

TheLINK

中欧国际工商院校友杂志 CEIBS Alumni Magazine

2014年第一期 Volume 1, 2014

B-school Businesses 校友合伙人



Next Step for Shanghai FTZ
上海自贸区的机会与挑战

Chervon's Road to Globalization
泉峰的国际ization之旅

CEIBS & World Bank Launch Research Centre
中欧-世界银行中国普惠金融中心合作备忘录正式签署



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亲爱的校友们：

马年新春伊始，首期《TheLINK》杂志将关注那些因中欧而结缘的校友合伙企业。

本期**封面故事**探讨了为何商学院的校友关系能成为日后商业合作的坚实基础。我们在本期杂志中刊登了一系列真实的商业案例报道，讲述了一些中欧校友如何强强携手，共同创办了朝气蓬勃的企业。

希望各位读者也能像我们一样，通过这些故事而激发出灵感。

此外，今年正值中欧国际工商学院20周年校庆，让我们共同来加入欢庆的行列吧！

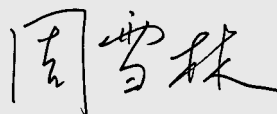
Dear Alumni:

In this our very first issue for the Year of the Horse, we take a look at alumni enterprises that have their roots in b-school.

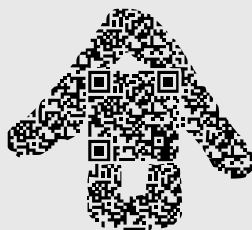
The **Cover Story** explores why business school bonds are such a solid basis for future boardroom deals, and several features throughout the magazine serve up real life examples of how former classmates now build on each others' strengths to create viable enterprises.

We hope you're just as inspired as we were by their stories.

P.S. CEIBS is 20 this year. Let the celebration begin!



周雪林
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Snow Zhou
CEIBS Assistant President,
Editor-in-Chief, *TheLINK*



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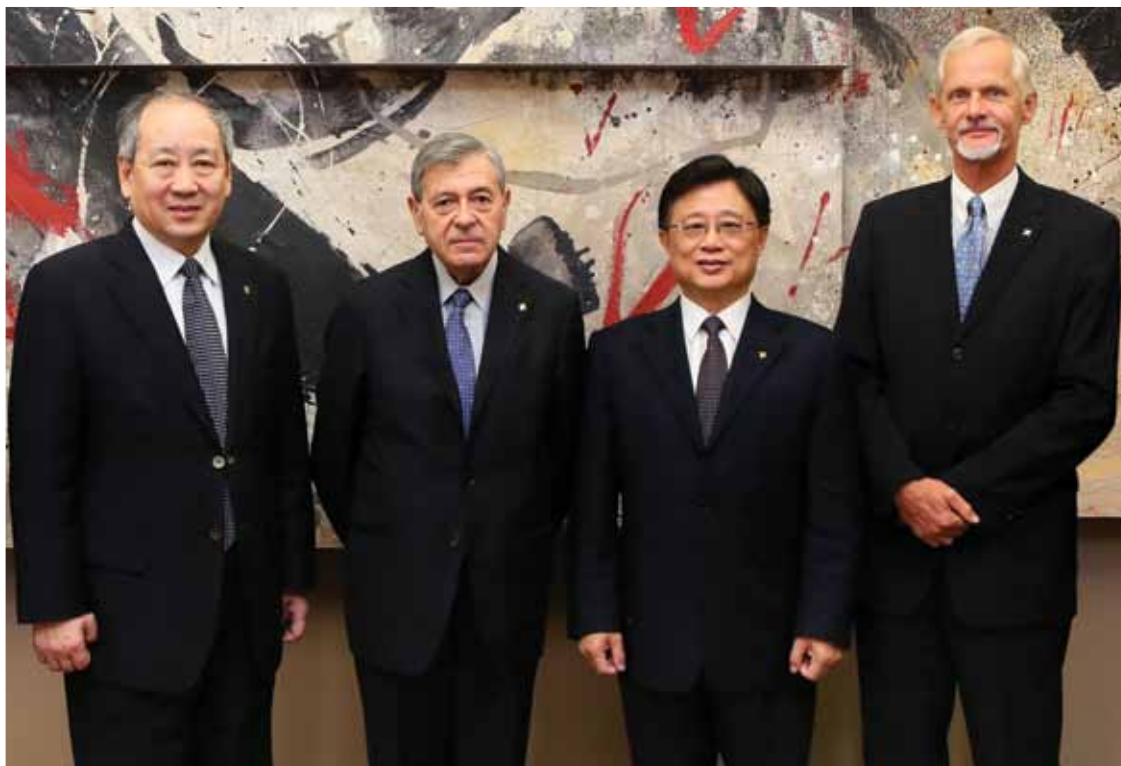
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院长致辞



亲爱的校友们：

新春快乐！

2014年不仅是中国改革再出发的关键一年，对中欧国际工商学院而言更是一个具有特殊历史意义的年份。诞生于1994年的中欧，将在2014年11月8日迎来20周年华诞。

回首中欧走过的历程，这里谱写着创业与创新的乐章：一项项代表中国管理教育先进成就的荣誉，一次次万众瞩目的全球排名，还有那些勇于创新的课程、论坛、研究中心，都在为“认真、创新、追求卓越”的中欧浇筑新的丰碑。

回眸中欧的历史瞬间，其中凝聚着中欧校友们多彩的记忆：专心致志于课堂听讲、严谨求实的案例讨论、认真的商务模拟、紧张的小组答辩……每一次的论坛、讲座和返校日都洋溢着回家探亲、故友重逢的温馨。

中欧的成功，来自于校友的信任、支持与回报；校友的成功，是中欧的成就、希望与骄傲。

20周年校庆是中欧的成人礼，也是中欧从优秀迈向卓越的新起点。吴敬琏教授曾经说过，“中国经济发展的成功、企业管理水平的提高，要为中欧记上一笔。”面对这样的认可和期许，中欧应该在下一个20年为推动中国经济转型、打造世界一流企业做出自己独特的贡献。

2014年，中欧20周年校庆期待着您积极参与，并以踊跃捐赠支持母校长期发展。我们期盼与全体中欧校友一起分享快乐、成长和梦想！

LETTER FROM THE PRESIDENTS

Dear Alumni,

Happy New Year!

This year, 2014, will not only mark the start of another round of China's reform, but it will also be a year of special significance for CEIBS. "Born" in 1994, the school will celebrate its 20th birthday on November 8, 2014.

Entrepreneurship and innovation have always been the major themes in CEIBS' development and history. They can be clearly seen in: the school's leadership in multiple areas of China's management education, its impressive rankings worldwide and its launch of innovative programmes, forums and research centres that all embody CEIBS' dedication to the values of "Conscientiousness, Innovation and Excellence".

The last two decades have left members of the CEIBS community with many unforgettable memories: of diligent work in class and active participation in case discussions, of broad smiles and challenging business simulations, of exciting oral defences during group projects... memories that rekindle the warmth and hospitality felt each time you visit the school for a forum, lecture or reunion day activity.

The success of CEIBS is built upon your trust, support and reciprocity; the school takes pride in your every achievement and looks forward to your continued success in the years ahead.

Our upcoming 20th anniversary will be a rite of passage for CEIBS, representing a new starting point in the school's efforts to reach new levels of excellence. Professor Wu Jinglian has commented on how "CEIBS has made significant contributions to China's success in economic development and to improving business management." To demonstrate its merit of such praise and high expectations, CEIBS will continue to make every effort to propel China's economic transformation and help build world-class businesses in the next 20 years.

The arrival of 2014 means that CEIBS' 20th anniversary is just around the corner. We greatly anticipate that our alumni will participate in CEIBS anniversary celebrations and extend strong financial support to their alma mater as we work together to ensure the school's long-term development. We look forward to sharing our joy, future growth and dreams for a bright future with all of you!



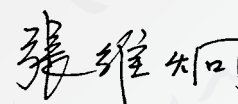
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Prof. Zhang Weijiong
Vice President & Co-Dean, CEIBS



中欧-世界银行中国普惠金融中心 合作备忘录正式签署 World Bank & CEIBS Launch Centre for Inclusive Finance

2月28日，中欧国际工商学院与世界银行在上海校区共同签署了《中欧-世界银行中国普惠金融中心合作备忘录》。作为亚太地区第一家与世界银行合作研究和推广普惠金融的机构，该中心是一个具备研究、培训、咨询等多项功能的综合平台，未来致力于发展成为全球领先的、具有理论和实践影响力的普惠金融智库。

当天，世界银行亚太地区金融与私营部门发展局副局长贺默兹（Hormoz Aghdaey）先生和中欧国际工商学院欧方院长佩德罗·雷诺（Pedro Nueno）教授作为双方代表在备忘录上签字。中欧中方院长朱晓明教授、副院长兼教务长苏理达（Hellmut Schütte）教授、副院长兼中方教务长张维炯教授出席了活动。

在签约仪式上，雷诺院长对世界银行的全球化、创新能力和为人类发展所付出的努力表示赞许，并表示中欧会不遗余力将中心建设成为一个交流和创新思想、彼此合作和学习、传递知

识的平台。贺默兹先生指出，中欧在全球范围享有很高声誉，在教育、知识生产等方面勇于创新，他相信中欧将在中心取得成功的过程中发挥重要作用。随后，朱晓明院长以“普惠金融与数字金融”为题发表演讲，与参会嘉宾分享了自己在该领域的研究成果。朱院长在演讲中指出，普惠金融正受益于大数据、云计算、平台战略和移动互联网的多维度推动。

The World Bank and China Europe International Business School (CEIBS) have launched a Centre for Inclusive Finance, a platform through which all stakeholders involved in providing affordable financial services to sections of the Chinese society that need it most, will be able to optimize their efforts by working together. The project will span Asian countries and, as the leading international business

school in China, CEIBS will be integrally involved in providing both research and training. The CEIBS-World Bank Centre for Inclusive Finance is the first of its kind in the Asia Pacific.

In providing background information on the historic collaboration during the launch on February 28, CEIBS President Professor Pedro Nueno gave a personal example from his time as a poor student of why inclusive finance is based on personal relationships. A banker who saw his crestfallen expression after his scholarship funds failed to arrive offered him a loan to tide him over. It's an experience he has never forgotten. Past financial crises around the world, he said, had damaged these types of personal relationships and he hopes the Centre can study how to professionalise the human interactions that make up such an important part of inclusive finance.

A Data Bank, Advisory & Consultancy Unit, and the Inclusive Finance Academy are the three major planks to the Centre. The Data Bank will collect, maintain and publish relevant data for China and the region. Meanwhile the Academy will deliver executive education, training, accreditation and certification. The aim is for the Centre to generate, articulate and disseminate cutting-edge knowledge, innovative solutions and policy suggestions. There has already been fruitful dialogue generated during a working session held as part of the launch.



刘延东副总理邀请蔡江南教授等出席 国务院医改座谈会

Professor John Cai Attends State Council Symposium on Health Care Reform

2014年2月13日，国务院副总理刘延东邀请北京和上海的10位专家学者在中南海国务院会议室召开了关于医改的座谈会。本次会议围绕着“公立医院改革”这一主题展开，刘延东副总理首先做主旨发言，肯定了新一轮医改所取得的成绩，同时指出了下一步医改的艰巨性；公立医院改革是下一步医改的重头戏，其关键在于建立新的机制和体制。

中欧卫生管理与政策中心主任蔡江南教授应邀参会，并发表了题为“医疗资源社会化是医改必由之路”的演讲。参与会议的其他专家学者有：北京大学刘国恩教授与吴明教授、中国人民大学王虎峰教授与董克用教授、中国社会科学院余晖研究员、中华医学会党组书记饶克勤先生、清华大学刘庭芳教授、复旦大学胡善联教授与梁鸿教授。

刘延东副总理在会议结束时做总结发言，她希望大家继续加强研究，提

出具有可操作性的改革措施。刘延东副总理指出，需要明确政府和市场的责任，注重顶层设计和增强改革的系统性，她还强调了专家参与医改政策咨询的重要性，希望更好发挥专家的作用。

Director of CEIBS Centre for Health Care Management and Policy Professor John Cai was among 10 health care experts and scholars invited by Chinese Vice Premier Liu Yandong to participate in a symposium on health care reform on February 13. The invited participants, from Beijing and Shanghai, gathered in the meeting room of the State Council to discuss the theme of “Reforming Public Hospitals”. Vice Premier Liu Yandong, in giving the day’s first keynote speech, acknowledged the achievements that had been made in the

new round of health care reform and pointed out the enormous challenges of furthering medical reform. She noted that reforming public hospitals would be the most important task in the next stage of health care reform, and the key to successful public hospital reform was to establish new systems and mechanisms.

Professor Cai’s contribution to the discussions came in the form of a speech entitled “Allowing More Social Participation in the Health Care Industry is Necessary for Health Care Reform”. Other experts and scholars present at the seminar included Professors Liu Guoen and Wu Ming from Peking University, Professors Wang Hufeng and Dong Keyong from Renmin University of China, Research Fellow Yu Hui from the Chinese Academy of Social Sciences, Secretary of the Party Leadership Group at the Chinese Medical Association Rao Keqin, Professor Liu Tingfang from Tsinghua University, as well as Professors Hu Shanlian and Liang Hong from Fudan University. Among the various government officials from relevant ministries who also took part in the event were Vice Minister of the National Health and Family Planning Commission of the People’s Republic of China Sun Zhigang and Assistant Minister of the Ministry of Finance of the People’s Republic of China Liu Hongwei.

In wrapping up the discussion, Vice Premier Liu Yandong encouraged the group to continue their research and put forward feasible reform measures.



中欧名列英国《金融时报》2014年全球MBA百强排行榜第17位 CEIBS is #17 in FT's MBA 2014 Rankings

1月27日，英国《金融时报》公布了2014年全球MBA百强排行榜，中欧国际工商学院MBA课程名列第17位（与纽约大学斯特恩商学院和杜克大学福库商学院并列）。这是中欧MBA课程连续十年跻身全球25强之列，其实力与声誉再次获得国际权威认可。

中欧副教务长、MBA课程主任陈世敏教授表示，“我们欣喜地看到中欧已经跻身全球顶尖MBA课程之列，可以与哈佛、斯坦福、沃顿商学院、伦敦商学院、欧洲工商管理学院和麻省理工等比肩而立。中欧在短短20年的建校历程中收获了累累硕果，为中国、亚太乃至全球培养和输送了大批高素质的管理

人才和未来商业领袖。每年都有越来越多的跨国公司、国有企业和民营企业来到中欧招募管理人才。经过这些年的努力，我们已成长为世界级的MBA课程，拥有全球顶尖课程和亚太地区最卓越的职业发展团队。”

秉持着“中国深度、全球广度”的定位，中欧在以下领域成为了亚洲表现最佳的商学院之一：

MBA毕业后薪资增长幅度（156%，全球排名第3位）

职业发展，即校友就读MBA前后职级、所在公司规模的对标（全球排名第11位）

校友毕业三个月内的就业率（90%）

加权薪资，即校友毕业后三年里的加权平均薪资（127117美元）

校友招募MBA毕业生的首选商学院

女性学员比例（43%）

国际师资（全球排名第13位）。

中欧在国际课程体验方面同样表现出色（全球排名第15位），该指标旨在衡量MBA应届毕业生在课程期间所获得的国际经验，包括国际交流、研究项目、游学和海外公司实习机会。过去十年，中欧一直在一些领域取得稳步发展，例如：职业发展排名自2006年以来上升了54位；国际交流名次上升了59位；校友推荐名次上升了30位。



The strong international reputation of the CEIBS MBA has solidified its position as a major global player, according to the *Financial Times*' ranking of the world's top 100 full-time MBA programmes. CEIBS is ranked #17 in the world this year – along with NYU Stern and Duke Fuqua – and has been in the top 25 for the last decade.

