保障。此外,按照承包法原先的规定,农民工将户口迁进城市以后,就将不再拥有农村的承包地、林地和宅基地的使用权。但我们认为,所有权是一种财产权,使用权也是一种财产权,因此做了一些改革,让农民落户城市后,在农村的土地使用权还可以继续保留,是给亲戚朋友用,或是自己留存,是



Comprehensive Social Cost

The overall cost, to the society, for each rural worker is more than RMB100,000. If more than 200 million rural workers move to the city, the comprehensive social cost will be more than RMB30 trillion. But that should not be an excuse to postpone this until 50 years later. Urbanization comes at a cost for all nations, a cost which is only a fraction of rural workers' decades of contribution to cities.

According to our analysis, less than 40% of a rural worker's cost is borne by the enterprise for which he is working. One third comes from central and local government departments. Rural workers bear the rest themselves.

We should also bear in mind that this will not be a lump sum payment made within one year, but spread across 20 years or more. Take endowment insurance: it is expected to increase by 8% but this increased cost will be paid over a few decades. So it will be affordable. Even without a household registration system, there will be more infrastructure, public facilities, schools and hospitals since several million more people will be working in the cities. From this perspective, rural workers' immigration, which sounds like a dreadful

monster, can be implemented with little impact.

Land Problem

In countries that undergo urbanization, there is typically an increase in the amount of farm land available. But China is different, we are losing farm land. The average area of land for construction per capita is usually 100 square metres, compared to 250 to 300 square metres in rural areas.

So when 100 million rural workers move into the city and settle down, they need 10 billion square metres for construction, their land in the rural area is used for farming so that 25,000 square kilometres of land becomes farm land. So in the process, the amount of global farm land should increase. There's no nation in the world that has a shortage of land as a result of urbanization. Yet we face a shortage of land. Millions of rural workers [who live in cities but do not have hukous] can still use the land in rural areas even after they move to the city – and the urbanization rate is over 50%. In many cases, they do not return to farming and the land remains idle. That is the fundamental reason behind China's shortage of farm land.

How can we resolve the problem? We can resolve it with a little creativity from the constitutional and legal

闲置,或是转让,都听凭他的意愿。这个制度有流转性,但前提是农民自己支配,政府不强加干涉,从而使得农民工进城之后,遗留问题也处理得较为妥当,符合老百姓的利益。

社会综合成本

一个农民工进城的社会综合成本是十几万元,如果2亿多农民工进城,就是30多万亿元。如果因为成本惊人,认为此事不可行,必须搁在50年后推行,那就是错误的。全世界的城镇化都有成本,但是大家都在推行,没有谁将此当成成本,因为农民工本身是贡献人口红利的,他们在城市中工作几十年所产生的效益绝对能抵消成本,并且远远大于这个成本。

我们也进行了分析,大致上一个农民工进城的成本,近四成的费用由招聘企业承担,有三分之一是政府、市政建设的开支,还有三分之一是农民工社会性成本,由自己负担。

此外,成本不是一年内支出的,是在农民工移居城市20年乃至更久的时间中花费的。例如,养老保险费用需要增加8%,但并不意味着一年交几万元,而是在几十年的过程中逐渐支付,所以整个成本是可以消化、解决的,并不是一个大问题。就政府而言,即使不提供给农民工城市户口,几百万人在城市工作,基础设施、公共设施、学校医院该增加的还得增加,而将这些问题处理好了,听起来像洪水猛兽一般的农民工进城事件,就可以风平浪静地进行。

土地问题

全世界的城市发展过程,都是耕地增加的过程,就国家而言的确如此。那为什么我们国家30年来耕地不断减少?很重要的原因在于市民和农民居住状态的一个基本现象,即城市的人均建设性用地一般为100平方米,而农村的人均建设性用地一般为250-300平方米,全世界皆然。

当1亿农民工进了城,在城里安家落户,城市建设性用地的刚性需求就增加了1万平方公里,而农民工在农村的土地自然退出,复垦为耕地,有2.5万平方公里。这个过程,从全世界的宏观潮流来看,都是耕地增加的过程,没有哪个国家出现我国城市用地如此紧张的局面。我们城市用地紧张不是因为浪费,而是因为2亿多农民工进城了,城市化率超过50%,而这些农民的农村建设性用地基本没有减少,两头占地,这是中国土地紧张的根本原因。

如何化解这一问题?可以在宪法意义、法制意义上用一个技巧将它化解,重庆在这个问题上做了一些探索。我们成立了一家地票交易所,目前是全国唯一的地票交易所,当农民在城里落户一些年以后,他觉得宅基地实在没有用处,就可以交给政府复垦为耕地,而他可以将自己的耕地拿到地票交易所出售,房产商征收农民的土地需要指标,于是会从农民手中购买,

我认为,合理的农民财产性收入应该在每年10%左右。”

如此一来,除掉复垦成本,农民也会增加一笔收入。

目前在国务院的批准下,地票制度正在重庆探索,已经进行了4年,还是非常合理的。我认为这项制度对整个国家有意义,从宏观长远来看,有利于城乡建设性用地综合平衡,最终保障城市供地,房地产价格不会因土地太少而畸形高涨,农村耕地也能得到保护。

农村金融

最后是金融下乡问题,重庆也好,全国也好,农村金融的比重都很低。我国有60多万亿元贷款余额,而农民、农户的贷款只有2000多亿元,农民得不到贷款,银行不借钱给农民,有人认为是技术问题,是银行太大弯不下腰来,因此要成立一些小银行,为农户服务,其实不然。关键在于信用,金融融通本身就是信用,信用的本质是财产担保。农村最大问题是没有可抵押的财产,农户的三块地——宅基地、农业用地、森林用地都归集体所有,承包法里明文规定不得用于金融质押。在法律规定下无法操作,这可能是改革需要探索的地方。

为了解决好这件事,重庆政府的确动了脑筋,我们让重庆的宅基地、农业用地、森林用地确权,作股权明晰,集体所有权作为财产权占20%,农民的劳动使用权、承包使用权同样是一种财产权,所占份额为80%。有了这个定义以后,农民可以将自己80%的份额用于质押,这样就改变了游戏规则。

如此一来,事情合情合理也合规,还获得了金融系统的支持,在三年时间内我们的农户贷款从30多亿元增加到了目前的300多亿元,农民增加了金融资产,农业生产加速发展,同时农民的财产性收入也相应增加。我认为,合理的农民财产性收入应该在每年10%左右。

总之,如果能够将农民工进城这件事做好,农民数量减少,农村劳动生产力提高,推动城镇化,妥善实行地票制度,城乡建设性用地一增一减平衡有余,那么城市房地产业也会更健康;再加上调整法规、扶植农村金融,农村农民的财产性收入也会增加。通过改革产生红利,这将是未来20年中国城镇化、工业化和农业现代化的重要途径。

perspectives. This is a discovery Chongqing has made. We established a 'land ticket' exchange system, the only one in China. After farmers have settled down in the city for a number of years, they can give their land to government for reclamation. Reclaimed land can be sold via 'land ticket' exchange. So although there is a cost [to the government] for reclamation, farmers can benefit from it.

With the state council's permission, Chongqing has been experimenting with this 'land ticket' system for four years with some degree of success. I believe this system could be applied across China. In the long-term, this approach would be effective in achieving a comprehensive balance between land used for rural and urban construction, which will finally guarantee a supply of urban land. This would protect farm lands, address the land shortage issue and curb housing price increases.

Rural Finance

The last point I want to discuss is finance in the countryside. Rural finance accounts for a small share of the sector whether we are talking about Chongqing or across all of China. China has a loan balance of more than RMB 60 trillion, of which farmers account for only about RMB 200 billion. Some believe this is because large banks do not cater to farmers and so we need to establish small banks that will meet farmers' needs. But in fact the key is credit. Financing is about credit, and this is inextricably linked to using property as collateral. Rural financing problems come from a lack of collateral property because the three kinds of

land available to farmers – housing, farm and forest land – are collectively owned and can't be used to get a mortgage. During the reform process, we need to study these and other hurdles within the existing system.

The Chongqing government really put a lot of thought into resolving this problem. We have changed the rules regarding property rights. We now recognise that collective ownership makes up 20% of property rights while labour usage and leased use share the other 80%. With this new definition, farmers can use their 80% as collateral.

In this way, the process of obtaining a loan becomes fair, reasonable, complies with the rules and gets support from the financial system. Chongqing farmers' loans now stand at more than RMB30 billion, up from about RMB3 billion a few years ago. Farmers have generated financial assets and agricultural productivity has accelerated; their property income has also grown. I believe farmer's property income should be around 10%.

In general, if we can effectively deal with rural workers' household registration, which decreases the number of farmers and boosts urbanization, properly implement the 'land ticket' system, and the supply of land available for construction remains stable, the urban real estate market will become more sound. Rural residents' property income will grow if adjustments are made to the law and regulations, and rural finance can be boosted. These benefits that can be derived from reform will be an important impetus for China's urbanization, industrialization and agricultural modernization over the next 20 years.



黄怒波： 城镇化的利与弊 Huang Nubo: Pros and Cons of China's Urbanization


文 / 夏敏 By Charmaine N. Clarke

地产大亨黄怒波(EMBA 1996)因为谋求购买、开发冰岛300平方公里的土地,已在国外名声大噪,但他的目光仍聚焦在国内项目之上。2009年,黄怒波的公司——北京中坤投资集团将业务重点从住宅领域转向旅游地产,他认为这一战略转型颇有成效,并让中坤在中国轰轰烈烈的下一轮发展中占得先机。据他估计,中国目前的城镇化率约为50%,未来有望升至80%。中国政府期望城镇化一如过去30年改革开放那样,推动经济蓬勃发展,黄怒波对此深表赞同。但是关于如何实现城镇化,由谁负担城镇化开支,房地产和金融行业需要做出哪些相应调整,以及城镇化应该福泽哪些人群,又该避免谁从中攫取私利,他有着自己独到的见解。

一家政府智囊机构认为,未来十年,中国每年将有1%的农村人口转化为城镇居民,每年的城镇化开支为1.4万亿元人民币。黄怒波认为城镇化的真实花费难以估算,但值得去投资。他不仅从商业层面关注城镇化进程,期待一系列相关产业藉此赢得机遇,还热切盼望着城镇化造福农村居民。他说,在中国迈入第三次工业革命之时,当务之急是让那些背井离乡的人过上有尊严的生活。“在新一轮城镇化发展中,政府应该将解决社会上诸多不平等问题提上主要日程,”黄怒波强调,“这不是一个简单的过程,给农民一幢过得去的房子和一些钱,让他们放弃土地,迁居城市,就成了所谓的‘城里人’。我们必须保证他们能够过上有尊严的生活。”

Real estate tycoon Huang Nubo (CEIBS EMBA 1996) is well known outside of China for his efforts to buy and develop 300 km of Iceland, but he still has his sights set on projects at home. His company, Beijing Zhongkun Investment Group shifted its focus, in 2009, from the housing industry to tourism-related real estate. This was a strategic move that Huang says has had a welcome side effect – positioning Zhongkun to benefit from the much-heralded plans to move China into its next round of development. He estimates that the country's current urbanization rate is now at about 50% and hopes to see that number increase to 80%. He agrees with the government's assessment that urbanization will boost economic growth, just as the past 30 years of reform and opening up have done. He also has his own views about how urbanization should be implemented, who should pay, the accompanying changes needed in the real estate and financial sectors, as well as who should and should not be allowed to benefit from the process.





One government think tank estimates that one percent of China's rural population will be transformed into urban residents each year for the next 10 years, at a cost of RMB1.4 trillion per year. While Huang believes it is impossible to predict the true price tag, he is convinced it will be worth the investment. In addition to seeing the business side of the process, which he anticipates will create opportunities for a wide swath of industries, he is also eager to see the benefits it will bring to rural residents. The focus, he says, should be on providing a life of dignity for those who will be uprooted from their homes as the country marches towards its third industrial revolution. "For this new round of urbanization initiatives, the Chinese government should put the country's inequality problem at the top of the agenda," Huang stresses. "It's not just a simple process in which people who should be urbanized are asked to give up their land in return for a good house and some money so that they can be called city dwellers. We should ensure that these people live a life of dignity."

Huang shares the government's view that urbanization is an opportunity to close the income gap now so evident in the country. This can only be achieved, he says, if urbanized rural dwellers have access to all the benefits now available

to those already living in cities. "We can't let them just do low-level work such as construction or cleaning. We need to provide them with good medical, educational and occupational resources," he says. "We should not just build good hospitals for them without providing good doctors. We should not just build good schools for them without providing good teachers."

But all this will come at a price and there is now an on-going debate about who should pay and the source of funding. For Huang, the answer is obvious: the central government should tap into tax revenue earned over the years to cover the lion's share of the bill, and enterprises that will benefit from the trillions in anticipated earnings should be next in line. It is estimated that urbanization will generate about RMB40 trillion in investments and that the newly-urbanized will be a huge source of as-yet-untapped domestic spending. Says Huang, "In terms of who should pay, I think this should be the order: the central government should pay the bill, then relevant parties – including companies; this way we can give farmers the benefits to which they should be entitled."

The passion with which he advocates giving rural dwellers a fair shake is matched by his concern that –

只有让城市新居民享受到城市原有居民的全部福利，缩小收入差距的目标才能达成。”

黄怒波赞同政府将城镇化视为缩小收入鸿沟的机会。他认为，只有让城市新居民享受到城市原有居民的全部福利，缩小收入差距的目标才能达成。“不能让他们只从事建筑工、清洁工等体力劳动，还要为他们提供良好的医疗、教育和职业资源，”他说，“光为他们建一所漂亮医院还不够，还要配备称职的医生；光为他们建一所气派学校还不够，还要拥有良好的师资。”

当然，这一切都需要钱，而费用由谁负担，有哪些融资渠道，目前各方论战、众说纷纭。黄怒波认为答案显而易见：中央政府应从历年税收中拨出一部分来承担城镇化的大部分开支，而有望从城镇化过程中获得巨额收益的企业也应紧随其后，承担部分开销。据估算，城镇化将需要40万亿元人民币的投资，同时也孕育着巨大的、尚待开发的消费潜力。黄怒波说：“关于城镇化开支由谁承担的问题，我觉得应该依照这个顺序：首先是中央政府出资，然后由相关各方——包括企业来分摊；通过这种方式，让迁居城镇的农民获得他们应得的利益。”

黄怒波呼吁给予城镇新居民公正合理的待遇，这多少与他的担忧相连，虽然城镇化势在必行，却可能对中国社会产生无法挽回的消极影响。他认为城镇化意味着现代化，这一进程不可避免地导致“现代性的困境”这一全球共有的难题。“社会内部将暗流涌动，人们变得更加个人主义、物质主义。就像德国哲学家海德格尔所说的，人们失去了精神家园，会变成互不相干的个体。但城镇化仍是每个国家发展过程中必经的道路。”他略带感伤地诉说，这一刻他的诗人气质显露无遗，“在中国30年改革开放进程中，人们变得越来越富有，却离幸福越来越远。原先以家庭为中心的社会已分崩离析，人们倾向于个人主义，彼此之间疏离冷

漠。随着城镇化的推进，整个社会将更加理性化、工业化、法制化、高科技化，而人性却在一点点流失。从某种意义上说，人们失去了理想，只关注切身利益。对此我很悲观。”

下文是黄怒波先生接受《TheLINK》杂志独家专访。

《TheLINK》：请问您对于政府实施城镇化有何建议？

中国制定了十分完善的城镇化政策，20多年来城镇化已取得不错的进展。可是，城镇化也面临着一些问题和挑战，主要导致的问题有环境恶化、投资驱动型经济和贫富鸿沟。

新一轮城镇化是众望所归的国家政策，应该尽快付诸实施。但是，我们不应为落实城镇化制定具体的时间表，不应为了城镇化而城镇化，也不能为了相关利益集团而揠苗助长。我们应当制定一个切实计划，其中包括了解和满足那些迁入城镇的新居民的需求。

城镇化是中国迈向平等、公平、公正之路的良好历史机遇。如果城镇化政策贯彻不力，那么就有贫富差距扩大，社会趋于动荡的危险。

《TheLINK》：城镇化有望刺激中国经济发展，在这一进程之中，像中坤这样的公司面临着哪些机遇？您有哪些拟定的项目，它们如何与政府的举措相协调？

城镇化将为中坤和其他公司带来许多机遇，也将为中国的经济学家提供新的研究课题。对房地产开发商而言，这当然是挣钱的良机。比如在黄山，如果风景区的城镇化率提升1%，中坤旗下物业就会增值10%。我们还在北京门头沟村和云南普

though urbanization is needed and should proceed – there will be an irreversibly negative impact on Chinese society. Urbanization means modernization, he says, a process that inevitably results in the ‘modernity dilemma’ irrespective of geographic location. “There will be turbulence within the society; it will also make people more individualistic and materialistic. It’s like the German philosopher Heidegger said, people will become individuals without spiritual hometowns. But urbanization is necessary for every country’s development process,” he says with a tinge of sadness and sounding very much like the well-respected poet he has become. “Over the last 30 years of China’s reform, people have become richer and richer, but they are also becoming more and more unhappy,” he adds. “This is because the family-oriented society has disappeared, and people are becoming individualistic as the connections among individuals have been severed. With urbanization, the overall society will become more rationalized, industrialized, legally governed, scientific, technologically advanced, while we will increasingly become lacking in humanity. To some extent, people will lose their ideals and just think about their personal interests. So I’m pessimistic in that regard.”

Read on for more from Huang Nubo’s exclusive interview with *TheLINK*:

TheLINK: What advice do you have for the Chinese government on how to implement its urbanization plan?

Huang Nubo: China has a very good urbanization policy and there has already been great progress for more than 20 years. However, it also faces problems and challenges. The key problems caused by urbanization so far are: environmental degradation, an investment driven-economy, the gap between rich and poor.

This new round is a very good national policy and should be implemented as soon as possible. But we should not set a specific date for the process to be implemented, or pursue urbanization just for the sake of doing it. We can’t push urbanization forward just for the sake of groups with vested interests. We should have a solid plan – one that includes understanding and meeting the needs of those who will be urbanized.

