

# B-school Businesses

## 校友合伙人



问任何一位商学院的毕业生,他(她)都会告诉你,读书时与同学一起学习、一起完成项目所得到的最大收获之一就是彼此之间建立的纽带。有时候,当毕业时的方帽和长袍被叠好收起之后,这条纽带还很好地延续下来,并且造就了很多企业:一些是作为班级项目来孵化的,另一些是非正式的交谈时的灵光乍现,还有一些商业理念是在毕业后想到的,但付诸实践却离不开商学院里得到的知识和人脉。

在本期的封面故事中,《TheLINK》杂志关注了为何商学院能够成为初创企业的一方沃土,我们采访了多家校友合伙企业,提供了来自真实生活的案例。

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- 伙伴法则:商学院的学习如何帮助创业者找到理想的商业伙伴
- 同窗,同创!
- ScanCorner:珍藏一生记忆
- 积木盒子:互联网金融界的一匹黑马
- 北京医生网:书写中国医改历史

Ask any b-school graduate and he or she will tell you that one of the biggest gains from all that time spent studying and working on projects together is the bond formed among classmates. For some, that bond lasts well after the cap and gown have been folded and put away. It often takes shape as business ventures: some hatched as class projects, others that grew out of informal discussions around the water cooler and other ideas that came after graduation but needed the b-school knowledge and bond to make them work.

In this cover story, *TheLINK* looks at why business schools are such fertile grounds for entrepreneurial ventures and we provide real-life examples by looking at a number of collaborations by our alumni.

Read on for more in:

- The Partner Principle: How b-school study helps entrepreneurs find business partners
- From Friendship to Entrepreneurship
- ScanCorner: Preserving a Lifetime of Memories
- Jimubox.com: Dark Horse of Internet Finance
- bj-doctor.cn: Bringing Innovation to China's Healthcare Sector.



# 伙伴法则： 商学院的学习如何帮助创业者找到理想的商业伙伴

## The Partner Principle: How b-school study helps entrepreneurs find business partners

文/柯玟秀 By Janine Coughlin

**谷**歌、拜耳和通用电气都是各自行业的翘楚。这三家跨国企业还有一个醒目的共同点——它们都是由多位创始人联合创立的。谷歌的创始人拉里·佩奇和谢尔盖·布林是在斯坦福大学读研究生时相识的。拜耳如今是医疗、农业和高科技材料的领先制造商，其成立要追溯到150年前，德国人弗利德里希·拜耳与友人约翰·弗利德里希·威斯科特共同发明了一种制造合成染料的方法，进而创立了拜耳。著名科学家托马斯·阿尔瓦·爱迪生认识到自家的爱迪生通用电气公司的最佳出路是与最大竞争对手汤姆森-休斯顿公司合并，这才有了通用电气的诞生。

事实上，今天许多大型跨国企业的创立者都认为，与他人合作是“放飞梦想的最佳途径”。中欧国际工商学院战略与创业学系系主任、创业学教授方睿哲（Ramakrishna Velamuri）指出，这条成功之路绝非偶然。

“有充分的研究证据表明，由团队创立的企业表现更佳。比起那些由单打独斗的创业者所建立的企业，由团队创立的公司更有可能生存下来并取得成功。”方睿哲教授说，“在公认的创业圣地硅谷，有一个说法：你必须拥有优异的团队，方能打造伟大的组织。甚至在过去，一些知识产业的大公司也是由团队创建的，如惠普、西门子、赫斯特，等等。”

方睿哲教授说，团队创业还有几个明显的益处。“首先，想要在知识产业取得成功，就需要一整套多样化的技能，这不一个人能够掌握的。”他解释道，“特别是像投资者与战略伙伴这样的利益相关者，是不会轻易地将手中的资源托付给只有一位创办者的公司的，因为如果公司上下仅仅靠一人来打理的话，风险未免太大了。其次，创立新公司是一个压力重重的过程。企业家形容那就像是坐过山车，跌宕起伏常常就在一夕之间；如果有人和你一同承担压力、谈论挑战，那是一个非常重要的优势。”

Google, Bayer AG and General Electric are all top global players in their respective industries. Another notable commonality of these multinationals is that all were founded as partnerships. Google's Larry Page and Sergey Brin met when both were graduate students at Stanford. Bayer AG, which today is a leading manufacturer of materials for the healthcare, agriculture and high tech sectors, was founded 150 years ago in Germany when friends Friedrich Bayer and Johann Friedrich Weskott discovered an innovative way to manufacture synthetic dyes. General Electric was born when renowned inventor Thomas Alva Edison realized that the best way forward for his Edison General Electric Company was to partner with its biggest competitor, the Thomson-Houston Company.

In fact many of today's multinational giants were begun by entrepreneurs who decided that partnering up with others was the best way to make their ideas fly. Chair of the Department of Strategy and Entrepreneurship at CEIBS, Professor of Entrepreneurship Ramakrishna Velamuri, says this recipe for success is no accident.

"There is very strong research evidence that ventures set up by teams perform better. They have a higher likelihood of survival and success than those founded by single entrepreneurs," Prof Velamuri says. "In Silicon Valley, considered the Mecca of entrepreneurship, they say that you need very good teams to build great organizations. Even in the past, several great companies in knowledge industries were founded by teams – HP (Hewlett Packard), Siemens, and Hoechst, to name a few."

There are some obvious benefits to starting ventures in teams says Prof Velamuri. "First, success in knowledge industries requires a diverse set of skills, which no single individual is likely to possess," he explains. "In particular, stakeholders such as investors and strategic partners will hesitate to commit their resources to a venture that has a single founder, because of the risk of relying on a single individual for execution. Second, starting a new venture can be a very stressful experience. Entrepreneurs describe it as a rollercoaster ride, often with ups and downs on the same day; having someone who can share the stress with you, and whom you can talk to about the challenges is a very

important advantage."

Business school study is well known for the excellent networking opportunities it opens up for fledgling entrepreneurs looking to meet potential business partners. However, many may not realize that an even more important component of business school learning is self-study. CEIBS' professors say that knowing one's self well is the key to being able to find the right business partners, and make those partnerships work, especially when under pressure.

"In a typical business school programme, students get to know themselves and their operating styles through diagnostic tools, such as the 360 degree evaluation. They obtain insights on their strengths and weaknesses and develop self-awareness, which has been shown to be critical to career success, whether as a manager or as an entrepreneur," says Prof Velamuri. "They understand which types of personalities and styles are complementary to their own; this knowledge helps them seek the right personality profiles as partners."

The emphasis on teamwork and collaboration in the CEIBS MBA and EMBA programmes also provides students with many practical experiences for honing team work skills.

"The CEIBS MBA Programme provides a platform and various opportunities for students' collaboration and they value the learning experiences very much," says CEIBS Associate Dean and Director of the MBA Programme Chen Shimin. "In the first academic year, students are assigned to different teams with mixed nationality and background. The teams get reshuffled after each term, so they can study and work with different students on various case discussions, group projects and assignments."

The CEIBS MBA curriculum also includes an Integrated Strategy Project (ISP) that sees students forming teams by shared interests, and working together over several months to develop innovative and practical solutions that address real-life, challenging strategic issues provided by the top-tier companies within CEIBS' corporate partner network.

In addition to coursework and projects, there are a variety of extra-curricular activities available that give students additional collaboration opportunities. "Besides



从左至右: 陈杰平教授、陈世敏教授、方睿哲教授

From left: Professors Charles Chen, Chen Shimin, and S Ramakrishna Velamuri.

众所周知,商学院的学习也是拓展人脉网络的绝佳机会,刚刚起步的创业者可以在这里结识潜在的商业伙伴。然而,许多人恐怕还没有意识到,商学院学习的一个更重要的组成部分是对自我的探索。中欧教授们指出,良好的自我认知是寻找到理想商业伙伴的关键,并且能够让双方合作融洽,特别是在有压力的情况下。

“在典型的商学院课程中,学员们通过‘360度评估’之类的诊断工具来了解自己,了解自己的行事风格。他们洞察到自己的优势与劣势,增强了自我意识。无论对于经理人还是企业家,这些都是事业成功的关键因素。”方睿哲教授说,“他们明白哪种类型的性格和作风能与自己形成互补,这些认知有助于他们找到具有理想‘性格配置’的合作者。”

中欧MBA和EMBA课程中对团队协作与合作的侧重,也为学员们提供了许多磨练团队协作能力的实用经验。

“中欧的MBA课程为学生之间的合作提供了平台和各种各样的机会,大家对这样的学习体验评价很高。”中欧副教务长、MBA课程主任陈世敏教授说,“在第一学年,学员们被分入不同的组,组员们的国籍和背景都是多样化的。每个学期之后都会重新分组,因此每位学生都有机会与不同的人讨论各种案例、合作团队项目和完成集体作业。”

中欧MBA课程还包括一个综合战略项目(ISP),在该项目中,学生们结成一个有着共同利益的团队,协作数月,开发出适用于现实生活、既有创新性又切合实际的解决方案,以挑战由中欧的合作企业提出的战略问题。

除了课程与项目之外,中欧还组织了丰富多彩的课外活动,为学生们提供更多的合作机会。“我们有近40个学员俱乐部,供大家在增强领导力、积累管理经验的同时,彼此交

流兴趣,寓学于乐。此外,中欧的MBA学生还组织了两大年度盛事:企业社会责任全球论坛(BGRC)和创意中国挑战赛(InnovateChina)。”陈世敏教授说。BGRC是由商学院组织的亚太地区最大的企业社会责任(CSR)大会。创意中国挑战赛是面向全球商学院的商业创意年度竞赛,由中欧MBA学生于2008年发起。“通过这些活动,学生们得到了宝贵的机会去实践专业和管理方面的技能。”陈世敏教授指出。

录取过程的高标准,也让学员们更有可能在同学中找到潜在的合作伙伴。“我们的EMBA课程吸引了来自各行各业的素质优异、经验丰富的经理人和企业家。”中欧国际工商学院副教务长兼EMBA课程主任陈杰平教授说,“我们鼓励学员们向教授学习,也鼓励学员之间相互学习。有些学员已经是阅历丰富的企业家,有着很多人生故事和经验可以与大家分享。而从项目协作中获得的经验,对于学员来说也是非常宝贵,因为他们可以从真实感受到那种工作环境。”

当争执不期而至,沟通技巧就显得格外重要,这也是中欧课程的一部分。“由团队创建新公司的一大劣势是会有潜在的人际冲突,商学院的课程也为学员提供处理人际冲突的框架和沟通技巧。”方睿哲教授说,“在创业课上,我们强调要慎重选择团队成员,与他们的沟通要坦诚开放。我们还强调,必须用书面协议来明确职位、责任与报酬。”

你期望未来的商业伙伴具备怎样的品质呢?“你一定要找到与自己价值观相同、技术能够互补的拍档。”方睿哲教授说,“例如,如果你热衷于零售行业却没有这方面的经验,那么找一个有零售业经验的伙伴就很重要。团队成员必须是你精挑细选出来的,就像是选择人生伴侣一样,因为在新企业创建的过程中,团队成员带给你的影响往往超过你的配偶。”

the nearly 40 student clubs that offer students the chance to share interests and have fun while strengthening their leadership and managerial experiences, CEIBS MBA students organize two flagship events every year: the Being Globally Responsible Conference (BGRC) and InnovateChina,” explains Professor Chen Shimin. BGRC is the largest business school organized CSR conference in the Asia Pacific. InnovateChina is an annual global business plan competition that was started by CEIBS MBA students in 2008. “Students gain valuable practice in professional and entrepreneurial skills from these events,” he says.