“It is gratifying to see us being recognized as one of the elite MBA programmes globally, together with names such as Harvard, Stanford, Wharton, LBS, INSEAD, MIT, etc. We have come a long way in merely 20 years due to our ability to train and supply high-end managerial talent and future business leaders that meet the needs of the Chinese economy, the wider Asian region, and beyond,” said Associate Dean and MBA Director Professor Chen Shimin. “That’s evident from the increasing number of recruiters that are coming to us with

leadership positions from MNCs, SOEs and private enterprises. Over the years, we have matured as an international MBA programme with a cutting-edge curriculum rooted in China Depth, Global Breath, and one of the best career services teams in this region.”

CEIBS’ two-pronged approach of providing China Depth, Global Breadth has made it one of the best performing schools in Asia in the areas of:-

- salary percentage increase after the MBA (156%, also ranked #3 globally),
- career progress, which measures changes in the level of seniority and the size of company alumni are working in now, versus before their MBA (also ranked #11 globally),
- alumni who have found jobs within three months after graduating (90%),
- weighted salary (US\$127,117, average alumnus salary three years

after graduation, US\$ PPP equivalent, with adjustment for variations between sectors),

- alumni’s top choice of the school from which they would recruit MBA graduates,
- the number of female students enrolled (43%), and
- the number of international faculty (also ranked #13 globally).

CEIBS has also performed well (ranked #15 globally) in international course experience, which is an indicator of the most recent graduating MBA class’ international exposure, including international exchanges, research projects, study tours and company internships outside of China. In fact over the past decade, CEIBS has seen steady improvement in the areas of: career progress (moved up 54 places since 2006), international mobility (moved up 59 places) and alumni recommend rank (moved up 30 places).



中欧携手央视对话改革与创新 CEIBS, CCTV 2 Host China Innovation Forum

12月11日，由中欧国际工商学院和央视财经频道联合举办的“改革：我们如何看待未来”论坛在北京举办。中欧宝钢经济学教席教授吴敬琏，中欧院长朱晓明，中欧经济学与金融学教授许斌，中欧国际顾问委员会中方主席、永隆银行董事长马蔚华，京东商城CEO刘强东（EMBA 2009）等学术界与企业界著名人士齐聚一堂，从不同视角分享了对于改革和制度创新的深刻理解与思索。

论坛伊始，吴敬琏教授就强调，随着十八届三中全会对于改革的总体设计的出台，大家都站着历史的入口处，他本人不仅期望做改革的追梦者、圆梦者，更会积极地成为改革的“造梦者”。针对主持人陈伟鸿先生关于制度创新的提问，朱晓明院长深刻剖析了上海自贸区在企业减负方面所推行的积极举措，强调要通过市场的力量来激活科技制度的创新；许斌教授进一步肯定了自贸区的“负面清单”是中国行政体制

改革的重大进步。随后，与会嘉宾就如何看待政府和市场的力量进行了深入探讨。吴敬琏教授指出，十八届三中全会最鼓舞人心之处，就是明确了市场对资源配置起决定性作用。政府在推进改革时一定要尽可能解决短期痛苦，为民众创造长久利益，以更大的政治勇气和智慧去应对改革路上所遇到的实际困难。

本次论坛是2013央视财经论坛的重要篇章，精彩内容已在央视财经频道的王牌栏目《对话》中播出，嘉宾们妙语连珠、引人深思，在观众中收到了良好反响。

The Power of Institutional Innovation in China was the topic of a forum aired January 5 on CCTV 2 which featured a panel of experts from CEIBS including: Executive President Zhu Xiaoming; International Advisory

Board Co-Chairman Dr Ma Weihua, Chairman of Wing Lung Bank and former President and CEO of China Merchants Bank; alumnus and CEO of ecommerce company Jingdong Mr Liu Qiangdong; Baosteel Chair Professor of Economics Wu Jinglian and Professor of Economics and Finance Xu Bin.

CCTV presenter Chen Weihong hosted the event in which panellists shared their views on the many innovations that are expected to be implemented by institutions in China following the economic reform decisions outlined during the Chinese government's Third Plenum. The event was one in a series of Financial Forums organized and broadcast by the finance and economic channel CCTV 2. The session was taped on December 11, 2013 at the China World Summit Wing hotel in Beijing.



本土企业求贤若渴 中欧MBA倍受青睐 CDC Recruitment Fair

1月15日，中欧国际工商学院在上海浦东华美达大酒店举办了第8届MBA上海校园招聘。本次招聘会由中欧职业发展中心组织，参展企业达80多家（较去年增加15%），分别来自金融、工业生产及服务、快速消费品、咨询、信息通讯等行业。

随着本土企业迅速崛起，他们对于高端人才的需求也在激增，这体现了中国经济发展的趋势，也是本次MBA招聘季的最大亮点。中欧的优质品牌及毕业生的良好口碑吸引了众多国有企业、民营企业前来招贤纳士。招聘会的参会企业中有兴业证券、复兴集团、华为、迈瑞医疗、腾讯、森马集团等本土知名企业，也有青橙实业、上海起航企业管理咨询、上海昕萤商务咨询、奥山集团等迅速崛起的校友企业；各行业领军跨国公司也延续了对人才的强劲需求，中欧的长期合作伙伴亚马逊、礼来制药、爱默生、艾美仕、捷豹路虎、凯鹏华盈、

毕马威、欧莱雅、德国默克、西门子、软银中国和ZARA等均前来参会。

面对今年国内外较为严峻的经济形势，中欧职业发展中心采取了更加积极的举措来创造就业机会。自2013年9月招聘季开始以来，已有200余家企业在中欧发布招聘职位，较去年同期增长20%；近50家企业在中欧举办了专场校园宣讲会；多名学生通过实习获得了全职工作邀约，其中不乏澳盛银行、麦肯锡、波士顿咨询、杜邦、摩根士丹利华鑫、联想、礼来制药等行业龙头。

Attracted by the opportunity to recruit CEIBS MBA students, more than 80 local and multinational companies turned out for CEIBS' 8th MBA Recruitment Fair organized by the school's MBA Career Development Centre (CDC). Well-known multinational corporations that

have had long-term collaborations with CEIBS attended, including Amazon, Eli Lilly, Emerson, IMS Consulting, Jaguar Land Rover, KPCB, KPMG, L'Oreal, Merck, Siemens, Softbank and ZARA. Local enterprises included Industrial Securities, Fosun, Huawei, Mindray, Tencent, and Semir. In addition, many rapidly growing CEIBS alumni enterprises such as QingCheng, Change on Enterprise, TMRC and Ousun also came looking for top talent at the January 15 event.

Company participation in this year's fair increased by 15% compared to last year, and local enterprises, in particular, showed a marked increase in their demand for high-level talent, which is consistent with overall trends in China's economic development. The recognition of CEIBS as a major global player in the field of management education and impressive reputation of the school's graduates attracted both privately-owned and state-owned enterprises (SOE) to the Recruitment Fair. Financial Services, Industrial Products/Services, Consumer Products, Consulting Services, and IT/Telecom were among the industries represented.

The prolonged slowdown in the global economy means that university graduates continue to face challenges in employment this year. The CDC proactively facilitates employment opportunities for CEIBS MBA students through efforts such as the career development programme and alumni recommendations. The Career Mentor Programme, Peer Coaching Programme and industry mixers have been initiated to promote MBA students for employment opportunities.



中欧与瑞士联合银行共同主办苏黎世圆桌会议 CEIBS & UBS Co-Host Zurich Roundtable

1月20日，中欧校友会瑞士分会与瑞士联合银行财富管理（UBS Wealth Management Switzerland）在苏黎世共同主办了“2014展望中国”圆桌会议，约有140位嘉宾到场聆听。

瑞银财富管理主席艾伦·罗伯特先生主持会议并致欢迎辞。应中欧校友会瑞士分会会长、新上任的瑞银财富管理南亚地区市场促进部主管安德烈亚斯·图尔斯特先生之邀，中欧国际工商学院副院长兼教务长苏理达（Hellmut Schütte）教授、迅达集团全球市场与营销总监哈瑞华（Kurt Haerri）先生、苏黎世大学宏观经济学与政治经济学教授法布里齐奥·瑞立波蒂先生、瑞士国防部前亚太地区资深安全政策分析师彼得·赫迪杰先生参加了会议，并分别从他们各自的专业领域发表了演讲。

在友好、积极的氛围中，与会嘉宾就中国的宏观经济、贸易、金融服务和亚洲的安全问题展开了富有真知灼见的讨论，大家的观点从各方面印证了中国在全球经济中日益增长的重要性。

The timely topic of ‘China Outlook 2014’ was explored on January 20 during a roundtable hosted in Zurich by CEIBS Alumni Chapter Switzerland Association (CASA) and UBS Wealth Management Switzerland.

About 140 guests turned out to hear presentations from a panel of world renowned experts in their fields. These included Chairman, UBS Wealth Management, Alain Robert, the day’s moderator who also gave the welcome speech. He was joined by Vice President

and Dean of CEIBS, Professor Hellmut Schütte; Head of Global Marketing & Sales at Schindler Group, Kurt Haerri; Professor of Macroeconomics and Political Economy at the University of Zurich, Fabrizio Zilibotti; and former Senior Security Policy Analyst for APAC in the Swiss Ministry of Defence Peter Hediger. They were all introduced by Andreas Duerst, designated Head, Market Facilitation, Asia South at UBS and President of CASA.

The well-balanced, lively and insightful discussion touched on China’s macro-economy, trade, financial services, and security in Asia. The comments demonstrated China’s ever growing importance in the global economy.



中欧2013年CEO峰会暨教育发展基金会年度晚宴成功举行 CEIBS Foundation Annual Dinner 2013

12月4日，中欧国际工商学院2013年CEO峰会暨中欧教育发展基金会年度晚宴在上海校区成功举行。百余名中欧CEO校友、专家、学者莅临盛会，就十八届三中全会背景下的中国宏观经济和金融形势、中国企业全球化进程、家族企业传承等热点问题展开了深入探讨。

中欧院长朱晓明教授首先为2010级46位CEO校友带来了一场知识盛宴。朱晓明教授围绕着数字化服务经济年代的“十大商业趋势”，深刻阐述了掌握科技发展趋势对商业运作的深远影响。随后，2013年CEO峰会正式拉开序幕，中欧副院长兼中方教务长张维炯教授代表学院致辞。中欧创业和投资中心执行主任李善友教授，战略学副教授陈威如，

市场营销学教授王高，副教务长、拜耳领导力教席教授忻榕，法国凯辉会计学教席教授丁远，中欧凯风家族传承研究中心学术主任、米其林领导力和人力资源管理教席教授李秀娟，中欧凯风家族传承研究中心联席主任、金融与会计学教授芮萌，中欧陆家嘴国际金融研究院执行副院长刘胜军等分别就多个议题发表了精彩见解。

在中欧教育发展基金会2013年度晚宴上，中欧院长朱晓明教授、副院长兼教务长苏理达（Hellmut Schütte）教授分别致辞，向过去一年关心和支持中欧发展的校友们致以诚挚谢意。中欧宝钢经济学教席教授吴敬琏，中欧名誉院长、中欧基金会理事长刘吉教授也通过视频短片寄语CEO校友，衷心希望他们

在改革和发展的浪潮中取得自身成就。国家创新与发展战略研究会副会长、前中国驻法国大使吴建民先生，上海和平与发展研究中心主任、上海大学历史系朱学勤教授也参加了晚宴，并与校友们进行交流。

The CEIBS Foundation Annual Dinner 2013, held on December 4, began with school presidents thanking alumni who have invested in the school's continued development for their generosity and support.

The evening was also an opportunity for knowledge sharing. CEIBS Baosteel Chair Professor of Economics Professor Wu Jinglian and Honorary President Liu Ji gave video addresses in which they spoke about China's next stage of economic development and encouraged alumni to embrace the economic reforms that were discussed in the Third Plenum, which will transform the Chinese economy to one that is increasingly driven by market forces. They said they expect the new economic growth model will provide many opportunities for businesses.

After dinner, attendees enjoyed keynote speeches from the Vice President of the China Institute for Innovation and Development Strategy and China's former Ambassador to France Wu Jianmin, as well as renowned historian Professor Zhu Xueqin of Shanghai University. The speakers discussed the importance for entrepreneurs to invest in social responsibility and change management.



goal was to provide a platform through which entrepreneurs from various industries could share their ideas and expertise. Participants included Partner at Kleiner Perkins Caufield Byers, Zhou Wei, and two entrepreneurs – founder of Rong360.com Ye Daqing, and founder of dajiaobao.com Fang Yushu. Ye and Fang, both entrepreneurs in the field of internet finance, represent the trend in transforming traditional finance while Zhou is an expert in Technology, Media and Telecommunications investment. CEIBS Assistant Professor of Entrepreneurship Gong Yan also shared a case analysis of “Zestfinance” during the event, making the point that it’s an indicator of the future trend of adopting big-data-driven decision making.

Meanwhile, disruptive innovation in the catering industry was the topic explored during the 2nd CEIBS-Chrysler “Dialogue with Entrepreneurs” held on November 21. Organized by the CEIBS Centre for Entrepreneurship and Investment and sponsored by Chrysler (China) Sales Co, the event was entitled “Reshaping the Traditional Catering Business: Learning from Internet Businesses”.

Guest speakers included investors, scholars and entrepreneurs. Each analysed how, from his perspective, the idea that “user experience is king” – which has been fundamental to the success of internet-based businesses – can be applied to the traditional catering industry. Speakers also shared their thoughts on how catering businesses can leverage e-commerce and social media tools to increase revenue.