This will be a good historical opportunity to address inequality, unfairness, and problems of injustice. Without effective implementation of the urbanization initiative, there is the potential danger of a wider gap between the rich and the poor, and there will be more risk of instability within the society.

TheLINK: During the urbanization process, which is expected to stimulate economic growth, what are some of the opportunities available for companies such as Zhongkun? Do you have any projects planned, and how do they tie into the government’s efforts?

Urbanization will offer enormous opportunities to Zhongkun and other companies – and China’s economists will have a new research topic. For real estate developers, it’s a good opportunity to make money. In Huang Shan (Yellow Mountain), for example, if the urbanization rate increases by 1% in scenic spots, the value of property owned by Zhongkun would increase by 10%. We are also doing cultural village projects in Mentougou village in Beijing and Puer in Yunnan province. Zhongkun is well prepared to embrace this urbanization initiative. We are lucky to have our strategic goals aligned with national policies. In Puer cultural village, for example, our property in scenic spots may now be worth RMB8,000 per square meter. But after urbanization, property value there may increase to RMB 20,000 per square metre.

On the other hand, there is now an oversupply of residential property in third- and fourth-tier cities while in first- and second-tier cities, real estate developers face more policy risks. Zhongkun made the shift earlier than other companies. Now a lot of real estate developers would like to shift into tourism real estate projects like we did.

TheLINK: In addition to the real estate sector, what other industries stand to benefit from this new round of urbanization? What changes do they need to implement to maximize its positive benefits?

Over the last 30 years of China’s reform and opening up, all industries in all sectors of the country benefited. This will also be the case in the next round. If China’s urbanization rate increases from 50% to 80%, the overall

洱开发“文化村落”项目。中坤已经做好准备，迎接新一轮城镇化。我们非常幸运，因为公司的战略目标与国家政策相一致。以普洱文化村落为例，目前我们的景区物业每平方米价值8000元，而经过城镇化之后，景区物业可能升至每平方米20000元。

另一方面，中国三四线城市的住宅地产目前已呈现过剩状态，而一二线城市的房地产商面临着更多的政策风险。比起其他同行，中坤及早进行了战略调整，如今，很多房地产公司都在想，当初像中坤那样投身旅游地产就好了。

《TheLINK》：在新一轮的城镇化中，除了房地产业以外，还有哪些行业能够从中得益？这些企业应该做出哪些调整，以确保获取最大的利益？

中国30年改革开放，惠及了国家的各行各业，在新一轮城镇化中，情况也会如此。如果中国的城镇化率从50%升至80%，那么整个社会将变得更加现代、更加进步。

为了确保城镇化的顺利推进，房地产业必须改变运营和商业模式。房地产业的现有模式——高价买下一块土地，再建造极其昂贵的楼盘向居民出售——这是不可持续的。房地产开发商可以关注将社区文化放在首位的住宅项目，这些项目要满足人们的文化活动、社交和工作的需求。

其实放眼望去，所有行业都需要转变商业模式。比如，电子商务应该更深地融入社区；医院、学校等服务机构也应该与社区建立更紧密的纽带。各行各业不能只关注大城市，也应该着眼于中小城市；不要只盯着一线城市，也可以到乡镇地区发展业务。这将是城镇化带给中国社会的真正进步。

《TheLINK》：有人担心，当农民变成城市居民之后，中国农业将受到影响，你对此有何看法？

这个不必担忧。城镇化是要将农民拥有的小块土地聚集起来，由大公司进行更高效的运作。如今农户拥有5-10亩土地，但不能有效地加以利用。城镇化不是将耕地变为城镇，而是让农民迁居城市，从而在中国建立起现代化、高科技、高效率的农业。

《TheLINK》：有人建议中央政府通过债券市场或银行贷款来解决城镇化的资金问题，中国金融领域应该做出哪些调整来完成这一任务，并尽可能从城镇化中获益？

我们需要政策支持，以深化中国社会一些相关领域的改革。比如中国的金融系统和金融市场就需要改革，否则城镇化会被某些利益集团利用，成为他们牟取高额利润的工具，金融资源也得不到公平公正的分配。中国的国有企业通常比民营企业拥有更多的金融资源，但提供的就业岗位却远低于民营企业。如果资源分配不公，贫富之间的差距还会进一步扩大，这是当今中国社会的问题之一。对金融系统进行更多、精心设计的改革，让金融市场更加开放，能够提升城镇化水平。与此同时，我们需要中央政府制定指导方针和明确政策。我们不可走极端：一方面需要开放的环境，一方面也希望得到中央或地方政府的指引，避免过度的市场化。我们不愿看到所谓的“国有企业”或利益集团掌控关键资源，这一问题需要彻底解决。

《TheLINK》：你是否担心城镇化的巨额投入会导致产能过剩和进一步通货膨胀等负面影响？

我们不能单从投资面看待问题，还要考虑投资可能带来的回报。比如，如果10万亿元人民币的投资会让中国的城镇化率升至70%，那么带来的社会财富可能是40万亿元。因此，我们应该同时关注问题的两面：投资与回报。举一个例子：如今从北京去黄山，坐飞机需要1小时40分钟，坐火车要20多个小时，黄山的土地价格是每亩100万元，当地农民的年收入为1000-2000元；但是以一系列高速动车将北京与黄山两地相连，单程只需5小时，这样一来，黄山的土地价格将升至每亩200-300万元，当地农民的年收入会升至3000-5000元。从中我们可以看出，对于城镇化的投资能创造出多大的价值，它会增加人民收入，提升生活品质。

我们应该张开双臂迎接新一轮城镇化。



society will become more modern and progressive.

To ensure that the process works well, the real estate industry needs to change our operational and business models. We can't sustain our existing model of buying a piece of land at very high prices, then selling it by building very expensive housing for residents. This is no longer sustainable. Real estate developers should focus on residential projects that put community culture first. Projects should meet people's need for cultural activities, interaction and employment.

Taking a broader view, all industries will need to change their business models. Take e-commerce as another example, they should penetrate into the communities in a deeper way. Service providers such as hospitals or schools should do the same to be more connected with the community. Industries should not only focus on big cities, but also small and medium sized ones, not just first-tier cities but also the ones at village level. This will be the real progress the Chinese society will make by leveraging urbanization.

TheLINK: There has been some concern that with farmers becoming urban dwellers, this may impact China's agricultural industry. Do you share that concern?

That won't be a problem. The plan is to combine the small pieces of land now owned by the farmers and have larger companies operate them more efficiently. Farmers now own 5 or 10-mu plots of land which seem to be less efficiently operated. Urbanization will not turn arable land into cities; it refers to urbanizing farmers so that a very modern, more scientific and very efficient agricultural sector will take shape in China.

TheLINK: There have been suggestions that the central government will pay its share of the cost of urbanization by going to the bond market or through bank loans. What changes will be needed in the country's financial sector to accomplish this and maximize the benefits of urbanization?

We need supporting measures in promoting reforms in a number of related areas of Chinese society. For example we need a reform of China's financial systems or markets, otherwise the drive could be misused by certain interest

groups to generate exorbitant profits for themselves and financial resources won't be allocated in an equitable and fair way. SOEs typically have better access to financial resources in China, but offer less job opportunities compared to the country's private companies. If there is inequality in resource allocation, the gap between rich and poor could become even wider. This is one of the problems in China's society today. Urbanization would be enhanced by more and well-designed reforms in the financial system and with markets becoming more open. But at the same time, we need guidance and clear policies from central government. We should not go to extremes. On one hand, we need openness; at the same time, we don't want over-marketization without guidance from central or local government. We don't want the so called 'state owned enterprises' or certain interest groups to control the key resources. This needs to be fully addressed.

TheLINK: How concerned are you that there will be negative effects such as overcapacity and increased inflation as a result of the massive spending that will go into urbanization?

We should not just look at the equation from the spending side, we should also think about the value that could be generated by the investment. For example, if China's urbanization rate increases to 70% with a total investment of RMB10 trillion, maybe social wealth would reach RMB40 trillion. So we should look at both sides of the equation: investment side and output side. Look at it this way: Today a flight from Beijing to Huang Shan takes almost 1 hour and 40 minutes or more than 20 hours by train. The value of land in Huang Shan is RMB1 million per mu. Local farmers earn about RMB1,000 to RMB2,000 per year. But the high-speed train is going to connect Huang Shan and Beijing. Then it will take 5 hours to get there by train and the value of the land there will be about RMB2 million to RMB3 million per mu, the farmers could make RMB3,000 to RMB5,000 per year. We need to look at how much value can be generated by making this investment in urbanization. It will increase people's income and standard of living.

We should embrace this round of urbanization.

城镇化与中国梦 ——访旭辉控股董事长林中先生

文 / 朱琼敏



众所周知，在中国政府大力推进的新一轮城镇化中，房地产业无疑将是重要的参与者。那么，地产行业资深人士对于新型城镇化的政策会有怎样的解读呢？《TheLINK》杂志为此独家采访了旭辉控股（0884.HK）董事长林中（CEO 2004）先生。

自1990年大学毕业以来，林中先生一直从事房地产行业。2000年，他创办了上海永升置业有限公司，2004年更名为旭辉集团股份有限公司。在房地产发展的“黄金十年”，旭辉顺应潮流、抓住机遇、乘势崛起，从一家默默无闻的民营企业发展成为行业翘楚。2012年旭辉集团合同销售额累计约95.4亿元人民币，公司跻身“上海市房企销

售20强”、“中国房地产上市公司50强”，并于2013年7月首度步入“中国500强”排行榜，更将今年的销售目标直指140亿元人民币。

在采访过程中，林中先生表达了在新一轮城镇化背景下对于房地产企业未来发展的坚定信心，“我认为这个行业没有天花板。说实话，百亿级企业不足挂齿，山外有山，更有千亿级企业的存在。旭辉坚持专注、专业、专心，希望能在城镇化赋予的巨大增长空间中一展身手。”

下文是林中先生与记者的问答录。

Urbanization & the China Dream

By June Zhu

The real estate industry is among those that will undoubtedly be an integral part of the government's urbanization efforts. To understand what this means from the perspective of an industry insider, *TheLINK* spoke with Mr Lin Zhong (CEO 2004), Co-Founder and Chairman of CIFI Group (0884.HK).

Mr Lin has been in the real estate industry since graduating from university in 1990. In 2000, he founded Shanghai Yongsheng Real Estate Company which was renamed CIFI Holdings Company Limited in 2004. Benefitting from the industry's past "golden decade", CIFI grew from a relatively unknown company to a successful leader in the industry. In 2012, with signed contracts for sales totalling RMB9.54 billion, CIFI was crowned one of the "Top 20 Real Estate Companies in Shanghai" and "Top 50 Listed Real Estate Companies". In July 2013, it made the list of "China's Top 500" companies; and it has its sights set on RMB14 billion in sales this year.

During his interview, Mr Lin expressed confidence in the future of China's real estate sector within the framework of the country's much-anticipated new round of urbanization. "There are no ceilings for the industry," he said. "There is a lot of room for growth. To be honest, enterprises valued at tens of billions of RMB are not a major accomplishment, not when there are others valued at hundreds of billions. CIFI will stick to our principles: we will remain focused, professional and committed to our goals. We hope we can showcase our skills during the significant improvements that will be brought about by the urbanization process."

Read on for more.



《TheLINK》:您如何理解目前政府的城镇化发展规划?

李克强总理所提出的以人为核心的新型城镇化与造城运动截然不同。在我看来,以人为核心的城镇化,其重要含义是提高人民的生活质量,让人民的生活更加美好。

《TheLINK》:您认为城镇化实施过程中可能遭遇的最大阻力是什么?

目前就各方机构调查结果综合来看,中国城镇化水平应该在50%左右,而西方发达国家的城镇化水平达到了77-80%。例如,美国的城镇化率为90%,真正实现了城乡一体化。而如今中国受制于国力,公共服务资源尚未得到公平配置,城乡差距依然很大。

我觉得李克强总理提出的新四化(工业化、信息化、城镇化、农业现代化)中,城镇化是为最善,毕竟让人民的生活更加美好才是众望所归,而实现这一目标,就意味着切实推行一系列改革。从总体来看,李总理的城镇化提法可谓高屋建瓴——提升人民生活水平,要做的事纷繁复杂,但总要抓住一个“牛鼻子”,而他极具远见地提出了“以人为核心的城镇化”。中国国情与国外迥然相异,在推动城镇化发展的过程中需要更多的顶层设计与改革,究其原因,是由于城镇化涉及我国独特的土地出让制度、阻碍人口自由流动的户籍制度、行政权力对公共资源的配置方式、中央和地方的关系,以及各级政府的财力限制,等等。这些都意味着我国的城镇化将有着鲜明的中国特色。

从国外经验来看,城镇化路线是清晰的——一般是先从农村到城市,再从城市到郊区。目前我们还停留在“从农村到城市”的阶段。城镇化可分为两种:市场化下的城镇化和行政主导下的城镇化。行政主导的城镇化很容易导致造城运动,简单地说就是在城镇造房子,让农民居住。但城镇化的核心是生活

质量,其背后所依赖的是就业、教育及公共医疗卫生服务等配套设施。在美国,小城镇里举目也能看见不少世界一流大学和500强企业,在现阶段的中国是不可想象的。发达国家的城镇化步伐比我们领先几十年甚至上百年。在我看来,鉴于中国的实力还无法直接达成城乡一体化,就应该将财力集中于大城市,逐步减少农村人口,渐次实现城乡一体化。

《TheLINK》:您能否具体解释一下“市场化下的城镇化”和“行政主导的城镇化”这两个概念?在城镇化过程中,政府应该扮演怎样的角色?

市场化下的城镇化要求我们尊重市场。以我国目前的土地供应指标为例,我认为一二三线城市的指标不应一成不变,相反,人口密集型城市的用地指标应该提高,而人口外流城市的指标则应相对降低。同时,我们也要提升用地效率,避免土地资源的浪费。关于政府的职能问题,我认为,政府一定要在城镇化进程中起主导与规划的作用,因为城市最大的功能便是要素的聚集与配置,而政府恰好是要素配置过程中至关重要的一环。

《TheLINK》:对房地产企业来说,城镇化会带来哪些具体收益?

城镇化为房地产企业带来了巨大的商机。1998年以来,城镇化步伐加快,过去十余年间的发展速度约为1.4%,即使未来增速放缓,我认为每年也有1%。城镇化将给房地产企业带来巨大的增量市场。不过,待到城镇化完成之时,房地产就不会再扮演支柱角色——大城市也许还会盖房子,小城市则全无必要。因此今后几十年对于房地产企业来说是难得的白银时代。

就不同的企业而言,要结合自身所掌握的人力和社会资源来抓住机遇、谋求发展。较之过去十年,未来房地产行业将更具创新力,更加多元化。机会就在前方。



“We need decades – or even one hundred years – to catch up with developed countries.”

TheLINK: What is your understanding of the Chinese government’s urbanization plan?

Premier Li Keqiang’s idea of this “new” type of urbanization is very different from the old-style “city-creating campaign”; it centres on improving people’s living standards and helping them have a better life.

TheLINK: What’s the biggest obstacle in implementing the plan?

According to the statistics I have access to, China’s urbanization rate has already reached 50%. The rate in developed countries is 77% - 80%. For instance, American’s urbanization rate is about 90%, and they have already realized urban-rural integration. But in China, because of its unique characteristics and structure – for example public service resources are sometimes not allocated fairly – there is a big gap between rural areas and cities.

I think among Premier Li’s four new modernizations (industrialization, informatization, urbanization, agricultural modernization), urbanization is the most favourable one. After all, the ultimate purpose of any reform is to make people live a better life. But to reach the goal, we need a series of reforms and opening-up policies. China has its unique characteristics, and in the current process of urbanization, we need to put a lot of effort into making the needed reforms – and this drive needs to come from the top. Urbanization will involve China’s unique land transfer system, our household registration system which prevents people from freely migrating to the cities, the administration’s special methods of allocating public resources, the relationship between central and local governments, as well as the financial restrictions at different levels of government. All these factors will definitely differentiate China’s urbanization process from other countries’.

The urbanization roadmap is clear – from rural areas to cities, then from cities to outskirts. Where is China now? We

are now at the first phase. There are two kinds of urbanization, one is market-oriented urbanization and the other is executive-led urbanization. The latter is easy to result in “city-creating campaigns” which, to put it simply, is to build houses in towns and ask residents from rural areas to live there. However, the most important part of urbanization is actually the living standards, and this requires supporting facilities such as employment, education, public health care services, etc. For example, in a small American town, there might be top-tier schools and global top 500 companies. But in today’s China this is impossible, and we need decades – or even one hundred years – to catch up with developed countries. Given the current situation, for now we need to concentrate our financial resources in big cities, and cut down on the rural population step by step to gradually reach urban-rural integration.

TheLINK: Could you explain the difference between market-oriented and government-led urbanization?

Market-oriented urbanization requires that we respect the market. Take land supply quota as an example: I think the quota for cities of different levels should not be the same. Instead, the quota for more populated cities should be raised, and for cities facing population reduction, it should be decreased accordingly. At the same time, we need to improve land use efficiency to avoid wasting resources. The government must now take the role of leading and planning, because cities’ most important function is to assemble all the elements and allocate them, and the government is a critical part of this process.

TheLINK: What benefits will urbanization bring to real estate enterprises?

Urbanization, which has been accelerating since 1998, has already brought about immense commercial opportunities. In the past ten years or so, the urbanization

《TheLINK》:目前国家对三四线城市发展的关注度日益提升,为何旭辉仍坚持将房地产开发集中于一二线城市?

我认为在城镇化真正实现之前,一二线城市仍是人口的主要流入城市,这意味着一个巨大的增量市场。每个企业都会根据自身的能力与资源作出最有利于发展的取舍,旭辉选择一二线城市,因为这是适合我们的战略。我们在三线城市也有涉足,但不是战略重点,只是有力补充。

《TheLINK》:除了房地产企业,您认为谁还会从城镇化中获得最大的红利? 会不会有某些人群在这个过程中受到不利影响?

