



同窗, 同创!

From Friendship to Entrepreneurship

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中国著名企业家柳传志曾将创业经归为九字箴言：搭班子、定战略、带队伍。如何做好第一步“搭班子”恰恰是创业者最为头疼的问题。“搭班”犹同婚姻，不能凑合，必须有共同的目标与价值观，而入读中欧在这个问题上为每一位志在创业的校友提供了绝佳的解决方案。

在中欧20年的建校历程中，许多校友都曾在这方热土上体会了“原来你也在这里”的喜悦，找到了自己的创业伙伴。他们同窗苦读，建立了深厚友谊，为成功创业奠定了坚实基础。这种情谊，连同他们在MBA和EMBA课程中所积累的知识与自信，鼓励他们踏上创业之路。让我们来阅读两家校友企业——多盟与盈创回收的故事，去了解这些合伙人缘何走到一起，又是如何为共同的事业而奋斗，筚路蓝缕、以启山林。

Lenovo founder Liu Chuanzhi is credited with offering excellent advice on the three elements an entrepreneur must assemble when starting a business: a team, a business plan, and the right partners to help lead the business. Finding the right partners is the biggest challenge; as with marriage, it's important that they share the same goals and values.

Over the past 20 years, CEIBS has played a role in helping many entrepreneurs find their perfect match. The close ties many students develop with one another during their studies have become the foundation for quite a few

successful start-up companies by CEIBS alumni. This, along with the knowledge and confidence they developed during their MBA or EMBA studies at CEIBS, helped encourage them to leave behind the relative security of corporate life to follow the challenging journey of an entrepreneur. Read on for first-hand stories from alumni entrepreneurs representing two very different companies – Domob and INCOM – in two very different industries. They are run by business partners who met while studying at CEIBS. They share their unique solutions for making their partnerships, and their businesses, work.



多盟：一场集体修行

从左至右：齐玉杰、边嘉耕、张鹤

From left: Qi Yujie, Bian Jiageng, Zhang He

“我读中欧就是奔着创业去的，”多盟CEO齐玉杰并不讳言，“希望拓展知识面，多交一些朋友，认识一些创业成功的人，并寻找创业伙伴。”这个目标在2010年他从中欧EMBA课程毕业后如愿达成了——他与同班同学张鹤、边嘉耕共同创立了智能手机广告平台“多盟”。

在齐玉杰看来，选择合伙人是当初创业的最大难题，他设定的标准是“首先必须是好人，彼此互相信任；其次是大家理念一致，真的想一起做事情；第三是能力互补”。他自认“一直做技术，和人打交道是短板”，因此希望找一位外向的搭档来激励团队。于是，在与同样平和稳重的边嘉耕形成二人组的基础上，团队又引入了一位被戏称为“娱乐圈”人士的外向型同学——张鹤，由此多盟的“稳定三角”完满达成。

创业的第二道关卡便是心态的调整——从有到无。多盟的办公室远离市区，边嘉耕每天开车上班需要三小时；原先一个人的办公面积现在要容纳所有员工；与别人谈合作，因为公司名气尚小，见一面就需要等上几个小时；创业初期创始人基本没有工资……上述种种，在齐玉杰看来，若不具备归零的心态，是难以坚持的。因此，他将创业视为“一种修行，一个不断认识自己的过程”。在这场集体修行中，合伙人之间

需要相互理解：一是大家都相信对方做事是为了公司，而不是为了一己之私；二是如果要求别人做到什么，自己就必须先做到。

在职务分配上，他们各司其职：张鹤负责外部事务，如销售、商务合作等；边嘉耕掌管内务，如运营、客服和人事等；而齐玉杰则负责产品、技术、战略和融资等。不过，纵然分工明确，还是有许多事务需要共同讨论，自然也会有分歧甚至争吵，尤其是在创业初期。好在剑拔弩张的气氛并没有持续太久，待到合作的程度加深，分歧更多地被理解与共识所取代，而齐玉杰也在一次次争吵中学会了反思与理解，提升了自我认知。