The high standards of the admissions process also increase the likelihood that students can find a potential partner amongst their cohort. “Our EMBA programme attracts a diverse group of high level, experienced executives and entrepreneurs,” explains CEIBS Associate Dean and Director of the EMBA Programme Charles Chen. “Participants are encouraged to learn from each other as well as from faculty. Those who are already experienced entrepreneurs have great personal anecdotes and advice to share. The experiences gained by working on projects together are also an invaluable way for participants to get a practical feel for that kind of working environment.”

Communication skills, which are especially vital when disagreements crop up, are also a part of the CEIBS curriculum. “The major drawback of starting new ventures in teams is the potential for interpersonal conflict. Business school courses provide students with frameworks and communication skills to deal with interpersonal conflict,” says Prof Velamuri. “In the entrepreneurship courses, we emphasize choosing team members carefully and communicating with them openly and honestly. We also underscore the importance of written agreements that clearly specify roles, responsibilities and rewards.”

What qualities should you look for in a potential business partner? “You must look for a partner with shared values and complementary skills,” Prof Velamuri says. “For example, if you are passionate about the retail industry but have no prior experience in it, then it is important for you to find a partner who has retail experience. Team members must be chosen with the greatest of care, in much the same way as life partners are chosen, because the intensity of interactions between team members in the context of a new venture can often be greater than that between spouses.”

## 建立成功的商业合伙人关系

中欧国际工商学院战略与创业学系系主任、创业学教授方睿哲表示,创业团队要想取得成功,除了必须确保成员之间技能互补、价值观相同之外,还应该遵循以下几点:

- 团队成员之间必须坦诚交流
- 团队成员之间必须有详尽的书面协议,明确规定各自的职位、责任与报酬
- 特别需要注意的是:协议应该是动态而非静态的,必须有未来团队成员的境况和兴趣发生改变时的应对方案。团队成员必须考虑到如果将来他们中有一人或多人想要退出时的情况,并制定一套预后机制来应对股东退股;解决方案必须做到企业利益高于退股股东利益
- 团队必须有领导者,这对于那些是同窗好友共同创业的团队来说,可能不太容易

## Building a Successful Business Partnership

Besides ensuring that team members have complementary skills and shared values, Chair of the Department of Strategy and Entrepreneurship at CEIBS, Professor of Entrepreneurship S Ramakrishna Velamuri suggests entrepreneurial teams have the greatest chance for success together when they do the following:

- Team members must practice open and honest communication with one another.
- There should be explicit written agreements between team members that clearly identify everyone's roles, responsibilities and rewards.
- In particular, agreements should be dynamic rather than static, and must expressly provide for the eventuality that team members' circumstances and preferences may change over time. The team members must take into consideration that one or more of them may want to leave at some time in the future and must work out a mechanism beforehand to deal with the outgoing shareholders. The solution must prioritize the interests of the venture over those of the shareholders.
- Every team must have a leader. This is not easy for some teams to accept, especially if the team is made up of classmates who have become friends during their studies.



# 同窗, 同创!

## From Friendship to Entrepreneurship

改编 / 朱琼敏

By June Zhu

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

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

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

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

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





## 多盟：一场集体修行

从左至右：齐玉杰、边嘉耕、张鹤

From left: Qi Yujie, Bian Jiageng, Zhang He

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

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

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

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

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

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

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

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

齐玉杰 首席执行官

张鹤 首席运营官

边嘉耕 副总裁

均为中欧2008级EMBA北京2班学员

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

Qi Yujie CEO

Zhang He COO

Bian Jiageng Vice President

All from CEIBS EMBA08BJ2

## Domob: “Spiritual Practice”



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

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

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

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

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

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

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

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

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



## 盈创回收：一个刚柔并济的组合

从左至右：刘学颂、杨光泽、常涛

From left: Liu Xuesong, Yang Guangze, Chang Tao

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

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

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

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

常请教同学、朋友中的专业人士，以求事半功倍。

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

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

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

（本文改编自《中欧商业评论》2013年10月刊封面报道“我们是合伙人”）

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

杨光泽 董事长

常涛 总经理

均为中欧2005级EMBA北京2班学员

刘学颂 常务副总经理

中欧2001级EMBA北京2班学员

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

Yang Guangze President

Chang Tao General Manager

All from CEIBS EMBA05BJ2

Liu Xuesong Deputy General Manager

From CEIBS EMBA01BJ2

## INCOM: Balance between Yin and Yang



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

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

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

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

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

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

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

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

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

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

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



勒杰·乌普图里(左)和埃里克·施赖德 Raja Upputuri (left) and Eric Schreider 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 market.

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."





# 积木盒子：互联网金融界的一匹黑马

文/朱琼敏



从左至右：魏伟、彭笑玫、董骏 From left: William Wei, Denise Peng, Dong Jun.

在中欧学习的两年里，2011级EMBA北京1班的三位学员——董骏、魏伟和彭笑玫时常聚在一起探讨中小企业所遭遇的融资难题。根据他们获得的信息，中国有4200万家中小企业，其中仅3%能得到银行支持；与此同时，有高达18万亿元人民币的个人储蓄停留在银行账户上，获取着仅3.5%的活期利息。如何将这庞大的融资需求和同样庞大的理财需求进行合理对接，他们就此展开了一场又一场头脑风暴。

最终，他们决定共同打造了一个投融资P2P（对等网络，英文全称Peer to Peer）平台“积木盒子（jimubox.com）”。该平台于2013年8月正式上线，首席执行官董骏在网站首页的视频中这样解释道：“这个平台就像一盒积木，提供五颜六色、各式各样的理财产品，以供选择组合；同时创业团队也像一盒积木，属于传

统金融行业和IT 互联网行业的跨界组合，创始人在各自的领域都有着成功的故事。”

董骏曾经在华尔街跨国银行工作5年，后回国创办了恒信悦华管理咨询公司；首席运营官魏伟拥有15年的IT领域工作经验，曾创办银诺威公司（后与文思创新合并）；彭笑玫更是中国互联网圈的名人，她有着15年的销售、市场、商务运营经验，目前仍是去哪儿网的首席运营官；而首席财务官巴利·弗里曼曾在美国金融机构供职近十年，从事中国中小企业信贷工作有4年时间。

在强强联合的背景下，积木盒子甫一上线，就取得了不俗的成绩，目前已经累计完成融资逾两亿元人民币。在接受《TheLINK》杂志采访时，创始人之一魏伟先生与我们分享了积木盒子——这匹互联网金融界的黑马的发展历程。

# Jimubox.com: Dark Horse of Internet Finance

By June Zhu

Throughout their 24 months of study, three CEIBS EMBA 2011 BJ1 classmates – Dong Jun, William Wei and Denise Peng – often discussed the challenges faced by small- and medium-sized enterprises (SMEs) in China that lack access to credit. There are 42 million SMEs in China, but only 3% of them are able to obtain bank loans. Meanwhile, there is a total of about RMB 18 trillion just sitting in Chinese bank accounts earning only around 0.35% interest. The three classmates brainstormed about how to build a bridge between the SMEs in need of financing and the individuals who need wealth management products.

Their solution was to set up the investment and P2P platform jimubox.com. Launched in August 2013, the company's name offers a hint about its unique characteristics. The Chinese words *ji mu* translate into English as 'building blocks', and the platform's wealth management products can be seen as a box of building blocks that benefit both SMEs and investors. The platform's founders can also be seen as building blocks, as they come from different countries – the CFO is American – and they have backgrounds in both the finance and IT industries.

Dong Jun, the company's CEO, has five years of experience working in international banking on Wall Street. He is also the founder of Credit Heng Management and Consulting. Jimubox's COO William Wei spent 15 years in the IT industry, and founded Innovation Technology, which eventually merged with VanceInfo. Co-founder Denise Peng is well known in China's internet circles, and currently COO of Qunar.com. She has 15 years of experience in sales, marketing, and business operation. CFO Barry Freeman

was CFO at Credit Heng and in addition has nine years of experience working for US financial institutions and four years of experience providing credit and loans to Chinese SMEs.

Thanks to the founding team's efforts and their strong professional backgrounds, Jimubox has already completed more than RMB 200 million of financial transactions. *TheLINK* sat down with COO William Wei to find out more about this innovative internet finance venture.

***TheLINK: Last year, internet finance became very popular, including with many commercial banks, and it seems we can expect this sector to continue to grow. Will this competition be a challenge for you in the future?***

William Wei: Internet finance was in the limelight last year, but to be fair, compared with traditional finance, it is still a drop in the bucket. We are never going to unseat anyone, because we can service a large market which the banks are not able to cater to. What do we bring to the table?

First, our target customers are the micro- and small-businesses who have the greatest difficulty getting bank loans. Banks lack flexibility in their business cycles and the services they provide; they are designed for large-scale credit loans. Banks are now taking advantage of the deposit/loan surplus by handling small loans; but with interest rate liberalization, I think the banks will end up continuing to serve their most lucrative market: large- and medium-sized enterprises. This is what they do best. When dealing with small- and micro-businesses, service and efficiency are more difficult to provide than capital, and that's the advantage

做金融,安全永远是第一位的。在解决平台风控问题之前,强调速度是危险的,我们对此颇有共识。”



《TheLINK》: 去年,互联网金融成为了热门话题,许多商业银行纷纷涉足其中,这意味着未来市场竞争将会加剧,您觉得这会对积木盒子构成挑战吗?

互联网金融虽然大红大紫了一年,但平心而论,相较于传统金融,它的规模还微不足道。我们并不想“颠覆”谁,因为市场空间足够大。银行能服务好的客户,自然是他们的地盘,我们专注于别的领域就好。

就积木盒子的特色而言,首先,我们服务的对象主要是小微企业主,他们获得银行贷款难度大、周期长,在融资期限等方面得到的服务也不够灵活。我们并不认为这是由银行产品设计的不合理或者服务意识淡薄所造成的,毕竟银行的整个体系是为服务大型信贷需求而设计的,应用到小微企业上难度较高。尽管银行有“存贷差”这一利器,但随着利率市场化的逐步推进,我们认为银行迟早会回归到其业务最擅长、利润最丰厚的大中型企业市场上。小微企业需要的是服务和效率,在这一领域,我们认为积木盒子作为P2P平台,与仅有资金成本优势的银行相比有一定胜算。

其次,我们对线下的风控手段更为重视,投入也更大。在积木盒子上线前的大半年里,我们一直在着力打造一套线下尽职调查系统“76hui(企东汇)”。这套系统先于积木盒子投入商业用途,为一些金融机构提供市场化的尽职调查服务,因此积木盒子上线就拥有了一套相当完整的调查系统,这对于规避项目风险来说是一个很有力的武器。

第三,就区域而言,我们是从容易被人忽视的云南省做起的,在不足半年的时间里帮助云南省40多家小微企业成功募集了资金,间接解决了几千人的就业问题,对此我们颇感自豪。事实上,直到去年年底我们才开始进军其他省份。

《TheLINK》: 您曾经提到积木盒子的原则是不贪图快钱、严格控制风险,但初期收益少是否会影响你们的创业热情?

做金融,安全永远是第一位的。我们创始团队中的金融海归都是美国次贷危机的亲历者,他们对于风险的认识远高于常人。在解决平台风控问题之前,强调速度是危险的,我们对此颇有共识。而且,去年互联网金融行业发展迅速,吸引了不少风投的目光,因此我们并不担心未来会有资金问题。

《TheLINK》: 作为一家非常年轻的公司,积木盒子未来的发展方向是什么?