我认为全体国民都会受益,因为城镇化的最终目的是提高人民的生活水平,改变人民的生活方式,这是全体国民的福祉,没有行业之分。好的社会机制旨在保证机会公平,但不能保证结果公平。追根溯源,现在许多都市人都是从农村出来的,关键还是依靠自身力量。如果一个人吃苦耐劳,找份工作应该不成问题。

《TheLINK》:您觉得城镇化有无弊端,是否会带来房价飙升、交通堵塞和环境污染等问题?

在市场经济条件下,房价还是取决于供需关系,这是内因;当然同时要考虑外因,比如政策、货币和预期等产生的影响,但归根结底起作用的还是供应与需求。我认为在城镇化完成之前,长期来看,一二线城市的房价依然看涨,因为随着城镇化程度加深,土地价格会上升,基础设施的投入也会越来越大,这将导致成本增加。至于城镇化所带来的问题,我觉得国家决策层要有超前的思考。事实上,户籍制度并不会真正影响大城市的人口流动,尤其是在政府提倡中国梦的大背景下,许多毕业生为了实现自己的梦想,依然会留在特大型城市如北上广等地工作谋生。因此,政府真正需要考虑的是预测数十年后城市的人口总量,并据此对城市布局、产业格局及道路交通等作出相应规划,才可以防患于未然,避免“城市病”。

《TheLINK》:您觉得什么时候中国能完成城镇化?

我无法确定具体的日期。如果国家坚持改革开放,那么按照每年1%的速度增长,到2030年左右,城镇化率应该可以超过70%。我相信政府有智慧、勇气和决心来实现这一梦想。





growth rate has been about 1.4%, and though the speed is slowing, I predict the annual growth rate will be about 1% in the near future. Urbanization has created a lucrative market for the real estate industry. But after the process matures, real estate won't play a major role any more. Big cities will need fewer new buildings and small cities may not need them at all. So the next few decades, before urbanization matures, is a "silver age" for enterprises.

They should seize the opportunities available by leveraging the human and social resources they have available. I think during this round of urbanization we will see more innovation and diversification in the real estate sector than we have seen in the last 10 years; there are great opportunities ahead.

***TheLINK:* There appears to be a push, by the government, towards developing third- and fourth-tier cities during this 'new' urbanization. Why is CIFI still focused on developing businesses in first- and second-tier cities?**

This is our strategy. Before the urbanization process is mature, first- and second-tier cities are still the ones with the largest population. Each enterprise makes decisions that are most favourable for it; CIFI chose these cities because they are suitable for us. We have been involved in some business ventures in third-tier cities, but they are not our strategic emphasis – just a complement to our broader operations.

***TheLINK:* Apart from real estate, what other industries will benefit most during urbanization?**

I think urbanization will benefit everyone in the country; after all, the ultimate goal is to improve people's living

standards. As for individual losses, a good social system is to guarantee equity of opportunities instead of equity in results. Today many urban dwellers are originally from rural areas. That shows that if you are patient and work hard, you can earn a living in the city.

***TheLINK:* Is there any dark side to urbanization, such as surging housing prices, traffic congestion and environmental pollution?**

The balance between supply and demand is what determines housing prices; though policy, money supply and market expectations also have an impact. In my opinion, housing prices are still on the rise in first- and second-tier cities because, as the urbanization process matures, the cost of buildings – including infrastructural investment as well as land prices – will increase. In terms of traffic congestion and pollution, I think the government should think ahead. The household registration system will not prevent people from moving to big cities to realize their "China dream". Based on their estimates of how many residents they will have within the next 10 years or so, city governments should plan their urban layout, industrial distribution and road design beforehand to prevent any negative fallout.

***TheLINK:* When do you think China will reach acceptable levels of urbanization?**

I cannot give a specific date. However, I think if the country can stick to its reform and opening-up policy and we can have a 1% annual urbanization growth rate, it should be around the year 2030. I believe the government has the wisdom, courage and resolve to accomplish this dream.



城镇由产业而生，随改革而兴

——访银城地产董事长黄清平先生

文 / 雷娜 周羽极

江宁区是南京市经济发展最快的一个产业基地，许多世界500强企业皆聚集于此。站在新落成的银城皇冠假日酒店的会议室窗前，极目远眺，湖水宁静，建筑疏朗，比起喧闹的市区这里更多了一份优雅与开阔。“原先都是农田，”银城地产董事长黄清平先生(CEO 2003)指着一片精心雕琢过的土地说，“曾经只是农村，后来企业入驻，产业发展起来，周围的农民变成了产业工人。乡镇渐渐消失，融入城市之中，这就是一个自然发生的城镇化过程。”

城镇由产业而生

从历史和宏观的角度思考问题，深深融入了黄清平先生的思维方式之中。他眼中的城镇化绝非一个让农民迁居城市，随之扩大基建的简单过程。“关键是要营造环境，一个民众追求创新、渴望创业的环境，这不可能一蹴而就，将是一个漫长的过程。先要建立制度和法律的保障，再从金融和技术领域给予支持，让人们可以享受创业成功的果实，不惧怕创业失败的风险。有了这样理想的环境，涌入城市的农民才不会茫然无依，因为有足够的就业岗位让他们在城市里找到安身立命之所。”

Cities Burgeoning with Reform

Interview with Huang Qingping, President of Yincheng Real Estate

By Lei Na & Sherry Zhou



Jiangning District is the fastest growing industrial base for Nanjing's economy; many global Top 500 enterprises have operations there. But there are still some pockets of serenity. The view from the window of the meeting room in the newly-built Nanjing Yincheng Crowne Plaza, for example, provides clear line of sight to a tranquil lake, surrounded by a handful of buildings. Compared with noisy downtown, this spacious area exudes its own air of grace. "These were all farm fields before," says President of Yincheng Real Estate, Huang Qingping (CEO 2003), as he points to a plot of well-maintained land. "This place used to be the countryside. Later, enterprises moved in and industry prospered, turning the nearby farmers into industrial workers. Villages and towns gradually disappeared, or merged into the city. This is the natural process of urbanization."

Cities Born of Industry

With his deeply-ingrained way of thinking within the broader historical context, Huang views urbanization as much more than the process of relocating farmers into the city and providing the necessary infrastructural upgrades. "The key is to nurture the environment, to make sure there is an atmosphere in which people seek to innovate and start businesses," he says. "This cannot be done at one stroke; it will be a long process. First, you have to make rules and laws, and provide financial and technological support. When people can enjoy the fruits of business success, and are not afraid of failure, farmers swarming into the city will no longer feel lonely and helpless, because there are enough jobs for them to find a living there."



黄清平认为城镇化首先是产业化，“进城的农民必须转化为产业工人或服务业人员，否则将会成为政府的不能承受之重。一般而言，总是第二产业先行发展，金融、服务业随即跟上，后者的创新又会转而促进第二产业兴盛，二者互动产生乘法效应。如今，农民工进城大多从事建筑和服务业，倘若这些领域的产能已经过剩，职位正在削减，政府拿什么补充和替代呢？因此，将农民转化为城市居民，就业将是一个重要问题。我认为解决之道是发展民营企业。有资料显示，民营企业提供了中国近80%的城镇就业岗位，他们在中国城镇化进程中所发挥的作用不容小觑。可以让他们承担起解决中国就业的重担，因为中国近三分之二的GDP都是由民营企业创造的。”

产业随改革而兴

黄清平的言语之中流露出对于鼓励创业的社会环境的向往，仿佛他并不是一位早已走过最初的风雨创业路并站在宏大的地产集团权力之巅的企业家，而仍是心怀仰望，在城市中打拼的芸芸众生中的一员。也许正因为知道创业之不易，政策之可贵，他才希望如今的年轻人能赶上一个好时代，未来在这条路上走得更轻松一些。

“城镇化的根本问题是国家经济结构的调整，这个问题不解决，城镇化一定会演变为钢筋混凝土。如果只是将现有的

过剩产能消耗掉，不考虑投入和产出能否平衡，那将意味着更大的泡沫。”“就像当年许小年教授所说的，村村通铁路都有需求，但未必都有回报。从经济学的观点来看，没有回报就不能盲目投入，应当另辟蹊径去解决问题。”

“中国经济继续走下去，城镇化是一条必由之路，无论用哪种方法面对，道路必定如此。有人说，现代农业的发展历程是消灭农民，将农民变成产业工人的过程。农民涌入城市，成为蓝领、白领、金领，需要依靠打工或者创业，如果他选择后者，又苦于无法抵押宅基地去获取贷款，他该如何去投资和创业呢？因此，城镇化的前提是改革，是真正的有切肤之痛的改革，这绝非易事。”

城镇化中的房地产业

有人说，受万众瞩目的人被误解也最深，这句话应用在中国地产商的身上似乎也同样贴切。黄清平说，地产行业的特质很像金融行业，财富聚集能力很强，财富杠杆作用很大，从而导致大众对房地产商产生了“为富不仁”的偏见。但他对于自己的事业怀着一颗平常心，“房地产行业就是金融类的第三产业，是一种服务业，它为人民提供工作和居住的空间。人们的收入提高了，才会想要去买更宽敞的房子。如果空有创业之心，创造财富无门，皮之不存，毛将焉附，房地产行业也无从发



Farmers in the city must turn into industrial workers or service workers, or they will be an unbearable burden to the government.”

Huang’s first-hand view of how industrialization leads to urbanization has shaped his opinion of the how the new round should be implemented. “Farmers in the city must turn into industrial workers or service workers, or they will be an unbearable burden to the government,” he says. “Employment is an important issue in our effort to turn farmers into city dwellers. In my opinion, one way out is to develop private enterprises. Data shows that private enterprises provide nearly 80% of China’s urban job opportunities, and their role in China’s urbanization should not be neglected. They can shoulder the responsibilities of China’s employment, as nearly two thirds of China’s GDP is generated by private enterprises.”

Industry Burgeoning with Reforms

His comments are a tip-off to his hope for a society that encourages entrepreneurship. They indicate that he is not merely a seasoned businessman standing at the pinnacle of a huge real estate empire after the vicissitudes of running his business. He is also, at his core, still just a man

determined to earn a living, a man hoping for a better life in the city. Maybe it is because he knows how hard it is to be an entrepreneur and just how precious favourable policies are, that he is so passionate about ensuring that today’s youth can live in a better time, one where they have more choices.

“The basic problem for urbanization is the reorganization of China’s economic structure. Without solving this problem, urbanization will surely narrow its focus onto steel and cement. If the aim of urbanization is just to consume the existing surplus capacity without considering the balance between input and output, there will be bigger bubbles,” he warns. “As [CEIBS] Professor Xu Xiaonian has pointed out, ‘every village wants a railroad, but not every railroad into a village will bring equivalent reward’. From an economic viewpoint, we cannot invest blindly hoping for a return, we should try other ways.”

Though he knows it will be a difficult process, Huang is convinced that urbanization is a must for China’s sustained future development.

展。城镇化绝对不是房地产化。”

因此他呼唤改革,纵然改革意味着万象更新,光环褪去,房地产业不再是中国经济沉浮中一枝独秀,又屡次从“宏观调控”中涅槃重生的神奇行业,但他更愿意在一种健康的、遵循经济规律的环境中,凭借智慧、勇气和勤奋,以及对于历史潮流的洞察,与其他行业相辅相助、并肩共进,怀着信念去走一条艰辛但值得的中国城镇化之路。

《TheLINK》:您的职业生涯与银城地产的发展紧密相连,能否向我们简单介绍一下企业的发展史?

银城地产的前身是一家国有企业,当时主要为政府修路架桥,解决事业单位职工的住房问题,2001年改制为民营企业,开始真正走入市场。20年的时间转瞬即逝,我们在国家经济发展和宏观调控的背景下谋求企业自身发展,时至今日,公司在房地产开发领域以住宅为主,同时涉足酒店、写字楼和商业地产,此外还有物业管理、装饰、健身等配套产业。预计未来十年,公司会聚焦在住宅、酒店和物业三大领域重点发展。

《TheLINK》:目前国家决策层大力推行城镇化,您觉得这对于房地产行业是否意味着新一轮发展机遇?

机会一定存在,但我希望政策更加明朗一些。发展城镇会带来居住、生活服务和商业的需求。现有的城镇建设就数量而言不足以容纳迁居人口,这就为开发商带来了机遇。我们可以迎合市场需求,做出合适的产品供应当地居民,但同时觉得,在政策不明确之前不能盲目投资。我们期待国家决策层将来

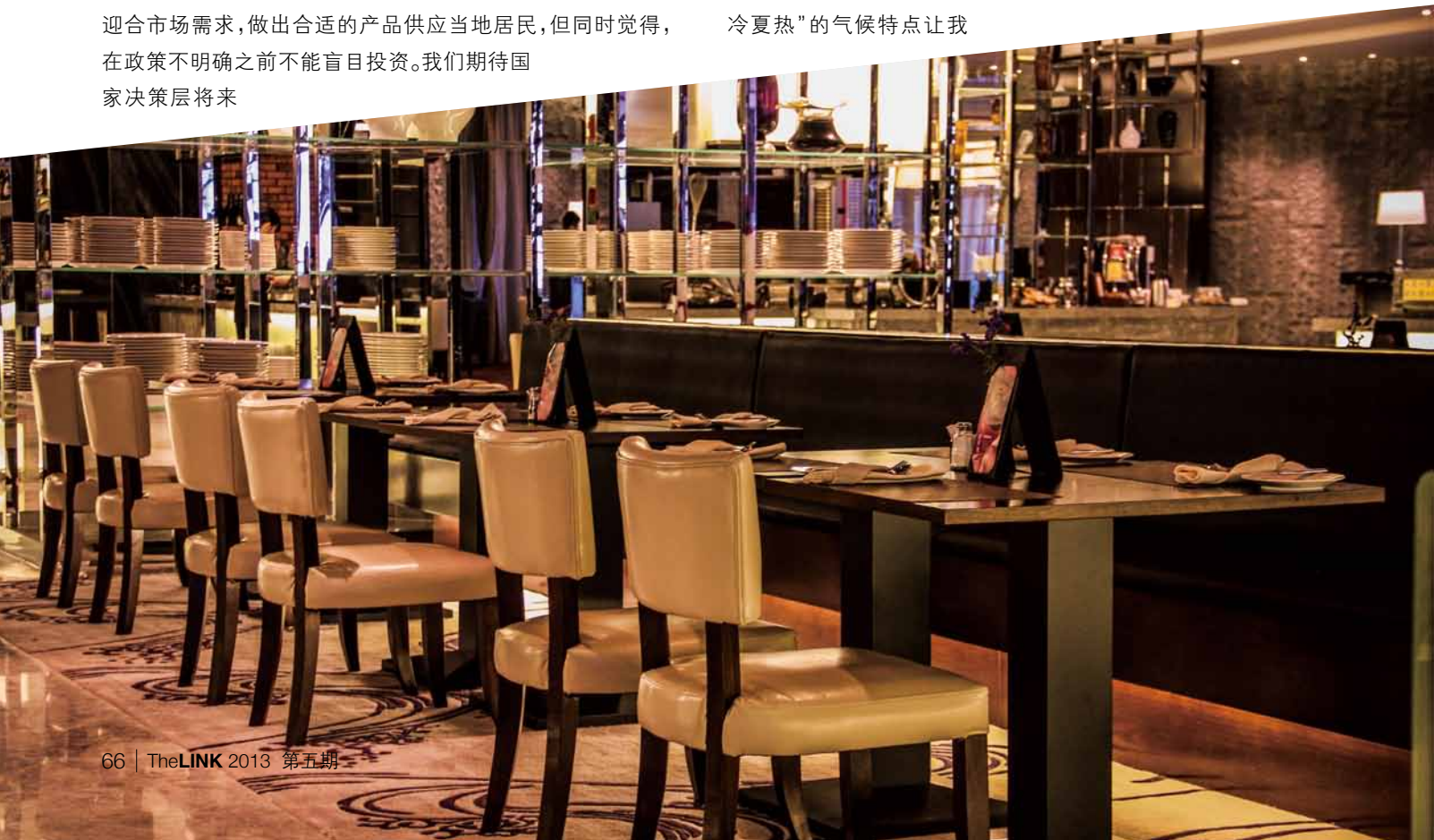
做出一些改革,例如,户籍制度能否开放,农民的宅基地能否用于抵押贷款,还有农民工子女的教育问题能否得到妥善安排。我觉得城镇化是中国社会的未来趋势,随着城市的发展膨胀,贫富差距会越来越大,必须通过城镇化来调整,但走这条路的前提是改革,是真正的、打破既有格局的改革。

《TheLINK》:如今银城地产在南京、无锡和西南地区都有业务,未来的发展方向是专注于现有地区,还是向更多城市拓展?

我们会做一些调整,近几年将业务重点放在南京,对于扩张会更加慎重。因为目前中国的房地产业在城市之间已经呈现出很大的结构性差异,这主要是由于城市外来人口数量、城市服务业发达程度的不同而造成的,我们会优先发展存量房相对较少的地区。如果未来挑选发展城市的话,我们会主要考察那里的外来人口数量和结构,以及金融业、服务业和消费水平。如果一座城市对于周边地区有吸附力,那儿的房地产业也会比较发达。

《TheLINK》:银城地产是最早倡导绿色节能建筑的房地产企业之一,是什么契机让您有了这样的先见之明?您觉得在城镇化发展过程中,保护环境和经济发展能否并行不悖?

银城地产从1996年开始尝试节能建筑,比国家颁布节能标准提前了5年。当时是考察了国内外的房地产情况,南京“冬冷夏热”的气候特点让我



Real Estate in Urbanization

The saying that the things most sought after are often the most misunderstood seems to apply to China's real estate developers. Huang sees parallels between his sector and the financial industry: there are great opportunities to amass and leverage immense wealth, which leads to a public backlash. But he is undeterred; he has peace of mind. "Real estate is the third pillar of the financial sector. It is a kind of service, providing space for people to work and live," he says. "People will only dream of buying bigger houses when their income increases. Without practical ways to create wealth, just having a wish to start a business is not enough. Without the creation of wealth, the real estate industry has no way to develop itself. Urbanization is never *just* about real estate development."