近期，中欧创业与投资中心在上海校区举办了两场精彩的“中欧·克莱斯勒创业点将台”活动。该活动以颠覆式创新为特色，联手国内顶尖投资人与投资机构，为各行业的优秀创业者提供分享理念、交流经验的平台。克莱斯勒（中国）销售有限公司为活动提供了全程赞助。

1月16日，第三期“创业点将台”活动以“聚焦互联网金融”为主题拉开序幕。凯鹏华盈合伙人周炜先生与两位创业者——“融360”创始人叶大清先生、“大家保”创始人方玉书先生进行了深度对话。中欧创业学助理教授龚焱与大家分享了有关“Zestfinance”的案例分析。嘉宾们一致认为，互联网思维将为传统金融行业带来重大改变，由大数据驱动决策，未来将步入互联网金融时代。

去年11月21日，第二期“创业点将台”活动就“互联网思维改造传统餐饮行

业”这一话题展开了探讨。高原资本董事总经理涂鸿川先生与“丰收蟹庄”创始人傅骏先生（创业营一期学员）、“黄太吉传统美食”创始人赫畅先生展开了精彩对话。涂鸿川先生还分享了他与高原资本的创投逻辑，尤其是投资“奇虎360”的精彩案例。龚焱教授也深刻剖析了“绿山咖啡”的案例。嘉宾们的发言从投资、创业和研究等角度不约而同地指向“用户体验为王”这一主题，揭示了“在互联网时代，用户体验是成功的重中之重”这一互联网思维法则。

On January 16, top domestic investors and investment agencies participated in the 3rd CEIBS-Chrysler Entrepreneurial Forum at the Shanghai Campus. The event, hosted by CEIBS Entrepreneur and Investment Centre, explored disruptive innovation in internet finance. The



朱晓明院长参加中欧校友昆山行暨电子商务高峰论坛 E-commerce Summit

12月7日，中欧院长朱晓明教授出席了在昆山花桥希尔顿酒店举办的“网融中欧，创赢新经济——中欧校友昆山行暨电子商务高峰论坛”，并发表主旨演讲。中欧校友关系事务部王庆江主任、傅丹阳助理主任等参加活动。昆山市委书记管爱国先生（EMBA 2008）、昆山市市长路军先生（EMBA 2012）等多位中欧校友和企业高管出席论坛。

Executive President Prof Zhu Xiaoming gave a speech on digital finance during CEIBS Alumni Gathering at Kunshan & E-commerce Summit which was held at the Hilton Hotel Huaqiao on December 7. Among

the alumni and business leaders who attended were Secretary General of the Municipal Party Committee of Kunshan Mr Guan Aiguo (EMBA 2008) and Mayor of Kunshan Mr Lu Jun (EMBA 2012).

中欧名誉院长刘吉教授等参加首届南极论坛 Antarctic Forum

11月22日至12月2日，“南极论坛2013南极行”在南极大陆成功举行。此次活动旨在遵循《南极条约》的核心思想，舍弃国别和领域差异，立足探讨人类共同责任和利益，以求共同发展。全球有165名科学家、经济学家、人文学者、企业家和社会各界人士参与这一盛事。中欧名誉院长刘吉、经济学与金融学教授许小年、深圳校友会会长徐航等参加了南极论坛的系列活动，尤其是刘吉教授以八十岁高龄登上南极大陆，极大地鼓舞了同行嘉宾。

From November 22 to December 2, a CEIBS delegation completed an eleven-day expedition to Antarctica to attend the first Antarctic Forum. Led by Honorary President Liu Ji, the team included Professor Xu Xiaonian; Xu Hang, President of the CEIBS Shenzhen Alumni Chapter; along with several other CEIBS alumni. They joined more than 165 scientists, scholars, and religious and business leaders from around the world who also participated. The forum aimed to explore ways to protect the global environment, promote balanced and inclusive economic development, and social responsibility. Participants were inspired that President Liu Ji, at 80 years old, made the journey to the remote continent.



国防大学宋普选校长率教研骨干观摩中欧朱晓明院长示范教学 The Business of National Defence

11月28日，国防大学校长宋普选在中国浦东干部学院常务副院长冯俊的陪同下，率国防大学教研骨干班学员访问中欧，并现场观摩了中欧院长朱晓明教授的示范教学。朱晓明院长运用数字化、多媒体的教学手段，结合视频、音频、软件互动等多种形式，发表了题为“数字化服务经济年代下的十大商业趋势”的演讲；并以“电商完胜实体店？”为话题，在现场发起模拟对决，启发学员们进行思维碰撞。

President of the National Defence University Song Puxuan and Executive President of China Pudong Executive Leadership Academy (CELAP) Feng Jun led a delegation that attended a demo lecture at

CEIBS on November 28. The topic of the lecture, delivered by CEIBS Executive President Zhu Xiaoming, was “10 Business Trends”. Participants also included students from the elite “Teaching the Research Programme”, led by Song.



默克集团高管做客中欧论述家族治理 Merck Exec Speaks at CEIBS

12月2日，伊·默克执行董事会副主席弗兰克·史丹格-哈弗盖博士来到中欧，发表题为“默克集团：家族历史、公司治理和家族治理”的精彩演讲。伊·默克是默克集团的控股公司。本次活动由中欧国际工商学院和德国工商总会上海代表处联合举办。

On December 2 CEIBS welcomed Dr Frank Stangenberg-Haverkamp, Vice Chairman of the Executive Board of E Merck KG, the holding company of Merck Group, the world's oldest pharmaceutical and chemical company. He gave a talk entitled “Merck: Family History, Corporate Governance and Family Governance”. The visit was co-organized with the German Chamber of Commerce in Shanghai.





百特国际大中华区总裁柏胜杰做客中欧分享领导经验 Leadership Tips

11月21日，百特国际公司大中华区总裁柏胜杰（Sanjay Prabhakaran）先生来到中欧上海校区，发表题为“有得必有所失”的精彩演讲，分享了他在医疗卫生行业超过22年的从业经验，并与到会嘉宾展开互动。

What does it take to be a global business leader? What prevents many managers from making it to the next level of leadership? Drawing from over 22 years of experience in the healthcare industry, Mr Sanjay Prabhakaran, Baxter International President for Greater China, shared his answers to these questions

and more during a lecture entitled “What Got You Here, Won’t Get You There”. The venue for the November 21 event was CEIBS Shanghai Campus.

中欧举办2013首届中国未来能源论坛 China Future Energy Forum

11月30日，2013首届中国未来能源论坛在中欧北京校区顺利举办。本次论坛以“能源产业的价值创造”为主题，围绕着国际案例，针对能源体制改革、油气能源新革命、新能源汽车、电网瓶颈等行业热议话题，邀请国内外知名企业高管和权威人士进行智慧碰撞，探索中国能源改革前景和企业发展战略。

What is the best way forward for China's sustainable energy development? On November 30 government policy-makers, global industry leaders and renowned academics had a lively discussion on potential solutions at the CEIBS First China Future Energy Forum 2013. Organized by CEIBS and *Economy & Nation Weekly* along with supporting organizer World Business Council for Sustainable Development (WBCSD) the forum was entitled “Value Creation in the Energy Industry.”



中欧2014级FMBA招生咨询会成功举行 FMBA Info Session

12月15日，中欧金融管理沙龙暨2014级在职金融MBA（FMBA）招生咨询会在中欧上海校园成功举办。中欧金融与会计学教授、IESE-中欧合作博士课程主任、中欧凯风家族传承研究中心联席主任芮萌发表了题为“股海淘金——如何利用非财务信息获取超额投资收益”的演讲。中欧副教务长、在职金融MBA课程主任赵欣舸教授对中欧FMBA课程以及2014级招生政策做了详细解读。本次活动吸引了近百名金融行业精英前来参加。

On December 15, CEIBS Finance Management Salon and information session for the part-time Finance MBA programme was held at the Shanghai Campus. Professor of Finance and Accounting, Director of IESE-CEIBS Coordinated PhD Programme and Co-Director CEIBS Kaifeng Centre for Family Heritage Oliver Rui opened the event with a practical lecture on stock investment with non-financial information. Then Associate Dean and Director of the FMBA Programme Prof Zhao Xin'ge gave a detailed introduction of the programme. The event attracted more than 100 attendees.

朱晓明院长赴银川出席“智慧城市与互联网产业”论坛 Tech Talk

12月28日，应宁夏回族自治区政府邀请，中欧院长朱晓明教授前往银川出席了“智慧城市与互联网产业”高峰论坛。朱晓明院长在论坛上发表了题为“智慧城市：商业世界的数字化”的主旨演讲。本次论坛由宁夏信息产业协会和宁夏希望信息产业有限公司共同举办，宁夏回族自治区政府官员齐同生、张乐琴、孙贵宝等莅临参会。

CEIBS Executive President and Zhongtian Chair in Management Prof Zhu Xiaoming gave a keynote address at the Smart City and Internet Industry Forum organized by the Ningxia Information Industry Association and Ningxia Hopesoft Company on December 28. Attendees included Ningxia government officials Qi Tongsheng, Zhang Leqin and Sun Baogui.





2012级EMBA国际班毕业典礼隆重举行

Fresh Grads!

1月11日，来自16个不同国家的50余名2012级EMBA国际班毕业生齐聚一堂，为他们在中欧国际工商学院20个月来的学习之旅画上了圆满句号。中欧国际工商学院院长朱晓明教授、副院长兼教务长苏理达（Hellmut Schütte）教授向毕业生们发表演讲。国际EMBA课程学术主任、管理学教授范悦安（Juan A. Fernandez）主持了毕业典礼，经济学教授芮博澜（Bala Ramasamy）、战略与国际商务学教授麦克罗（Klaus E. Meyer）和管理学兼职教授帕布罗·卡多纳（Pablo Cardona）等出席盛会。

More than 50 Global EMBA 2012 students, from 16 different countries, came together on January 11 for the final chapter in their 20-month study journey at CEIBS and their first step as members of the school's 13,000+ alumni network. They gathered at CEIBS Shanghai Campus Phase 3 for a graduation ceremony that offered both a chance for reflection and a look ahead to the future.

朱晓明院长出席“2013沪上金融家”颁奖典礼

Financiers Award

12月13日，“2013沪上金融家”评选结果正式揭晓。本次活动由新华社上海分社、新华社金融信息平台上海总部、第一财经、上海金融业联合会共同主办。经过激烈角逐，20位金融界精英脱颖而出，分别当选2013沪上十大金融创新人物、2013沪上十大金融领袖人物。上海市委常委、常务副市长屠光绍先生，新华社副总编辑慎海雄先生和中欧院长朱晓明教授等出席仪式并与获奖者合影。

On December 13, Shanghai Financiers Award was held to honour the city's top 10 financial industry leaders and top 10 financial innovation figures. Shanghai Deputy Mayor Tu Guangshao, Deputy Editor-in-Chief of Xinhua News Agency Shen Haixiong and CEIBS Executive President Zhu Xiaoming presented the awards.



中国工程院院士、专家报告会暨2013年浦东工程师论坛成功举行

Pudong Engineering Forum

12月17日，中国工程院院士、专家报告会暨2013年浦东工程师论坛在中欧顺利举行，中国工程院院士郭重庆教授发表了精彩演讲，中欧国际工商学院院长朱晓明教授做了专题报告。报告会盛况空前，逾200名上海科技工作者前来参加，现场座无虚席。

More than 200 science and technology experts turned out on December 17 to attend the 2013 Pudong Engineering Forum, which included the presentation of the Chinese Academy of Engineering Annual Report. CEIBS Executive President Zhu Xiaoming gave a keynote speech, as did Professor Guo Chongqing of the Chinese Academy of Engineering.

2013中欧领导力国际高峰论坛隆重举行

International Leadership Forum

12月12-13日，2013中欧领导力国际高峰论坛在中欧上海校区隆重举行。本次论坛以“转型期的领导力挑战和人才发展”为主题，特别邀请美国密歇根大学教授、素有“现代人力资源管理之父”之称的戴维·尤里奇（Dave Ulrich）先生，以及国内外知名学者、企业高管、媒体人士参加会议。中欧副院长兼中方教务长张维炯教授出席论坛并致欢迎辞。

More than 300 scholars, corporate executives and human resources specialists convened at the Shanghai Campus for the 2013 CEIBS International Leadership Forum on December 12 and 13. The University of Michigan's Professor Dave Ulrich, who is regarded as the “father of modern human resources”, was invited to share his insights with attendees. Vice President and Co-Dean Zhang Weijiong delivered the welcome speech.





中欧EMBA管理论坛在深举行 蔡舒恒教授论述企业社会责任 Socially Responsible EMBA's

11月23日，中欧国际工商学院EMBA管理论坛在深圳举行。中欧管理学副教授蔡舒恒与来自深圳的三位企业家共同探讨了如何将社会责任化为竞争力。本次论坛吸引了300多名当地企业家和校友参加，十余家当地主流媒体前来报道。

During a CEIBS EMBA Management Forum held in Shenzhen on November 23, CEIBS Associate Professor of Management Terence Tsai and three business leaders from Longgang District discussed how enterprises can raise their competitiveness by shouldering corporate social responsibility. The event attracted over 300 local entrepreneurs and CEIBS alumni. More than ten media participated in and covered the forum.

“企业发展中的人才战略”论坛成功举办

Talent Strategy Forum

12月4日，“企业发展中的人才战略”论坛在中欧上海校区成功举办。论坛以“企业文化和团队建设”为主题，中欧教务长、拜耳领导力教席教授忻榕围绕着人才发展五星模型的理论框架，阐述了企业如何突破人才发展瓶颈、实现组织效能全面提升。论坛还邀请协鑫集团人力资源部总经理朱坤先生、世茂集团人力资源部招聘总监梁斌先生从企业实践角度共同参与圆桌讨论。

“Corporate Strategy for Talent Development” was the theme of a forum held on CEIBS Shanghai Campus on December 4. Highlights included: Professor of Management, Bayer Chair in Leadership and Associate Dean Katherine Xin's speech on talent development as well as experience sharing by General Manager of the Human Resources Department of GCL Group Zhu Kun, and Director of Recruitment and Staffing of Shimao Group Human Resources Department Liang Bin.



2013-2014年度中欧“良师益友”项目首次导师交流活动成功举行 Mentoring Workshop

12月14日，2013-2014年度中欧“良师益友”项目首次导师交流活动在上海校区成功举办。此次活动旨在进一步提高导师对学员们的专业辅导技巧，并为导师之间的深入交流提供平台，共有13位导师参加。良师益友项目资深导师、开疆企业管理咨询（上海）有限公司副总裁张琳女士作为主讲人出席了活动。

The first CEIBS Mentoring Workshop for the 2013-2014 school year was held on December 14. It was hosted by Linda Zhang, Vice President of Keystone Group, who has considerable experience as a volunteer mentor for the CEIBS MBA Mentoring Programme. Thirteen mentor volunteers participated in the workshop, which aims to give them a forum for sharing their mentoring experiences with each other and enhancing their mentoring skills.

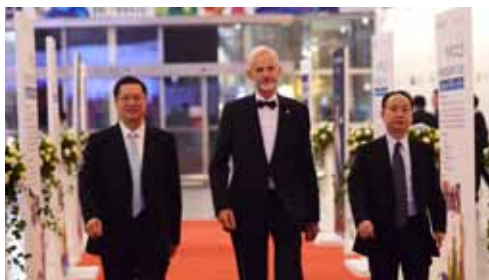
2014中欧-北京奔驰之夜新年音乐会奉献视听盛宴

2014 New Year's Concert

12月14日，2014中欧-北京奔驰之夜新年音乐会暨“爱·中欧·20年主题展”启动仪式在北京中山公园音乐堂成功举行。中欧校友、师生及各届精英人士约1200人齐聚一堂，分享了高雅艺术所带来的感动与喜悦。中欧中方院长朱晓明教授、欧方院长佩德罗·雷诺（Pedro Nueno）教授通过书面寄语传递了新年祝愿，勉励中欧人循环省己、恪尽职守，创造出更多成绩来迎接中欧20周年华诞。本次音乐会得到了中欧校友企业北京奔驰汽车有限公司的大力支持。

More than 1,200 CEIBS alumni, staff and senior business executives gathered on December 14 at the Beijing Forbidden City Concert Hall for the “2014 CEIBS-BBAC New Year's Concert”, which was sponsored by Beijing Benz Automotive. The event featured a special exhibition entitled “Passion – CEIBS: Public Welfare” and marked the start of celebrations for CEIBS' 20th anniversary. Executive President Zhu Xiaoming and President Pedro Nueno delivered their New Year's greetings to the guests via letters, in which they also congratulated the school on reaching its 20th anniversary and expressed their hopes for its continued strong development.