未来我们希望做好三件事:开发稳定安全的借款需求;服务好线上理财人;引入更多的合作伙伴。我们希望最终能成一家受人尊敬的公司:让信誉良好的借款人轻松借贷,让信任我们的理财人收益丰厚,与加入我们的合作伙伴共生共赢。

《TheLINK》: 你们当时是怎样想到一起做这样一家公司的?

我和笑玫、董骏是在中欧课堂上讨论出这样一个理念,并共同将它实现的。巴利是董骏合作多年的伙伴,也顺理成章地加入了进来。付诸实践之前我们经历了一段时间的思考,毕竟起步不算早,监管和舆论环境一度也不太有利,但下定决心之后,大家就义无反顾了。目前看来,近半年来监管和舆论环境正在好转,例如:央行数次肯定了互联网金融的积极作用;去年10月以来一批不规范的平台纷纷倒闭,投资者的风险意识得以提升;目前入场的P2P投资者绝大多数都比较理性。这些都是行业向好的表现,也证明我们的选择是对的。



“Internet finance was in the limelight last year, but to be fair, compared with traditional finance, it is still a drop in the bucket.”



jimubox.com brings as a P2P platform.

Second, we have invested a great deal in risk-control measures. In the six months before jimubox.com went online, we dedicated our efforts to developing a system called 76hui for off-line due diligence. It was put into commercial use before the debut of jimubox.com. Therefore, there was a strict and comprehensive system for due diligence in place since the first day jimubox.com went live. This is a powerful weapon to mitigate any risks that may emerge.

Third, geographically speaking, we chose to begin by focusing on Yunnan Province as we saw little competition there, and in less than half a year we have helped more than 40 micro- and small-enterprises raise financing, resulting in employment for thousands of people. We are proud of this accomplishment. Towards the end of last year, we began to expand into other provinces.

***TheLINK: You emphasize that one of Jimubox’s principles is to rigorously control risk and not focus on quick earnings. This means you won’t see much profit in the early stages. If it takes a while to see a return on your investment, is there any concern that it might eventually lessen your enthusiasm for entrepreneurship.***

For all finance practitioners, security always comes first. The overseas returnees on our start-up team have experienced the subprime mortgage crisis in the US, which taught them a lot about risk. Before we can solve the problems of risk-control, any emphasis on speed is dangerous. All the co-founders agree on this.

Since the beginning of last year, internet finance has developed rapidly, attracting great interest from VC, which means earning financial support won’t be a problem, so we don’t need to worry about the source of capital.

***TheLINK: What do you see as the future development path for jimubox.com, and what is the company’s ultimate goal?***

We want to accomplish three things: develop steady and safe loan requests; provide excellent service to on-line wealth-managers; and introduce more partners to consolidate the platform. The ultimate goal is to grow into a company worthy of respect – allowing borrowers with good credit to easily obtain loans, and provide more benefits to wealth managers as well as our partners.



《TheLINK》：积木盒子的创业团队是由IT精英与金融才俊组成的，您觉得这种组合方式有什么优势？这种跨界合作是否也存在着一些负面因素？

IT只是技术手段，我觉得真正能改变传统行业的是互联网思维方式，或者说是互联网精神。跨界合作的优势当然很明显——在面对任何一方面的问题时，核心团队中都能有专家级人物出马，事半功倍地加以解决；在战略思考时也能规避很多外行看不到的风险。困难倒是不多，其实大家只要理解彼此的思维模式，尊重彼此的行业经验，就总能找到一条正确的道路。

《TheLINK》：在你们看来，积木盒子的工作与原先的工作相比有何挑战？


创始团队中除了笑玫之外，其他人都全职投入到了积木盒子的运营中。与其他人相比，这份工作对我的挑战是最大的，因为无论是金融还是互联网对我而言都是全新的领域。最大的挑战之一是要面对金融这个巨无霸行业，去试着掌握这个行业的游戏规则与创新点；此外我还要接受互联网文化的洗礼，用全新的方式去思考问题。总之，做积木盒子这大半年以来我获益匪浅。

《TheLINK》：您觉得校友合伙创业有什么优势？这不是一个值得推广的创业方式？

我觉得校友创业有着得天独厚的优势。大家在两年的学习中经历了从认识到熟悉，再到理解的过程，为创业节省了许多磨合的时间。当然，同学和创业伙伴还有很多不同点，毕竟大家在学习和工作中展现出的是完全不同的侧面，但我觉得只要有明确的目标、彼此理解和尊重，就一定能达成最好的合作。校友创业和熟人创业一样，并不是说彼此熟识就好，性格要相投，理念要一致，否则依然困难重重。幸运的是，积木盒子的三位校友合伙人相处得非常融洽，希望我们的合作能在中欧EMBA校友中成为一段佳话。

《TheLINK》：除了找到创业伙伴之外，您觉得在中欧的学习经历还让您收获了什么？

创业是收获之一。但我觉得中欧带给我的最大收获，是让我有一段时间可以静下心来聆听，听教授讲课，听同学交流，了解那么多行业、那么多精英不同寻常的精彩故事。我觉得人一辈子，一定要来读读中欧。



**Everyone should study at CEIBS at some point in his life!”**

***TheLINK:* Where did the idea of launching the company come from?**

The idea took shape while Denise Peng, Dong Jun and I were taking a class at CEIBS. Barry has worked with Dong Jun for many years, which is how he came to join us. We struggled for a while over the decision of whether or not to start the company, because at that time we were no longer among the first movers in the sector, and the government regulations and media environment were not in our favour. However, once we made the decision to do it, we tried our best to make it work. Today, it seems government regulations and media are more favourable. For example, the central bank is now recognizing the positive role that internet finance can play. Several non-conforming platforms were shut down in October, which served as a good lesson to investors; most of the P2P investors entering the market now are rational, which indicates that the industry is developing in the right way. We believe we made the right decision.

***TheLINK:* What are the advantages of a start-up team that combines professionals from both the IT and financial sectors? Has there been any difficulty in working together?**

IT is only a form of technology. It will be innovative ideas and applications for the internet that will change the traditional industries. The advantage of our cross-background cooperation is obvious. We have experts who can solve problems related to many different issues, which saves us time and energy. Thanks to our strength in strategic planning, we can avoid some of the problems we might have faced if

we did not have these skills. We have not had much difficulty in working together. As long as we understand each other's thought processes and respect each other's expertise, we will find the right direction.

***TheLINK:* Compared to your previous job, what challenges do you now face with jimubox.com?**

With the exception of Denise, all of us are now working full-time for Jimubox. Compared to the others, I face the biggest challenge. Both internet and finance are totally new realms for me. On one hand, I must learn about the entire finance sector, including understanding the rules and how to be innovative. On the other hand, I must be open to the internet culture, and develop a brand new way of thinking when solving problems. I have learned a lot in the past six months.

***TheLINK:* Is there any advantage to starting a business with classmates? Do you recommend this entrepreneurship model?**

There is a unique advantage in starting a business with classmates. During our two-year study journey, we were able to get to know and understand each other, which shortened the breaking-in period of the business. Of course being classmates and working as partners are two totally different things; but as I have said, with a clear, common goal, mutual understanding and mutual respect we will be able to find the best way forward.

When choosing partners, it is important to find people of similar character and ideas; otherwise it will be very difficult to work together. I am so fortunate that Jimubox's co-founders really enjoy our collaboration. We hope that our company's story will inspire other CEIBS students.

***TheLINK:* In addition to finding your business partners, has CEIBS had any other influence on you?**

The new business is one of the gains. But I think the biggest influence that CEIBS has had is that I finally found precious time to calm down and listen to professors and classmates. I heard so many outstanding stories from various industries and business leaders.

Everyone should study at CEIBS at some point in his life!

# 北京医生网:书写中国医改历史

## bj-doctor.cn: Bringing Innovation to China's Healthcare Sector

文/雷娜 By Lei Na



It was the best of times, it was the worst of times. These famous opening lines from Charles Dickens' novel *A Tale of Two Cities* seem a fitting description of the current state of China's healthcare sector. Though the medical profession is becoming more service-oriented the uneven distribution of medical resources is fuelling conflict between patients and hospitals, leading to an increase in violent attacks on doctors and medical professionals. Most healthcare resources are government-controlled as the sector is still among those in China that do not yet operate based on market forces. There are plans underway to implement reforms to the system that will change this, and the resulting improvements in service delivery and implementation of universal health insurance coverage are expected to open up countless opportunities for entrepreneurs. Recognising the great potential in the sector, a trio of entrepreneurial CEIBS EMBA 2006 alumni – Zhu Jianyuan, Wu Jianhua and Zhou Huiyun – set up an online medical service platform called bj-doctor.cn. It went live on January 20, 2014 after more than half a year of their hard work getting the ambitious project off the ground.

The idea for the platform began with Zhu, who was then President of chinabidding.com.cn, the only National Development and Reform Commission-authorized domestic online media platform that could issue project-bidding announcements. He had heard that the Beijing government wanted to jumpstart market forces in the sector by creating an online platform that would aggregate information about the city's available medical resources. After consulting with several fellow alumni in related fields he became convinced the time was ripe to start a business. Zhu had been President of the EMBA 2006 Beijing Class 3 Committee, and his first call was to fellow class committee member Wu Jianhua. Wu was so convinced of the market potential that he pulled his funding from other ventures to invest in bj-doctor.cn. Convincing Zhou Huiyun took a bit longer. "I observed their operations for a while, and I eventually came to the conclusion that it was a worthwhile venture," she explains.

Once Zhou was on board, the project's management triumvirate was complete. As President, Zhu is in charge of overall management and government relations. Wu is in charge of corporate relations and Zhou is responsible for product R&D, branding, publicity, and human resources. Wu and Zhou are both Assistant Presidents. The company's equity structure uses the Public-Private-Partnership (PPP) model, which embodies the project's original goals: the coexistence of government-dominated public welfare and market-oriented operation through an injection of private capital. There was also investment from the government side as well.

"Zhu said he has a dream of providing medical service, and we are building that dream piece by piece, day by day," explains Zhou. The first phase in building the platform involved creating a registry of hospitals, departments, doctors, illnesses, as well as a record-keeping system. The second phase will be to implement an online reservation and registration system in collaboration with the Beijing government. The expectation is that the platform will make health care delivery more efficient. The online registration system will help guide patients to community hospitals for diagnosis when appropriate, which can help alleviate bottlenecks at the most popular Class 3 Grade A hospitals. "We hope that patients will use our recommendations to match them with the most appropriate doctors for their needs; the most expensive doctor is not necessarily the best doctor. The system will also enable specialists to triage patients according to their different conditions," Zhou explains.