This is why he has been calling for reforms, even though that means everything will change. The halo around the real estate industry will fade, and the industry itself will no longer be the crown jewel of China's economy. It will no longer be a 'magical' industry that survives rounds of governmental 'macro-control'. Huang prefers to work in collaboration with other industries in a healthier environment where economic rules are better respected, and to be among those whose united wisdom, courage, diligence, and insight into the trends of history help blaze a hard-earned trail towards China's urbanization.

TheLINK: Your career is closely linked to the development of Yincheng Real Estate. Could you brief us on its history?

Huang Qingping: Yincheng used to be a state-owned enterprise. It was set up to help the government build

bridges and roads, along with houses for employees of institutional organizations. In 2001 Yincheng became a private entity, and began to truly enter into the market. For the past 20 years, we've been striving to grow against the background of China's development and within the framework of its macro controls. The company has now expanded its business line to include residential real estate development, which is its main focus, along with hotel management, office buildings, commercial real estate, as well as real estate management, interior design and fitness training, among other supporting industries. In the coming decade, the company expects to focus on three major areas: homes, hotels, and real estate management.

TheLINK: Do you think the central government's new urbanization push will provide a wave of development opportunities for the real estate industry?

There will surely be opportunities out there, but I hope the policies can be made clearer. The development of cities will stimulate demand for housing, services and commerce. Currently there are not enough cities to contain the incoming population, which brings opportunities for developers. We can meet the demand from the market and create proper products to supply the needs of local residents. But in the meantime, we cannot invest blindly before clearer policies come out. We are expecting the national decision makers to initiate certain reforms, such as the loosening of the household registration system, allowing mortgage of rural farms, and ensuring that the children of migrant workers have access to education. Urbanization is the future trend of China's society. With the swelling of the cities, there will be greater and greater gaps between rich and poor, which must be filled by urbanization. But the premise is that reforms are carried out, and they must be genuine reforms that break the status quo.



This is why he has been calling for reforms, even though that means everything will change."



教育是立国之本，如果我们企业能做一些事推动中国教育发展，我觉得善莫大焉。”

有了这个念头。南京不属于供热地区，一到冬天，市民们在室内和在户外穿得一样多，于是我们就想建造一种冬天保暖、夏天隔热的房子。基于这样的理念，我们开始涉足节能型住宅。目前公司在运用节能环保技术方面相对比较成熟。截至2012年底，银城地产开发建成的绿色节能建筑总面积约320万平方米，其中国家级绿色建筑示范工程超过100万平方米，南京市约有一半的节能环保住宅是由我们建造的。至于环境保护能否与经济发展并肩共进，我觉得首先要靠国家立法，有了严格的法规，人们才会抗拒利益的诱惑，寻求二者共同发展之道。

《TheLINK》：银城地产一直热衷于教育和公益事业，您为中欧捐赠了吴敬琏学术基金，捐助爱佑慈善基金会累计780万元，至今已资助了653位患先天性心脏病的儿童重获健康。是出于什么原因，让银城地产如此重视教育和公益事业？

企业是一个法人，所谓法人，就是人格化的企业。我想在经营企业的过程中尽一点社会责任。从事慈善和募捐，我所在意的都是真正帮助弱势群体。爱佑慈善基金会的前身是中欧CEO班第一届学员毕业后成立的一个同学会，在发展过程中，由同学会成员集体出资发起了这个慈善基金会。在我的印象中，自2006年以来，爱佑童心项目已经救助了约两万名患先天性心脏病的儿童，其中最小的出生才40天。城里人有时一顿饭局的花费，就足以挽救一个孩子的生命，为什么不去做呢？其实在爱佑慈善基金会中，我所做的和所捐的并不多，只是坚持每年都有捐赠。这个基金会不发一人工资，全都是义务劳动。有些同学甚至帮助了整整一个省需要资助的患儿，他们都是有社会责任感的民营企业家。

至于教育，我游历过国内一些商学院，最后选择了中欧，我很喜欢这里认真严谨、尊重学术的氛围。我敬重吴敬琏教授，时常拜读他的著作。教育是立国之本，如果我们企业能做一些事推动中国教育发展，我觉得善莫大焉。因此我捐赠了吴敬琏学术基金，希望中国能多一些像吴老这样的社会良知，以严谨的研究、独到的见解，去推动中国社会和中华民族发展，发出正直睿智的声音，引导社会与民众。



Can environmental protection and economic development go hand in hand?”

TheLINK: Yincheng has operations in Nanjing, Wuxi and south western China. Do your future plans include focusing on existing areas or going into more cities?

We're going to make some adjustments. In recent years our focus has been on Nanjing, and we will be more prudent in expansion. China's real estate industry has shown considerable structural differences between cities, which mainly results from the differences between the number of incoming people and the development of urban service industries. We'll first consider areas where there are relatively small stocks of commercial houses. When we choose cities for our future development, we'll mainly focus on the number and structure of the incoming population, and the level of development of local financial and service industries, as well as that of consumption. If a city is attractive to neighbouring areas, its real estate will also prosper.

TheLINK: Yincheng is among the first real estate enterprises that advocated green and energy saving buildings. Do you think environmental protection and economic development can go hand in hand with urbanization?

Yincheng Real Estate has been trying out energy-saving buildings since 1996, five years earlier than the promulgation of the national energy-saving standards. At the time, we researched the real estate industry at home and abroad, and Nanjing's climatic feature of 'freezing in winter and sizzling in summer' gave me the idea. Nanjing does not have an internal heating system, and its residents had to wear as much inside their homes in winter as they did outside. To change this, we planned to build a type of house that keeps warm in winter and cool in summer. Based on this concept, we began to develop energy-saving housing. Currently our company commands mature technology in energy saving and environmental protection. By the end of 2012, Yincheng had completed a total of 3.2 million square metres of construction area of green energy-saving housing, among which more than 1 million square meters are classified, at state level, as exemplary green building construction projects. About half of Nanjing's energy-saving environmentally friendly housing was developed by our company. Can environmental protection and economic development go hand in hand? I think first there must be national legislation concerning the matter. Only when there are strict regulations can people resist the allure of profits and seek to harmoniously develop the two.

中国新型城镇化的全球影响

文 / 夏敏

麦肯锡(上海)咨询公司资深董事华强森先生正和他的研究团队以新的方式评估中国的城镇化进程。他们相信,调研的重点在于人们生活方式的转变,而不是计算修建了多少城镇和公路。事实上,麦肯锡已经设计出一系列指标,帮助中国地方政府在推进新一轮城镇化的过程中明确路线,达成目标。

“我们不仅仅是测量城镇化进度,更将它与许多问题相连,如城镇新居民融入情况、医疗条件、环境质量、行业发展等,所有这些方面都有其衡量方法和量化标准。”华强森在接受《TheLINK》独家专访时透露,“这是我们的工作重点,我们希望通过为中央与地方政府官员提供一些额外的参考基准,最终为提升城镇化质量出一份力。”在华强森眼中,城镇化与人息息相关:人们转换观念,放弃祖祖辈辈延续的生活方式,去追寻新的发展机遇,根据自己的意愿做出简单却勇敢的选择。

Jonathan Woetzel, a Director based in McKinsey's Shanghai office, is part of a research team that is reshaping the way urbanization is measured. The emphasis, they believe, should be on transforming people's lives, instead of tallying how many cities or highways have been built. In fact, they have come up with a series of metrics that provide China's local government officials with clear guidelines about targets they need to hit as they embark on this latest urbanization push.

“This is beyond simply quantifying modern urbanization. We link urbanization to issues such as integration of migrants, provision of health care, quality of the environment, development of industries. All of these things have measures and quantitative targets,” Woetzel said in an exclusive interview with *TheLINK*. “That's been the focus of our work and we hope that, through providing these additional sets of benchmarks for local and national government officials, we will ultimately improve the quality of urbanization.”

For him, the process is all about people: their leap of faith as they leave behind the life they have known for generations, a chance at new opportunities and the simple yet powerful act of being able to make their own choices.

Global Impact of China's New Urbanization

By Charmaine N. Clarke



TheLINK: Why should people outside of China – individuals, enterprises, governments – care about China's new round of urbanization?

Jonathan Woetzel: China's urbanization has obviously already had a significant global impact based on its need for resources – whether we are talking about iron ore, copper and other things determined by the scale of the process – as well as the need to pull in technical resources from outside. There's clearly an impact in the marketplace based on the middle class' demand for things created because of urbanization. The question of the demand for anything from pianos to furniture is going to be conditioned by what you think the average middle class Chinese family of a provincial tier 2 city would want to own. Understanding what is the likely outcome of urbanization, that is an important factor for any company that's involved in a traded good or service.

Beyond that, I'd say this is probably one of the most fascinating stories in the history of the human species. What's changing in China today will ultimately have tremendous global impact, through the process of building a new China. The people who grow up in the China of tomorrow will be the shapers of our world; so it helps us to understand where they come from and what their attitudes are. Whether we're talking about Tencent or Alibaba or

CNOOC and Sinopec, Chinese companies will certainly have global impact. Those companies are the products of an urbanizing China. At the same time, a global company which is trying to stay relevant without being a participant in the Chinese urban marketplace will find it increasingly difficult to do that. Having a leading position in urban China will be a prerequisite to being globally successful in most industries.

TheLINK: How feasible are the government's urbanization plans?

We all expect urbanization will continue, and we all expect that the larger cities will continue to take a major share of those migrants. To the extent that there's an expectation of change, it would be the hope that the small-to medium-sized cities start to catch up. Large cities have grown faster than small ones in the last five to ten years, and so the question is: will the smaller cities catch up and how will they integrate with the large cities.

That's the part of this that I think is most uncertain.

But in terms of the other aspects, for example investment and infrastructure, it's certainly well within the financial capability of government to do this. So it's not really a feasibility question, it's more about execution and motivation of lower-level government officials.

《TheLINK》:为什么国际社会——包括个人、企业和政府会如此关注中国新一轮城镇化?

中国的城镇化一直对于全球影响深远,这缘于其对资源的庞大需求——无论是铁矿石、铜,还是其他资源,都与城镇化规模紧密相连——还有引进外国技术资源的需求。此外,城镇化造就了中产阶级对于物质的需求,继而对市场产生显著影响。从钢琴到家具,中国二线城市普通中产阶级家庭的购买欲望决定着许多商品的需求状况。理解城镇化所可能带来的结果——对于每一家出售商品或提供服务的企业都非常重要。

除此之外,我认为中国的城镇化可能是人类历史上最非凡的故事之一。中国今日所发生的变化,最终将对全世界产生重大影响。在中国出生成长的人们将会改变世界。因此,我们应该了解他们的生活背景与人生态度。不论是腾讯、阿里巴巴、中海油或是中石油,中国公司未来必将拥有全球影响力,而这些公司正是中国城镇化的产物。同时,如果一家跨国公司不愿参与中国的城镇化进程,那么也难以在中国站稳脚跟。对大多数产业而言,在中国占据领先地位是获得全球性成功的先决条件。

《TheLINK》:中国政府的城镇化规划有多少可行性?

我们相信城镇化将会继续下去,大多数农民工将移居大型城市。如果说我们期待一些变化的话,那就是希望中小型城市能够快步跟上。过去五到十年时间,大城市发展速度快于中小城市。中小城市能

否追赶上来,又将如何与大城市相互融合,我们将拭目以待。

我认为这是目前最不明确的部分。

就其他方面如投资和基建而言,政府绝对有财力去推动这些事情。因此城镇化的可行性其实并不存在问题,更多是与地方政府官员的执行力与积极性相关。

《TheLINK》:在城镇化过程中,普通的农村居民将获得什么益处,又将看到哪些变化?

一切都在变化。其实生活在农村的人并没有很多的选择机会:他们无法选择自己的职业、教育与家庭,无法选择自己能够购买或出售的商品。在城镇化进程中,他们搬到城市居住,会发现选择之门一下子打开了,普通人也有了更多的自由去发出疑问,做出选择。很多决定可能并不明智,但是物竞天择,适者生存,我们将从错误中学习。中国和整个世界都是这样一路走来的。我认为,城镇化是一段让我们觉醒、认清自身潜力的过程。

对普通人而言,最明显的益处在于消除性别歧视等方面,比如女性将获得更多的教育、工作、自我表达以及创造财富的机会。城镇化程度较高的社会让一切充满可能。这正是普通人从中所感受到的:更多的可能性。反过来,这也将为社会创造更多的发展经济、提高生产力和繁荣富强的机会。

城镇化究其本质是改变人们的视野,为人们提供更多的机会。这一大背景下的原动力又转而推动经济发展,道理就是如此。在中国农村,人们其实是有活可干的,只是他们不感兴趣。因此他们选择离开,去探索自己未知的领域。这种行为源于信念,也源于对于“选择”的价值的推崇。

TheLINK: How will the average rural resident benefit, what are the changes that he will see?

Everything changes. The person in the countryside fundamentally doesn't have many choices today: doesn't have a choice about their job, doesn't have a choice about their education, doesn't have a choice about their family, doesn't have much of a choice about what they can buy or, for that matter, sell. With urbanization and the move to the city, all of this then becomes open for choices; so the average person has more freedom to ask and make decisions. Many of those decisions will be bad ones, but we are a resilient species and we will learn from those mistakes. That's what the experience of China and the world has been. I think of urbanization as a process that allows us all to wake up to our true potential.

The clearest benefit to the average person will be measured in terms of things such as gender inequality – issues such as women's access to education, to jobs, to representation, to money. All these are all far greater in a more urbanized society. That's what the average citizen experiences: greater access. For society, in turn, this then creates opportunities for growth, for productivity, and for prosperity.

Urbanization is fundamentally about changing people's horizons, creating greater access to opportunity. That is the prime mover of the context which in turn creates economic opportunity. It doesn't go the other way around. People actually do have jobs in the Chinese country side; they're just not that interesting. They leave their jobs to do something that they don't know. It's an act of faith; it's also a belief in the value of choice.

“Urbanization is fundamentally about changing people's horizons.”

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中欧受上海市政府 委托，聚焦中国 专题案例研究

CEIBS
Commissioned
by Shanghai
Government to
Focus on China-
specific Case
Research

经 上海市政府慎重选择，中欧国际工商学院承担起建设“上海MBA课程案例库开发共享平台”项目的重任，该平台聚焦于中国背景下的管理实践，旨在推动国内商学院进一步提升课程质量，并帮助全球的商学院更加深入地了解在中国多变的经济环境中，管理学所面临的特殊挑战。

“中欧所采用的案例一般中西兼备，但因为中国的商业环境与西方发达国家迥然不同，学员们对于中国本土案例的需求与日俱增。”中欧国际工商学院副教授、案例研究中心主任梁能教授如此解释了建立上海MBA课程案例库开发共享平台的缘由，“在国际市场上，大家也越来越渴望了解如何在中国国情下进行管理，以及中国公司如何把握自身的发展、创新与转型。”

不仅国内外对于中国背景下的管理案例有着强烈需求，上海本地的商学院也期望学习如何有效地运用案例教学法。

“众所周知，中欧国际工商学院无论在案例开发，还是案例教学上，都拥有较丰富的经验，因此上海市政府选择我校作为建设案例库和案例平台的先行者。”梁教授解释说。

这是中欧专注于知识创造与教学创新的最重要的首创项目之一。世界上许多商学院都采用案例教学法，并大量借鉴根植于西方文化和政治背景中的案例。“我们鼓励教授和案

例研究员格外关注中国特有的管理问题，但同时基于全球视角。这一首创项目恰与我校‘中国深度，全球广度’的战略完美契合。”梁教授说，“我们可能会以更广阔的新兴经济体背景下的管理为主题，组织全国性的案例竞赛。”

除了上海市政府，上海地区的其他商学院和大量来自企业界的机构也是中欧这一项目的合作伙伴。中国的经理人将从案例平台的成果中获益。中欧将利用这一平台进行以实践者和政策为导向的研究。案例研究法就方法而言比传统的学术论文更为灵活，因此中欧将从平台中选取素材，帮助企业高管们更好地理解 and 应对市场变化。“我们希望帮助更多的中国经理人从中汲取普遍规律，让他们能够授人以渔，触类旁通。”梁教授解释道。案例平台还将推动中欧开发与 中国管理相关的新的标志性课程，并帮助更多的中欧教授和案例研究员成长为世界级的中国专家。

“我们希望到2018年，每一位想要寻找有关中国管理案例的人都能首选这个平台。”梁能教授说，“该平台将在三年内投入运作。目前我们正在建立一个高质量、符合国际标准的本土案例库，以供国内外商学院使用。”

CEIBS has been selected by the Shanghai Government to lead the development of the Shanghai MBA Case Development and Sharing Platform that focuses on management in the Chinese context. The platform is designed to help Chinese business schools further improve their programme quality and help international business schools better understand the unique challenges of managing within the context of China's transitional economy.

“At CEIBS we use a combination of Western and China-context cases but our students are increasingly asking for more and more localized cases, as the Chinese business environment remains significantly different from that of the developed West,” said Associate Dean and Director of CEIBS Case Development Centre Prof Liang Neng, in explaining the need for the Shanghai MBA Case Development and Sharing Platform. “There's also a growing demand in the world market for managing in the Chinese context. They want to know how Chinese companies manage growth, manage innovation, manage transition.”

In addition to this strong domestic and international demand for cases about management in the Chinese context, local Shanghai business schools also need to learn how to effectively apply the case teaching method. “Since CEIBS is considered more experienced in both case development and the case method, the Shanghai Government has selected the school to lead the development of this case bank and platform,” explained Prof Liang Neng.

This is one of CEIBS' most significant initiatives to focus on knowledge creation and teaching innovation. Many business schools across the globe use the case method of teaching, and draw heavily on cases that are grounded in the cultural and political context of the West. “We are encouraging faculty and case writers to focus specifically on managerial issues specific to China, but from a global perspective. This initiative fits precisely with our ‘China Depth Global Breadth’ strategy,” said Prof Liang Neng. “We will also likely organize nationwide case competitions centred on management within the broader context of emerging economies.”