中欧华南校友欢聚“歌力思之夜”

2014 CEIBS South China Annual Gathering

1月12日，“2014中欧之约——歌力思之夜”中欧国际工商学院（华南）音乐会在深圳音乐厅隆重举行。中欧国际工商学院副院长兼教务长苏理达（Hellmut Schütte）教授，副教务长、EMBA课程主任陈杰平教授，中欧校友关系事务部主任王庆江先生，中欧深圳代表处首席代表梅文珏先生，副首席代表孔飏先生和近800名中欧华南校友、学员及员工欢聚一堂，共襄盛会。

This year's CEIBS South China Annual Gathering attracted almost 800 alumni, staff and students to Shenzhen Concert Hall for a musical feast on January 12. Vice President and Dean Hellmut Schütte, EMBA Programme Director Charles Chen, Alumni Relations

Director Wang Qingjiang, Chief Representative of CEIBS Shenzhen Warren Mei and Vice Representative Brian Kong attended the event.

中欧MBA投资俱乐部参访诺亚财富集团

Wealth Management Advice

11月28日，中欧国际工商学院2013级MBA投资俱乐部会员参观了位于上海市杨浦区的诺亚财富集团，并与人力资源部副总裁李琳女士、战略规划部副总裁徐彬先生、歌菲资产管理合伙人甘世雄先生进行了愉快而深入的交谈。

On November 28, members of the CEIBS MBA 2015 Investment Club visited Noah Wealth Management, one of the leading asset management companies in China. The students had the opportunity to meet with senior company executives and get an in-depth, first-hand view of working in the finance industry.



中欧健康产业俱乐部举办首次“洞察医疗行业”公司参访活动

Healthy Interest

11月28日，中欧健康产业俱乐部首次组织“洞察医疗行业”公司参访系列活动。19名2013级MBA学生前往上海国际医学中心和西门子医疗（中国）公司进行访问，与公司CEO等高管们进行交流互动，了解公司战略布局和行业发展情况。

Nineteen CEIBS MBA 2015 students met with senior executives of both Siemens Shanghai Medical Equipment (SSME) & Shanghai International Medical Centre (SIMC) during company visits on November 28. This was the first in a planned series of Healthcare Industry Insight events, organized by the CEIBS Healthcare Club, which are aimed at giving students a deeper

understanding of the healthcare industry and its potential employment opportunities.

“2013中欧走进企业”活动圆满收官

Alumni Company Visits

12月11日，30余位中欧学员、校友和教职工相聚奥迪城市展厅（Audi City Beijing），体验了奥迪品牌的文化理念和营销之路。12月19日，中欧学员们访问了东方风行传媒集团，受到集团CEO、著名节目主持人李静女士和集团旗下乐蜂网CTO姜海东（EMBA 2012）校友的热情接待，此次参访为“2013中欧走进企业”活动画上了完满句号。

The 2013 CEIBS Alumni Company Visit Programme ended on a high note. On December 11, over 30 CEIBS students, alumni and faculty members visited Audi City Beijing and gained first-hand experience of its company culture and marketing strategy. Then on December 19, a group of CEIBS students visited Fleet Entertainment Group where Company CEO/TV host Li Jing and CTO Jiang Haidong (EMBA 2012) shared valuable career advice.





“苏河汇”创始人与中欧MBA学生分享创业故事

Entrepreneurial Experiences

11月19日，应中欧国际工商学院中国商业俱乐部、IT俱乐部、创业俱乐部联合邀请，国内知名创业孵化器、天使投资机构——“苏河汇”的联合创始人兼首席执行官罗钥先生来到中欧上海校区，向MBA学生讲述了他的创业故事。

At the invitation of CEIBS China Business Club, IT Club and Entrepreneur Club, the founding partner and CEO of Su He Hui, Luo Yue, shared his entrepreneurial experience with MBA students at CEIBS Shanghai Campus on November 19. Su He Hui is a renowned company in China, providing enterprise

incubation service and conducting angel investment.

凤凰自行车集团向中欧捐赠100辆自行车

Phoenix Group Donates 100 Bicycles to CEIBS

1月22日，凤凰自行车集团向中欧国际工商学院捐赠100辆自行车，为方便学院师生员工短途出行。捐赠仪式在学院体育馆东侧的新自行车棚旁举行，凤凰自行车集团总裁王朝阳先生（EMBA 2010）和中欧副院长兼中方教务长张维炯教授出席了捐赠仪式。

Thanks to the generosity of CEIBS EMBA 2010 alumnus Wang Zhaoyang and his company, Phoenix Group, CEIBS faculty and staff will be able to enjoy a more eco-friendly commute to the Shanghai campus with the 100 bicycles the company donated to the school on January 22.



2013级EMBA国际班发起募捐活动救助菲律宾灾民

GEMBA 2013 Helps Typhoon Victims

12月5日，中欧国际工商学院2013级EMBA国际班慈善工作组（Charity Task Group）发起募捐活动，以帮助在台风“海燕”中受灾的菲律宾民众。据悉，台风“海燕”在菲律宾造成数千人死亡，数百万人无家可归。

On December 5, CEIBS Global EMBA 2013 Charity Task Group launched an appeal for funds to help the victims of Typhoon Haiyan. Haiyan left millions homeless and thousands dead in the Philippines.

中欧MBA学生向崇明岛新村学校传递爱心火苗

Leadership Lessons

12月15日，2012、2013级中欧MBA学生将象征着社会责任感的火苗传递到位于上海市崇明岛西北角的新村学校。火苗（FLAME）计划（中国）由中欧MBA学生发起，针对最具可塑性的10-15岁青少年，培养他们“多一些关怀他人”的领导实践力。部分中欧员工也参与了此次活动。

Fifteen CEIBS MBA 2015 and MBA 2012 students shared leadership lessons with teenaged students on December 15 during a visit to Xin Cun Primary School in the Northwest of rural Chongming Island. CEIBS staff also participated in the enriching experience.



中欧员工志愿者与浦光小学“合筑梦想，共播希望”

Giving Back

12月5日国际志愿者日，中欧员工志愿者协会和浦光小学共同举办了“合筑梦想，共播希望”活动。中欧副院长兼中方教务长张维炯教授代表协会向浦光小学捐赠了十台教学多媒体讲桌和五箱衣物，并表示中欧将继续帮助孩子们健康成长，同时勉励孩子们勤奋学习，长大以后回报社会。

The CEIBS Volunteer Association participated in International Volunteer Day on December 5 with an event at Puguang Primary School entitled “Building Dreams and Spreading Hope Together”.

中欧国际工商学院-亚洲协会 2014香港论坛

China Europe International Business School – Asia Society

Hong Kong Forum 2014



把脉新型城镇化

2013年热议的新型城镇化的指导思想及主要目标尘埃落定，中国城镇化重新启程。在新改革开放的2014年，城镇化成为中国未来经济众望所归的驱动力和增长点。然而，城镇化的新机遇并未迅速引爆资本热情。资本对市场的观望与困惑究竟该如何破解？潜在投资机会如何把握？房地产开发企业如何围绕新型城镇化战略合理布局、理性落子？农业及第三产业的辐射效应是否值得关注？大陆对港澳的吸引力能否将随着新型城镇化再现上个世纪八十年代的辉煌？改革红利能否真正得到释放？在这一盘大棋下，新机会正考验着各路资本的远见。作为中国最国际的顶级商学院，中欧国际工商学院每年举办高层次的国际论坛和圆桌会议，为世界各国政坛领导、商界领袖和学界精英提供开放、坦诚的沟通平台，共同探讨中国和世界经济发展中面临的最迫切的问题，为企业发展提供源源不断的知识与智慧。此次论坛将吸引大陆地区数十位房地产开发企业高管赴港参会，在开放的平台上与香港地产界、投资界共同探讨新型城镇化下的战略机遇和挑战，在改革开放年理性把握投资机会，抢占投资先机。

拟邀演讲嘉宾

李剑阁	银银万国证券董事长、中央汇金投资有限公司副董事长、国务院发展和改革委员会原副部长、国务院经济体制改革办公室原副主任
陈启宗	香港恒隆地产董事长
陈淮	中国社会科学院研究生院城乡建设经济系主任、中国住房和城乡建设部政策研究中心原主任
Hellmut SCHÜTTE	中欧国际工商学院副院长兼教务长、国际管理学特聘教授
许定波	中欧国际工商学院副教务长、会计学教授
朱演铭	熙可集团董事长、中欧校友 (EMBA 2006)
黄俊康	莱蒙国际集团有限公司董事会主席、天虹商场有限公司联合创始人、副董事长、中欧校友 (CEO 2007)
周安桥	九龙仓集团有限公司副主席、九龙仓中国地产发展有限公司主席
卢柏强	深圳诺普信农化股份有限公司董事长、中国农药工业协会副理事长、中欧校友 (CEO 2009)

时间: 3月19日(星期三) 8:30-13:00

会议地址: 亚洲协会香港中心 (香港金钟正义道九号)

联系人: 朱鹿鸣 女士 | 电话: +86-021-28905305 | 电子邮箱: hkforum@ceibs.edu | 网址: www.ceibs.edu/hkforum

论坛主办



独家赞助



论坛协办



CEIBS | 中欧校友会港澳分会

年度论坛支持伙伴



特别鸣谢



战略媒体伙伴



媒体伙伴



许斌教授：
Prof Xu Bin:

上海自贸区的机会与挑战

Next Step for Shanghai Free Trade Zone

文/朱琼敏 By June Zhu



CEIBS Professor of Economics and Finance & Associate Dean (Research) Prof Xu Bin addressed about 200 CEIBS alumni on the fascinating topic of “Shanghai Free Trade Zone: New Opportunities and New Challenges” on January 18. His presentation covered the establishment, development, current status and his expectations for the future of the pilot Shanghai Free

Trade Zone (SHFTZ).

It was the first CEIBS Master Forum held since the year began. General Manager of Shanghai Waigaoqiao Free Trade Zone United Development Company Ltd, Mr Weng Wei (EMBA 2011), was the moderator.

Prof Xu began by providing an overview of *The Business in China Survey* he led along with his colleagues Professors Juan Antonio Fernandez and Zhou Dongsheng. The latest survey, conducted last November, included questions that gauge respondents' attitude towards policy related to the SHFTZ. While almost all the respondents – senior executives from companies both in and outside of China – said they have heard about the SHFTZ, 50% of those polled from foreign companies said they did not have access to enough information and are therefore unable to assess whether or not they are interested in the Zone. In contrast, 59% of those polled from Chinese SOEs are extremely interested, especially those in the financial sector. The survey also revealed that the most highly anticipated aspect of the SHFTZ is access to preferential tax rates.

Prof Xu then guided the audience through a close examination of three of the Zone's most important policy documents: Special Management Measures (Negative List) for Foreign Investment in China (Shanghai) Pilot Free Trade Zone (2013); Measures to Expand Openness of the Service Sector Attached to The Overall Planning of China (Shanghai) Pilot Free Trade Zone; and Opinions of the People's Bank of China on Financial Support in China (Shanghai) Pilot Free Trade Zone.

Regarding the Negative List, Prof Xu made the following points: the list is too long, and has too many restrictions, especially as it relates to the service sector; the prohibitions are quite clear, but the restrictions leave a great deal of room for interpretation; there is no difference between the Negative List and the previous Catalogue for the Guidance of Foreign Investment

1月18日，200多位校友来到中欧国际工商学院上海校园，聆听了中欧分管研究的副教务长、经济学与金融学教授许斌发表的题为“上海自贸区的机会与挑战”的精彩演讲。许斌教授在讲座中细致地讲述了上海自贸区的建立、发展和现状等，并展望了自贸区的未来。

本次讲座是2014年中欧大讲坛的首次活动，上海外高桥保税区联合发展有限公司总经理翁巍（EMBA 2011）先生特意前来担任主持。

许斌教授首先介绍了他与范悦安、周东生两位中欧教授共同发起的“中国商业调查”。在去年11月开展的最近一次调查中，他们向受访者询问了一些有关上海自贸区的问题。受访者均为国内外企业高管，尽管绝大多数受访者都表示听说过上海自贸区，但50%的外企受访者表示没有获得足够的信息，因此无法判断是否对自贸区感兴趣。与之相反，59%的国企高管受访者表示对上海自贸区非常感兴趣，尤其是来自金融领域的国企高管。调查还显示，受访者们对于上海自贸区的税率优惠最为期待。

在演讲中，许斌教授带领嘉宾们仔细研读了有关上海自贸区最重要的三份政策文件，即《中国（上海）自由贸易试验区外商投资准入特别管理措施（负面清单）（2013年）》、《中国（上海）自由贸易试验区服务业扩大开放措施》和《中国人民银行关于金融支持中国（上海）自由贸易试验区建设的意见》。

针对负面清单，许斌教授表示：负面清单过长，限制类条目过多，尤其是针对服务业的限制太多；禁止类条目明确，但限制类条目存有很大的解释空间；负面清单与之前的《外商投资产业指导目录》之间的区分并不明显。

许斌教授认为负面清单将简化复杂的行政审批程序，这将是一个巨大的突



破，但他期待未来负面清单将会缩短，与发达国家的现行方式保持一致。

在分享了对于《中国（上海）自由贸易试验区服务业扩大开放措施》的解读之后，许斌教授分析了《中国人民银行关于金融支持中国（上海）自由贸易试验区建设的意见》。根据这份《意见》，自贸区内的企业可以开设自由贸易账户，向中国大陆以外的银行划账，甚至可以购买美国股票。许斌教授指出发达国家的金融业都是对外开放的，中国目前正朝着这方面发展。但他也告诫大家，经济学规律显示，金融开放的道路上风险不可避免，中国也不会例外。

在谈及上海自贸区的未来前景时，许斌教授解释了自贸区的双重角色：对外而言，自贸区展现了中国“升级版”的改革开放，这体现在贸易与投资领域；对内而言，自贸区深化了中国的行政体系改革。而对上海市政府来说，自贸区

将是推动上海“四个中心（金融、经济、贸易、航运）”建设的有力引擎。许斌教授预计，在未来三年内贸易领域或将出现第一个重大突破，并将令其他相关行业受益。凭借上海有利的地理位置，航运将会是第二个有重大突破的领域。此外，许斌教授对于金融领域也非常乐观，认为未来三年必将会有重大进展，但不是由自贸区来引领金融改革，而是中国整体改革的步伐带动了自贸区的金融更加开放，并且具有自身特色。许斌教授在演讲结尾时强调，他相信负面清单未来将会缩短，其重点不在于优惠政策，而在于行政审批体制改革，未来上海自贸区的经验可以在全国范围内推广。许斌教授还表示，借着全国金融改革的东风，上海市政府对于自贸区的大力投入必将有助于上海建设“四个中心”，尤其是金融中心；但他同时强调，金融开放蕴藏着风险，必须谨慎推行。



Industries.