这是最好的时代，这是最坏的时代”，用狄更斯的这句名言来形容中国医疗卫生行业的现状也许并不为过：一方面，在民众心中，医生这个职业逐渐失去了“悬壶济世”的崇高感，已演变为一种市场经济大环境下的“服务者”，而医疗资源配置的不合理又致使医患矛盾激化，医疗暴力事件频出；另一方面，作为中国最后一个远未充分步入市场经济、依然由政府掌握绝大部分资源的重要领域，医疗行业无疑蕴藏着巨大的发展空间和改革机遇。也许正是看到了这一点，朱建元、吴建华和周慧云——三位中欧2006级EMBA校友才先后加入了在线医疗服务平台“北京医生网”的创建团队。

2014年1月20日是北京医生网新网站上线的日子，这是三位校友忙碌了大半年之后交出第一份答卷。朱建元先生是项目的发起人，他曾经担任中国采购与招标网总裁，在工作间隙，他了解到北京政府高层希望通过一个市场化运作的网站来展示北京市的医疗资源，引导老百姓有序就医，从而推动医疗体制改革，在征询了一些相关行业专家的意见后，他觉得这是一件大有可为的事。作为2006级EMBA北京3班的班长，他首先邀请了班级生活委员吴建华参与项目筹备，经历了大半年的酝酿，北京医生有限责任公司于2013年6月底正式成立。随后，周慧云应邀前来兼职负责建立公司的人力资源体系，在工作之中，她被朱建元的梦想所打动了，觉得这是一份有益于社会和人生的事业，最终也选择加入了高管团队。如此一来，一个“铁三角”的结构正式形成，朱建元作为公司总裁负责把控全局，吴建华负责整合社会资源，周慧云则保证公司内部的健康运转。在公司的股权结构上，北京医生网实行的是PPP模式（即Public-Private-Partnership，通译为公共私营合作制），这也体现了项目的初衷——政府主导的公益性质与私有资本的市场化运作并存。

“朱总有个‘北京医生梦’，我们所做的事，就是如何将梦想一点一滴地落实下去。”周慧云这样解释道。北京医生网的第一阶段开通了医院、科室、医生、病症、健康养生等的信息查询服务；第二阶段将在北京市有关部门的支持下，开展网上预约挂号等业务。在中国“看病贵，看病难”的现状之下，这些工作所想要达到的效果是让合适的人去合适的地方看病，即通过运用线上挂号系统，给病人一些智能分诊的选择，从而避免病人盲目涌入三甲医院、专家门诊，而让普通病患能够在社区医院进行首诊，让真正需要专家的病人能准确地找到专家。“希望通过北京医生网的平台，让病人找到最适合的医生（未必是最好的、收费相对较高的医生）；专家也能够根据病情来选择自己擅长治疗的病人。”周慧云说。

即使是略微了解中国医疗行业现状的普通人，也知道这个平凡的愿望实现起来并非易事，一切都有赖于整体医疗环境的改善。中欧国际工商学院卫生管理与政策中心主任、经济学兼职

教授蔡江南指出，2013年10月国务院印发的《关于促进健康服务业发展的若干意见》是首次在医改文件中将政府“主导”改成了“引导”，这意味着未来将会更加强调市场和社会的力量，“要基本建立覆盖全生命周期、内涵丰富、结构合理的健康服务业体系”。在这个背景下，朱建元将他们的事业描述为“书写中国医改历史”，而周慧云则更加细致地解释道：“通过‘北京医生网’这个互联网和移动互联网平台，我们希望为医院、科室、医生做经纪人，帮助他们树立品牌，获取并管理患者资源、医药信息，并与医疗保险机构进行结算等。这个平台可以为患者和关心健康的人提供具有公信力的医疗资源信息、卫生保健知识，以及个人医疗信息云管理；这个平台也可以为政府部门进行医疗数据分析奠定基础，方便政府进行顶层设计，推出新的政策。总而言之，‘北京医生网’就像是一个网上医疗商城，医院、诊所、医生、医药供应商、医保机构等都是商城里的单位，政府的政策是商城的规章制度，而我们的职责是提供和管理商城的环境。”

之所以在校友中选择创业伙伴，他们认为最重要的原因是彼此信任。在中欧学习的时光是一段难得的读书、自省、返朴归真的日子，这让他们格外珍视这份同窗情谊。如果再仔细探寻这份选择的深意的话，他们觉得那应该是相同的价值观和良好的互补性，在这个团队中，有人志向高远、格局开阔，也有人踏实细致、立足现实。但是遇到意见分歧的时候，朱建元、吴建华和周慧云的解决方式却相当简单——吵架。他们会亮明观点，实行民主集中制，最后再统一方向；有时吵得厉害了，还需要进行批评与自我批评。

“不担心吵架会伤感情吗？”对于记者的提问，周慧云和吴建华各自给出了耐人寻味的答案。周慧云说，吵架其实是一块试金石，测试你对这份事业的真诚，“如果纯粹是为了工作着想，吵架是不会伤害友谊的，但前提是彼此信任。”而吴建华则表示，他们都已过了不惑之年，对于事情有着更超然的理解，“作为创业伙伴，我们只是共同走过人生道路中的一站；而作为中欧同学，那是一生一世的事情，永远都无法改变。”





从左至右:周慧云、朱建元、吴建华 From left: Zhou Huiyun, Zhu Jianyuan, Wu Jianhua.

The bj-doctor.cn team knows improvements to China's healthcare system will not be realized overnight, but Zhu is confident that they are "making history in China's medical reforms". Zhou adds, "We hope that this internet platform can provide a brokerage-like service to doctors and hospitals. Through the website, doctors can begin to build their own brands. Eventually when they are allowed to be independent, they can utilize the platform to engage with patients, manage medical records, and even settle with insurance providers. Hospitals and clinics can also establish their brands through the platform; in the future we may provide an interface for settlement between hospitals and insurance providers. In addition, the government can analyse medical data collected by the platform which may be useful in designing new policies. The bj-doctor.cn platform is like a shopping mall: doctors and medical institutions are the shops, the government makes the regulations, and we provide the infrastructure."

The trio say that working with fellow alumni was an easy choice because they trusted in their knowledge and skills. Perhaps it's also because their shared learning experiences at CEIBS, compared to the many years of ups and downs out in the business world, makes them treasure

the steady friendship of classmates. They know they share the same values and have complementary skills, which is important in making a business work. Some have broad visions and big ambitions, while others are down-to-earth and conscientious, and by combining these different characteristics, they can keep the business on track.

When there is a difference of opinion, the three say the solution is simple – they just fight it out. Each of them will pour out everything that is on his mind until they have all expressed their doubts, and afterwards they will work towards reaching a consensus on the best way to move forward.

When asked if they worry whether such intense arguments might harm their relationship, Zhou and Wu both give thoughtful responses. Zhou says that quarrels are a touchstone for the purity of your passion for the cause. "If you are all about the work, without any personal issues clouding the discussion, arguments will never harm your relationship," she says. Wu said that because they are all over 40 years old, they are at a stage when people should have a grander understanding of things. As he puts it, "As partners, we happen to be at the same stage in our lives; as CEIBS alumni, we have an affection for each other that will last a lifetime."

# 中央新政提振中国商业环境

## China's Business Climate Enhanced by New Government Initiatives

2013年，中国新一届中央领导人推出了多项令人瞩目的新政，如反腐倡廉、建立上海自贸区等。“2014中欧中国商业调查”在对1017位在华从事商业活动的公司高管进行问卷调查后发现，新政得到了中外高管的积极评价。

*China's new leadership initiated several eye-catching policies in 2013, including a crackdown on corruption and the establishment of a free trade zone in Shanghai. These actions are viewed positively by both Chinese and foreign executives who participated in the "CEIBS Business in China Survey 2014" which polled 1,017 executives from companies doing business in China.*

文/范悦安、许斌、周东生

By Professors Juan Antonio Fernandez,  
Xu Bin and Zhou Dongsheng

2013年3月，中国中央领导层完成了换届，新的领导人迅即调整了商业政策。尽管中国经济增长持续放缓，但新一届中央政府却没有通过过度增发货币来寻求短期效应，而是通过推行更多改革来为长期的可持续发展铺平道路。“2014中欧中国商业调查”收到的1017位在华工作的中外企业高管的调查问卷显示，新一届中央政府所采取的各项举措，从反腐倡廉到建立上海自贸区，都得到了中国商界的积极评价。

“中欧中国商业调查”是针对在中国工作的中外企业高管所进行的年度调查活动。2014年的调查于2013年11-12月进行，有1017名企业高管参加（564人来自中资企业，453

人来自外资企业），其中包括466位首席执行官、总经理、企业主；314位副总裁、副总经理、副总监；其余受访人涵盖了公司所有其他职能部门，如人力资源、财务、市场、销售、运营、研发等。受访者中80%来自中国内地，2%来自港澳台地区，18%来自29个其他国家。绝大多数受访者（92%）有10年以上工作经验，47%的受访者拥有20年以上工作经验。受访者的广泛性和丰富经验为本次调查提供了多重而可贵的视角。

After a leadership change in March 2013, China's new leaders wasted no time in leaving their mark on business policies. While the Chinese economy continued to slow down, the new government refrained from printing more money for a short-term rescue. Instead, it pushed ahead with more reforms to pave the way for long-term, sustainable growth. The actions taken by the new government, from a crackdown on corruption to the launch of the Shanghai Free Trade Zone, have brought positive reactions from China's business community, according to the *CEIBS Business in China Survey 2014*.

The *CEIBS Business in China Survey* is an annual poll of business executives working in China for both Chinese-owned and foreign-owned companies. The 2014 survey

was completed by 1,017 executives between November and December 2013, with 564 from Chinese companies and 453 from foreign companies. Among them were 466 CEOs, GMs, and company owners; 314 Vice Presidents, Deputy General Managers or Directors; while the rest represented all the remaining business functions: HR, Finance, Marketing, Sales, Operations and Research & Development. Of the respondents, 80% are from the Chinese mainland, 2% from Taiwan, Hong Kong or Macao, and 18% from 29 different countries. Most of them (92%) have more than 10 years of work experience, with 47% of them having more than 20 years of work experience. This broad and experienced sample added rich and valuable perspectives to the survey.

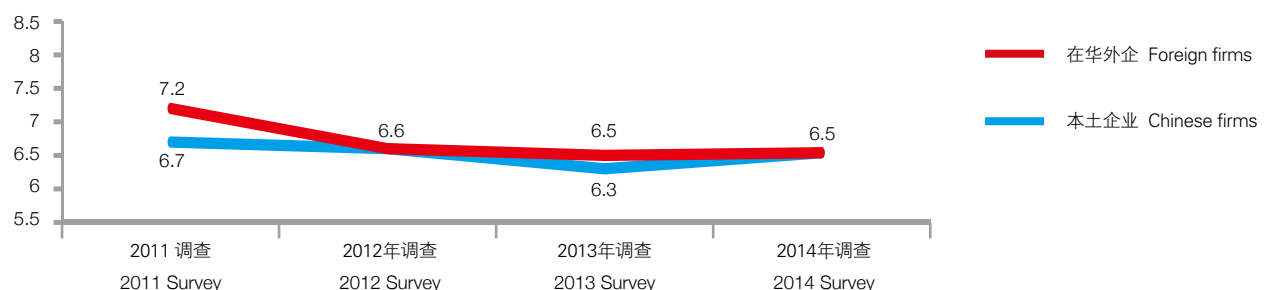
## 01 “新常态”下商业信心趋于稳定 Business Confidence Stabilized towards a “New Normal”

根据“您对于贵公司明年在中国的成功运营有多少信心”这一问题，本次年度调查提供了一项信心指数，分值从0（没有信心）到10（信心十足）不等。在2011年的调查中，外企的信心指数为7.2，中国企业为6.7。近三年的调查显示，该指数正逐渐降至6.3-6.6这个区间，而2014年调查的上述两类企业的信心指数均为6.5（见表1）。该趋势证实了近三年来中国经济放缓的事实，以及在华运营的企业已将此视为“新常态”来接受，并据此对其在华业务持谨慎乐观态度。

The annual survey provides a confidence index based on the question, “How confident are you that your operations in China will be successful in the next year?” The scale is from 0 (no confidence at all) to 10 (maximum confidence). In the 2011 survey, the confidence index was 7.2 for foreign firms and 6.7 for Chinese firms. In the recent three surveys, the index has dropped to somewhere between 6.3 and 6.6, and it is 6.5 in the 2014 survey for both types of firms (see chart 1). This trend confirms the fact that the Chinese economy has experienced a slowdown in the last three years, and also the fact that all companies operating in China have accepted this status as the “new normal” and they feel cautiously optimistic about their businesses in China.