在齐玉杰看来，创业注定是一场自我挑战。在管理上，即使是领导一家只有十个人的公司，其困难程度也远大于管理一个百人的部门，因为许多新问题必须由创始团队给出答案。这种决策并非易事，需要听取多方意见，慎重地做出决定。

多盟的企业文化简单而硬朗，那就是以做事为主，而不去刻意维护什么。齐玉杰总结道：“毕竟人到中年，能选择创业的机会不多，所以非常珍惜风雨同舟、一起拼搏的创业历程，相信我们能带领多盟走得更远。”

多盟(英文名domob)成立于2010年9月，目前是中国最大的智能手机广告平台。多盟借助大规模数据处理的平台优势以及适合应用开发者的服务模式，帮助应用开发者推广产品、创造收益，也为智能手机平台上的广告客户提供高效服务。

齐玉杰 首席执行官

张鹤 首席运营官

边嘉耕 副总裁

均为中欧2008级EMBA北京2班学员

Founded in late 2010, Domob has become the largest mobile advertising network in the Chinese mainland, currently serving over 200 million impressions per day and covering more than 150 million independent mobile device users. Domob's business model aims to create value by connecting advertisers and publishers who contribute to the mobile ecosystem.

Qi Yujie CEO

Zhang He COO

Bian Jiageng Vice President

All from CEIBS EMBA08BJ2

Domob: “Spiritual Practice”



I went to CEIBS because I wanted to start my own business. I hoped to enrich my knowledge, expand my network, meet some successful entrepreneurs, as well as find founding partners”.

“I went to CEIBS because I wanted to start my own business,” says Qi Yujie, CEO of Domob. “I hoped to enrich my knowledge, expand my network, meet some successful entrepreneurs, as well as find founding partners”. He was lucky enough to quickly fulfil his goal. Right after graduating from CEIBS in 2010, Qi and fellow classmates Zhang He and Bian Jiageng founded their mobile advertising network Domob.

Qi says that finding the right partners was the most difficult part of starting his company. He had set his own criterion: “First, each of them should be a good person and trustworthy; second, we should share a similar working philosophy; third, we should have complementary capabilities.” Aware that communication is one of his shortcomings, Qi set out to find an extroverted partner who could help motivate the team. He and Bian Jiageng have similar personalities, so when they convinced Zhang He, whose nickname is ‘the entertainer’, to join them, the partnership found its equilibrium.

Another challenge for entrepreneurs is shifting their mind-set, said Qi. For example, the Domob office is far from the Beijing city centre and Bian has to drive three hours to work; space that would be a comfortable office for one person in an established company must now be shared by everyone at the start-up; and because the company is not yet well known, it can be difficult to convince potential clients to take a meeting. Also, in the company’s earliest stages, the partners did not draw a salary.

Staying motivated in the face of such hardships requires the right mind-set, says Qi. He therefore regards entrepreneurship as “a spiritual practice, and a process for discovering one’s real

self”. When a company is still in its infancy, he says the founders must mutually agree that everyone is working for the betterment of the company and not themselves, and that it is important to ‘practice what you preach’.

The three have divided the responsibilities of running the business. Zhang is in charge of external affairs such as sales and business development opportunities; Bian is responsible for internal operations, including client services and HR; and Qi focuses on product and technology development, strategy and financing. However they also make many decisions together which requires much discussion and often involves a divergence of opinion. They’ve had many arguments, especially during the early days. But now, after working together for some time, they have developed a respect for one another’s point-of-view, and can reach a consensus more easily. Qi says he has also benefited by examining his own behaviour during their arguments; the introspection has allowed him to know himself better and has changed his approach in dealing with others.