In addition to the municipal government, CEIBS will also collaborate on the project with other Shanghai-based business schools and the wider business community. Chinese managers stand to gain from the work produced by the case platform.

CEIBS will also leverage the platform for practitioner- and policy-oriented research. Because case studies are more flexible in methodology than traditional academic research papers, CEIBS will use material from the platform to help business executives better understand and be more responsive to changes in the market. “We hope to help more Chinese managers extract general principles that can be learned by others and applied in other situations,” explained Prof Liang Neng. The platform



中欧副教务长、案例研究中心主任梁能教授
Associate Dean and Director of CEIBS Case Development Centre
Prof Liang Neng

will also be leveraged to develop new signature CEIBS courses on Chinese management and help groom more of the school's faculty and case writers to become world-class China experts.

“We hope that by 2018, our platform will be the number 1 preferred choice for anyone who wants to find cases about management in China,” added Prof Liang Neng. “It should start operating in about 3 years. Right now, we are developing a stockpile of high-quality international-standard but localized cases which can be used by both domestic and international business schools.”

新秀集团箱包捐赠仪式隆重举行 Newcomer Corporation Donation Ceremony



9月10日，在中国第29个教师节来临之际，为回馈母校，感谢中欧国际工商学院教授和员工们的辛勤工作，新秀集团董事长施纪鸿（EMBA 2010）先生特意向每位教授和员工赠送了一套该公司生产的行李箱包。中欧副院长兼中方教务长张维炯教授和新秀集团董事总经理赵胜梅女士（EMBA 2012）出席了本次捐赠仪式。

捐赠仪式在西班牙中心隆重举行。代表施纪鸿先生出席活动的赵胜梅女士表示，新秀集团曾多次赞助中欧活动，见证了母校的发展壮大。新秀集团“永远创新，力争优秀”的方针与中欧“认真、创新、追求卓越”的校训不谋而合。她期待在未来的日子里，新秀集团能与中欧加强合作、共同发展。张维炯副院长代表全院教授和员工向新秀集团表达了感激之情。

Chairman of the Newcomer Corporation Mr Shi Jihong (EMBA 2010) has provided each CEIBS staff member with a set of luggage manufactured by his company. The donation was his way of showing his appreciation for their hard work, and his dedication to his alma mater. A donation ceremony was held on September 10, National Teacher's Day, in the Spanish Centre of CEIBS Shanghai Campus. CEIBS Vice President and Co-Dean Prof Zhang Weijiong thanked Mr Shi and Newcomer Corporation on behalf of CEIBS faculty and staff, and reiterated the school's commitment to continually develop its learning environment and course offerings.

Speaking on behalf of Newcomer, Managing Director Mrs Zhao Shengmei mentioned that the company has sponsored many CEIBS events in the past, and has enjoyed witnessing the school's development and growth. She noted that Newcomer's value statement, "Continuous Innovation and Striving for Excellence" coincides with CEIBS' motto: "Conscientiousness, Innovation and Excellence". She said she is looking forward to further cooperation between Newcomer and CEIBS in the future.

中欧与西门子医疗建立战略合作伙伴关系

8月28日，中欧国际工商学院与全球领先医疗解决方案提供商西门子医疗在中欧北京校园签订了为期三年的战略合作协议。中欧院长、成为基金创业学教席教授佩德罗·雷诺（Pedro Nueno）先生，西门子医疗全球首席执行官荣怀德（Hermann Requardt）博士，中欧院长助理马遇生先生和西门子东北亚区医疗业务领域总裁吴文辉先生出席了本次活动。

雷诺教授致欢迎辞，他代表中欧对西门子长期以来的支持表示感谢。中欧与西门子的合作可以追溯到学院创办初期，当时西门子为中欧在北京开设的EMBA课程提供免费教学场所。自2010年起，西门子为中欧可持续发展及供应链管理提供支持。中欧一直非常关注中国的健康产业发展，已成立中欧卫生管理与政策中心，并自2005年起举办年度健康产业高峰论坛。此次与西门子医疗的合作，将有助于中欧在健康产业领域继续开展研究工作。

吴文辉先生代表西门子医疗与中欧签署合作协议。他认为中欧与西门子的合作乃是水到渠成，并将为在中国从事健康产业的公司了解国际上最先进的理念和技术提供重要平台。

签字仪式后，荣怀德博士发表演讲，介绍了健康产业的观念转变，以及这如何推动西门子医疗进行创新。活动在现场问答环节中圆满落幕。

SIEMENS

Renewed Strategic Partnership with Siemens Healthcare

CEIBS and Siemens Healthcare, the world's leading healthcare



solutions provider, signed a three-year strategic partnership agreement to strengthen their collaboration in the healthcare area during a signing ceremony held at the school's Beijing Campus on August 8. The more than 40 alumni who attended also enjoyed a lecture by Siemens Healthcare CEO Dr Hermann Requardt, who spoke about some of the key innovations in healthcare. CEIBS President and Chengwei Ventures Chair Professor of Entrepreneurship Pedro Nueno, CEIBS Assistant President Ma Yusheng, Operations Director of CEIBS Beijing Campus Ms Catherine Hsiao and Mr Frank Wu, President of Siemens Healthcare Sector North East Asia (NEA), also participated in the event.

In his welcoming remarks, President Nueno expressed appreciation for the longstanding collaboration with Siemens, which dates back to the school's early days when the company offered its Beijing office to host the CEIBS EMBA

programme. Since 2010 Siemens Group has been the sponsor of the CEIBS Centre for Sustainability and Supply Chain Management. CEIBS has demonstrated its commitment to developing China's healthcare industry in a variety of ways, including the establishment of the CEIBS Centre for Healthcare Management and Policy, and since 2005 through hosting annual forums on healthcare. This new three-year partnership with Siemens Healthcare will help enable CEIBS to continue its research and development in the healthcare sector.

Before signing the partnership agreement on behalf of Siemens Healthcare, Mr Wu, who is a CEIBS EMBA alumnus, expressed appreciation for the collaboration, which he noted has developed organically. He said the partnership has provided an important platform for companies in the Chinese healthcare sector to learn about the latest international management concepts

and innovative technologies.

Following the signing ceremony, Dr Requardt gave a lecture on the paradigm shift that is underway in the healthcare sector, explaining how it drives innovation in companies like Siemens Healthcare. The event ended with a lively Q&A session.

中欧凯风家族传承研究中心圆桌研讨会走进山城

8月31日，中欧凯风家族传承研究中心走进山城重庆，面向中欧重庆校友及当地家族企业举办了2013年第二期家族企业圆桌研讨会。本次研讨会由中欧重庆校友分会承办，邀请到重庆当地家族企业第一代创始人和第二代接班人近20位嘉宾出席。研讨会延续“家族传承”这一核心主题，聚焦于“传承与创新——家族两代人眼中的对方”。中欧凯风家族传承研究中心联席主任芮萌教授、台湾董事学会发起人蔡鸿青博士担任主讲嘉宾，中欧重庆校友分会秘书长许凤女士主持了研讨会。

芮萌教授首先发表了题为“接班”的演讲，以多组详实数据描述了接班的迫切性、重要性和艰巨性，并强调家族企业领导人有必要通过理论框架来思考传承问题，并参考相对量化科学的传承模式。

随后，来自中国台湾的蔡鸿青博士作了题为“家族治理初探”的演讲。蔡博士在分析比较欧美家族企业治理模式后，提出了适应华人世界的FGS三元家族治理系统，来解决两代人在家族传承和治理中遇到的一系列问题。同时，台湾家族企业在传承上的经验值得大陆家族企业借鉴。

企业家研讨环节由芮萌教授主持。讨论话题围绕着“两代人眼中的



对方”展开，两代人争相发言、气氛热烈。随着教授的精彩点评和引导，探讨的内容也不断深入，引发了与会嘉宾的思索和共鸣。

CEIBS Kaifeng Centre for Family Heritage Holds Chongqing Roundtable

The CEIBS Kaifeng Centre for Family Heritage held its second roundtable on August 31. Organized by the CEIBS Chongqing Alumni Association, the event's theme was "Heritage and Innovation: Two Generations Through Each Other's Eyes" and many local first- and second-generation entrepreneurs attended. Hosted by Ms Xu Feng, General Secretary of the CEIBS Alumni Association Chongqing Chapter, keynote speakers included Co-director of the CEIBS Kaifeng Centre for Family Heritage and Professor of Finance and Accounting Oliver Rui and Dr Cai Hongqing, founder and Executive Director of the Taiwan

Institute of Directors.

Prof Rui began the first half of the roundtable with a lecture entitled "Succession" in which he illustrated the urgency, importance and difficulty of succession in a family business. He also introduced some common aspects of family business succession that have been studied by scholars. He stressed that entrepreneurs running family businesses should think about the succession issue systematically, using theoretical frameworks as a tool for overall guidance.

Dr Cai Hongqing then spoke about "Family Business Governance". In his lecture, he shared a comparison of European and American family enterprises. He suggested that Chinese family businesses would benefit from adopting Family Governance System practices to address both the transfer of power and inheritance to the second generation, and issues of corporate governance. He also suggested that Taiwan's multigenerational family



Schneider Electric Invests in CEIBS' "Green Campus"

CEIBS President and Chengwei Ventures Chair Professor of Entrepreneurship Pedro Nueno visited Schneider Electric China's head office in Beijing on August 28th, where he met with Schneider Electric China CEO and CEIBS EMBA alumnus Mr Zhu Hai. The pair discussed the company's business and talent development strategies. Mr Zhu also gave a demonstration of the Schneider EMS (energy management system), which the school is utilizing in the Shanghai Campus Phase III expansion to help fulfil its commitment to maximizing energy efficiency. In thanking the company for its investment in CEIBS' "Green Campus" efforts, President Nueno noted that this cooperation with Schneider exemplifies the innovative ways that management education extends beyond knowledge creation and dissemination. The investment demonstrates Schneider Electric China's commitment to social responsibility.

"As a long-term strategic partner of CEIBS, we are very proud to be able to leverage our expertise to contribute to the school's energy efficiency initiatives," said Mr Zhu. He also emphasized the importance of increasing public awareness of energy conservation in China. Schneider Electric is a global provider of integrated energy efficiency management platforms for enterprises. The company has been a long-term partner of CEIBS, particularly in the area of Executive Education.

businesses could serve as a good example for mainland Chinese family enterprises.

The second half of the roundtable featured a lively closed-door discussion on the topic "Heritage and Innovation: Two Generations Through Each Other's Eyes" in which the professors helped guide the entrepreneurs and their children in a productive exchange on the challenges and potential solutions for the unique succession and inheritance issues faced by family enterprises.

施耐德助力中欧打造绿色校园

8月29日，中欧国际工商学院欧方院长、成为基金创业学教授佩德罗·雷诺（Pedro Nueno）先生访问了全球能效管理专家施耐德电气的中国总部。施耐德电气中国区首席执行官朱海先生与雷诺教授畅谈了在中欧上海扩建校园中应用施耐德能源管理系统（EMS）的意义。

雷诺教授代表中欧对施耐德电气

的慷慨捐赠表示感谢。为帮助中欧打造绿色校园，施耐德电气提供了一套EMS系统，目前该系统已进入实时测试阶段。朱海先生向雷诺教授演示了EMS系统如何对新校园的能源消耗进行管理。通过管理系统的电脑界面，管理人员可以按照功能区域、时段对每个电能计量表进行查看，汇总报表，并发现异常情况；还可以分时期进行比较，与世界领先公司对标，设立目标能耗、进行成本管理等。

雷诺教授表示，中欧在上海校园扩建之初，就自觉承担起节能减排的责任。学院集思广益，在合作企业和校友们的热心襄助下，将循环使用、清洁能源、环保材料、降低排放等先进理念和技术融合于校园环境之中，并潜移默化地影响企业家和学者。雷诺教授认为，管理教育的创新要力图超越知识的创造和传播，追求知行合一，而施耐德和中欧之间的合作就是一次很好的实践。



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首届中国未来能源论坛

The First China Future Energy Forum 2013

能源产业的价值创造

对于中国经济而言，能源如釜底之薪，薪旺则水沸。在经历30多年高速发展之后，中国能源产业正面临环境与资源的双重挑战：能源结构中煤炭占比过大，对环境的破坏令人担忧；清洁的可再生能源仍面临技术瓶颈，经济效益难以与化石能源争雄；能源综合利用效率低，节能减排任务艰巨；而石油天然气等战略能源的较高对外依存度，又令中国在剑拔弩张的国际能源竞争中处境被动。要摆脱竞争劣势，需从体制改革、市场运作、商业模式三个维度着手：政府层面，应完善能源立法、理顺监管体系、建立健全市场机制，鼓励引导技术创新，创造宽松的商业环境；企业层面，当以商业的视野深挖能源行业的商业价值，探索适合市场与企业的可持续发展的商业模式。此外，他山之石可以攻玉，中国能源行业还应该借鉴欧美日等发达国家的能源改革范本，将他们成功的经验为我所用。中欧国际工商学院和新华社《财经国家周刊》携手举办此次论坛，以商学院案例分析的独特视角，针对能源行业热议话题，力邀国际龙头企业分享他们在能源商海的制胜战略，同时论坛邀请国内权威人士，围绕国际案例，管窥中国能源改革前景和企业战略，为未来能源产业的价值创造搭建智慧交流的平台。

拟邀演讲嘉宾

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时间: 2013年11月30日(星期六)

地点: 中欧国际工商学院北京校园吕志和演讲厅(北京市海淀区东北旺西路8号中关村软件园20号楼)

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讣告

Obituary: Professor Linda G Sprague



中欧国际工商学院制造与运营管
理学荣退教授史璞兰 (Sprague,
Linda G.) 女士因病医治无效，
于2013年9月10日在美国家中逝世，享年
75岁。

1997年，史璞兰教授应哈佛博士班
同窗、当时的中欧学术委员会主席雷诺
(Pedro Nueno) 教授之邀，来到中欧担任
了三年访问教授，随后于2002年成为全职
教授。在中欧的教学生涯中，史璞兰教授共
为10届MBA学生讲授了“运营管理”这
门必修课，她还设计并讲授了MBA选修课
“生产管理”，并担任MBA实习和小组咨
询项目 (GCP) 负责人，以及很多小组的导
师。在近40年执教生涯中，无论是在中国
从事管理教育，还是在男性主导的制造与运
营管理领域，她都是一位先锋人物。中欧十
年，史璞兰教授以其严格的教学风范深为学
生敬畏与热爱。她是一位无私的师长、真诚
的朋友和备受尊敬的人士。

史璞兰教授为中欧的发展贡献了力
量。她为中欧起草了学院章程，还担任过
中欧AACSB认证委员会第一任主席、中欧
AACSB战略计划书的编辑以及中欧EQUIS
自评报告的编辑。

史璞兰教授的最后时光是在家人陪
伴下度过的。让我们对她的逝世致以最深
切的哀悼，并向她的家人表达最诚挚的慰
问。她和蔼可敬的形象将永存于我们的记
忆。

中欧国际工商学院教务长办公室

We were greatly saddened to
learn that Professor Linda G
Sprague, Professor Emerita
of Manufacturing and Operations, passed
away on September 10, 2013 at the age of 75 at her home in the USA.

In 1997 Professor Sprague was invited by then Chairman of CEIBS Academic Council Professor Pedro Nueno (a classmate from the Harvard Doctoral Programme) to join CEIBS as a visiting professor. She later became a full-time faculty member in 2002. During her career at CEIBS, Professor Sprague taught Operations Management in ten of the school's first twelve MBA classes. She also developed and taught the MBA elective Manufacturing Management, and served as Faculty Supervisor for MBA Internships and Group Consulting Projects (GCPs), as well as a Faculty Mentor for a considerable number of these assignments. She was a pioneer, both in China and in what was the very male field of Manufacturing Management and Operations Management, for much of her nearly 40-year career.

Professor Sprague was one of less than 1% of women in her freshman class at MIT in the 1950s and was among the first three women to earn a DBA from Harvard Business School in the 1970s. In 1982 she was the first woman elected President of the Decision Sciences Institute.

Her decade at CEIBS made her a legend among students; she was famous for her rigorous teaching style. She was also a dedicated teacher, sincere friend, and a well-respected individual.

Professor Sprague helped with the school's maturation, writing CEIBS' Articles of Organization, serving as the first Chair of the AACSB Accreditation Committee and Editor of the school's AACSB Strategic Plan, as well as Editor of CEIBS' EQUIS Self-Study Report.

Please join us in offering our deepest condolences and sympathy to Professor Sprague's family, with whom she shared her last moments. She will always remain alive in our memories, forever loved and respected.

The Dean's Office
CEIBS



总商道之要 经商业之理

总经理课程(AMP), 2014年4月, 模块制, 上海、北京、深圳

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四大创新学习模式

- 温故知新: 教授将引导学员进行反思和互相学习, 充分暴露个人的偏见和盲点。
- 学而时习: 要求学员运用学习日志, 回顾当天学到的、思考过的有重要心得的要点。
- 以人为镜: 学员自由组成两人小组, 到彼此工作岗位上作为为期两天的访问, 把访问经历写成报告, 主人也写一份报告作为回应。
- 知行合一: 完成一篇反思论文, 把各模块的内容与公司的实际相联系。





中欧校友会上海分会（静安） 选举第一届理事会 Jing'an Elects First Council

8月21日，中欧校友会上海分会（静安）理事候选人聚集一堂，民主推选出了静安分会第一届理事会领导班子。中欧校友关系事务部傅丹阳女士、邓三红女士和宋珊女士作为学院代表见证了这一历史时刻。

在选举会议上，静安区人民政府副区长夏以群校友介绍了静安分会的筹备情况，邓三红女士讲述了静安分会理事会的组织架构和职能，傅丹阳女士宣读了理事候选人名单（经公示后无异议）。理事候选人分别作自我介绍和发言。随后，现场进行了民主选举，上海分会（静安）第一届理事会领导班子正式成立。

中欧校友关系事务部王庆江主任对中欧校友会上海分会（静安）第一届理事会的诞生表示热烈祝贺，希望理事们在夏以群名誉会长和邓建民会长的领导下，将静安分会的校友活动积极开展起来，为校友机构的发展再创新篇。

The first Council of the CEIBS Alumni Shanghai Chapter (Jing'an) was elected on August 21. Tanya Fu, Deng Sanhong and Susan Song from the CEIBS Alumni Relations office were on hand for the event. Deputy Director of the Jing'an District Government Xia Yiqun also attended, and gave a progress report on the establishment of this new CEIBS Alumni Association chapter. Before the results of the election were announced, Deng Sanhong outlined the structure and responsibilities of the council and Tanya Fu read out the names of the candidates. All candidates present also introduced themselves. Wang Qingjiang, Director of the CEIBS Alumni Relations Office, congratulated the new council members on their election and expressed his hope that under the leadership of Honorary President Xia Yiqun and President Deng Jianmin, the council would organize many excellent alumni activities and help to further strengthen the school's alumni association.