表1：您对于贵公司明年在中国的成功运营有多少信心？

Chart 1: How confident are you that your operations in China will be successful in the next year?



中国新一届中央政府避免使用扩张性货币政策来刺激经济。在过去，只要中国经济增速一显露下滑端倪，就极可能有扩张性货币政策出台，这种短期宏观经济调整已成为中国公司关注的重点。在2013年的调查中，当被问及“您对于中国政府和法制环境最为关注的问题有哪些”时，46%的中企高管和37%的外企高管选择了“宏观经济政策的调整”作为主要关注点（见表2）。而在2014年的调查中，选择该项的比例大幅下降：仅有38%的中国公司高管仍将此作为关注重点。态度的明显改变表明，中国新一届中央政府已成功地向外界传达了其政策取向从短期宏观经济的调整向长期结构性政策的转变。值得注意的是，目前最让中国公司和外国公司关注的问题已经变成“法律法规不清晰、不一致且经常变动”（见表2），这反映了对于政府行政层面实行重大改革的呼声日高。

The new government has refrained from using expansionary monetary policy to stimulate the economy. In the past, there was high anticipation of monetary expansion whenever the Chinese economy showed a sign of slowing down. Such short-term macroeconomic adjustments had become a serious concern, especially among Chinese firms. In the 2013 survey, when asked the question “What are your main concerns regarding the Chinese government and the legal environment”, 46% of Chinese company executives and 37% of foreign company executives chose “macroeconomic adjustment” as a main concern (see chart 2). In the 2014 survey, this choice has dropped significantly; only 38% of Chinese company executives still view it as a main concern. This evident change of viewpoint shows that the new government has successfully signalled its shift in policy orientation from short-term macroeconomic adjustments to long-term structural policies. Notice that the top concern has now become “unclear and changing regulation” for both Chinese and foreign companies (see chart 2), which calls for fundamental administrative reforms of the government.

表2：您对于中国政府和法制环境最为关注的问题有哪些？

Chart 2: What are your main concerns regarding the Chinese government and the legal environment?

本土企业 Chinese-owned firms		在华外企 Foreign-owned firms	
2014 年调查 2014 Survey	2013 年调查 2013 Survey	2014 年调查 2014 Survey	2013 年调查 2013 Survey
法律法规不清晰、不一致且经常变动 (57%) Unclear & changing regulation (57%)	宏观经济政策的调整 (46%) Macroeconomic policy adjustment (46%)	法律法规不清晰、不一致且经常变动 (66%) Unclear & changing regulation (66%)	法律法规不清晰、不一致且经常变动 (61%) Unclear & changing regulation (61%)
政策执行的地区性差异(46%) Regional disparity in policy implementation (46%)	法律法规不清晰、不一致且经常变动 (42%) Unclear & changing regulation (42%)	政策执行的地区性差异(42%) Regional disparity in policy implementation (42%)	腐败 (45%) Corruption (45%)
腐败 (39%) Corruption (39%)	腐败 (37%) Corruption (37%)	腐败 (39%) Corruption (39%)	政策执行的地区性差异 (39%) Regional disparity in policy implementation (39%)
政府管制越来越严 (39%) Stricter regulations (39%)	政策执行的地区性差异 (36%) Regional disparity in policy implementation (36%)	政府管制越来越严 (39%) Stricter regulations (39%)	宏观经济政策的调整 (37%) Macroeconomic policy adjustment (37%)
宏观经济政策的调整 (38%) Macroeconomic policy adjustment (38%)	政府直接干预 (33%) Government involvement (33%)	宏观经济政策的调整 (36%) Macroeconomic policy adjustment (36%)	政府管制越来越严 (33%) Stricter regulations (33%)



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Prof Xu Bin



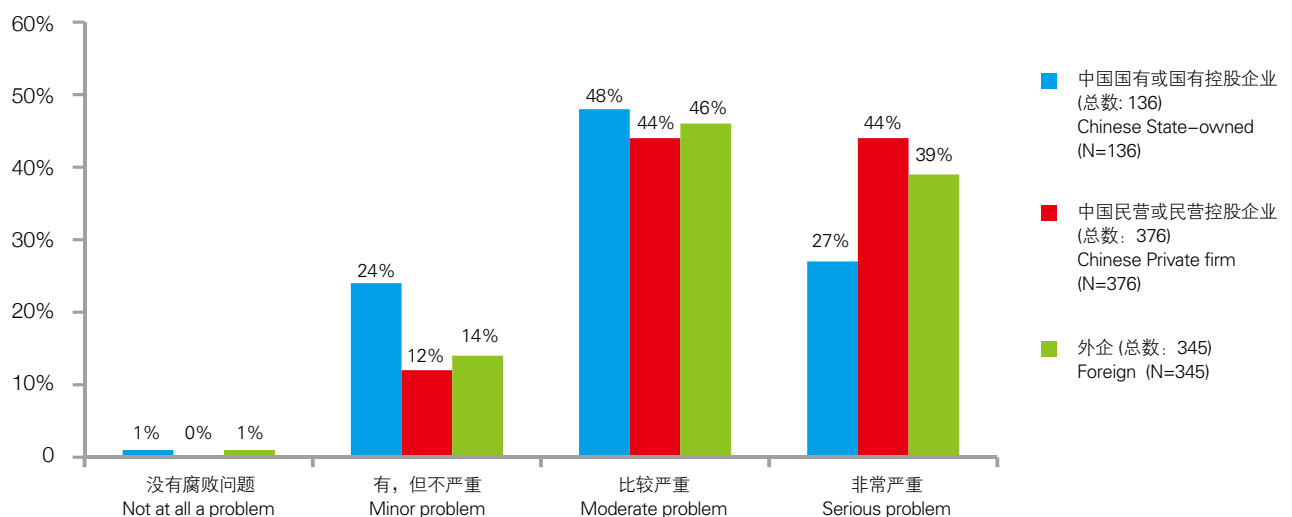
周东生教授  
Prof Zhou Dongsheng

## 02 腐败仍然严重，但在2013年趋于下降 Corruption Perceived as High but Decreasing in 2013

当被问起“腐败问题在总体上有多严重”时，绝大多数高管认为腐败非常严重或比较严重（见表3），其中民营公司和外资公司高管对此的体会比国企高管更深刻。

When asked how serious corruption is in general, an overwhelming majority of executives view it to be very serious or moderately serious (chart 3). Among them, executives from private firms and foreign firms feel more strongly about the seriousness of corruption than those from state-owned firms.

表3：在您看来，中国的腐败问题在总体上有多严重？  
Chart 3: In your view, how serious is corruption in China in general?



超过半数的中企高管承认，他们经常或有时试图向相关人员提供私人利益；与之相反，61%的外企高管宣称，他们公司从未做过类似的事情（见表4）。但是当被问及“是否认为竞争对手曾向相关人员提供私人利益”时，72%的中企高管和64%的外企高管回答，他们相信竞争对手经常或有时做此类事情（见表5）。

More than half of Chinese company executives admit that their companies have often, or sometimes, made attempts to provide personal benefits to relevant individuals. In contrast, 61% of the surveyed foreign company executives claim that their companies have never made any such attempts (see chart 4). However, when asked if they believe that their competitors have made attempts to provide personal benefits to relevant individuals, 72% of Chinese company executives and 64% of foreign company executives believe that their competitors have often, or sometimes, made such attempts (see chart 5).

表4：您的公司有没有试图向相关人员提供私人利益？

Chart 4: Has your company made any attempt to provide personal benefits to relevant individuals?

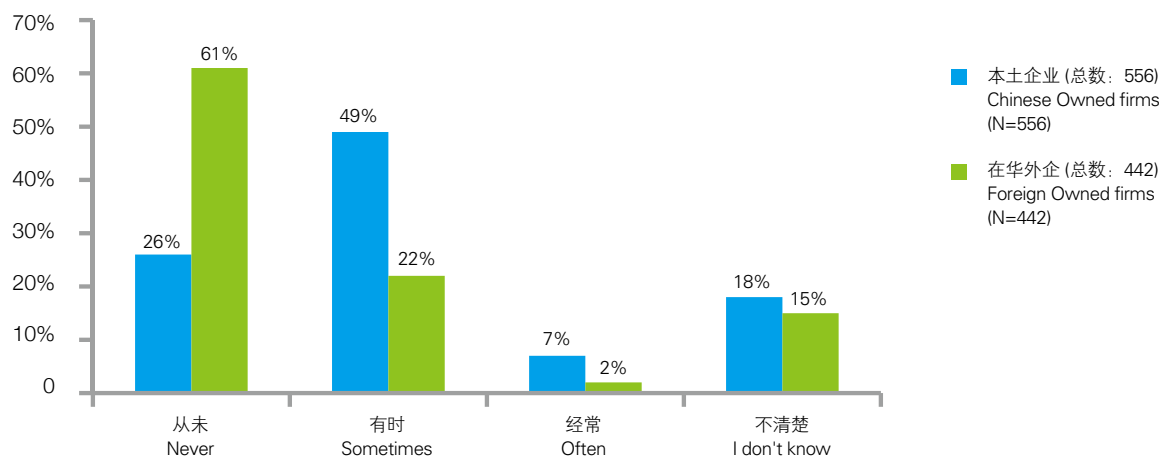
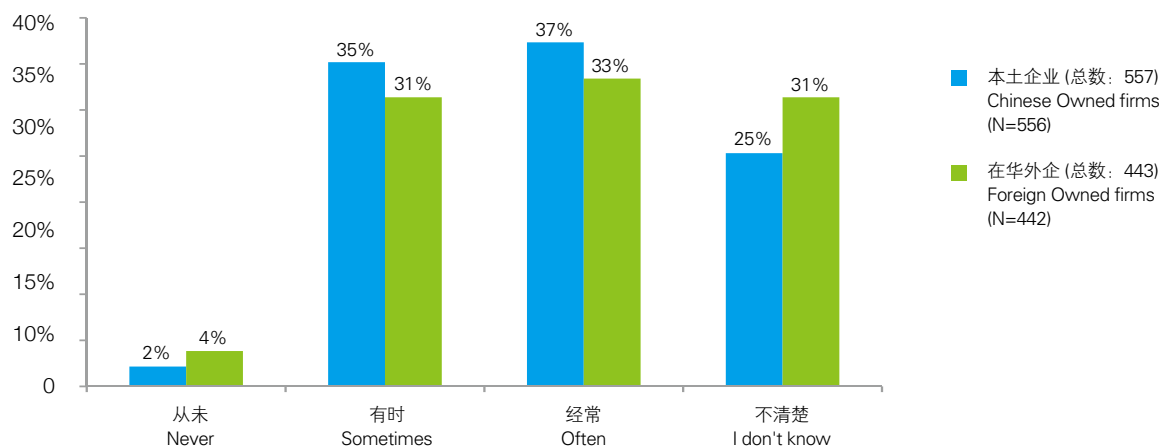


表5：您认为您的竞争对手是否曾试图向相关人员提供私人利益？

Chart 5: Do you believe that your competitors have made attempts to provide personal benefits to relevant individuals?