He added that though the Negative List will simplify the complicated administrative approval procedures, which will be a remarkable breakthrough, he still hopes the list will be shortened in the future, in line with existing practices in developed countries.

After sharing his views on each of the measures established to improve openness within the service sector, as outlined in the second policy document, Prof Xu moved on to the third policy paper that covers the role of the Central Bank. According to the document, companies operating within the Zone will be allowed to open a free trade account, giving them the option of making payments from

banks outside of mainland China and even to freely purchase stocks on US exchanges. Prof Xu pointed out that finance sectors in developed countries are open to the outside, and China is now on its way to offering the same level of access. He cautioned, however, that the law of economics has shown that crises are unavoidable on the road towards financial openness; China will not be an exception.

Turning his attention to the future development of the Shanghai Free Trade Zone, Prof Xu explained that the Zone plays two roles: to the outside world it showcases China's substantial progress in opening up in trade and investment, while internally it deepens the country's reform of its administrative management system. For the Shanghai Municipal Government, he added, the Free Trade Zone is an engine to accelerate the city's construction of "four centres" – financial, economic, trade, and shipping.

He predicted that within the next three years, the first breakthrough will happen in the area of trade and this will

lead to benefits in many other sectors. Shipping, Prof Xu said, would be the second area to see a breakthrough because of Shanghai's favourable geographical conditions. He's also very optimistic about the financial sector, and gave a three-year estimate for when it will see a major breakthrough. He noted, however, that this would not be led by the Zone but result from a countrywide step forward, which will include the Zone.

Wrapping up his address, Prof Xu stressed that he believes the Negative List will be shortened, the key points are not the preferential but the future administrative reform, and the experimental Shanghai Free Trade Zone should be expanded nationally. He is convinced that the Shanghai Municipal Government has dedicated extensive effort to the project, and the city should take advantage of the overall countrywide financial reform to stride forward. He also stressed, again, that with opening up there is the potential for a financial crisis and efforts must be made to prepare for this eventuality.



外滩源： 修复历史， 绽放奢华

文/兰安 By Ana Galán Rodellar

Waitanyuan: A luxurious restoration of history

外滩源位于苏州河与黄浦江的交汇处，一座座典雅的建筑在悠悠水边见证着岁月更迭。过去十年，坐落于此的 14 座历史建筑得到了细致的修复。如今这个地区正立志成为上海的最新地标，一个汇聚外滩金融、商业、文化的活力之地。

顾名思义，“外滩源”即外滩的源头，该地区拥有外滩区域最早建成的一批历史建筑。1849 年，英国人最早在“外滩源”建造驻沪领事馆、商务和传教机构，继而沿黄浦滩向南扩张，建设货运和游船码头，以及成片的滨水仓栈，逐渐形成了外滩风景线，并且带动了浦江西侧腹地的纵深发展，使得“老城厢”的郊野在上世纪 20 年代成为繁华的新城区中心。从某种意义上说，“外滩”是近现代上海城市发展的摇篮，



The buildings of Waitanyuan appear almost like relics re-emerging from the waters where the Suzhou Creek flows into the Huangpu River. Over the past decade, the 14 historic buildings located there have undergone meticulous restoration and the area now aspires to become Shanghai's newest hotspot, the junction where art, style and luxury meet.

Tightly linked to the city's history, the Waitanyuan area in many ways represents the starting point of modern Shanghai. Due to its geographic characteristics, it was initially developed by British settlers who chose to locate their docks there after the Opium Wars. The harbour quickly became an important gateway for commerce, launching Shanghai's reputation as a modern centre for innovation and business.

Although it might at first seem as though Waitanyuan's buildings were plucked from London's Westminster neighbourhood, a closer look reveals the area's special characteristics. General Manager Shengyi Fu believes that the way different architectural styles and cultural elements have been integrated is one of Waitanyuan's most important

and unique attributes. "All the major styles of European architecture, including Renaissance and Baroque, can be found in these historic buildings. Every building has its own history," he says. "We have also integrated new cultural elements, such as modern Chinese artworks. Cultural diversity is everywhere." The buildings are a great example of what has been called Shanghai's Art Deco style – a harmonious blend of European styles and Chinese elements that defined the city's architecture at the beginning of the 20th century.

Its historic essence has been seamlessly combined with all the modern conveniences of a contemporary city: hotels, restaurants, retail stores, office buildings, residential buildings, green space and recreational areas. "You can hardly find another area in Shanghai with so many buildings and functionalities," Fu boasts. Waitanyuan also assumes an important role on the Bund belt. It not only provides logistics support to financial institutions there, it is also attracting new and emerging financial institutions to the area.

The development at ROCKBUND and Yifeng Galleria, two of the four

projects that comprise Waitanyuan's Phase 1, is being guided by a team, spanning numerous companies and industries, which includes two CEIBS EMBA 2013 students.

The ROCKBUND Project

Made up of 11 breath-taking historic buildings and five newly-built ones, ROCKBUND is the most ambitious project within Waitanyuan's Phase 1. ROCKBUND Vice President Chris Zou (CEIBS EMBA 2013) is in charge of the project's restoration and remodelling work, as well as its commercial development. A co-investment by the Rockefeller Group and the Bund Investment Group, ROCKBUND features both historic structures and newly constructed ones. Many of its buildings have already opened to the public; the entire project is expected to be fully operational within three to four years.

A trained architect, Zou says that ROCKBUND's unique historic characteristics are what attracted him to the project. "When I first came here in 2005, this place looked nothing like it does now. Many of the buildings were



外滩源一期工程

规模宏大的外滩源一期工程包括四大项目：

- 外滩源 33 号：以原英国领事馆为核心，加上北侧的原教会公寓、原新天安堂、原划船俱乐部以及公共绿地、地下空间等
- 洛克·外滩源：包括亚洲文会大楼、真光大楼、光陆大戏院等 11 座历史建筑与 5 座新建筑
- 半岛酒店
- 益丰·外滩源

Waitanyuan Phase 1

The ambitious development consists of 4 smaller projects:

- Waitanyuan 33 – a former UK consulate building and surrounding areas
- ROCKBUND – 11 historic buildings & 5 newly constructed ones
- Peninsula Hotel
- Yifeng Galleria

是上海开埠的起点。

乍看之下，外滩源的建筑像是从伦敦的西敏（Westminster）社区搬过来的，但仔细品味就能发现它的独特之处。外滩源项目的总指挥傅胜毅先生相信，外滩源最重要、最独一无二的特质就是对于不同建筑风格和文化元素的融合。“所有欧洲主要的建筑风格，包括文艺复兴和巴洛克风格，都可以在这些悠久的建筑中反映出来。每座建筑都有自己的历史。”他说，“我们还融合了新的文化元素，比如现代中国的艺术品，文化的多样性俯拾皆是。”这些建筑正是“海派艺术装饰风格”的绝佳写照——这种和谐地融汇了欧洲风格与中国元素的装饰风格，在 20 世纪初为上海的建筑定下了基调。

外滩源的历史底蕴已经与现代化城市所需的一切便利设施完美地融合在一起，这里有酒店、餐馆、零售商店、办公楼、居民楼、绿地、娱乐场所等。“你很难再在上海找到一个拥有如此多的建筑和功能的地方了。”傅胜毅自豪地说。外滩源在外滩区域也扮演着重要角色，不仅为那里的金融机构提供后勤支持，还吸引着新的金融机构入驻这里。

外滩源一期工程共有四个项目，其中洛克·外滩源和益丰·外滩源项目是由一个横跨多个行业、包含多个公司的团队来负责的。而中欧 2013 级 EMBA 学员邹松先生和张琳女士都是该团队中的成员。

洛克·外滩源项目

洛克·外滩源项目为“圆明园路 – 南苏州路 – 虎丘路 – 北京东路”围合，占地面积 1.69 万平方米，是外滩源一期中最宏大的工程。洛克·外滩源的副总裁邹松先生（EMBA 2013）负责该项目的修复、改造及商业开发工作。该项目由洛克菲勒集团和外滩投资集团共同投资，以融合历史建筑和现代建筑为特征，其中许多建筑已向公众开放；而项目整体有望在未来三至四年内投入运营。

邹松是一位专业的建筑师，他说洛克·外滩源独特的历史特质是吸引他投身于此的原因。“2005 年我第一次来到这里时，这个地方和现在完全不同，许多建筑物都受损严重，”他说，“但是我依然觉得这是整个中国独一无二的地方，甚至可能是全世界绝无仅有的。”

要确保这项工程的整体观感与该地区的宏观历史有着明显的关联，这并非易事；邹松说，这需要花费比一般项目多十倍的时间。他带领团队开展了广泛的研究，探寻这些历史建筑在上世纪 20 年代的原貌。而通过与英国的大卫·奇珀菲尔德建筑设计事务所紧密合作，邹松确信这些建筑已经最大限度地恢复了当初的外观。

为何要选择修复而非重建，邹松解释道：“欧洲设计师

badly damaged,” he says. “Still, I thought there is no place like this in the whole of China, maybe not even in the world.”

Making sure that the overall look and feel of the project has a clear connection to the history of the location has not been easy; Zou says it requires about ten times the effort of a normal development. He and his team began by conducting extensive research to find out what the historic buildings had originally looked like in the 1920s. Working closely with David Chipperfield Architects (UK), Zou has ensured that, as much as possible, the buildings are being restored back to their original appearance.

He explains why restoration was chosen over replacement. “The mind-set of European designers is very different from the mind-set of Chinese designers. For instance, if there is a wall where most of the bricks are okay, Europeans will restore the original bricks. Chinese would build an entirely new wall, which is much easier,” Zou says.

They encountered many unforeseen

difficulties in finding exactly the same bricks that had been used in the past. In some cases, the traditional way of producing them is no longer permitted, as they were not made with environmentally friendly material. In other cases, the companies that produced them are no longer in business. “Sometimes, you even need to ask for customized materials. And that involves a lot of effort and cost,” Zou says.

Although retaining the historic features of ROCKBUND – and Waitanyuan in general – is a clear priority, the new functionalities of the buildings and the overall branding of the project are also important factors. “I emphasize the historic factors, but this is, after all, a commercial project, and the objective of the restoration is to have the buildings be operational for many years. We have to think about the development from a commercial perspective; how to run this place and consider the rapidly changing needs of consumers,” Zou says.

Shanghai already has many places

that have successfully combined history with commerce. Xintiandi is one well known example. When it was conceived, the Xintiandi project’s main goal was to protect the quarter’s historical buildings. The business aspects were then developed and it soon became one of the city’s most thriving commercial areas.

Certain factors, however, set the Waitanyuan and Xintiandi projects apart. Zou points out that the two areas had very different functions in the past; Waitanyuan was mostly a high-end institutional area with chambers of commerce, a Christian church and a high-end theatre, while Xintiandi was a residential area. Waitanyuan has also set a new benchmark for the protection of historic buildings in Shanghai. Zou says that the Waitanyuan area is undergoing the most intensive restoration process that has ever been carried out in the city.

He is also responsible for deciding on the kinds of companies and customers that ROCKBUND should attract. While his architecture training gave him the



的思路和中国设计师非常不一样。比如，如果一面墙上大部分砖都还可以，欧洲人会选择修复这面墙，而中国人则会重砌一面新墙，这样容易得多。”

要寻找到过去使用过的那种砖，他们遇到了许多不可预知的困难。有时那种传统的制砖技术已经被禁止使用了，因为所用的材料不够环保；有时生产这种砖的公司已经停业了。“甚至有时要定制材料，这就需要投入大量的人力和财力。”邹松说。

虽然保存洛克·外滩源乃至整个外滩源的历史特色是明确的首要任务，但实现建筑的新功能和打造项目的整体品牌也是重要的目标。“我强调历史因素，但无论如何，这还是一个商业工程，修复的目的是让这些建筑重获新生，能够持续运营多年。我们必须从商业的角度来思考这次开发，要考虑如何经营这个地方，以及消费者日新月异的需求。”邹松说。

上海有许多地方已经成功实现了历史与商业的融合，新天地就是一个著名的例子。在构思之初，新天地的首要目标就是保护该地区的历史建筑，然后再赋予其商业功能，很快那里就成了上海最繁华的商业区之一。

然而，还是有特殊的因素将外滩源和新天地区分开来。邹松指出，这两个区域在旧时的功能就大不相同：外滩源是商会、教会、高级剧院等顶级经济文化机构的聚集地，而新天地则是居住区。外滩源也为上海的历史建筑保护工作树立了新标杆。邹松说，外滩源地区正经历着上海历史上最高强度的建筑修复。

邹松也负责确定洛克·外滩源项目准备招揽的目标公司和顾客。虽然他有着建筑师的专业技能，能够从结构的视角执行项目，但工作中还需要管理等方面的许多其他技能。为了增强自己在组织行为、市场营销、领导力、绩效管理、财务和其他相关领域的知识，邹松决定来中欧攻读EMBA。“我每天都要跟咨询顾问打交道，还要管理两个不同的国际团队，这些技能对于我的工作都至关重要，”他解释道。“我想，在中欧学到的知识和同学们给我的绝佳建议，在管理等方面对我帮助极大。”

益丰·外滩源项目

张琳是中欧2013级EMBA上海5班的学员，也是益丰大楼市场部 and VIP 服务中心总监兼集团办公室主任。益丰·外滩源前身为益丰洋行，1911年建成，是外滩源最非凡的建筑之一。在修复和开发的过程中，项目小组决定把原建筑的规模加倍，令它既有历史感，又能引领潮流，而一条镶嵌在地板上的金“腰带”向游客昭示了“新楼”和“旧楼”的交界之处。

“这是我们团队接手的最高端的项目，”张琳说。这座



高端购物中心旨在创立上海奢侈品牌消费的新标杆。益丰大楼有近30个顶级品牌入驻，其中约有半数在营销方面有所创新。

“尽管有些品牌已经在中国开展业务，但他们在益丰大楼的商店从理念到陈设对于中国市场来说都是全新的。”她解释说。比如，许多店铺不仅提供定制产品和个性化服务，还将商店转变为真正的品牌博物馆，重塑了购物体验。奢侈品公司正在加大力度推广他们品牌的历史与文化，以增强对于中国顾客的吸引力。

“在工作之中，我会借助我的VIP关系去强化顶级品牌在中国的影响力。”张琳说。她负责所有VIP服务工作，并为这些顾客组织特殊活动，包括独家产品推介会。“我希望益丰大楼能够成为VIP之家，在这里他们能够相互沟通。我信任身临其境的、面对面的交流，即使是在购物之中。”她说。

当被问及益丰大楼与其他高端购物中心有何不同时，张琳的答案很明确：服务。她说：“我们提供私人管家服务。客户可以游览整个大厦，享受我们的管家顾问服务。每到一家商铺，就有出色的服务人员帮助客户做出最佳选择，”而吸引新的顾客也是她的职责之一。正如她所说的，只有上佳的产品和一流的服务是不够的，“我的工作就是吸引人们来此游览，只有亲身经历了你才能真正感受到这里的品质。”

在中欧学习运营管理之类的课程，对于张琳很好地完成工作职责非常有益。“我在中欧学到的知识与我的日常工作紧密相连，”她说，“如今我能够更好地发现问题、优化程序，并将成本最小化。”在学习之余，中欧还拓展了她的人际关系网。“我找到了许多朋友，他们和我有着相同的追求。中欧对我来说就像是一个大家庭。进入中欧，你就成为了庞大家族中的一员，大家紧密地团结在一起。”



skills needed to execute the project from a structural perspective, there are many managerial aspects to his job that require a different skill set. In order to enhance his knowledge of organizational behaviour, marketing, leadership, performance management, accounting, and other related topics, Zou decided to pursue an EMBA at CEIBS. “On a daily basis I deal with consultants and manage two separate international teams. All these skills are essential for my job,” he explains. “I think my study at CEIBS and my classmates there have given me very good ideas and have been a tremendous help to me in these areas.”