中欧合力成长公益基金会玉树助学行 Alumni Charity Trip



7月19-21日，中欧EMBA 2009级北京4班合力成长公益基金会代表一行10人来到青海玉树传递爱心。活动期间，基金会代表在玉树州民族中学向学生们讲述了自己的成长经历与人生体会，希望在物质之外，也能为当地同学带来精神财富，代表们还与学生们进行座谈，切实了解他们的实际困难，以期开展更具针对性的助学活动。

合力成长公益协会由EMBA 2009级北京4班全体同学发起，以“全员参与公益，热情奉献社会，促进共同成长，加深同学友谊”为宗旨，积极开展教育公益活动。

Ten alumni from the CEIBS EMBA 2009 Class 4 (BJ) Heli Growth Charity Foundation visited with middle school students in Yushu in Qinghai Province from July 19 to 21. Hoping to provide the students with more than just financial support, the alumni shared stories of their own life experiences. They also sought more details about the needs of the students in order to further develop the charity programme to fit their needs. Founded by the CEIBS EMBA 2009 Class 4 (BJ), the Heli Growth Charity Foundation is dedicated to promoting social responsibility in public education.





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EMBA北京学员探望“珍珠生”爱心之旅 High School Visit



9月6日，EMBA 2012级北京一班学生代表带着全班同学的嘱托和期望，奔赴河北平泉，去看望受助的“珍珠生”（指那些学习优异，但由于家庭经济困难，难以完成学业的学生，寓意他们像珍珠一样隐藏在贝壳里，等待被人发现）。此次探望的主题为“做最好的自己”，同学们拒绝悲观，强调无论境遇如何，孩子们首先要做最好的自己，增强信心和能力，与过去赛跑，为未来加油。

Representatives of EMBA 2012 Beijing Class 1 visited with students at Hebei Pingquan No. 1 High School on September 6, in an effort to bolster the confidence of those from impoverished families, and encourage them to succeed despite their difficult circumstances. This group of students are referred to as Pearls, meaning that despite their poor circumstances they are excellent students, just as pearls are hidden in their shells, waiting to be discovered. The theme of this CEIBS alumni visit was “Being Your Best Self”.



2006级 EMBA 毕业五周年返校 活动 EMBA 2006 Gathers for 5-Year Reunion

9月上旬，来自北京、上海、深圳的300多名中欧2006级EMBA校友相约母校，以“五爱中欧”为主题，举办了内容丰富的毕业五周年返校活动。

9月7日，校友们在上海校园石化演讲厅欢聚一堂。中欧副院长兼中方教务长张维炯教授致欢迎辞，副教务长、EMBA课程主任陈杰平教授与大家分享了中欧EMBA课程的新成绩和新发展，中欧校友关系事务部王庆江主任介绍了校友会的各项活动和活动。随后，班级代表们讲述五年来的经历和感悟：朱演铭先生以“无住而生其心”为题，讲诉了自己的成就

和困惑，呼吁校友捐助中欧，与母校共同成长；梁七华先生诙谐幽默、妙语连珠，与大家探讨“中国人的信仰”；须峰先生分享了身边平凡“花匠”温暖人心的故事；张大鹏先生、罗贯华先生、郭俊光先生的演讲都以爱为主题，从同窗情谊，公益活动等角度出发，令人感动；陈玲玲女士、唐忠先生则讲述了各自的创业历程。

次日上午，同学们发起了精彩纷呈、涉猎广泛的论坛活动，不仅涉及品牌、营销、创业、管理等话题，也包括人生感悟和心灵对话。通过两天的返校活动，校友们追忆往昔、翘首未来，延续了友谊，分享了喜悦。





CEIBS EMBA alumni from the class of 2006 travelled from across China to gather in Shanghai September 7 & 8 to celebrate the fifth anniversary of their graduation. The school hosted a series of alumni activities under the theme “We Love CEIBS” which gave everyone the chance to reconnect and renew their ties with fellow classmates and their alma mater. CEIBS Executive President and Zhongtian Chair in Management Prof Zhu Xiaoming led the long list of CEIBS Management Committee members and faculty who participated in the festivities.

Throughout the day, representatives from each class shared their stories of personal and career success and growth including:

- Mr Edward Zhu from Shanghai Class 1 called on his classmates to give back to the school and grow with the community.
- Mr Qihua Liang from Shanghai Class 2 gave a humorous talk about “Faith of the Chinese”.
- Mr Xu Feng shared a touching story about an

ordinary gardener.

- Mr Songwen Xue from Shanghai Class 4 shared his feelings in an address entitled, “Love Gave Me Rebirth”.

- Mr Dapeng Zhang spoke on “Paving the Road of Hope with Love”.

- Mr Guanhua Luo gave a speech entitled “Quest in The Name of Love”.

- Mr Junguang Guo from Beijing Class 1 gave a speech titled “Dedication for Love”.

- Ms Lingling Chen shared the challenges she faced as an entrepreneur.

- Shenzhen Class 3’s Tang Zhong inspired everyone with his experiences of starting three different businesses.

On the second day, alumni had a chance to experience the newly-opened Shanghai Campus Phase III, as its Academic Building IV was the venue for a series of forums organized by fellow EMBA alumni.

10th Anniversary

相识十周年 课堂重相聚 10-Year Reunion



9月7日，中欧EMBA 2003级北京班“相识十周年”特设课程在北京校区举办。110多位EMBA 2003级校友再次相聚，重温学习时光，共叙同窗情谊。

活动在2003级北京班三位班主任张茜、吴晓松和马米的点名声中拉开序幕，大屏幕上播放回顾短片，带领校友们追忆往日时光。中欧院长助理、北京校区首席代表马遇生先生随后致辞。在“走过十年·分享会”环节中，校友代表分别从职业、创业、生活三个不同视角分享了各自的收获和感悟。

当天下午，中国社会科学院世界经济与政治研究所所长张宇燕教授作了题为“新型大国关系：中国与美国”的演讲。中欧北京校区运营主任萧斌老师向张宇燕教授赠送纪念品，并感谢他为校友们带来了内容深刻又不失幽默的一堂课。

More than 110 EMBA 2003 alumni gathered at the CEIBS Beijing Campus on September 7 to celebrate the 10th anniversary of their graduation. The festivities got underway with a roll call of those present followed by a video which highlighted moments from the alumni's study at CEIBS. Assistant President Mr Ma Yusheng and Operations Director of the Beijing Campus Ms Catherine Xiao also attended. During the morning, alumni had the chance to share their personal and professional achievements of the past decade. In the afternoon, everyone enjoyed a lecture from the Director of the Institute of World Economics and Politics at the Chinese Academy of Social Sciences Dr Zhang Yuyan entitled "New Relations Between Powers: China & the US".

深刻影响中国消费者的生活与观点

整合至高平台的注意力与至强平台的影响力

成就品牌传奇

CCTV 品牌传播的至高平台

31个国内记者站、3000人海外报道团队、70个海外记者站、2个海外分台、
2013年市场份额占有率32.36%、95%的体育节目市场份额、81%财经节目
市场份额，63%青少节目市场份额、新闻节目市场份额66%.....



1. 陈丹青先生做客中欧人文艺术讲坛：8月18日，著名画家、作家、文艺评论家陈丹青先生来到中欧人文艺术讲坛，就时代环境、价值观、当代艺术和中国传统艺术等话题与300多位中欧学员展开热烈互动。

Chen Danqing Lecture - On August 18, Chen Danqing, famed Chinese artist and highly regarded intellectual, shared his thoughts on a wide range of topics including Chinese traditional art and modern art with more than 300 CEIBS students in Shanghai.

2. 周鸿祎先生与媒体高层分享创新感悟：8月23日，由中欧国际工商学院、奇虎360科技有限公司和中欧传媒业同学会共同策划的媒体高层分享会在中欧北京校园举行。奇虎360公司董事长周鸿祎先生、中欧创业与投资中心主任李善友教授作为特邀嘉宾与参会的传媒业校友及媒体高层分享了创新感悟。

Qihoo 360 Chairman Visits CEIBS - CEIBS alumni working in the media industry turned out on August 23 to hear Qihoo 360 Chairman Zhou Hongyi speak on innovation. The venue was CEIBS Beijing Campus. Executive Director of the Centre for Entrepreneurship and Investment and Adjunct Professor of Entrepreneurship Kevin Li also spoke at the event, which was co-organized by the CEIBS Media Industry Alumni Club.

3. 2013中美投资论坛成功举办：9月17日，2013中美投资论坛在中欧上海校园举行，该论坛由中欧校友国际贸易和知识产权保护协会、中欧校友会美国分会联合主办，金诚同达律师事务所、新通出入境服务有限公司承办。中欧校友国际贸易和知识产权保护协会秘书长赵平（EMBA 2006）先生主持了活动。

China & US Investment Forum - More than 100 students and guests attended the 2013 China and US Investment Forum in Shanghai on September 17. It was jointly organized by CEIBS International Trade and IPR Association and CEIBS Alumni Association USA Chapter, and co-organized by JT&T Law Firm and Xintong Overseas Affair Company.



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1. MBA 2006级校友毕业五周年聚会: 7月12日, MBA 2006级70多位校友在毕业五周年之后相聚中欧, 共叙同窗情谊。中欧副院长兼中方教务长张维炯教授, 副教务长、MBA课程主任陈世敏教授, MBA招生与职业发展主任李媛媛女士, 校友关系事务部傅丹阳女士及中欧基金会李晓舟先生出席了欢迎晚宴。

MBA 2006 Gathers for 5-Year Reunion - On July 12 more than 70 CEIBS MBA 2006 alumni gathered at CEIBS Shanghai Campus to mark the 5th anniversary of their graduation. CEIBS Vice President and Co-Dean Prof Zhang Weijiong, Associate Dean and MBA Programme Director Prof Chen Shimin, MBA Director for Admissions and Career Services, Yvonne Li, along with Tanya Fu from Alumni Relations office, and David Lee from Foundation attended the welcome banquet.


2. 王春年校友向中欧捐赠法律书籍: 9月6日, 无锡市滨湖区人民法院院长王春年(EMBA 2011)先生向校友捐赠了5000本法律专业书籍《法官商谏——企业法律风险应对》, 该书由中欧院长朱晓明教授作序。校友关系事务部主任王庆江先生、EMBA课程主任陈杰平教授和EMBA课程部副主任赖卫东先生出席捐书仪式并致辞。

Book Donation - Wang Chunnian (EMBA 2011, Shanghai, Class 4) donated 5,000 copies of his book *Judge's Business Advice – Solutions to Corporate Legal Risks* to the school on September 6. Prof Zhu Xiaoming wrote the preface. Head of CEIBS Alumni Relations Office Wang Qiangjiang, Director of EMBA Programme Charles Chen and Deputy Director Weldon Lai gave speeches during the donation ceremony.

3. 中欧校友会山西联络处正式成立: 8月27日, 中欧校友会山西联络处在太原正式成立。中欧校友关系事务部王庆江主任与13位山西校友齐聚一堂, 共同见证了中欧校友会第54个校友组织的诞生。

Shanxi Alumni Pre-Chapter - On August 27, CEIBS Shanxi Alumni Association Pre-Chapter was launched in Taiyuan. Wang Qingjiang, Head of CEIBS Alumni Relations Office, and 13 Shanxi alumni attended the ceremony. Pre-Chapters provide small groups of alumni with an opportunity to interact. Once the number of alumni grows, formal Chapters are launched.

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亲爱的中欧校友：

《TheLINK》杂志的“班级通讯录”专栏自2007年开创以来一直深受广大校友的好评和支持。因为这里是真正属于校友的一片天地，大家可以在此发布最新的联系方式、最近的工作成就、生活状况，甚至是个人爱好、生活趣事等等不一而足。据众多校友反映，“班级通讯录”是他们拿到杂志后最迫不及待翻阅的部分。

在原先群发邮件的方式之外，我们还邀请了班级联络员帮助征集校友信息，目前已有33个班级确定了联络员（详细名单见下），今后想投稿的校友可以将相关信息直接发送给每班的联络员即可。同时许多班级的联络员目前正虚位以待，在此我们欢迎广大校友踊跃报名。

如有意向成为贵班级的联络员，请同编辑部联系（alumnimagazine@ceibs.edu）。

Dear CEIBS Alumni:

Since its debut in 2007, “Linking In” has become an invaluable section of *TheLINK*, giving all alumni space in the magazine and on the CEIBS website to tell your peers about your professional or personal achievements, whether it’s a new job, promotion, award, relocation, marriage, a new addition to your family – even your overseas travel or new hobby!

A network of Class Coordinators has been helping us collect your interesting stories. So far, 33 classes have appointed coordinators, so please send your stories with them. Some classes still lack coordinators – we welcome volunteers to fill these spots.

To become a Class Coordinator, please contact us at alumnimagazine@ceibs.edu.



Thank you!



许东辉 Daniel Xu

MBA 1995

联系人: 许东辉

Contact Person: **Daniel Xu**

几个月前,我辞去了杭州工商信托股份有限公司首席执行官和董事会董事的工作,同时离开了服务四年的摩根士丹利。现在,我已经作为合伙人加盟琨玉资本,与同学杨戈一起管理昆山创新基金和琨玉鼎成基金。琨玉资本为企业和高净值人士管理财富,投资优秀团队管理的股权投资基金和具备成长潜力的优秀企业,也投资优质的房地产项目。

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MBA 1996

联系人: 荣胜利

Contact Person: **Victor Rong**

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MBA 1998

联系人: 张任远

Contact Person: **Percy Zhang**

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MBA 2000

联系人: 谢震

Contact Person: **Jason Xie**

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MBA 2001

联系人: 马爽

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MBA 2002

联系人: 安若丽

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MBA 2003

联系人: 赵东

Contact Person: **Zhao Dong**

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MBA 2004

联系人: 楼晓寒

Contact Person: **Hans Lou**

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MBA 2005

联系人: 王小马

Contact Person: **Mark Wang**

wxiaoma@gmail.com

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.

MBA 2006

联系人: 史丽

Contact Person: **Alanna Shi**

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MBA 2007

联系人: 张骏宇

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MBA 2010

联系人: 杨昱

Contact Person: **Winson YANG**

winson0816@gmail.com

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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:)

EMBA 1995 SH

联系人: 李建平

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EMBA 1996 SH1

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EMBA 1999 SH1

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EMBA 2002 SH1

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Contact Person: **Fan Huishen**

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李瓊瓊 Yvonne LI

中欧MBA招生与职业发展主任



李媛媛 Yvonne LI

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

EMBA 2002 SH2

联系人: 荣健

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EMBA 2002 SH4

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EMBA 2003 SH1

联系人: 王忠宇

Contact Person: **Wang Zhongyu**
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EMBA 2003 SH2

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EMBA 2003 BJ3

联系人: 娄国庆

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EMBA 2004 SH2/3

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EMBA 2005 SH3

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EMBA 2005 SH5

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EMBA 2006 SZ

联系人: 丛林

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EMBA 2008 SZ

联系人: 赵威

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EMBA 2009 SZ

联系人: 周刚

Contact Person: **Bryan Chow**
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AMP 10

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Contact Person: **Zhang Jukun**
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AMP 11

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Contact Person: **Jiao Yinwang**

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AMP 12

联系人: 黄津艺

Contact Person: **April Huang**

庞宸(上海)贸易有限公司

电话: 13501752501

邮箱: april.huang@chinapangchen.com

DIMP 2000

联系人: 蒋鹏杭

Contact Person: **Patrick Jiang**

我于2007年7月被公司派遣至美国工作，现生活和工作的匹兹堡，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。

以下是我的联系方式:

国内手机: 13901889012

CINIC Chemicals America, LLC

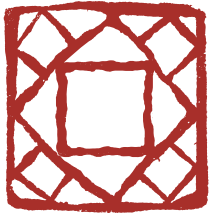
651 Holiday Drive, Suite 300,

Pittsburgh, PA 15220, USA

Tel: 412-849-8425

Fax: 412-202-0839

E-mail: jiangph@cinicamerica.com



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，如何为巨变的社會创造可持续的社會价值？

拟邀演讲嘉宾

- | | |
|----------------------|---|
| 吴敬琏 | 中欧国际工商学院宝钢经济学教席教授 |
| 郑新立 | 全国政协经济委员会副主任、中共中央政策研究室原副主任、中国国际经济交流中心常务副理事长 |
| 李扬 | 中国社会科学院副院长 |
| 聂梅生 | 全联房地产商会创会会长 |
| 陈安丽 | 湖北省黄冈市市长、中欧校友 |
| 许世坛 | 世茂集团董事局副主席兼执行董事 |
| 黄怒波 | 中坤集团董事长、中欧校友 |
| 单伟豹 | 香港路劲基建有限公司董事局主席 |
| 张国正 | 戴德梁行北亚区行政总裁 |
| 朱演铭 | 熙可集团首席执行官，中欧校友 |
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论坛主办:  **CEIBS**
 中欧国际工商学院

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

联合主办:  **全联房地产商会**
 China Real Estate Chamber of Commerce

论坛承办: **洞庭建投**
 DONGTING ARCHITECTURE

年度论坛支持伙伴:  **European Chamber**
 中欧商會

国际媒体伙伴:  **CHANNEL NEWSASIA**

特别鸣谢:  **CEIBS Business Review**
 中欧商业评论

战略媒体伙伴: **21世纪经济报道**
 21ST CENTURY BUSINESS HERALD

第一财经日报
 SHANGHAI FINANCIAL DAILY

财网
 YICAI.COM

FT
 FINANCIAL TIMES

CHINA DAILY

媒体伙伴:

 **财经国家网**  **中国改革**  **THE WALL STREET JOURNAL**  **中国日报**  **胡润百富**  **新资本**  **商业时代**  **外灘画報**  **理财周报**  **投资者报**  **东方财富网**  **Treasury Online**
 资金管理網

论道金融教育翘楚 探访金融前沿阵地 ——中欧2012级在职金融MBA英伦修学记

Finance MBA Overseas Study Tour to London



早

在一年之前，收到中欧国际工商学院在职金融MBA(FMBA)录取通知书时，海外修学模块就成了我心中的期待：那会是一段怎样的精彩旅程？将如何从中领略“中国深度，全球广度”？今年7月末，在中欧在职金融MBA课程主任赵欣舸教授的陪同下，我们满怀憧憬，踏上了伦敦修学之旅。

论道伦敦商学院

伦敦商学院是全球排名前十的商学院，也是欧洲顶级商学院，学校的教学方式颇具特色，为我们设计的课程也十分合理。

课程第一天，首先由伦敦商学院院长安德鲁·李柯曼教授致欢迎词，随后意大利籍女教授弗朗西斯卡·科尔内利以“共创伟业：中国私募股权与创投业的变迁”为题，从西方视角观察、探讨

了中国私募与创投市场的过去、现在与未来；在“深度话题：估值”一课中，英国教授伊恩·库珀直接以案例切入股权估值中的三个重要问题，令课堂气氛在热烈的交流互动中渐入佳境。

在之后两天的课程中，安德鲁·斯科特教授讲述了“金融危机引发的监管问题”，从金融危机亲历者的角度，阐述了监管不力的主要原因，从国际层面肯定了亚洲的金融监管能力，并预测了



After being admitted to the CEIBS Part-time Finance MBA (FMBA) Programme last year, we were eagerly looking forward to participating in its overseas module. We wondered what the journey would bring and how it would incorporate the CEIBS brand of “China Depth, Global Breadth”. This year, in late July, our curiosity was finally satisfied when we embarked on the Overseas Study Tour to London, accompanied by CEIBS Part-time FMBA Programme Director Prof Zhao Xinge.