尽管腐败问题依然严重，但2014年的调查显示，企业高管总体认为腐败程度在2013年有显著降低。当被询问“在您看来，您所处行业的腐败情况与去年相比有何变化”时，32%的中企高管和17%的外企高管认为，2013年的腐败程度比2012年有所减少；另有3%的中企高管和2%的外企高管认为2013年自己行业的腐败程度比2012年大幅减少（见表6）。表6同时显示，仍有10%的中企高管和4%的外企高管认为2013年其行业的腐败程度比2012年有增加；另有2%的中企高管认为2013年的行业腐败程度比2012年大幅增加。综合所有数据可以很清楚地看出，认为2013年的腐败程度较前一年减轻的高管人数明显多于认为腐败程度加重的高管人数，这样的看法自然应归功于新一届中央政府发动的反腐战役。

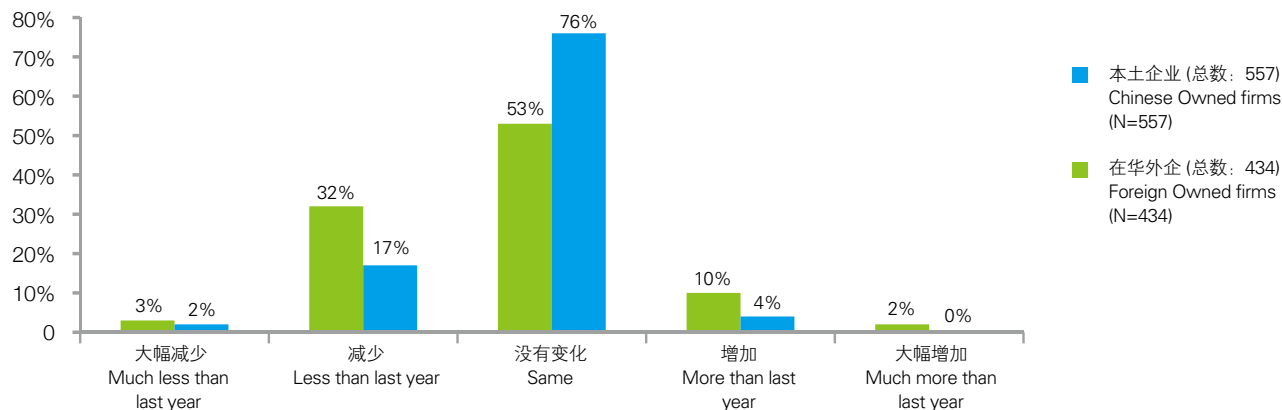
Although corruption remains high, the 2014 survey reveals a significant decrease in corruption as perceived by the executives. With regard to the question “In your view, how is corruption in your industry compared to last year?”, 32% of



Chinese company executives and 17% of foreign company executives considered corruption in their industries to be less in 2013 than in 2012; an additional 3% of Chinese company executives and 2% of foreign company executives considered corruption in their industries to be much less in 2013 than in 2012 (see chart 6). In the meantime, chart 6 reveals that there are still 10% of Chinese company executives and 4% of foreign company executives who perceived corruption in their industries to be more in 2013 than in

2012, and an additional 2% of Chinese company executives who perceived corruption in their industries to be much more in 2013 than in 2012. Putting all the data together, it is clear that the number of executives who perceived less corruption in 2013 compared to the previous year is significantly larger than the number of executives who perceived more corruption in 2013 compared to the previous year. One would naturally attribute this improved perception to the anti-corruption campaign of the new government.

表6：在您看来，您所在行业的腐败情况与去年相比有何变化？  
Chart 6: In your view, how is corruption in your industry compared to last year?





# 03 上海自贸区：引人瞩目但信息不足

## Shanghai Free Trade Zone: High Interest but still Lacking Information

2013年9月29日，上海自由贸易试验区正式挂牌成立。在2013年11-12月进行的这次调查中，针对“您是否听说过上海自贸区”这一问题，所有的中企高管和96%的外企高管都给予了肯定的答复。尤其是中国企业对上海自贸区格外感兴趣；在调查中，59%的国有企业和50%的民营企业都表示对上海自贸区感兴趣。但也有许多高管，特别是外资企业的高管，表示他们仍缺乏足够信息来判断是否对自贸区有兴趣（见表7）。

Shanghai Pilot Free Trade Zone (FTZ) was officially launched on September 29, 2013. When answering the survey in November/December of 2013, with regard to the question “Have you heard about



the Shanghai Free Trade Zone?”, all Chinese company executives and 96% of foreign company executives said that they had heard about it. The Zone has generated high interest, especially among Chinese companies; 59% of state-owned firms and 50% of private-owned Chinese firms in

our survey expressed an interest in the Shanghai FTZ. However, many executives, especially those from foreign companies, felt that there was not enough information on which their companies could judge if the Zone would be of interest to their companies (see chart 7).

表7：贵公司是否对上海自贸区感兴趣？

Chart 7: Does your company have an interest in the Shanghai FTZ?

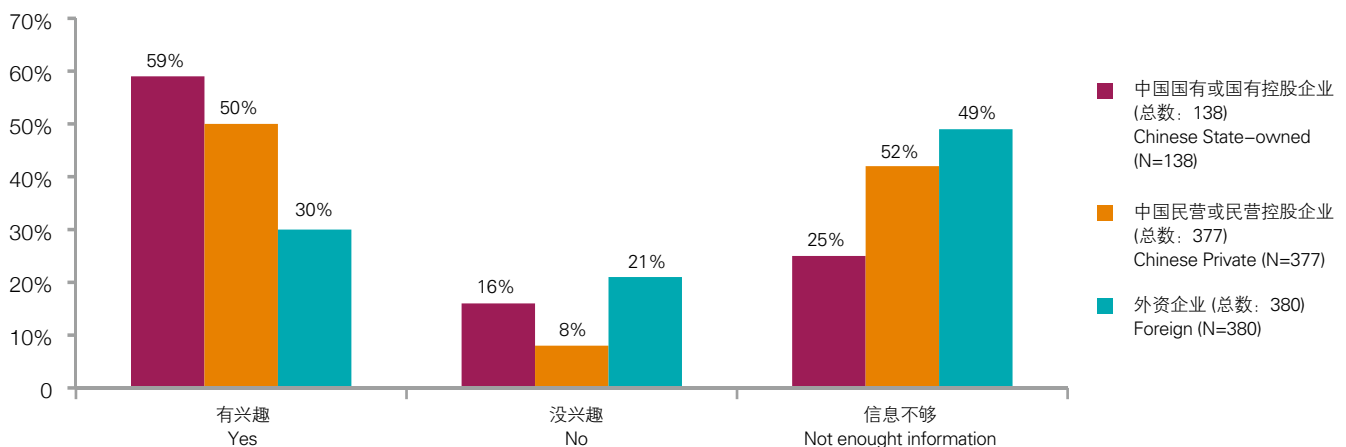
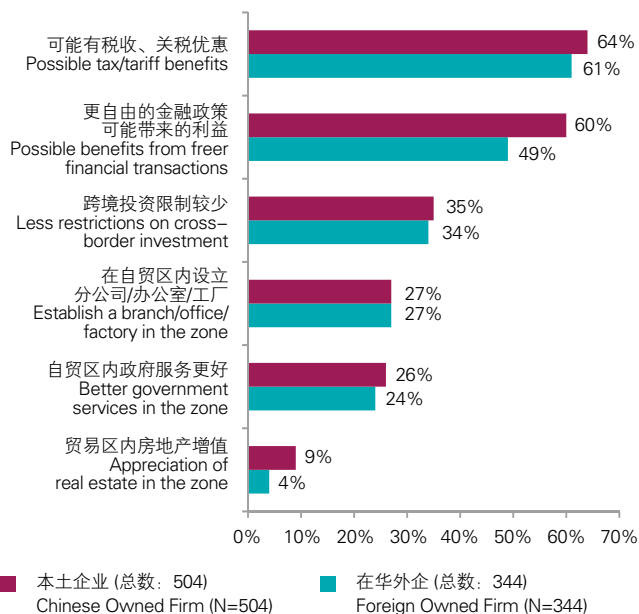


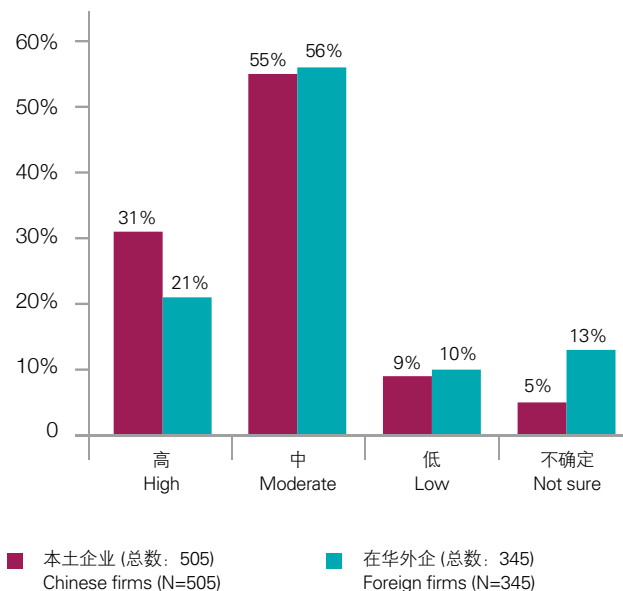
表8：贵公司对自贸区的哪些方面感兴趣？  
Chart 8: What is your company's interest in the FTZ?



“可能有税收、关税优惠”是上海自贸区最吸引眼球的地方，参与调查的高管中有64%的中企高管和61%的外企高管选择了该项（见表8）。这表明在中国一提起经济特区，人们的惯性思维还是与税收优惠挂钩。但根据官方文件，上海自贸区并不是作为税收优惠区而设立的，而是一个政策改革的试验场。据称，金融交易自由化将是一项重大的改革政策。调查显示，60%的中国企业高管和49%的外企高管都对自贸区内更为自由的金融交易可能带来的利益很感兴趣。

The top area of interest in the Zone, chosen by 64% of Chinese company executives and 61% of foreign company executives who answered the survey, is: “possible tax/tariff benefits” (see chart 8). This indicates the conventional thinking about special economic zones in China which have always been associated with tax benefits. However, according to government documents, the Shanghai FTZ is not designed as a place for tax benefits, but as a test ground for reform policies. One major reform policy was said to be liberalization of financial transactions. According to the survey, 60% of Chinese company executives and 49% of foreign company executives expressed their interest in possible benefits from freer financial transactions in the Zone (see chart 8).

表9：您对上海自贸区的期待高吗？  
Chart 9: What is your expectation of the Shanghai Free Trade Zone?