Qi believes entrepreneurship equals self-challenge. Managing a company is a lot different from managing a department. It is much harder to manage a company of ten people than it is to manage a department of 100, because when managing a company, the leadership team faces many complex questions and must listen to many different opinions in order make good decisions.

Domob’s corporate culture is simple but effective: focus on doing. Reflecting on his experiences Qi, who is now middle-aged, says, “There are not that many entrepreneurship opportunities for people at my age, so I cherish the process very much, and I believe we can continue to grow Domob’s business.”



盈创回收：一个刚柔并济的组合

从左至右：刘学颂、杨光泽、常涛

From left: Liu Xuesong, Yang Guangze, Chang Tao

据估计，仅北京市一年就有多达22亿只瓶子（约15万吨）需要回收，而盈创回收正是瞄准了这一点，将如何高效、绿色地回收这些瓶子打造成了自身的使命与生意。这家公司的三位创始人是中欧EMBA校友杨光泽、常涛和他们的学姐刘学颂。

杨光泽在制造加工和环保领域有着丰富经验，并清楚地认识到传统行业必须与IT相结合才能走出一条新路，因此萌生了创业的念头。他的同班同学常涛与他志趣相投，并且“是个活跃分子，做IT的，头脑又灵活”。杨光泽经常向常涛请教相关问题，并最终成功拉他合伙创业。创始人团队中唯一的女性成员刘学颂则是一位资深职业经理人，她离开了繁华的北京CBD（商务中心区），毅然投身郊区加入盈创回收。

在常涛看来，“真正重要的是怎样让盈创回收成为大品牌。成就感来自于做一件特别让人钦佩的事。”而在组织结构上，他特别强调创业团队必须有女性的加入，“男女一起探讨问题会比较平和，男人冲劲大，但有时细节考虑不周，比较粗糙。”而刘学颂在团队中正起着缓和气氛、促进沟通的作用，“杨总、常总有些话可能不好直接说，我从中传达一下，我一个女人唠叨几句，好像是情理之中的事。”

商业环境飞速变化，“快鱼吃慢鱼”的事情每天都在发生，杨光泽意识到“一个新兴领域容易快速做大”，因此期待着盈创回收能在2014年成为中国回收业首屈一指的公司，但他也反复强调要小步快走、虚心前进。“创业工作量很大，一个人不可能什么都擅长。人多可以互相提醒，少犯错误。”因此他们也经

常请教同学、朋友中的专业人士，以求事半功倍。

他们三人分工明确：杨光泽擅长机械加工制造，并负责和母公司的对接；常涛负责研发、IT、物联网等；而刘学颂则专心于品牌发展、政策研究、媒体公关策划等。融资方面，一般先由常涛初步筛选，三人往往也能一拍即合；最花心思的地方倒是在拔擢干部以及人员激励方面。杨光泽对此坚守一个理念，那就是“可以越级关心，但不能越级管理”，除非其他二人出于特殊原因而委托给他。

尽管有一位女性从中调解，在处理分歧上，两位男士还是难免有急躁的时候。因此，他们仨就尽量选择在咖啡厅这种不可高声喧哗的地方讨论敏感问题，每个人依次阐明观点，有不同意见再逐个坦率反驳。对此杨光泽曾有过深入反思，他总是在冲突时告诫自己不要太执着于一个问题，要有全局观，且不可越界。刘学颂则有一句箴言——如果一吐为快不利于理想的实现，就是一腔废话。

刘学颂借用龙应台《亲爱的安德烈》中的一句话来表达自己的创业感悟——“爱，不等于喜欢，爱，不等于认识。爱，其实是很多不喜欢、不认识、不沟通的藉口。”但合伙人之间真诚的表达会让人感到幸福。私底下，常涛称董事长杨光泽为“老杨”，而“老杨”则称总经理常涛为“小常”。在聊些严肃问题的时候，三人也常常以家庭琐事开场，因为“大家都是朋友”。