文/胡亚继 赵磊 By Hu Yaji & Zhao Lei (FMBA 2012)
 图片摄影：陈登访 Photos contributed by Chen Dengfang (FMBA 2012)

Classes at London Business School

The tour began at London Business School (LBS), ranked among the world’s top ten, where we were welcomed by LBS Dean Andrew Likierman. Our first lecturer was Italian Professor Francesca Cornelli, who spoke about “Evolution of China’s Venture Capital & Private Equity Firms”. He shared a western perspective on the past, present and future development of China’s venture capital and private equity markets.

“Advanced Topics in Valuation” was the title of the next lecture, given by British Professor Ian Cooper, who provided a deep-dive into three

significant questions about equity valuation. Professor Cooper also led us in a lively discussion and debate about a few real-life business cases.

Over the next two days, we enjoyed lectures from a variety of LBS faculty. Professor Andrew Scott gave a lecture entitled “Financial Regulation Problems Incurred by the Financial Crisis” in which he addressed the major reasons for poor financial regulation, and affirmed the performance of financial regulation in Asian countries. He also shared his forecast for investment opportunities in Asia. Professor Francisco Gomes explored “Derivatives and Hedging”

from a tech perspective, and LBS Visiting Professor Bruce Grundy gave two lectures, “Business Strategies & Real Options” and “Optimism, Pessimism and Real Options”. We were all impressed with the course designs and unique teaching methods we experienced at LBS.

Financial Institution Visits

Another important aspect of the Overseas Study Tour to London is the opportunity to visit globally renowned financial institutions. During our tour, we were able to visit the London Head Office of Standard Chartered Bank, the London Stock Exchange, the

亚洲未来的投资机会；弗朗西斯科·戈麦斯教授从技术角度深刻阐释了“衍生品和对冲”；最后，伦敦商学院客座教授布鲁斯·格兰迪讲授了实物期权的两大课程：“经营策略与实物期权”、“乐观主义、悲观主义与实物期权”，为我们打开了全新的思路。

参访金融城

参访伦敦金融机构也是本次修学模块的重头戏。我们先后访问了渣打银行总部、伦敦证券交易所、中国银行伦敦分行、美林银行等金融机构，探知了中资机构特别是港资公司近年来在欧洲的投资与

并购情况，聆听了中资金融机构的国际形势分析，并就大家都比较关心的挂牌上市条件等问题展开了热烈讨论。在中国银行伦敦分行，圈内同学和中行高管之间还进行了激烈的问答，问者专业，答者精辟，引得现场掌声不断。

剑桥文化之旅

剑桥原本是一座拥有大约10万居民的英格兰小镇，一条河流贯穿市镇，称为“剑河”。1928年，曾经在剑桥大学国王学院旁听了7个月的中国著名诗人徐志摩故地重游，写下了脍炙人口的诗作《再别康桥》。在本次修学之旅中，

学院特意安排了一天的剑桥文化之旅。剑桥大学由分布在小镇上的30余所学院组成，每座学院都有独特的建筑风格。我们泛舟剑河，纵一苇之所如，寻找“河畔的金柳”，品味着古老学院被岁月雕琢的独特之美。

通过海外修学，同学们深刻感受了发达资本主义国家成熟的金融市场和体系，明确了未来学习和追求的方向。在活动过程中，学院老师在课程、住宿、餐饮、交通等方面都妥善加以安排，他们的细致周到让大家倍感贴心。太多美好的记忆留驻心底，将陪伴我们奔赴灿烂的前程。



Bank of China's London Branch, and Merrill Lynch. Through these visits we gained first-hand knowledge about recent European investments, as well as merger and acquisition activities of mainland and Hong Kong companies. We also learned more about the international appetites of Chinese financial institutions, and discussed recent IPO news. While visiting the London branch of the Bank of China, we were encouraged to pose questions to the bank's top management. Their insightful answers were especially appreciated by those of us working in the banking sector.

Experiencing Cambridge Culture

We also had the opportunity to visit the University of Cambridge and spend a day exploring both the university and surrounding town. The renowned Chinese poet Xu Zhimo studied at King's College, Cambridge and he wrote his famous poem "Saying Good-bye to Cambridge Again" on a return visit he made there in 1928. During our visit, we were able to go rowing on the River Cam, where we searched for Xu's "golden willows by the riverside". We enjoyed the unique charms of this historic university, and

its classical architecture.

The Overseas Study Tour to London enabled us to gain a first-hand understanding of the sophisticated financial markets and systems of developed economies, and also helped us establish a direction for our future studies and work. Thanks to the thoughtful planning and attentiveness of CEIBS faculty and staff, every aspect of the tour, including the curriculum, accommodation, catering and transportation, made us feel at home. We will carry our wonderful memories of the journey with us as we continue to work towards a brighter future.

秋渚合十

——记中欧MBA 2002级校友十年聚会

MBA 2002 Alumni Gathering

文 / 刘继武 By Liu Jiwu



9月13-15日，江南稻耕文化古镇杭州良渚迎来了90多位中欧MBA 2002级校友及30多位家属。经历了毕业后的十个寒暑，他们在此相聚，共同倾听、分享、反思、远瞻。

9月12日伊始，同学们便陆续来到杭州。9月14日清晨，题为“秋渚合十”的聚会拉开了帷幕，到场同学以中欧学习时所在的小组为单位，用简洁有趣的方式讲述了自己的十年经历和感悟；因故不能前来的同学也发来录音和录像表达问候，分享人生故事。

午餐之后，中欧教务长、MBA课程主任陈世敏教授致辞，他向大家介绍了中欧最新的教授团队、国际顾问管理委员会机制、新的教学项目和刚刚投入使用的上海三期校园



等，表达了中欧对于大家的期望。学院还为本次聚会提供了赞助和礼品，母校的深情厚谊令同学们十分感动。

随后是精彩的Mini TED环节。40多位同学在每人3-5分钟的时间内，将最渴望分享的心得与大家交流。李牧同学介绍他的育儿经，作为今年上海高考理科状元的父亲，他的演讲引起了众多同学的共鸣。李蕾介绍了他的长跑历

程，让人想起了村上春树的《当我谈跑步时，我谈些什么》，他还讲到了丰子恺对于人生三个境界的感悟：物质、文艺、宗教。同学们的交流面极其丰富，涉及游历感悟、健康养生、兴趣爱好、移民经历、公益实践、创业心路、职场洞见、投资理财等，思想碰撞的火花深深启迪了在座的同学们。

第二天上午，同学和家属们参与

了由培训大师徐鸿波同学设计的茶语公园集体登山活动，在一片欢声笑语中，与自然亲密接触，放飞心情。

聚散匆匆，转眼又是“尘随马去，月逐舟行”的离别时刻。但获悉老友近况时的欣然，聆听Mini TED交流后的感触，欣赏幽默晚会时的绝倒，参与登山活动时的酣畅，连同9月良渚的良辰美景，深深印刻在了同学们的脑海中。





On September 13 more than 90 CEIBS MBA 2002 alumni and their families gathered in Hangzhou's ancient Liang Zhu town for a weekend celebration of their shared past, current accomplishments and dreams for the future. Those who were unable to make the reunion sent videos, letters and audio recordings.

Refreshed from a restful night after their arrival, the festivities began on the morning of September 14 with alumni gathering in small groups to get reacquainted; their catching-up continued through lunch. After the meal, CEIBS Associate Dean and MBA Programme Director Professor Chen Shimin updated the group about new faculty and recent initiatives such as the international counsellor administrative committee system, new training programmes and the newly built Shanghai Campus Phase III. The alumni also took the opportunity to express appreciation for the school's sponsorship of their weekend reunion.

Everyone then participated in an inspirational session that saw around 40 alumni sharing their views in three-to-five-minute presentations that

were reminiscent of mini TED talks. They covered a wide range of topics including travel, health, hobbies, emigration, public welfare practices, entrepreneurship, career issues, investment and financing. Among the presenters was Li Mu, who spoke about raising a child who became the science champion of Shanghai's college entrance examination. Li Lei spoke about his passion for long-distance running, which was inspired by Haruki Murakami's book, *What I Talk About When I Talk About Running*. He also shared his thoughts on Feng Zi Kai's meditation on the three levels of life: material, art and religion.

The following morning, alumni and their families participated in a mountaineering activity at Chayu Park that was designed by training master Xu Hong Bo. Everyone enjoyed the opportunity to relax and reconnect, while also experiencing nature and enjoying the breath-taking early autumn scenery in Liang Zhu.

It was all over far too quickly. However, the joys of the weekend will be forever etched in the memories of all who participated.



亲爱的中欧校友：

曾经，来到中欧，是因为伏案时的书香、交心时的茶馨？还是因为每每相逢时的问候？
 如今，他们也来到了中欧，可是向往你所言的书香、茶馨、还有问候？
 从新绿点点到济济长贵，而中欧依然，
 页页书香、袅袅茶馨、声声问候…… 相伴您，等待他。
 感谢您对中欧一如既往的支持和推荐。

Dear CEIBS alumni,

We are very happy to inform you that an excellent group of new EMBA students has joined CEIBS. With the opening ceremony of CEIBS EMBA 2013 Autumn intake, more than 300 new students join the CEIBS family.

We are also very glad to see from their application materials that more than half of the applicants heard about CEIBS from our alumni; one quarter of them got further information from you, and more than 400 alumni wrote recommendation letters for applicants of the 2013 Autumn intake! This has greatly helped us in evaluating their candidacy.

We would like to thank you very much for your support to the school!

Here is a list of alumni who have written recommendation letters and who have helped promote the school by word of mouth.

班级/Intake	姓名/Name	公司/Company
EMBA1996	李 军	上海华谊（集团）公司
EMBA1996	刘德树	中国中化集团公司
EMBA1996	徐智群	上海贝尔股份有限公司
EMBA1997	余 锋	英格索兰（中国）投资有限公司
EMBA1997	张肇麟	诺蓝海国际咨询集团（中国）， 上海市工经联主席团
EMBA1998	陈良稼	上海紫宏机械有限公司
EMBA1998	何永平	上海财晟股权投资管理有限公司
EMBA1999	高 斐	上海长江计算机集团智能工程有限公司
EMBA1999	冯晋平	财政部关税司
EMBA1999	刘雳辉	博世电动工具（中国）有限公司
EMBA1999	沈建华	上海汽车集团股份有限公司
EMBA1999	吴汉字	上海江山置地有限公司
EMBA2000	黄 花	淡水河谷（中国）有限公司
EMBA2000	栾日成	中国中纺集团公司
EMBA2000	茅忠群	方太集团
EMBA2000	王帅廷	中国港中旅集团公司（香港中旅（集团）有限公司）
EMBA2000	谢 鸣	苏州市政治协商委员会
EMBA2000	周 晔	汇付天下有限公司
EMBA2001	范永进	上海爱建股份有限公司
EMBA2001	范燕青	江苏省政协

班级/Intake	姓名/Name	公司/Company
EMBA2001	何 刚	上海氯碱化工股份有限公司
EMBA2001	刘立丰	益普索集团
EMBA2001	陆 晨	青岛海立电机有限公司
EMBA2001	吴永俊	中国电信股份有限公司江苏公司
EMBA2001	徐润红	百特（中国）投资有限公司
EMBA2001	徐月平	江苏仁泰资产管理（集团）有限公司
EMBA2001	杨静怡	上海汽车集团股份有限公司
EMBA2001	杨晓樱	甲骨文（中国）软件系统有限公司
EMBA2001	叶崑涛	上海建信股权投资管理有限公司
EMBA2001	张 捷	上海交通大学信息技术与电气工程研究院
EMBA2001	朱夏炎	河南省委宣传部 / 河南日报报业集团
EMBA2002	蔡 华	上海奥维斯广告有限公司
EMBA2002	陈 瑶	上海曼陀罗中心
EMBA2002	葛 宁	南京金智创业投资有限公司
EMBA2002	贺 利	中国国际航空股份有限公司
EMBA2002	胡 雄	上海诚鼎
EMBA2002	蒋海涛	摩根资本管理有限公司
EMBA2002	罗世威	中国建筑一局（集团）有限公司
EMBA2002	莫 军	万科企业股份有限公司
EMBA2002	孙子强	SK（中国）有限公司
EMBA2002	汪 洁	嘉定区政府

班级/Intake	姓名/Name	公司/Company
EMBA2002	王健	上海华讯通信网络系统有限公司
EMBA2002	王引平	中国中化集团公司
EMBA2002	吴镛	万科企业股份有限公司上海区域
EMBA2002	伍少山	世铭投资
EMBA2002	俞能宏	正奇安徽金融控股有限公司
EMBA2002	张学工	中国种子集团有限公司
EMBA2002	赵浦	上海有喜实业有限公司
EMBA2003	陈平	浙江兰德创业投资有限公司
EMBA2003	陈彤	新浪网
EMBA2003	方光	高和资本
EMBA2003	冯勇	上海百事通信息技术有限公司
EMBA2003	郭超	江苏金智教育信息技术有限公司
EMBA2003	黄捷	杭州新视窗科技有限公司
EMBA2003	马洵侃	上海灵灵漆汽车服务有限公司
EMBA2003	宋文明	安徽易德人力资源管理有限公司
EMBA2003	熊帆	重庆唐码传媒有限公司
EMBA2003	曾志勇	畅捷通信息技术股份有限公司
EMBA2003	张伟	中国中化集团公司
EMBA2003	张崢嵘	上海汽车进出口公司
EMBA2003	章瑞平	上海一嗨汽车租赁有限公司
EMBA2004	曹志松	贵州熙霖房地产开发有限公司
EMBA2004	湛祖元	远洋地产控股有限公司
EMBA2004	胡厚崑	华为技术有限公司
EMBA2004	沈培良	上海城建投资发展有限公司
EMBA2004	苏显泽	浙江苏泊尔股份有限公司
EMBA2004	王绍文	南充市商业银行
EMBA2004	魏宝华	埃博普感应系统(上海)有限公司
EMBA2004	文武	上海高和有色金属发展有限公司
EMBA2004	谢永恒	北京锐安科技有限公司
EMBA2004	易倩如	上海卡帝乐鳄鱼服饰有限公司
EMBA2004	张斌	东盛科技
EMBA2004	张国桢	西安通源石油科技股份有限公司
EMBA2004	张彤	北京荣之联科技股份有限公司
EMBA2004	张象麟	北京瑞融亦度医药控股有限公司
EMBA2004	周捷	上海捷步实业有限公司
EMBA2004	周炜	上海金仕达卫宁软件股份有限公司
EMBA2004	周晓萍	常州星宇车灯股份有限公司
EMBA2004/ CEO班	蔡明波	凯辉基金
EMBA2005	蔡蕙浓	深圳市城市策略地产顾问有限公司
EMBA2005	单孟春	中化宁波(集团)有限公司
EMBA2005	范波	国家发展改革委
EMBA2005	黄桦	浙江祥源投资集团有限公司
EMBA2005	靳文戟	君联资本
EMBA2005	黎福超	桂林福达集团有限公司
EMBA2005	李从瑞	方兴地产(中国)有限公司
EMBA2005	彭岚	上海亲和源置业有限公司
EMBA2005	宋瑶明	天虹商场股份有限公司
EMBA2005	万立功	中国银行股份有限公司河南省分行
EMBA2005	王悦殊	北京资和信股份有限公司
EMBA2005	王云业	众地食品有限公司
EMBA2005	王志高	中国永达汽车服务控股有限公司
EMBA2005	谢志峰	矽睿半导体技术有限公司
EMBA2005	徐波	深圳市架桥投资有限公司
EMBA2005	曾李青	深圳市德迅投资有限公司
EMBA2005	张峰	常州克迈特数控科技有限公司
EMBA2005	赵敏	北京奥鹏教育科技有限公司
EMBA2005	赵莹	北京京城机电控股有限责任公司
EMBA2005	诸骏生	宝山钢铁股份有限公司
EMBA2005	祖国玉	格理集团
EMBA2006	鲍洪星	双胞胎集团
EMBA2006	曹栋	中国远洋物流有限公司
EMBA2006	和春祥	云南省医药有限公司
EMBA2006	黄海军	中国万网