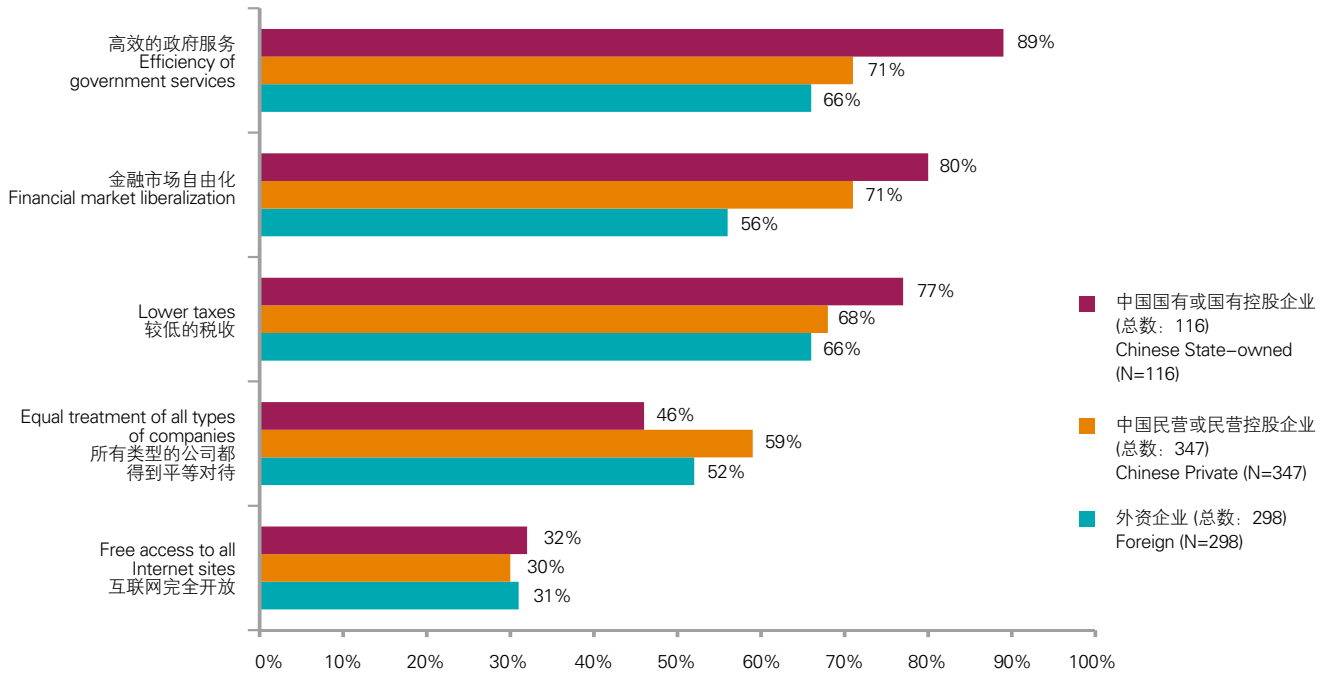


调查数据显示，人们对于上海自贸区抱以很高的期望。31%的中企高管和21%的外企高管都对它寄予厚望，并视之为中国未来经济的一个样板。此外，55%的中企高管和56%的外企高管对上海自贸区的期望为中等，他们基本上持观望态度，打算看看这些政策的未来效果如何（见表9）。至于受访者们对自贸区最大的期待，选择最多的3个选项依次是：高效的政府服务、金融市场自由化和较低的税收。民营企业的高管还迫切希望不同类型的企业都能得到平等对待（表10）。

Expectations of the Shanghai FTZ are high, as confirmed by the survey data: 31% of Chinese company executives and 21% of foreign company executives have high expectations and consider it a model of China's future economy. In addition, 55% of Chinese company executives and 56% of foreign company executives have moderate expectations and are waiting to see how far the policies in the Zone will go (see chart 9). In terms of what they would like to see the most in the Zone, the top three choices are efficiency of government services, financial market liberalization, and lower taxes. Chinese private company executives also felt strongly about getting equal treatment for all types of companies (chart 10).

表10：您对自贸区最大的期待是什么？

Chart 10: What would you most like to see in the zone?



# 04 在中国的新商业环境中寻求发展之道

## Conquering China's New Business Climate

从很多方面来说，2013年代表着中国的新起点。新一届国家领导人上任并施行了一系列新政。2013年11月，中国共产党召开了十八届三中全会，宣布了中国未来十年乃至更远的改革日程。正如这次调查所显示的，在华企业已经开始调整自身以适应新的商业环境。虽然中国经济增长放缓，但中国依然是一个有利可图的投资市场。当受访者被询问2014年的投资计划时，71%的中国企业和65%的外国企业透露将在2014年增加投资（见表11）。对于在华中外企业而言，重要的决定看来并非扩

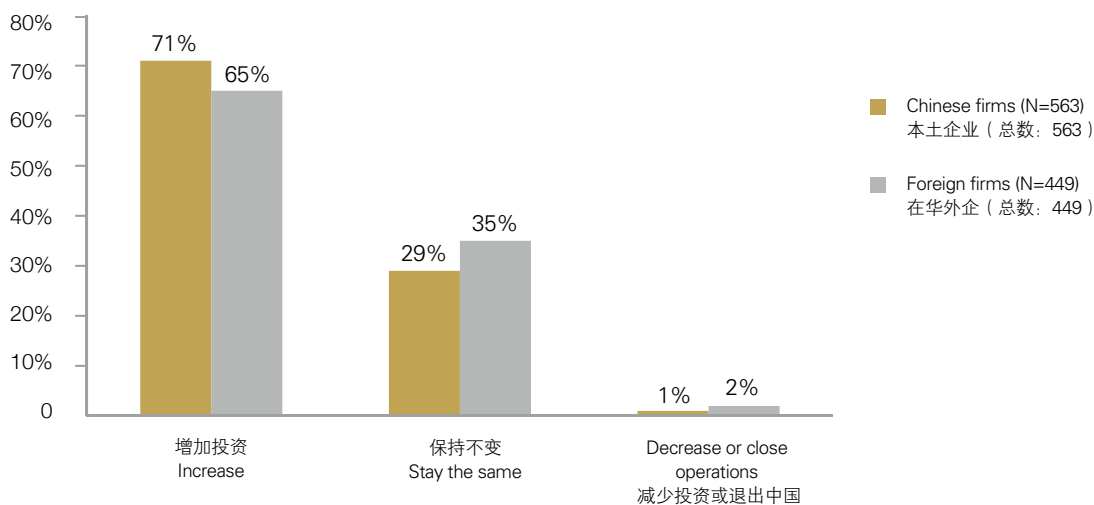
张与否，而是在中国的新商业环境下如何寻找到有效的扩张途径。

In many ways, 2013 represents a new start for China. The new leadership took office and initiated a number of new policies. In November 2013, China's Communist Party held an important meeting in which the reform agenda for the next ten years and beyond was announced. As we discovered from the survey, companies in China have been

adjusting to the new business climate. Despite the slowdown of the Chinese economy, China remains a profitable location for investment. When asked about their investment plan for 2014, 71% of Chinese companies and 65% of foreign companies said they will increase investment in 2014 (see chart 11). The crucial decision for companies in China does not seem to be whether to expand, but how to find ways to expand effectively in China's new business environment.

表11：2014年贵公司在中国有什么投资计划？

Chart 11: What investment do you plan for 2014 in China?



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# 中欧凯风家族传承研究中心磐多树联盟启航仪式暨 “家·天下”论坛成功举行

## Innovative Launch of CEIBS Pando Tree Association



型游艇载着两代企业家及专家学者在碧海蓝天中由大亚湾驶向巽寮湾，嘉宾们在游艇上乘风破浪，相互交流。

次日，“家·天下”论坛在惠州金海湾喜来登酒店举行。张维炯副院长代表学院致辞，与企业家们分享了当前民营企业的发展机遇与方向，并且指出家族企业是民营经济的重要支柱，其事业传承和文化发扬都极具价值。凯风基金会秘书长胡红女士代表赞助商对此次活动表达了感谢和支持。台湾大学哲学系苑举正教授就家庭的伦理意义与时代价值发表主题演讲。中欧凯风家族传承研究中心联席主任、中欧金融与会计学芮萌教授就家族企业如何才能基业长青做主题演讲，以具体案例分析了一些延绵数代的家族企业成功的秘诀。随后，与会学者和企业家共同参与了圆桌对话，大家从不同视角出发，分享了各自对于家族企业发展与传承的思考。

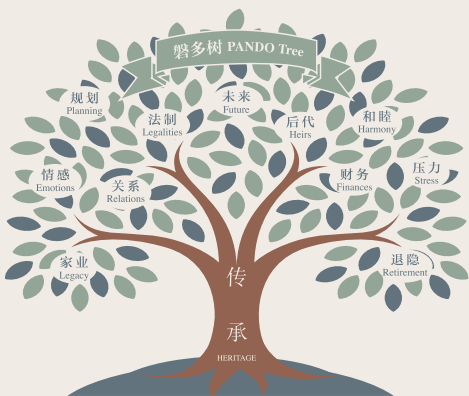
12月8-9日，中欧凯风家族传承研究中心磐多树联盟启航仪式暨“家·天下”论坛成功举行。本次启航仪式是中欧凯风家族传承研究中心的会员组织——磐多树联盟成立以来的首次活动，共有50余位会员、企业家、特邀嘉宾及专家学者前来参加；“家·天下”论坛围绕家族企业的发

展和家族文化的传承而展开，中欧凯风副院长兼中方教务长张维炯教授、凯风基金会秘书长胡红（MBA 1997）女士、中欧凯风家族传承研究中心联席主任芮萌教授、台湾大学哲学系苑举正教授参与论坛并发表演讲。

12月8日下午，中欧凯风家族传承研究中心磐多树联盟启航仪式在深圳大亚湾浪骑游艇会正式举行，两艘大

### 磐多树联盟名称的由来

磐多树的英文名为Pando Tree，是地球上最古老的树种之一，其根系发达、独木成林，拉丁语意为“自我延展”。磐多树联盟取意“坚若磐石，多有建树；承德传业，生生不息”，象征着家族血脉绵延兴盛，家族企业在商业发展的过程中寻求家族精神的发扬传承。同时，PANDO也有Passion、Achievement、Navigation、Diversity、Originality之意，表达了联盟的五个目标：激情、成就、引领、多元和创新。



Two majestic yachts with entrepreneurs from two generations, experts and scholars on family business and family heritage, sailed from Daya Bay to Xunliao Bay on December 8. Passengers excitedly spoke with each other in the tranquil setting. This was the innovative launch of CEIBS Pando Tree Association, which is affiliated with CEIBS Kaifeng Centre for Family Heritage. A day later, Shenzhen was the venue for the second half of the programme, a forum on family business.

Over 50 guests participated, including members of the association, entrepreneurs, special guests and experts. The theme of the forum was family business development and family culture preservation.

The forum took place at the stunning Sheraton Huizhou Beach Resort. Speaking to participants on behalf of the school, CEIBS Vice President and Co-Dean Prof Zhang Weijiong analysed the development opportunities and future direction of

privately owned enterprises. He also pointed out that family businesses are the pillar of these enterprises and it is therefore vital for the new generation to carry on the work of their predecessors and promote their own unique corporate culture. On behalf of the day's major sponsors, Kaifeng Foundation Secretary General Ellen Hu extended sincere gratitude to forum organisers and expressed firm support for the event. In his keynote speech, NTU Professor of Philosophy Jeu-Jenq Yuann discussed the ethical implications of family and its value

for the times. CEIBS Professor of Finance and Accounting and Co-Director of CEIBS Kaifeng Centre for Family Heritage Oliver Rui then shared his views on how to develop a family business into an age-honoured enterprise. He analysed several family businesses that have prospered for generations and unveiled the secret formula for their success. After his speech, participants engaged in a roundtable discussion during which scholars and entrepreneurs shed light on the development of and succession within family businesses.



## The Pando Tree

The Pando tree is one of the oldest on earth. It has a massive root system. With numerous huge stems, one Pando tree can be as enormous as an entire forest. In Latin, Pando means "I spread."

The Association was named after the mighty Pando because it is expected that it will share the tree's characteristics. It will "have a foundation as firm as its root system; as many achievements as its stems and preserve the heritage of family

businesses in the same way that the Pando's root sends up new stems."

The name Pando represents the continuance and development of a family line. It also symbolizes the preservation and promotion of the family spirit amid business expansion.

PANDO is also an acronym for Passion, Achievement, Navigation, Diversity and Originality, which are the five goals of the association.