The Yifeng Galleria Project

Rainy Zhang (EMBA 2013 SH 5) is also a student of the CEIBS EMBA programme. She is Director & Group Office Manager of the Marketing Department and VIP Service Centre at Yifeng Galleria, which is located in one of the most remarkable buildings in Waitanyuan. During the restoration and development process, it was decided to double the size of the original building,

making it now both historic and modern in equal measure. A golden belt embedded in the floor reminds the visitor where the copy and the copied unite.

“This is the most high-end project my team and I have undertaken,” Zhang says.

The exclusive shopping centre aims to set the bar for luxury brands in Shanghai. Yifeng Galleria hosts nearly 30 prestige brands, and many of them – around 50% – have introduced innovations in the way they sell their products. “Although some of the brands have already had a presence in China, their store concepts and displays in Yifeng are completely new to the Chinese market,” she explains. For instance, many of the shops not only offer bespoke products and personalized services; they also reinvent the shopping experience by transforming their stores into real museums. Luxury firms are increasing



efforts to promote the history and culture of their brands, which helps make them more appealing to Chinese consumers.

“In my job, I take advantage of my VIP relationships to reinforce the presence of prestige brands in China,” Zhang says. She is responsible for all VIP services and organizes special activities for these customers, including exclusive product presentations. “I would like Yifeng Galleria to become a home for VIPs, where they can communicate. I believe in personal, face-to-face relationships, even when it comes to shopping,” she says.

When asked what makes Yifeng Galleria stand apart from other upscale shopping centres, Zhang has a clear answer: the service. “We have a personal butler service. Clients can get a tour around the gallery and enjoy consultancy services from our butler. In every shop, there are also excellent service people

who can help clients make the best choice,” she says. Attracting new visitors is also one of her many roles. As she says, having very good products and first-class service is not enough. “My job is to draw people to visit. Only when you visit can you really feel the quality here,” Zhang says.

CEIBS courses such as Operations Management have been a great help to Zhang in performing her duties on the job. “What I learn at CEIBS is closely linked to my practical day-to-day work,” she says. “Now I can better identify problems, optimize procedures and minimize costs.” Beyond academics, CEIBS has also widened her network. “I’ve found many friends who have the same pursuits as I do. CEIBS has been like a friend-finder for me. Being a part of CEIBS you become a member of a very big, tightly united family,” she explains.





2014第六届顶级品牌高峰论坛

The 6th Prestige Brands Forum 2014

2014年3月22日·上海静安

奢侈品行业新格局

顶级品牌产业的2013之路花明柳暗。当传统市场欧美国家的购买力在金融危机中崩塌，中国半路杀出、扮演了英雄救美的白衣骑士；而当顶级品牌企业正欲全面转移市场重心，纷纷加大在华投入时，倡导简朴的舆论导向，使众多顶级品牌销售业绩又遭遇“滑铁卢”。除了多变的营商环境外，成长起来的中国消费者是考验顶级品牌企业的另一块试金石：曾经流行的突出标识、简单粗暴的品牌展现形式，逐渐失去了中国消费者的青睐；反而是一些被认为更加精致的小众品牌正逐渐发展起自己的忠实拥趸群体。所有这些变化正重塑奢侈品行业新格局。中欧国际工商学院和上海市静安区联手欧洲四大奢侈品协会将就产业格局的新趋势，及其对全球顶级品牌产业的未来所具有的深远影响展开深度讨论。

拟邀演讲嘉宾（按姓氏顺序排序）

BRANCHINI, Armando	意大利奢侈品企业协会副主席
CIBANI, Salem	宝姿1961意大利分公司首席执行官
DE BRABANT, Charles	中欧国际工商学院奢侈品品牌管理学客座教授
	Saint Pierre, Brabant, Li & Associates公司首席执行官及创始合伙人
DI MARCO, Patrizio	古驰总裁兼首席执行官
FALCO, Carlos	西班牙欧洲奢侈品协会执行主席
GESSLER, Juergen	保时捷设计首席执行官
GUTSATZ, Michel	中欧国际工商学院市场营销学兼职教授
	法国马赛Kedge商学院副院长兼MBA与DBA主任
HOOGEWERF, Rupert	胡润百富董事长兼首席研究员
ILLY, Andrea	illy咖啡总裁兼首席执行官
KAPFERER, Jean-Noël	HEC商学院Pernod Ricard顶级品牌管理学教授
LANNES, Bruno	贝恩公司合伙人
LE MASNE DE CHERMONT, Raphael	"上海滩"执行董事长
韩志杰	腾讯网络媒体事业群市场总经理
吴越	路威酩轩集团大中华区总裁
张宇鹏	中央电视台广告经营管理中心客户部主任兼频道经营部主任
仲雷	复星集团总裁高级助理、国际发展部总经理

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People's Government of Jing'an District of Shanghai

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战略媒体伙伴















媒体伙伴 



































从供应商到所有者： 泉峰的国际之旅

文/朱琼敏

泉峰集团是一家专业从事电动工具生产的中国民营公司。公司成立于上世纪90年代初，由于创始人都来自国有外贸公司，泉峰很早就具备了全球化视野：它的英文名Chervon摒弃了直接使用拼音的做法，而在谐音的基础上更加迁就于西方人的拼写与阅读习惯；而从创立首日开始，公司的工作语言就设定为“世界语言”——英语。

2013年9月30日，公司20周年华诞前夕，泉峰对拥有近百年历史的德国企业Flex的收购案完美落幕。在这场全球收购战中，泉峰击败了来自中、德、法等国的十几家公司，一举夺魁。这一里程碑式的事件无疑夯实了泉峰作为“全球玩家”的地位。

泉峰联合创始人、总裁潘龙泉(CEO 2008)先生正是这次收购的主导者。他有着出类拔萃的学历背景：上世纪80年代，他就读于中国名列前茅的高等学府——南京大学，并获得地球科学专业硕士学位。这段学习经历对他的为人处世影响深远。2011年，当他作为校友代表在南大开学典礼上致辞时，他将自己在社会上所取得的成就部分归功于母校的治学传统——严谨、求实、勤奋、创新。而这八字箴言也体现在泉峰的经营理念上：诚思积善，天道酬勤。

泉峰创立于1993年，这对于潘龙泉来说是冒险之举——他与两位前同事张彤、许宁峰放弃了在国有外贸公司待遇优厚的业务员工作，开始了前途未卜的创业征程。当时，公司的主要业务是将国内厂家生产的电动工具出口到其他国家。公司成立后不久，他们发现当时以外贸为主营业务的大多数厂家的产品质量均不理想，于是开始自己着手检测产品，后来还成立了实验室，这在当时中国的外贸公司中是独树一帜的。1997年，秉持着中国人也能制造优质工具的信念，德朔实业有限公司成立；2007年，泉峰创立自主品牌“大有”，如今“大有”已成为能与国际高端电动工具品牌相媲美的中国品牌。

在潘龙泉的带领下，对品质的不懈追求和公司清晰的核心战略定位“立足中国，面向世界”，使得泉峰在全球布局上底气充沛。迄今为止，泉峰的产品在全球65个国家超过3万家高端连锁商店中

From Supplier to Owner: Chervon's Road to Globalization

By June Zhu

From the very beginning it was clear that Chervon, a Chinese private company specializing in electrical power tools, had its sights set on much more than the domestic market. Its founders had previous work experience in a state-owned foreign trade enterprise, the company had an English name, not just the standard approach of having the pinyin of the Chinese version; and the working language within the company was English.

On September 30, 2013, two decades after its launch, Chervon cemented its position as a global player by acquiring the 91-year-old German company Flex. They beat out 10 other companies from mainland China, France and Germany to seal the deal.

One of the major brokers of the acquisition was Chervon Co-founder & President Peter Longquan Pan (CEIBS CEO 2008). Unlike many Chinese entrepreneurs his age who largely rely on learning on the job, in the 1980s Pan earned a master's degree in earth sciences from Nanjing University, a well-respected institution of higher learning in China. He was significantly influenced by his period of study there, as he explained while giving the keynote speech during the school's annual opening ceremony in 2011. He partly attributed his achievements, up to that

point, to his successful application of the school's motto – Rigor, Integrity, Diligence, and Innovation – in his professional life. In fact some of the words were incorporated into Chervon's motto: Integrity, Diligence, Enthusiasm, and Aspiration.

Chervon began in 1993 when Pan took the bold step of giving up a lucrative job as a salesman in a state-owned foreign trade company to

“Pan soon realized that China's image of producing shoddy goods made this approach unsustainable.”

launch his own venture with the help of two colleagues Zhang Tong and Xu Ningfeng. The initial business model was based on exporting made-in-China electrical power tools to other countries. Pan soon realized that China's image of producing shoddy goods made this approach unsustainable. Determined to tackle the issue head on, and carve out a competitive niche for his company in the process, he established his own lab to test the products from Chinese factories before sending them abroad.

This approach was almost unheard of among his competitors at the time. In 1997, convinced that the Chinese were capable of producing high-quality tools, Chervon established Deshuo Industry to do just that. A year later, Chervon launched its very own brand, Devon, which even today is still the only Chinese brand of electrical power tools comparable to other top global brands.

Today, thanks to Pan's leadership, commitment to quality and the company's clearly defined core strategy of "Born in China, Growing Globally", Chervon has expanded its business to 65 countries and its products are sold in more than 30,000 top chain stores. In 2013, it amassed more than \$400 million in revenue, making it one of the top 10 providers of power tools worldwide. Chervon has more than 5,000 employees around the world.

TheLINK interviewed Pan not long after the acquisition of Flex and explained how they managed to pull off the deal of a lifetime. The easy part is over, now they have to find a way to overcome unavoidable cultural differences and seamlessly integrate the operations of a German company, with almost a century of doing things its way, into the operations of an upstart Chinese company. No one expects it to be easy.



销售,2013年销售额达4亿美元,这标志着泉峰迈入全球排名前十的电动工具供应商之列。目前泉峰在全球拥有员工5000余名。

在对德企Flex的收购案结束后不久,《TheLINK》杂志对潘龙泉先生进行了独家专访。在采访之中他讲述了公司如何步步为营,赢得这场至关重要的收购案的经历。收购不易,收购后的成功运营更具挑战。如今泉峰必须找到一条途径来应对随之而来的管理上的文化差异,以及如何将一家有着近百年历史的德国公司与一家新兴的中国民营企业完美整合的问题——这条路必不平坦。

《TheLINK》: 泉峰在行业中处于什么位置?

电动工具行业本身规模不大,其中有许多大大小小的中国公司,而近几年来,国外的百余家企业通过并购重组缩减为三四十家。年销售额达到十亿美元的企业全球排名能进前五,泉峰目前名列前茅,而我们的目标是在2018年突破十亿美元大关。品质是我们追求增长的重要动力。我们希望增长主要体现在自主品牌上,比如“大有”、“小强”,当然还有我们刚刚并购的Flex,而不是主要依靠为别人代工。这样会让我们对自身产品和未来有更多的掌控力。

《TheLINK》: 您为什么会在1993年想到创业?

我在南京大学读书七年,取得了地球科学专业的硕士学位。在那时候,人们读研后通常会继续攻博,但我家境贫寒,不忍心再给父母增加负担,因此选择了终止学业。那时我不想从

事地质相关领域的工作,而我能利用的唯一特长只有英语,为了让自己有份体面的工作,我放下面子,在学校的英语角苦练了几个月口语,最终凭借较好的英语综合能力,成功进入了一家国有外贸公司。我在那家公司待了五年,尽管业务表现突出但最终仍然无法适应那种体制,于是在1993年,我将公司分配给我的房子退回,辞职离开了。

这段工作经历让我收获颇丰,它开拓了我的眼界,并让我有机会去聆听外面的世界。1993年,我和两位前同事一起创立了民营外贸公司“泉峰”。那年我三十而立,我的两位合伙人分别是22岁和23岁。那时候,政府是鼓励外贸公司发展的,因为出口能为国家创汇。我们三个人白手起家、各展所长、艰苦创业,最终有所成就。

《TheLINK》: 泉峰是如何转型进入制造领域的?

在90年代,中国多数的外贸从业人员对“质量”这个概念都很淡漠,但我们一直坚信品质是一家公司成长的关键因素,为此我们成立了品质部,找到一些工程师进行咨询,既当业务员又当验货员,这对当时中国的外贸公司来说是破天荒的举措。后来,我们又投入了大量资金建造实验室。可是,我们能通过测试看出产品的缺陷,却无从解决,这就需要引入研发。随后我们又发现若不涉足产品制造,就不可能从根源上来控制品质。于是,在1997年我们进入了制造领域。当时许多人都觉得我们很疯狂——三个业务员开一家工厂是非常不可思议的事。但我们是脚踏实地做起来的,并不是一时冲动。在那段时期,我们走的每一步都水到渠成。

TheLINK: How influential is Chervon within your industry?

Peter Longquan Pan: The electrical power tool industry is not very big. There are many Chinese companies, big and small, but outside of China a number of mergers and acquisitions has led to the number of companies decreasing from over 100 down to between 30 and 40 in recent years. Companies with annual revenue over \$1 billion are regarded as being in the industry's top 5. Chervon is now in the top 10 and our goal is to reach \$1 billion in revenue by 2018. Quality will be the main driver as we pursue growth. We anticipate that increased business will come from our role as an OEM, but more so from our own brands, Devon, Xtron and the recently acquired Flex. This gives us more control over the quality and future of our products.

TheLINK: Why and how did you start up the company back in 1993?

I spent 7 years at Nanjing University, where I got a master's degree in earth sciences. Usually at that time the next step for students like me would be to register for the doctorate programme. But I was born in a humble family, and did not want to put any additional burden on my parents, so I chose not to do a doctorate. I also did not want to work in areas related to my major, so my only strength I could think of capitalising upon was English. The desire to make a decent living pushed me to practice English speaking in the school's English corner for several months, forgetting the matter of 'face', and finally it helped me get into a state-owned foreign trade company. I stayed in the company for 5 years and delivered a really impressive performance but still could not adapt to the system. So in 1993 I gave back the company's reward for doing a good job, an apartment, and quit.

I did gain a lot from working at the SOE. The experience broadened my horizons and gave me an opportunity to learn a lot about the outside world. In 1993, with help from two former colleagues from the SOE, I started Chervon as a private foreign trade company. That year, I was 30, and my two colleagues were, respectively, 22 and 23. Convinced that "there is no failing industry, but only failing companies" and that Chinese companies

cannot merely rely on a low price strategy but must produce goods of reliable quality, we were determined to focus on the electrical power tools industry from the very beginning. At that time, this kind of foreign trade company was encouraged by the government as exports can generate foreign exchange earnings for the country. Responsibilities were clearly divided among the three of us according to everyone's area of expertise, and the tough time of entrepreneurship began.