（本文改编自《中欧商业评论》2013年10月刊封面报道“我们是合伙人”）

盈创回收成立于2008年，其母公司盈创再生资源有限公司是中国唯一一家可以生产食品级再生聚酯切片的企业，是中国领先的“智能固废回收自助机具及回收系统整体解决方案”运营商和提供商。

杨光泽 董事长

常涛 总经理

均为中欧2005级EMBA北京2班学员

刘学颂 常务副总经理

中欧2001级EMBA北京2班学员

INCOM Resources Recovery Recycling was founded in 2008. Its parent company INCOM Resources Recovery is the only Chinese company that can produce high-quality recyclable bottle-grade polyester chips.

Yang Guangze President

Chang Tao General Manager

All from CEIBS EMBA05BJ2

Liu Xuesong Deputy General Manager

From CEIBS EMBA01BJ2

INCOM: Balance between Yin and Yang



Many people choose to keep silent because of love, but actually, frank talk between partners can make them happy.”

Consumers use more than 2.2 billion bottles (about 150 thousand tons) annually in Beijing alone, according to official estimates. Recycling them efficiently is the mission of INCOM Resources Recovery Recycling. The company has three founders: Yang Guangze, Chang Tao and Liu Xuesong.

Before they launched their venture, Yang already had experience in the manufacturing and environmental protection sectors, and believed that traditional industries like these must find innovative ways to implement IT solutions if they are to continue to grow. While studying at CEIBS, he began to think about starting his own business to leverage this premise. His classmate Chang shared the same ambition. “He is very active and smart, and experienced in IT,” Yang said of Chang. Yang would seek Chang’s advice from time to time and eventually succeeded in convincing him to join forces for the start-up company. Their other co-founder, Liu Xuesong, was a senior professional manager and was willing to relocate from Beijing’s Central Business District to the outskirts of the city to work with them.

“The most important thing is building INCOM into a famous brand,” says Chang. “All the feelings of achievement actually come from doing something people will admire.” He also believes it was important to bring a woman into the partnership, because women have a different perspective and a different way of handling things. “Men tend to be more aggressive, but not so detail-oriented,” he says.

In fact mediation is one of Liu’s roles in the partnership. “Sometimes Yang and Chang are reluctant to speak frankly, so I will talk to both of them,” she explains. “It is easier for a woman to do this.”

The business environment is ever changing and Yang realized that it would be easier to develop a business in an emerging area. His goal is to develop INCOM into the leader in its industry in China by the end of 2014. However he knows

he faces a long road ahead. “The work load of an entrepreneur is incredibly heavy and one cannot do it alone. We need advice from others to avoid mistakes,” he says. Often the trio will ask friends, who are also business executives, for advice.

Their division of labour is quite clear. Yang is in charge of communicating with the parent company, Chang is responsible for R&D, IT and anything Internet related, and Liu works on brand development, policy study and media communications. Chang handles the financials, and said it is usually easier to get his partners to agree on things in this area. He says that Human Resources Management is the most difficult part to manage. Yang has a theory for this. “You can care about your partners’ subordinates but ultimately you cannot manage them unless they ask you to do so,” he says.

Even with Liu mediating, sometimes Yang and Chang still have heated disagreements. Their solution to making their arguments more constructive is to go to a café or other public place where it would be impolite to get into a shouting match with each other. Each person is given a chance to put forward his opinion. If there is any disagreement, it must be backed up by clear evidence. When there is a conflict, Yang says he reminds himself not to “go over the line”.

Liu has a saying she mentions when talking about disagreements between the partners. “If words cannot make dreams come true, they are just nonsense.” She also cites a quote from Taiwanese writer Long Yingtai, “Many people choose to keep silent because of love, but actually, frank talk between partners can make them happy.” It would seem that in spite of their disagreements, the partners have a strong bond with one another. “We are all friends,” they say.

Story based on the cover story “We are Partners” which appeared in the October 2013 issue of CEIBS BUSINESS REVIEW.