班级/Intake	姓名/Name	公司/Company
EMBA2006	刘文超	国际商业机器(中国)有限公司
EMBA2006	刘屹	中投信托有限责任公司
EMBA2006	陆金琪	上海阿波罗机械股份有限公司
EMBA2006	任涛	中橙投资管理有限公司
EMBA2006	谭文清	东方富海投资管理有限公司
EMBA2006	唐忠	深圳市中良网科技开发有限公司
EMBA2006	王昌文	武汉南国置业股份有限公司
EMBA2006	王建国	合肥华凌股份有限公司
EMBA2006	王进	中国中纺集团公司
EMBA2006	王林南	北京格林美尔科技有限公司
EMBA2006	吴明辉	北京中清能发动机技术有限公司
EMBA2006	徐中	新建元控股集团有限公司
EMBA2006	颜守俊	瑞石资本
EMBA2006	杨文红	上海广播电视台
EMBA2006	杨璋琪	中信银行
EMBA2006	俞熔	天亿投资集团有限公司
EMBA2006	张观福	贵州信邦制药股份有限公司
EMBA2006	周敏	新疆兴国房地产开发有限公司
EMBA2006	朱玉国	长沙银行
EMBA2006	邹平松	深圳市多彩实业有限公司
EMBA2007	蔡秀军	九阳股份有限公司
EMBA2007	曹杰	安徽新华发行(集团)控股有限公司
EMBA2007	曹璋	深圳岁孚服装有限公司
EMBA2007	陈涛	中航国际上海公司
EMBA2007	但斌	深圳东方港湾投资管理有限公司
EMBA2007	杜海波	河南正永会计师事务所有限公司
EMBA2007	冯伟	简博市场研究股份有限公司
EMBA2007	傅红岩	浦东新区经济和信息化委员会
EMBA2007	葛永彬	北京市中伦律师事务所上海分所
EMBA2007	关伟	联想
EMBA2007	郝惠文	深圳市鸿博睿文企业管理顾问公司
EMBA2007	何福龙	厦门国贸控股有限公司
EMBA2007	何军	深圳市银雁金融配套服务有限公司
EMBA2007	贺青	上海银行
EMBA2007	蒋朝光	复地(集团)股份有限公司
EMBA2007	李道滨	中银基金管理有限公司
EMBA2007	李永忠	上海医药集团有限公司
EMBA2007	谭丽霞	海尔集团
EMBA2007	汪耳洲	好利旺机械(上海)有限公司
EMBA2007	王健	五星投资控股集团有限公司
EMBA2007	王瑾竹	摩恩(上海)厨卫有限公司
EMBA2007	王迅	上海锐嘉科通信技术有限公司
EMBA2007	吴臻	康明斯中国投资有限公司
EMBA2007	邢继顺	必维国际检验集团
EMBA2007	杨世滨	中国针织工业协会
EMBA2007	应松	诺亚(中国)控股有限公司
EMBA2007	余文罡	浙大网新置地管理有限公司
EMBA2007	张春雷	上海敬润园林建设工程有限公司
EMBA2007	张更生	创识科技股份有限公司
EMBA2007	张国超	中航地产股份有限公司
EMBA2007	张利群	北京巴布科克-威尔科克斯有限公司
EMBA2007	赵澎	亚实履带(天津)有限公司
EMBA2007	赵忠阶	润东汽车集团有限公司
EMBA2007	周成辉	九龙仓集团华东区
EMBA2007	周洁	中国医药集团
EMBA2007	周晓乐	浙江天堂硅谷资产管理集团有限公司
EMBA2007	朱旭东	上海浦东科技投资有限公司
EMBA2008	高书林	天虹商场股份有限公司
EMBA2008	白琪	内蒙古蒙牛乳业(集团)股份有限公司
EMBA2008	蔡昱晨	锆明投资
EMBA2008	陈蓉	上海广播电视台
EMBA2008	戴剑	中国中小企业协会
EMBA2008	杜晖	陶氏益农农业科技(中国)有限公司
EMBA2008	杜熙	飞亚达集团股份有限公司

班级/Intake	姓名/Name	公司/Company
EMBA2008	郭冰	华测检测技术股份有限公司
EMBA2008	何锡兴	上海建科工程咨询有限公司
EMBA2008	胡彦如	开思资产管理有限公司
EMBA2008	金红萍	法兰泰克重工股份有限公司
EMBA2008	刘海军	惠生工程(中国)有限公司
EMBA2008	刘洪钧	惠生(南京)清洁能源股份有限公司
EMBA2008	刘丽	中国海升果业发展有限公司
EMBA2008	刘胜利	内蒙古蒙牛乳业(集团)股份有限公司
EMBA2008	刘锡田	山东省潍坊市财政局
EMBA2008	吕翠峰	青岛思锐国际物流有限公司
EMBA2008	罗爱梅	国泰君安证券股份有限公司
EMBA2008	孟欣	上海雅氏鞋业有限公司
EMBA2008	宋志强	青岛启德物流有限公司
EMBA2008	唐玉华	重庆天人工业集团
EMBA2008	陶钧	渤海信托
EMBA2008	王志勇	杭州联梦无线娱乐软件有限公司
EMBA2008	邬剑刚	武汉奥山集团
EMBA2008	许丽红	深圳市南方银谷科技有限公司
EMBA2008	杨明秋	上海万丰文化传播有限公司
EMBA2008	杨兆林	北京城投地下空间开发建设有限公司
EMBA2008	游德锋	盛高置地(控股)有限公司
EMBA2008	袁鸿昌	上海世联房地产顾问有限公司
EMBA2008	张利江	大成律师事务所
EMBA2008	张锐	连连集团
EMBA2008	赵威	成都市卡联教育咨询有限公司
EMBA2008	瞿士龙	中海油田服务股份有限公司
EMBA2009	曹慧泉	湖南华菱钢铁集团
EMBA2009	陈洪生	兴业创新资本管理有限公司
EMBA2009	成颂伟	中国民生银行上海分行
EMBA2009	戴源	中共常州市委员会
EMBA2009	冯晋	通源石油
EMBA2009	冯军	歌美飒风电中国有限公司
EMBA2009	李眈	英特尔(中国)有限公司
EMBA2009	刘东	中信产业基金管理有限公司
EMBA2009	刘训峰	上海华谊(集团)公司
EMBA2009	刘振秋	国家发展改革委
EMBA2009	欧阳昊	中航地产股份有限公司
EMBA2009	石勇	深圳市天维尔通讯技术有限公司
EMBA2009	孙浩	上海熙美文化传播有限公司
EMBA2009	覃衡德	中化国际(控股)股份有限公司
EMBA2009	王鹏	东方电子支付有限公司
EMBA2009	王玉河	深圳市微普诺薄膜技术有限公司
EMBA2009	韦方	百度
EMBA2009	吴健琼	天虹商场股份有限公司
EMBA2009	谢世煌	阿里巴巴集团
EMBA2009	徐蓉	上海昂立教育集团
EMBA2009	杨红冰	誉衡药业
EMBA2009	于立勇	龙江银行
EMBA2009	岳清瑞	中冶建筑研究总院有限公司
EMBA2009	张群	国家铁路局
EMBA2009	周崇义	潍柴动力
EMBA2009	周晓农	益普索
EMBA2009	朱颖磊	欧瑞管理咨询有限公司
EMBA2009	左峰	国泰君安证券公司
EMBA2010	陈承平	德明通讯(上海)股份有限公司
EMBA2010	陈明夏	上海瑛明律师事务所
EMBA2010	甘亮	中信证券股份有限公司
EMBA2010	高晓成	北京巴布科克·威尔科克斯有限公司
EMBA2010	侯本旗	中国工商银行股份有限公司青岛市分行
EMBA2010	侯红权	四川嘉联兴业地产顾问有限公司
EMBA2010	胡波	奥美整合行销传播集团上海
EMBA2010	胡晓勇	北京市供销合作总社
EMBA2010	华幕文	上海大众汽车有限公司
EMBA2010	黄伟	联合利华中国

班级/Intake	姓名/Name	公司/Company
EMBA2010	姜小栋	北京汽车股份有限公司
EMBA2010	柯健生	索菲亚家居股份有限公司
EMBA2010	雷钊哲	中国航空技术国际控股有限公司
EMBA2010	李滨	IBM全球科技服务集团战略合作中心
EMBA2010	李海东	航天科技财务有限责任公司
EMBA2010	李文	汇添富基金管理有限公司
EMBA2010	李祥	润东汽车集团有限公司
EMBA2010	林海	深圳市柠檬海科技有限公司
EMBA2010	刘宝元	上海合护安全用品有限公司
EMBA2010	刘建	方正宽带网络服务股份有限公司
EMBA2010	刘金成	惠州亿纬锂能股份有限公司
EMBA2010	刘强	上海临港经济发展(集团)有限公司
EMBA2010	刘秋明	平安证券有限责任公司
EMBA2010	刘焱	众为国际公关顾问有限公司
EMBA2010	栾晓明	熔盛重工
EMBA2010	倪永锋	中航工业成都飞机工业集团有限公司
EMBA2010	施继红	新秀集团有限公司
EMBA2010	苏晓	SMG尚世影业
EMBA2010	腾首诗	方正东亚信托
EMBA2010	汪庆祝	湖南涟源钢铁集团
EMBA2010	王炳南	商务部
EMBA2010	王建平	深圳市华域无线技术有限公司
EMBA2010	王潇	阿斯利康制药(中国)有限公司
EMBA2010	谢根明	上海市浦东新区川沙新镇人民政府
EMBA2010	谢娟	武汉百居易房地产经营咨询有限公司
EMBA2010	徐建安	北京东易日盛家居装饰集团
EMBA2010	徐善长	中国国务院医改办
EMBA2010	杨立东	北京暴风科技股份有限公司
EMBA2010	游爱军	上海纳尔数码喷印材料股份有限公司
EMBA2010	张东	平安证券有限公司
EMBA2010	张江涛	深圳市安华远东进出口有限公司
EMBA2010	张丽萍	亿城集团股份有限公司
EMBA2010	张云亭	中信财务有限公司
EMBA2010	赵桂萍	广发证券股份有限公司
EMBA2010	赵欣	人民网
EMBA2010	周东斌	广州牌牌生物科技有限公司
EMBA2010	周红波	上海建科工程咨询有限公司
EMBA2010	周鸿	国银金融租赁有限公司
EMBA2010	周涛	壳牌(中国)有限公司
EMBA2010	邹迎光	中信建投证券股份有限公司
EMBA2011	陈光宁	浙江任浪鞋材有限公司
EMBA2011	陈杰	浙江合兴电子元件有限公司
EMBA2011	陈照东	南通市财政局
EMBA2011	陈照煌	中共南通市委
EMBA2011	程榆茗	天津宝迪农业科技股份有限公司
EMBA2011	董骏	恒信悦华金融服务控股有限公司
EMBA2011	费小妹	上海市嘉定区人民政府
EMBA2011	冯俊	阿斯利康中国
EMBA2011	顾万国	捷豹路虎中国
EMBA2011	韩洵	江苏盛世水业发展有限公司
EMBA2011	何川	人人游戏
EMBA2011	胡光力	深圳市港利通科技有限公司
EMBA2011	胡宏敏	四川杏林医药连锁有限责任公司
EMBA2011	孔轶	上海盛大
EMBA2011	李大学	北京京东世纪贸易有限公司
EMBA2011	李红梅	北京东方尚品科技有限公司
EMBA2011	李晓琪	鸿海精密股份有限公司
EMBA2011	李毅	英格索兰
EMBA2011	李征丹	上海通用汽车有限公司
EMBA2011	刘兴华	国信证券
EMBA2011	龙丹妮	天娱传媒
EMBA2011	陆凯	延锋百利得(上海)汽车安全系统有限公司
EMBA2011	陆鸣	上海市浦东新区人民政府
EMBA2011	缪稷辉	珠海宜家家具有限公司

班级/Intake	姓名/Name	公司/Company
EMBA2011	穆宇	雷士照明控股有限公司
EMBA2011	潘志军	宁夏希望信息产业有限公司
EMBA2011	祁伟礼	上海电影集团有限公司
EMBA2011	石颖	深圳市城市建设投资发展有限公司
EMBA2011	孙海东	无锡市滨湖区人民政府
EMBA2011	唐乃林	苏州之怡酒业有限公司
EMBA2011	陶椿	莱茵达置业股份有限公司
EMBA2011	王刚	建华建材(中国)投资有限公司
EMBA2011	王培暖	神州数码
EMBA2011	王新光	北京金隅嘉业房地产开发有限公司
EMBA2011	王涌	盾安集团
EMBA2011	翁巍	上海综合保税区联合发展有限公司
EMBA2011	吴娜妮	北京曲美家具集团馨家商业有限公司
EMBA2011	夏毅强	天津宝迪农业科技(集团)股份有限公司
EMBA2011	徐海峰	景瑞地产集团
EMBA2011	徐晓丽	宁夏希望信息产业有限公司
EMBA2011	徐星仲	北京全四维动力科技有限公司
EMBA2011	杨京兰	青岛诺雅贸易有限公司
EMBA2011	杨彦彬	大庆市人民政府
EMBA2011	应华	上海国际信托有限公司
EMBA2011	于东生	惠州亿纬锂能股份有限公司
EMBA2011	余浩	文思信息技术有限公司
EMBA2011	张海兵	中化蓝天集团有限公司
EMBA2011	张健	TCL多媒体科技控股有限公司
EMBA2011	张晓剑	中建三局建设工程股份有限公司
EMBA2011	张振良	国务院国有资产监督管理委员会
EMBA2011	钟要齐	深圳迈瑞生物医疗电子股份有限公司
EMBA2011	周为	万科企业股份有限公司
EMBA2011	周晓宇	深圳市桑海通投资有限公司
EMBA2012	蔡仲曦	国药控股
EMBA2012	曹坚	江苏常宝钢管股份有限公司
EMBA2012	陈菲	SMG影视剧中心
EMBA2012	陈晓钢	贵州万代房地产开发有限公司
EMBA2012	陈志平	深圳市麦克韦尔科技有限公司
EMBA2012	程福波	中航工业成都飞机工业集团有限公司
EMBA2012	董燕	上海氯碱化工股份有限公司
EMBA2012	方国强	常州市人民政府
EMBA2012	方浩	中信证券股份有限公司
EMBA2012	高婧	江苏国瑞信安科技有限公司
EMBA2012	宫良国	中国铁建房地产集团有限公司
EMBA2012	顾微	深圳市海红微电子技术有限公司
EMBA2012	胡优华	安徽华艺园林股份有限公司
EMBA2012	金威	深圳中航地产股份有限公司
EMBA2012	康学军	中航电测仪器股份有限公司
EMBA2012	李世忠	山东东阿阿胶股份有限公司
EMBA2012	李智	中海油田服务股份有限公司
EMBA2012	刘刚	中国工商银行广东省分行
EMBA2012	刘海旭	天娱传媒
EMBA2012	刘瑞军	北京汇天群力投资有限公司
EMBA2012	刘水	深圳市铁汉生态环境股份有限公司
EMBA2012	马锦龙	无锡盛力达科技股份有限公司
EMBA2012	缪覆萱	珠海宜心家具有限公司
EMBA2012	秦玉峰	山东东阿阿胶股份有限公司
EMBA2012	曲建魁	福建海恒医药有限公司
EMBA2012	沈初	上海源耀生物科技有限公司
EMBA2012	石开	周大福珠宝金行(深圳)有限公司
EMBA2012	时辉	中国工商银行股份有限公司青岛市分行
EMBA2012	孙珏	南京万川医药科技发展有限公司
EMBA2012	王灿	复呈集团
EMBA2012	王贵	珠海市普华控股集团有限公司
EMBA2012	王益军	上海百事通信息技术有限公司
EMBA2012	王勇	北京铁路局北京南站
EMBA2012	王仲辉	清科集团
EMBA2012	吴伟	和润集团有限公司

班级/Intake	姓名/Name	公司/Company
EMBA2012	肖健	中国航空集团公司
EMBA2012	肖平	中国航空集团公司
EMBA2012	谢昕	英格索兰安防技术 深圳市博康系统工程有限公司
EMBA2012	许敏田	新界泵业集团股份有限公司
EMBA2012	杨浩涌	北京阳光谷地科技发展有限公司
EMBA2012	尹洪刚	上海数字产业(集团)有限公司
EMBA2012	张博凡	欧尚(中国)投资有限公司
EMBA2012	张建辉	黑龙江省人民政府
EMBA2012	张凯明	四平市人民政府
EMBA2012	张良森	上海复星创富投资管理有限公司
EMBA2012	张熠君	北京汇恒投资
EMBA2012	郑孟午	丰收日集团
EMBA2012	郑著江	开开股份
EMBA2012	周朝恩	上海艾麒信息技术有限公司
EMBA2012	周峰	中国航空集团公司
EMBA2012	周维峰	温州奥来电气有限公司
EMBA2012	朱建忠	中国航空集团公司
EMBA2012	祝方猛	浙江普洛得邦制药有限公司
EMBA2013	褚书宝	中山市博海精细化工有限公司
EMBA2013	贾敬韩	中国航空集团公司
EMBA2013	柳培虎	安徽国林圣奥办公系统有限公司
EMBA2013	秦枫	广西宝资诚房地产项目管理集团有限公司
EMBA2013	魏宇强	北京格林伟迪科技有限公司
EMBA2013	吴劲	中共合肥市庐阳区委
EMBA2013	张崧	深圳迈瑞生物医疗电子股份有限公司
EMBA2013	张毅军	亿成科技(上海)有限公司
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