TheLINK: How did Chervon eventually get into manufacturing?

In those days, most Chinese exporters were prone to being indifferent to the concept of "quality". But my partners and I always believed quality was the vital factor for a company's growth, so we established a quality control department and this was a truly ground-breaking move for Chinese foreign trade companies. We found some engineers to consult, and played both roles as merchandiser and inspector. Afterwards, we made a huge investment in building a lab, something even the very best factories in China were not doing at that time. However, even though we found deficiencies in the products, we had no way to fix these problems, which meant we had to start doing research and development. But after we began doing R&D we realized that if we didn't do the actual product manufacturing, we had no way to truly control the quality. So, in 1997, we got into manufacturing. Many people thought we were crazy – the idea of three merchandisers setting up a factory seemed unbelievable. However, we did it step by step instead of acting impulsively. All of the steps we took were a very natural progression.

TheLINK: How did you manage to navigate in such uncharted waters?

To put it simply, we just held onto our focus and our ideas about good quality. Years later, this shaped our vision "to be the best electrical tool manufacturer in China". Now that we are a global operation, we have adjusted that to "Better Tools, Better World". The idea has sustained the company all through these years, and will sustain us through many more years yet to come. In my view,

“文化冲突一开始是不可避免的,但是如果我们有良好的工作流程,有宽广包容的心胸,那么从长远来看,人们总会彼此理解。”



《TheLINK》: 您是如何经营好这样一家公司,让它发展壮大的?

简而言之,我们一直都坚守对品质的追求。公司成立多年以来,这种执着被具象化为公司的愿景——“做中国最好的电动工具公司”。现在我们的运营更为全球化,而我们的愿景也变成了“造好工具,助世界一臂之力!”这一愿景陪伴着我们走过了往昔岁月,也会在未来的日子支撑着我们。在我看来,很少有公司可以永远拥有价格优势,你必须逐渐拥有其他差异化的核心能力。例如,现在我们收购了世界上最好的品牌之一,就必须思考如何在品质定位上保持领先。毕竟,那么多的德国工匠曾花费了近百年时间为这项事业倾注心血。我觉得对中国公司来说,海外收购并不是钱的问题,真正的问题在于你有没有能力延续被收购企业原有的荣耀。

《TheLINK》: 泉峰为何收购Flex?

在为其他国际品牌代工期间,我们从世界先进公司那里学到很多,这些知识帮助德朔仅花了几年时间就生产出了世界一流的工具。也许是缘于我们的书生背景,我们深信态度摆正了,就要努力前行,而不是随遇而安。

我们为什么要收购Flex?也许可以参考一下我们创立和发展“大有”的过程。泉峰的“大有”品牌定位高端工业产品,但我们并不希望耗费巨资在宣传上,而更倾向于建立口碑。由于“大有”质量上乘,经销商们渐渐将它演绎成了国外品牌,我们出面强调“大有”是由泉峰生产的本土品牌,整整花了十年时间,市场才终于接受。在这个过程中,我们深知打造一个本土品牌的难处,而塑造一个全球高端品牌更是难上加难。我们认为收购一个已有的国际品牌是树立品牌的最佳途径。借助Flex,泉峰可以进入一个中国公司难以征服的市场,即欧洲、北美等发达市场上挑剔的、经验丰富的专业用户,对于这些平时拒绝购买“中国制造”的客户来说,德国品牌的品质封印将发挥其说服力。

《TheLINK》: 泉峰是如何力克群雄赢得本次收购的呢?

一个重要的原因是我们与Flex一直保持着良好的合作关系。Flex一开始是家族企业,2000年被卖给了一家美国公司,之后由于定位不合,被转手于数家私募公司。我们关注了它许多年,并认真研究了收购策略,组成了一个非常专业的国际化队

伍,其中包括财务顾问公司、律师和尽职调查小组等。多年前,我们就已经和私募谈过,但是他们出价过高。当时经过仔细分析,我们断定这家公司最多撑不过三年时间。果不其然,一年后,公司情况恶化,我们马上就抛出绣球、参与竞标,我们的对手是来自中、德、法等国的十几家公司。Flex选择我们出于许多原因:连续八年,我们都是它在中国唯一的供应商,我们的质量符合它的品牌要求,彼此早已建立了互信。简而言之,这次收购对我们来说只是角色的转换:从供应商到所有者。其次,我们也承诺Flex保留他们的品牌名称、原有的管理层、工厂和德国品质;我们还在未来的发展计划上达成了一些协议。现在整合已经开始,泉峰不久就会派出10-20位员工前往德国,去探寻如何帮助Flex朝更好的方向发展。

《TheLINK》: 收购之后,您觉得未来在具体运营上会遇到哪些挑战?

派往德国的中国员工中会有一些财务经理,他们需要有一定的国际化背景,我们公司符合要求的员工虽然有,但不太多,这是最直接的挑战之一。将来可能也会有工作时间方面的顾虑,德国工人在八小时工作时间内的专业性都无可挑剔,但在整合阶段,也许会面临工作强度增大的情况,可能需要加班;同时,在与管理层的关系上,我们需要时常交流,但又不可过多干涉,这些都需要很好的沟通技巧。

《TheLINK》: 泉峰从创建之初就坚持的国际化路线会不会让整合变得相对容易些?这些年来,你们采取了什么措施以成为一家真正的全球化企业?

泉峰的工作语言从公司成立伊始就是英语。我们的控股公司在香港,也有一些独立董事,十年前我们在美国开设了分部,2007年又进入了欧洲市场,可能是缘于我们起步于外贸行业的背景,我们很早就自然而然地开始了国际化举措。由于在欧美等国都设有分公司,我们必须应对文化差异带来的挑战。如今我们收购了拥有众多蓝领工人的Flex,未来对于跨文化交流的挑战将会更大。不过,我们有整套HR系统来解决这个问题。文化冲突一开始是不可避免的,但是如果我们有良好的工作流程,有宽广包容的心胸,那么从长远来看,人们总会彼此理解。



few companies can have a price advantage forever; you must offer something unique. For example, now we have acquired one of the world's best brands, and we have to think about how to keep it in good shape both in terms of human resources and also quality positioning. After all, so many German craftsmen have made a great contribution to this cause for nine decades. For Chinese companies, making an overseas acquisition is not a problem of money, but a question of whether you are capable of maintaining the company's prior glory.

TheLINK: Why did Chervon purchase Flex?

During our years as just an OEM for global brands, we learnt a lot from other world-class companies. That's why it only took us a few years to have our Deshuo Industrial Park produce the world's best tools. Maybe because of our background as intellectuals, we are always willing to learn and strongly pursue progress instead of just going with the flow.

So why did we buy Flex? The answer is related to the establishment and development of our Devon brand. Devon produces high-end industrial products, and we didn't want to invest too much in publicity, but preferred to rely on word of mouth. Dealers, impressed by the brand's high quality, began to market it as if it were a foreign brand. In response, we consistently stressed that Devon is a domestic brand produced by Chervon, a Chinese company. After 10 years, the market finally accepted this. So we know how difficult it is to build a brand locally, and it is even harder to do so globally. We realized that making an acquisition of an existing global brand may be the best approach. Through Flex, Chervon can gain access to markets that are not easily accessible to Chinese companies – experienced professional users in some developed markets including Europe and the US. We believe the quality of a German brand will be more easily accepted.

TheLINK: How did you pull off the acquisition when you had such fierce competition?

Because we knew the company and had a long history with them. Flex started as a family business. In 2000 it was sold to an American company, and then was sold to various private equity (PE) firms because of inconsistent positioning by the previous owner. We had been keen on it for many years, and formulated a strategy to get the deal inked. We hired people from a financial advisory company, lawyers and had a team of HR experts conduct due diligence. We talked to a PE firm several years ago, but they came up with a price beyond what we were willing to pay. After a detailed analysis, we came to the conclusion that the company would not survive the next three years, at most. Less than a year later, the company's problems worsened and we bid for it, competing against over 10 companies from mainland China as well as Germany and France. There are many reasons Flex chose us. We had already been its sole supplier in China for 8 years, and our products' quality matches its brand. In the simplest terms, the acquisition is merely a change in our role: from supplier to owner. We had already established deep mutual trust. Second, we promised Flex to keep their brand name, the original management team, the factory, the original German quality, and we have reached an agreement on the company's future plans. Now the integration process has begun and Chervon will soon send a team of 10 to 20 people to Germany to see how to lead the company into a better future.

TheLINK: What challenges do you anticipate, in the years ahead, during practical implementation of the deal?

Among the team that will be going to Germany will be some of our finance managers. There are not many among them who have the necessary international experience, so this may be one of the most immediate challenges. There will likely also be conflicts over working hours. German workers are very professional during the 8 hours usually worked, but during the integration process, there will be a heavier work load for everyone, which will require working extra hours. They may not be happy about this so we need to handle this carefully without interfering too much at the management level. It will require delicate communication skills.

《TheLINK》: 对泉峰来说, 创新扮演着一个什么样的角色? 又会在公司的全球化战略中起到什么作用?

创新对我们来说一直都至关重要。泉峰20周年庆典的主题就是“创变”。20年前, 泉峰在“中国制造”的背景下诞生, 我们公司在其中代表着“中国制造”对于品质与创新的追求, 而不仅仅是低价产品的提供者。举例来说, 在Flex, 他们只有大约10名设计研发工程师, 但泉峰拥有200多名。我们在产品方面有着很多创造和创新。但对一些领先的中国公司来说, 技术和产品的创新不见得是首要的, 真正的问题在于品牌的打造。


那些想要进军国际市场的中国公司应该更加勇敢一些。如果你已经准备好了, 就大步前进。最重要的是你要不断增强实力以提高自己的核心竞争力。

《TheLINK》: 显而易见, 您对产业操作层面有着非常深刻的理解, 在这方面, 中欧的CEO课程是否对您有所帮助?

就读中欧是我平生第一次接受系统性的商业训练。中欧是中国最好的商学院, 我认为可以继续在全球发扬光大。我在2008年参加了CEO课程, 这些年来我不断地将从中欧学到的知识应用到日常工作中。为此, 我对中欧教授心存许多感激。

同时, 中欧有着非常强大的校友网络, 这已不必赘言, 现在我的伙伴都是中欧的校友, 中欧为我开启了一个全新的世界。





***TheLINK:* Do you anticipate that this integration process will be easier because Chervon was international in its mind-set from the very beginning? What steps have you taken, over the years, to be a truly global enterprise?**

Our holding company is in Hong Kong, and we have a number of independent directors. We set up a company in the US a decade ago, and in 2007 we entered the European market. Maybe it's because we started as a foreign trade company, but globalization has been a very natural process for us. Our official working language has been English from the first day of the company. Since we have marketing companies in the US as well as several countries in Europe, we have had to face the challenges that come with cultural differences. Now we have purchased Flex, which has so many blue-collar workers, and it will be a challenge in future cross-cultural communication. But we have a compact HR system to address the problem. Cultural conflicts are unavoidable in the beginning, but people will understand each other in the long run if we have a sound working system and open minds.

***TheLINK:* How important is innovation for Chervon and what role will it play in the company's efforts abroad?**

Innovation has always been extremely important to us. The theme for our 20th anniversary celebration is "innovation and change". Twenty years ago, Chervon was established

against the backdrop of the birth of the made in China era. But we represented the quality and innovation aspects of being China-made instead of being merely a low-price product provider. For example, in Flex, there are only about 10 design and R&D engineers, but in Chervon the number is more than 200. We have enriched the product category with our inventions. Chinese companies are capable of innovation, the problem with China-made is branding.

Chinese companies who want to go global should stride forward more boldly. If you are ready, go. The most important thing is to gather more and more strength to raise your core competitiveness.

***TheLINK:* You obviously have a lot of practical industry knowledge. How was that complemented by the CEIBS CEO programme?**

CEIBS is where I was systematically trained to do business for the first time ever. CEIBS is the best business school in China, and it needs to do more to offer this expertise globally. I attended the programme in 2008, and over the years I have steadily applied the knowledge I learnt from CEIBS to my daily work. I am really grateful to the professors.

Also, CEIBS has an extremely powerful alumni network; my partners are all in the circle. CEIBS has opened up a new world for me.

张蓓： 不忘初心，踏歌而行

文/雷娜

2009年，当张蓓(EMBA 2008)还在中欧国际工商学院读书的时候，她在丽江古城租下了一座“四合五天井”的纳西族古宅大院。这是一座重点文物保护单位，她克服了各种施工难题，让古宅修复如初，并以中西合璧的方式装饰，建立了她在丽江的第一家精品酒店“花间堂·植梦院”。时隔五年，花间堂已在中国南方经营着14家分店，并于2012年获得维思资本6000万元的A轮融资，但这似乎远不能概括花间堂的成就，重要的是，他们以社会与商业效益并重的方式弘扬了中国传统建筑文化，并为在都市中打拼的现代人提供了一种庭院安稳、岁月静好的生活方式……

A year into her studies at CEIBS, Lucy Zhang (EMBA 2008) rented an ancient house whose historical and cultural significance had earned it special protection as one of China's most prized relics. The courtyard-style structure with five skylights had been built by the Naxi, an ethnic minority in southwest China. Zhang took on the daunting challenge of renovating it to its former glory. Ever mindful of the need to respect the structure's – and China's – cultural heritage, she transformed the building by using a mixture of Chinese and Western styles. The results were amazing and this became Zhang's first premium hotel in Lijiang: Blossom Hill Inn's Dream Flower Garden.

Five years later, Blossom Hill Inn has 14 branches in southern China, and its success led Envision Capital to invest RMB 60 million in its future growth. This vote of confidence in her company is important to Zhang. But even more important to her is her role in protecting and promoting China's traditional architectural culture. The challenge is finding the right balance between her social and commercial responsibilities.



Lucy Zhang: Unmatched Expertise in Exquisite Boutique Hotels

by Lei Na

It's easy to understand why Zhang was a radio host in a former life, there is a strength to her soothing voice. Listening to her explain the passion behind her projects, it makes perfect sense that she was able to persuade the dwellers of centuries-old houses to hand over the fate of their residences to her. Zhang has great taste. Her designs, and the pieces she produces herself, are strong enough to stand on their own – nothing else is needed to enhance their beauty, no element of her work is unnecessary. Each piece is perfection.

Labelling Zhang, putting her in a neat little category that helps us understand her, is difficult. In a sense, she's like an ancient Chinese figure, the embodiment of our yearning for the classical Chinese spirit. She is calm and composed, a hardworking entrepreneur with forward-thinking ideas. And then there is her artistic side. The two temperaments combine perfectly in her, like two sides of the same coin. Zhang has a high regard for Chinese tradition but this does not stop her from looking for inspiration elsewhere in the world. She is adept at finding a delicate balance between these two views, one that adds to the theoretical depth of the Blossom Hill Inn philosophy.

In an exclusive interview with *TheLINK*, Zhang explains her passion, providing insight into her unmatched expertise in creating exquisite boutique hotels that take us all back to simpler times.



