



勒杰·乌普图里(左)和埃里克·施赖德 Raja Upputuri (left) and Eric Schneider on CEIBS Campus.

## ScanCorner: 珍藏一生记忆

文/夏敏

2007年至2009年,在中欧攻读MBA学位的埃里克·施赖德、勒杰·乌普图里和托尼·卡萨斯在课堂内外都专注于学习,正是这段学习时光让他们拥有了成功运营一家横跨数大洲、文化多元化的公司所需的各种硬技能和软技能。如今,他们经营的公司正致力于帮助客户将老式的胶卷照片、视频转为更持久的电子模式。他们的口号是:珍藏一生记忆。

成立三年以来,ScanCorner公司在去年实现了首次盈利。乌普图里将这归功于他们采取的以最低廉价格提供最优质服务的“必胜”策略。当然,这家“珍藏记忆”公司也生逢其时,因为数字产业正变得越来越吃香。经过几年耕耘,ScanCorner完成了一项艰巨任务——将网站访客转化为付费用户,而且公司与客户之间的互动全部通过网络来实现。

施赖德是公司的联合创始人和顾问,也是他最早提出了ScanCorner的商业概念。当他寻遍瑞士也没能发现一家能够价廉物美地为他保存祖母的老照片的商家时,他意识到这是一种商机。他立刻将这个商业理念分享给了乌普图里(公司现任CEO),因为这种大批量的劳动密集型作业非常适合安置在乌普图里的祖国——印度。当公司扩张至西班牙时,卡萨斯加入了ScanCorner的高管团队,担任西班牙业务主管。

目前,ScanCorner的服务范围除了覆盖三位中欧校友的祖国外,也扩张至荷兰、澳大利亚和德国,今年1月还进入了英国市场。公司的长期目标是立足印度、服务西欧。乌普图里解释道:“印度对于我们的整个运营至关重要,因为那里是外包中心。我们正在寻觅具有巨大的劳动力套利优势的服务市场。”

# ScanCorner: Preserving a Lifetime of Memories

By Charmaine N. Clarke

It's a good thing Eric Schreider, Raja Upputuri and Toni Casas were paying attention in and outside the classroom when they did their CEIBS MBA from 2007 to 2009. That's how they were able to master the hard and soft skills needed to successfully run a business that spans multiple continents and cultures. Today they run a company that meets the very specific need of preserving old analogue photos and video formats into more durable digital versions. Their tag line: make memories last a lifetime.

Last year their three-year-old company, ScanCorner, turned a profit for the first time, thanks to what Upputuri says is a "killer combination" of providing the highest quality service at the lowest possible price to clients. The company also had excellent timing, entering the "memory preservation" business at a time when the digital industry was becoming increasingly attractive. Over the years they have mastered the extremely difficult task of steadily

converting website visitors into paying customers, and interactions with clients are conducted entirely online.

Schreider, the company's Co-Founder & Advisor, was the one who originally came up with the idea of ScanCorner. When he couldn't find anyone in Switzerland to help him cost-effectively preserve photos of his godmother, he realized that there was a need waiting to be filled. He pitched his business idea to Upputuri (now the CEO), whose native India was an attractive choice for the company to house the bulk of its heavily-labour-intensive operation. Casas joined the team as Country Head, Spain as it expanded into the Spanish marker.

Today, in addition to the home countries of the three CEIBS alumni, ScanCorner offers its services in The Netherlands, Australia, Germany and the UK, which became the latest addition this January. The long-term goal is to focus on clients in Western Europe with India

托尼·卡萨斯(左)、埃里克·施赖德(右二)和朋友们在法国  
*Toni Casas (left) and Eric Schreider (2nd right) with friends in France.*





不要害怕未知,大多数人会因为恐惧而退缩。是的,你要去学习很多东西,但那是有用的。请记住初创企业就像婴儿,需要精心培育。”

2011年5月公司成立之初,ScanCorner仅有施赖德、乌普图里和另外两名员工,而如今公司已拥有了近90名正式员工,其中多数都在印度。ScanCorner的客户遍布七个国家,管理团队分处三地,因此跨文化技能和彼此信任十分重要。“在我们这样一个高度跨文化的环境中,差异不可避免。跨文化交际能力对于这份工作非常重要,这正是我们在中欧学到的多项技能之一。”乌普图里说,“而且我们是MBA同学,彼此之间已经积累了相当程度的信任,这是我们最大的优点之一,更是我们的竞争优势。”

乌普图里也非常感激在中欧的创业课上学到的实践技能,例如,如何制定和执行商业计划;营销课程和财务课程也大有裨益。“在营销课上,我们学习了如何专注于某一特定领域、如何保

持品牌定位的一致性。因此从一开始我们的定位就非常清晰:我们是一家能够以最低价格向客户提供最优服务的线上供应商。”乌普图里说,“当我们在世界各地设立子公司时,我们发现财务课程也非常有用,它能够帮助我们确定收入中心等。事实上,我们将在中欧财务课堂上学到的所有知识都应用到了实际运营中。我们的成功离不开在中欧的两年MBA学习时光。”

对于商学院中“小荷才露尖尖角”的创业者们,乌普图里的建议是:不要让恐惧束缚了你的脚步。“不要害怕未知,大多数人会因为恐惧而退缩。是的,你要去学习很多东西,但那是有用的。请记住初创企业就像婴儿,需要精心培育。”乌普图里特地引用了被广为接受的初创企业三年生存法则,强调坚持是必不可少的要素。

而对于已经展开行动、经营公司的企业家们,乌普图里也有金玉良言,“在开始阶段,不要试图同时解决多个问题。只关注一个问题,满足一种需求。如果你能在某个方面超越他人,你的事业就稳固了。”





**When you're just starting out, don't try to attack multiple problems. Focus on solving one problem, on meeting one need. If you are able to excel at that, you have a business."**

remaining the centre of the company's operations. Upputuri explains, "The entire operation is driven from India. That's where the outsourcing centre is located. We are looking to serve markets where we can have huge labour arbitrage."

Today the company, which was launched in May 2011 with Schreider, Upputuri and two employees in India, has about 90 on staff. Most employees are based in India. With clients spread across seven different countries, and members of the management team in three different geographic locations, cross-cultural skills are vital. So is trust. "Differences are unavoidable when you're working in a highly cross-cultural environment like ours. Intercultural skills are very important for this job and that's one of the skills we all developed at CEIBS," says Upputuri. "Also, because we did our MBA together we developed a certain level of trust among us. That is now one of our greatest strengths and it gives us a competitive advantage."

He's also grateful for the practical skills learned in entrepreneurship class on how to formulate and execute a business plan. Marketing and finance classes also came in handy. "In marketing class we learned how to focus on one particular niche and how to be consistent with our brand positioning. This is why we have been very clear, from the start, that we are an online service provider that offers the highest possible service at the lowest possible cost to our clients," he says. "The finance courses we took are now useful when we have to set up subsidiaries around the world, helping us identify our revenue centre, and so on. In fact we have implemented everything we learned in finance class.

Our success is because of our MBA learning at CEIBS."

For budding b-school entrepreneurs, he offers this advice: don't let fear hold you back. "Don't fear the unknown, that's the thing that stops most people. Yes, it's a huge learning curve but it can work. Just remember that a new business is like a baby, it needs to be nurtured," he explains. He stresses that a strong dose of perseverance is also a vital ingredient, citing the widely accepted 3-year survival rule for new ventures.

Upputuri also has some words of wisdom for those who have already taken the leap and are running their own business. "When you're just starting out, don't try to attack multiple problems. Focus on solving one problem, on meeting one need. If you are able to excel at that, you have a business."