***TheLINK:* How did you come up with the idea of renovating ancient Chinese courtyards and turning them into premium hotels whose cultural and historic elements speak to our very soul?**

I like the lifestyle in a courtyard, because as a child I spent some time in my grandparents' courtyard house. At the time we only had one day free each week, but we would still take a two-hour bicycle ride to my grandparents', just to pick the newly-budding peach blossoms for the vase. Courtyard life was a lifestyle in which residents lived independent family lives while living in harmony with other families, and I experienced this same feeling in the small inn of Lijiang, which I later renovated as my first project. The ancient house I chose was one of China's key protected cultural relics. When I spoke with the old man living there, he said the wintersweet trees planted at his wedding were still there in the yard; their fragrance was still in the air despite the withered and fallen leaves. The emotion in his words moved me deeply, and I became determined to renovate the old house to its former perfection.

What I'd like to build is a hotel into which a woman can walk, and where she can live without any embarrassment. She can enjoy

“我们今天所做的工作，一定会留下我们这个时代的印迹。”

“花间堂”的名字源于李白诗句“花间一壶酒，独酌无相亲”，但对于徜徉在那些美丽庭院中的客人来说，心中浮现的也许是另一番诗情画意，“浮生长恨欢愉少，肯爱千金轻一笑。为君持酒劝斜阳，且向花间留晚照。”无论是乐享孤独，还是呼朋唤友，人们都能在花间堂找到舒适自在的空间，也许这就是花间堂的独特之处。

张蓓曾经做过电台主持人，坐在对面听她说话，会觉得那悦耳的嗓音中有种动人心弦的力量。你会相信，她能够打动那些世代住在古宅中的居民，让他们放心地将百年老宅的命运交给她，那是一件意料之中的事。她品位绝佳，经她设计整理过的物件，仿佛都能不多不少、不增不减地待在那里。但无论是以艺术家或是企业家的身份来形容她，似乎都不够准确。从某种意义上说，她像一位古代的中国人，或者接近于我们对于中国古典精神的向往，恬静从容、勤奋美好；但她又是一位有着先进理念的企业经营者。两种气质在她身上犹如一枚精致银币的两面般完美结合。在事业前进的道路上，她时常强调“不忘初心”，有着“士不可不弘毅”的抱负。她尊重传统，又放眼世界，这两种精神之间散发出一种微妙的张力，为花间堂的理念平添了一份厚重感。而当我们站在庭院之中，腊梅树下，会发现这份沉甸甸的理想终究化为了一种优雅气韵，让人沉醉满足、踏歌而行，庆幸在这世间寻着了这样的地方，这样的人。

下文是花间堂创始人张蓓女士接受《TheLINK》杂志独家专访：

《TheLINK》：修复中国古典庭院建筑，将它们改造成极具人文气息的精品酒店，请问您是怎样想到这个理念的？

我喜欢庭院中的生活方式，这缘于小时候在爷爷奶奶家的四合院中度过时光。那时我们每周只有一天休假，但依然会骑两小时的自行车来到爷爷奶奶家，去摘刚刚盛开的桃花插在瓶中。庭院生活是一种居民彼此独立又和谐共处的生活方式，这种感觉我在丽江的小客栈中一下子就找到了。我看上的老宅子是丽江的世界文化遗产重点保护民居之一，当我和住在那里的老人交流时，他说结婚时种的腊梅还在院子里，抬头望去，树叶凋零，花香如故。这其中的感情很打动我，让我下决心将老宅保护好，要修旧如旧。

我想做的酒店，应该是一个女人走进来、住下来，不觉得尴尬的地方。她可以享受自己的孤独，也能够很自然地与周围的人结识聊天。我觉得这个理念最好的载体就是类似四合院的地方。我在花间堂中融入了不同的功能区域，有影音室、书房、瑜伽馆、西餐厅、红酒吧，等等，影音室就像家里的客厅，书房供人阅读书籍，院子可以让人懒洋洋地喝下午茶。在我最初的想象中，这里就是我的家，只是多出几间客房招待朋友，整个布置都是按照家的样子来的。

《TheLINK》：您本人有着很多海外经历，在开发花间堂的过程中，国外的建筑文化有没有给您以启迪？

留学日本时我还很年轻，当时有个很深的感触：那里的自然很美，但是人工加上去的装饰更美。这让我有种使命感，希望自己未来所做也能够为中国的山水加分。我曾去过北欧的芬兰、丹麦等国参观那里的建筑，他们对于古建筑的保护和改造有着丰富经验。一位北欧专家的话非常打动我，他说建筑是有生命的，就像树一样，我们对于建筑的改造将作为一种经历，犹如树的年轮一般保存在它的生命里，我们今天所做的工作，一定会留下我们这个时代的印迹。

《TheLINK》：将古宅改造成精品酒店有哪些需要注意的问题？您如何做到在保护古建筑的同时，也能为顾客创造舒适、优雅的生活环境？

修复古宅是一件非常专业的事情，不同的古宅有着不同的保护标准，在这方面要多听取专家的意见，请教一些老工匠，尽量用古法去修复。我们在丽江所做的项目就是如此，后来我们的作品被评为丽江新民居改造的标杆。我们的理念和宗旨是挖掘、保护和继承，要将古宅中好的东西全部保留，而在装修和软装上充分考虑现代人的需求，也融合欧式的元素。例如，花间堂这个名字意味着在花丛中长出来的房子，我希望它是花团锦簇的，而丽江当地的习俗是整个庭院满铺石子，将花种在大缸里，于是我做了改造，尽量将植物种到地上，并运用东南亚的园林意境去处理庭院。我们起初就有意尝试这样的混搭，发展到江南一带，遇到改动自由度更大的宅子，试验也会更加大胆一些。

我们在苏州做的古宅曾经属于一位清朝的军机大臣。五六十年代，同济大学陈从周教授画出了苏州几座著名古宅的结构手稿。我们就依据这份手稿，严格按照建筑原本的结构进行修复。开业的时候，我们还做了一个修复古宅的工法展，例如，柱子要用麻布包裹，火漆漆七遍，还有铺瓦的工序和讲究。我们希望通过这个展览将对古宅的敬畏之情传递出去，让有机会接触古宅的人，能够更加郑重地对待它们。

her loneliness, and can also effortlessly connect and talk with people around her. I think the best embodiment of this idea is a place like the courtyard house. I included different 'zones' within our Blossom Hill Inns: movie room, study, yoga room, cafeteria, wine bar, etc. Our movie rooms are like the drawing rooms in our own house, our study is a place for reading, and our yard is for people to languidly have their afternoon tea. My initial idea was that this is my home; it's just that I have a few extra rooms for visitors. Its entire structure is laid out like it would be at home.

TheLINK: You have travelled abroad a lot. Did foreign architectural cultures inspire you during your work on Blossom Hill Inn?

I studied in Japan when I was very young, and one of my deepest impressions about that country is that it is definitely naturally beautiful, but decorations are used to enhance that beauty. This left me with a sense of destiny. I hope to add to China's natural beauty. I have also visited Nordic countries such as Finland and Denmark to experience the architecture there. The two countries have rich experience in the protection and renovation of ancient buildings. What struck me most were the remarks made by a Nordic expert. He said buildings have a life of their own, just like trees do. And so they view each architectural renovation as an event, one that will endure, like growth rings in the lives of trees. What we do today will certainly have an impact on the future.



TheLINK: What are the factors that must be considered when converting ancient houses into premium hotels? How does one create a more comfortable living environment for clients while protecting the integrity of the original structure?

Renovating an ancient house requires a high level of professionalism and it's important to remember that different houses have different standards of protection. Compared to other restoration projects, you need to do a lot more consulting with experts, learn a lot more from experienced craftsmen, and try your best to use traditional methods during the renovation. That's the approach we used for our first project in Lijiang, and what we did there became the criteria for the renovation of new urban residences in the city. Our philosophy, our goal, is to discover, protect and inherit, as we retain all these fine items in the ancient houses, while considering the modern needs of today's clients when we make decisions about the buildings' aesthetics. For example, the name Blossom Hill Inn refers to a house among flower blossoms, and I hoped we could have flowers everywhere. However, the local tradition in Lijiang homes is to have the entire grounds paved with gravel and flowers planted in huge vats. I changed this approach, planting the flowers in the ground, and giving the house a Southeast Asian touch. From the beginning we have been trying such combinations, and when we have houses where we have greater freedom to make changes, we make bolder attempts.

One of the old houses we restored in Suzhou belonged to a general from the Qing Dynasty. We made renovations strictly according to the original structures outlined in structural sketches, made in the 1950s and 1960s by Professor Chen Congzhou of Tongji University, of a few renowned ancient houses in Suzhou. When we opened our Suzhou location, we put on a display of the ancient craftsmanship involved in renovating old houses. For instance, pillars are to be wrapped in sackcloth and painted with sealing wax seven times. We also displayed the intricate procedures involved in tile laying. The goal of this display was to inspire awe of and respect for ancient houses.

《TheLINK》:您和创业伙伴之间的合作关系如何?您如何管理自己的团队?

我们几位一路走来的创业伙伴,是真正知道我们要什么的,每次做项目设计的时候,我们都会向设计师讲述一遍花间堂的企业文化,对方能够理解多少是一回事,更重要的是我们所有的参与者都能回顾一下自己的初心,审视手中的项目与最初的理想是否契合。我的个性比较坚持,但创业团队之间的合作很民主,在项目选择上我们非常审慎,实行一票否决制,只要有一位成员提出异议,大家可能就会选择放弃这个项目。

在员工管理上,公司创始人大多都读过中欧,能够运用科学的管理手段和管理工具,很多员工也是因为喜欢花间堂才加入进来的,因此公司的凝聚力和向心力都很不错。我们倾向于充分发挥团队的能动性,毕竟这是个性化的服务,如果束缚太多,工作就无法开展。我们对员工的授权很大很充分,但我也告诉过员工们一句话,“无论你对客人说了什么,承诺了什么,都代表是我说的,我都会替你埋单。”



《TheLINK》:在发展花间堂的过程中,有没有什么让您印象深刻的故事?

印象最深的是我在丽江看中的第一座院子。我测量了整个院子,将图纸交给一位新加坡的朋友,请他提些建议。他一听是丽江就欣然接受了这个任务,两星期后,他约我出来,交给我厚厚一叠打印文件,里面全是关于丽江的气候、历史、植物、石头、布料、图腾等的资料,他将丽江古城和四方街的风土人情研究得十分透彻。虽然那个改造方案后来由于种种原因搁浅了,但是在我刚刚做花间堂的时候,这位朋友确实给我上了一课。

为每个项目寻找切入点也是我们最花心思的地方。上个月我去同里考察一个项目——退思园主人修建的丽则女学。那是中国最早的一所女子学校,一座国家级的文物保护单位。虽然之前我也去过同里多次,但是当导游向我们细细讲述退思园主人的故事时,我的心里还是会有新的感动。这种感动给我以使命感,推动我去思考眼下的项目该怎么进行。其实不只是我,我们负责项目筹建的同仁们都会习惯性地深入思索这些问题,设计师也会通过他们的专业知识帮助我们打开思路和完善理念。

《TheLINK》:您在中欧读书的时候,结识了自己的创业伙伴,也得到了将梦想付诸实践的勇气,请问中欧给您最大的影响是什么?

在中欧读书的时光,是我职业和人生的转折期。在中欧的经历帮助我开阔了眼界,以前工作中积累的经验 and 困惑都找到了解答,我学习了更多的理论工具,也得到了更多的自信。在与同学的交流中,我有了追求事业的激情,同学和教授们的支持也给了我很多动力和勇气,可以说中欧对我影响至深。现在我经常会和别人说,我是中欧的,因为觉得这是一件值得骄傲的事情。

《TheLINK》:未来除了继续在中国发展,花间堂会不会涉足海外市场?

我希望将花间堂开到自己喜欢的国度去,比如美国和意大利。花间堂的宗旨和精神是最大限度地彰显所在地的文化,也许在国外的花间堂会是另外一种风景,但是路过的人一定会知道,那是一家中国女人所开的店。



TheLINK: You must rely on a great team of people to get these projects completed. How do you manage your team and how important is feedback and consensus from all the parties involved?

We still have the same partners who were with us from the beginning; they truly understand our goals and needs. Each time we design a new project, we will brief the designers on the corporate culture of Blossom Hill Inn. How much of this they can fully grasp is, of course, important; but what's even more important is that all participants can look back at our original goal when we began this company, scrutinize the project at hand and weigh whether it fits with our initial set of ideals. I'm a determined person, that's my personality; but the collaboration among members of our team allows others to have a say. We are extremely prudent in the selection of projects, and we have a veto system so if one member votes against a project we may decide not to go ahead with it.

As for staff management, most of our co-founders studied at CEIBS, and they've been able to apply the business management skills learned in the classroom to their careers at Blossom Hill Inn. Many of our employees joined us because they fell in love with our inns, and so we have a strong sense of cohesion and unity among us. We tend to encourage team members to be actively engaged; after all we offer customized service which cannot be effective if there are too many rules and regulations. We give a fair amount of leeway to our employees. But I always remind them that, "whatever you say or promise to customers is on my behalf, and I'll do my best to make sure those promises are kept".

TheLINK: Looking back at the development of Blossom Hill Inn over the years, what are some of your most memorable moments?

With the first house I found in Lijiang, I took the measurements of the entire yard and handed the blueprint to a Singaporean friend for him to give me some advice. When he heard it was Lijiang he accepted with pleasure. Two weeks later, he gave me a huge bundle of printed sheets containing info on Lijiang's weather, history, plants, stones, clothing and customs. Obviously he had studied the ancient city of Lijiang and the Square Street very thoroughly. Although the renovation project was dropped for various

reasons, he did give me a good lesson as I first entered Blossom Hill Inn. It's important to know even the tiniest details about an area when working on a project. That's the only way to be true to the original structure, to our history.

What we pay most attention to is finding an appropriate point of entry for a project. Last month I went to Tongli on an inspection tour for a project – Lize Girls' School which was built by the owner of Tuisi Garden. It was the first girls' school in China, and a national cultural relic. I had been to Tongli several times, but when the guide told us vivid stories about the master of Tuisi Garden, I got new inspiration, which gave me a sense of responsibility, driving me to think about how the current project can be improved. And it's not just about me. All the members of our preparatory work team will typically give great thought to these issues, and our designers will also use their expertise to help us broaden our horizon and improve our ideas.

TheLINK: You met a lot of your business partners at CEIBS and it's also where you nurtured the courage to pursue your dreams. In what other ways has CEIBS influenced you?

My time at CEIBS was a turning point in my career, and in my life. My experiences at CEIBS helped me develop a broader outlook, and I found answers to all the difficulties and doubts I had accumulated in past jobs. I mastered more theoretical tools and developed greater confidence. Through my interaction with fellow students, I regained my passion for career success, and the support from my classmates and professors gave me a lot of motivation and courage. You can say that CEIBS has had the greatest influence on my life so far. Now I often tell people that I belong to CEIBS, and I say it with pride.

TheLINK: You have had great success in the China market, but this is understandable given the nature of your enterprise. Is there any plan to expand overseas?

I hope to open more Blossom Hill Inns in countries that I like, such as the US and Italy. The theme and spirit of Blossom Hill Inns is to embody the local culture to the largest possible extent. Maybe Blossom Hill Inn will appear in another form in foreign countries, but those who live there will definitely know it's the work of a Chinese woman.