## 中欧国际工商学院2013年第二次公司顾问委员会会议举行 Corporate Advisory Board Meeting Addresses Key Issues

11月13日，中欧国际工商学院举行了2013年第二次公司顾问委员会会议。

本次会议围绕着中欧的战略定位、目前所面临的挑战，以及如何更好地服务企业等话题展开，学院领导和参会委员展开了热烈讨论。中欧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联合主持了会议。西门子医疗东北亚区总裁吴文辉先生、沃尔沃中国区董事长沈晖先生等发表了精彩见解。

作为中欧的一个重要的企业伙伴网络，中欧公司顾问委员会通过与学院在各方面展开合作令双方受益，如支持学员、改进课程、发展学术、举办研讨会和创立研究中心等。

苏理达教授在欢迎辞中感谢了企业赞助伙伴在研究经费、高层经理培训课程和MBA学习等领域所给予的



支持。2013年中欧的研究成果增长喜人，在医疗卫生、家族企业、中国全球化等领域涌现了许多优秀的论文和报告，并发挥出了社会效应。2013年度参与高层经理培训课程有11000人次。在未来，新成立的MBA课程案例库开发共享平台也将增强商学院服务企业客户的能力。

张维炯教授指出，为更好地应对跨国企业和本土企业日益增长的多样化需求，中欧必须不断提高竞争力。参会委员对于“如何提升学院的国际地位”这一议题给出了很有价值的

建议。艾默生电气亚太区总裁杨绍曾（Sara Yang Bosco）女士建议充分利用学院遍布全球的校友网络；充分关注跨国公司总部和中国分部之间的协调关系。西班牙电信集团亚洲首席地区官卢易腾（Caspar Luyten）先生建议，中欧应着力研究如何在中国的复杂环境中应用全球性的管理知识。

随后，参会委员们就“中欧如何帮助企业”这一话题各抒己见。爱克发医疗系统设备有限公司亚太区首席执行官徐傅刚（Wolfgang Syhr）先生认为应当加强MBA和EMBA课程中的医疗管理项目，并利用新技术开发在线课程。博世（中国）投资有限公司执行副总裁罗磊（Peter Loeffler）博士则提出了大多数顾问委员的心声——如何吸引人才到二三线城市工作，并建议中欧对此加以研究。



The year's second meeting of the CEIBS Corporate Advisory Board (CAB) was held on November 13, 2013, during which the school's Management Committee and senior executives from many leading multinational companies had productive discussions on topics such as the school's branding, strategy and fund raising. CEIBS Dean and Vice President Hellmut Schütte and Vice President and Co-Dean Zhang Weijiong hosted the meeting.

Comprised of senior executives from CEIBS' corporate sponsors, the CAB aims to bring a "corporate" point of view to the school leadership and contribute to the on-going effort to strengthen CEIBS' leading position in business management by helping ensure that the school's teaching and research activities are closely linked to business practice. Among those who attended:

- Mr Freeman Shen, Chairman, Volvo Car Group China;
- Mr Caspar Luyten, CEO of Telefonica Asia Pacific;
- Mr Wolfgang Syhr, CEO, Healthcare Region-ASPAC, AGFA Health Care;
- Mrs Sarah Bosco, President, Asia Pacific Emerson;
- Dr Peter Loeffler, Executive Vice President, CFO, Member of the Board, Bosch;
- Mr Frank Wu, President Healthcare Sector Siemens North East Asia (EMBA 2005).

During the meeting, Dean



Schütte thanked the school's many corporate partners for their investment in academic research, their close cooperation in the development of executive training programmes and their assistance in enriching the MBA learning experience. He also gave an update on the school's research accomplishments in areas such as healthcare, family business, and the globalization and innovation efforts of Chinese companies. These include the publication of research papers by CEIBS faculty in prestigious academic journals as well as high level forums and round tables with the business community. He also noted that by the end of 2013 enrolment in the CEIBS Executive Education programme was forecast to reach 11,000 participants. The newly launched MBA Case Development and Sharing Platform will also enhance the school's efforts to serve both students and corporate partners.

Many challenges lie ahead, and CEIBS Co-Dean Prof Zhang Weijiong reminded everyone that to remain competitive the school must continue

improving its efforts to serve the diverse needs of MNCs and local firms.

Board members gave constructive suggestions on how the school can leverage its positioning as a leading international business school based in China. Emerson's Mrs Sarah Bosco suggested taking advantage of CEIBS' global alumni network, and also spoke about tapping into the synergies between MNC headquarters and their China units. Mr Caspar Luyten, from Telefonica Asia, suggested continued focus on CEIBS' value proposition of "China Depth, Global Breadth".

Other board members shared their views on how CEIBS can help the business community. AGFA Health Care's Mr Wolfgang Syhr suggested enhancing the MBA and EMBA programmes' curriculum to include areas that would help solve challenges in the healthcare sector, and exploring the new technologies for delivering programmes online. Bosch's Dr Peter Loeffler suggested more study on ways to attract top talent to work in second and third-tier cities.



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# 中欧校友北京 798分会 正式成立 Beijing 798 Chapter Launched

11月16日，中欧校友会北京798分会成立仪式在北京798艺术区“艺术工厂”隆重举行。798分会是中欧校友会在北京的首个区域分会，来自北京朝阳望京商圈及周边地区的60多位校友参加了成立仪式。

在成立仪式上，北京七星电子董事长王彦伶先生（EMBA 2002）向校友们介绍了北京798艺术区的发展，并且表示北京798校友分会将团结生活和工作在798艺术区及周边地区的校友，以提升校友们的艺术修养和美学感受力、加强校友之间的交流合作为己任。中央美术学院韩江鹤教授发表了题为“艺术品鉴赏与收藏”的演讲，对艺术品收藏市场发展现状进行了深入浅出的梳理与分析。

共有13位校友被推选为北京798分会首届理事会成员，王彦伶校友与李艳校友分别当选理事会首任会长与秘书长。

中欧北京校区运营主任萧斌女士代表学院致辞并向理事会颁发证书。随后，萧斌女士与王彦伶会长共同为“798中欧校友会”揭牌。牌匾题字出自著名书画家肖丽的手笔，全体参会校友在牌匾背面签名留念，为北京798分会的成立留下了一份独一无二的纪念品。



中欧校友会北京798分会理事会成员名单  
798 Chapter Council Members

苏玲 (DIMP 1999)	Su Ling (DIMP 1999)
谢震 (MBA 2000)	Xie Zhen (MBA 2000)
刘学颂 (EMBA 2001)	Liu Xuesong (EMBA 2001)
冯建昇 (MBA 2001)	Feng Jiansheng (MBA 2001)
王彦伶 (会长, EMBA 2002)	Wang Yanling (President, EMBA 2002)
贺利 (EMBA 2002)	He Li (EMBA 2002)
李艳 (秘书长, EMBA 2004)	Li Yan (General Secretary, EMBA 2004)
左勇刚 (EMBA 2004)	Zuo Yonggang (EMBA 2004)
毛思翩 (EMBA 2007)	Mao Sipian (EMBA 2007)
全红兵 (EMBA 2008)	Quan Hongbing (EMBA 2008)
肖锋 (EMBA 2009)	Xiao Feng (EMBA 2009)
高翔 (EMBA 2009)	Gao Xiang (EMBA 2009)
姜广成 (EMBA 2012)	Jiang Guangcheng (EMBA 2012)

The worlds of art and business got a little bit closer together on November 16 when more than 60 alumni from Wangjing commercial area in Chaoyang District and surrounding areas gathered in the 798 Art Zone for the launch of CEIBS Alumni Association (CAA) Beijing 798 Chapter. This is the first district-level chapter established in Beijing.

The event provided attendees with an excellent opportunity to learn more about Beijing's 798 Art Zone, thanks to an overview by CEO of Beijing Sevenstar Science & Technology Wang Yanling (EMBA 2002). He expressed his hope that the CAA Beijing 798 Chapter will become a platform of cooperation and communication for CEIBS alumni working and living within or near the 798 Art Zone. The chapter's mission, he added is to: foster artistic appreciation, spread aesthetic knowledge, deepen aesthetic understanding, strengthen communication, boost cooperation and

promote mutual success among alumni. The launch, which had a clear art-centred focus, also included a keynote speech by Professor Han Jianghe from China Central Academy of Fine Arts. He spoke about the "Appreciation and Collection of Artworks", and touched on issues such as the development of the current artwork market.

After the 13-member elected council was announced (see box), Operations Director of CEIBS Beijing Campus Xiao Bin presented the Chapter with its official CAA certificate.

Then, amid warm applause from those present, Xiao Bin and Wang Yanling unveiled a plaque to mark the establishment of the "CAA Beijing 798 Chapter". The beautiful calligraphy on the plaque was the work of famous calligrapher and painter Xiao Li. All alumni signed their names on the back of the plaque to mark the historic founding of the Beijing 798 Chapter.

# 朱晓明院长、王庆江主任赴南宁庆贺 广西校友分会换届选举

## Guangxi Chapter Elects New Council



**12**月18日，中欧国际工商学院院长朱晓明教授出席了在广西南宁举行的中欧校友会广西分会换届大会暨迎新年会。中欧校友关系事务部王庆江主任、深圳代表处首席代表梅文珏先生、副首席代表孔飏先生也参加了本次盛会。

中欧校友会广西分会成立于2010年12月18日，目前已拥有会员71名，校友企业分布在桂林、南宁、柳州、北海、崇左等地的多个行业。第一届理事会积极举办了各项会员联谊活动，加强了校友之间的联系和沟通，增强了广西分会的凝聚力。

在换届大会上，朱院长发表了热情洋溢的贺辞，感谢广西校友分会为学院做出了贡献，期望广西分会的校友们事业蒸蒸日上，并且更加关注学院的未来发展。随后，朱院长向理事会新任会长孙大光（EMBA 2006）先生颁发了广西分会第二届理事会成立证书，并与广西分会校友们进行了深入交流。应校友们的要求，朱院长现场演示了如何利用数字化教学方式讲授FMBA开学课程，赢得了校友们的普遍赞誉。

**C**EIBS President Prof Zhu Xiaoming was among those who attended the CEIBS Alumni Association Guangxi Chapter's elections for a new council & New Year celebration on December 18 in Nanning.

Since being established in 2010, the Chapter has attracted 71 members. These include CEIBS alumni from various industries and geographic locations such as Guilin, Nanning, Liuzhou, Beihai and Chongzuo. The first council was active in organizing numerous activities for members, thus strengthening the ties and enhancing communication among alumni, and building coherence within its membership base.

During the elections, President Zhu gave an enthusiastic congratulatory speech in which he thanked the Chapter for its contribution to the development of CEIBS. He also expressed the hope that members would enjoy greater success in their careers, and pay greater attention to the future development of the school. After presenting the Certificate of Election to the new Director Sun Daguang, President Zhu then interacted with alumni. This included an on-the-spot demonstration of the starter course for CEIBS FMBA. He utilised a digital teaching method which was enthusiastically received by the alumni.

Also present during the event were CEIBS Department of Alumni Relations Director Wang Qingjiang, Chief Representative of CEIBS Shenzhen Representative Office Warren Mei and Deputy Chief Representative of the Office Brian Kong.

# 中欧校友金融与投资俱乐部举办 生物医药行业金牌分析师讲座 Logical Financing



1月11日，中欧校友金融与投资俱乐部特邀“新财富”生物医药行业金牌分析师、中信证券生物医药行业首席分析师张明芳女士来到中欧上海校区，与校友们分享她对于2014年生物医药行业发展及投资逻辑的真知灼见。

去年，医药行业新政策频出：改革公立医院、打击医疗行贿、健全医保体系、鼓励民营医院发展、放开单独二胎……每项政策的发布都牵动着市场的神经。2013年底医药行业已经展开了一波涨势，2014年行业前景又将如何？张明芳女士认为，在选择医药行业个股之前首先要理顺投资逻辑，由此阐述了该行业在药物、医保等方面所呈现三大变化，并分析了行业变化所带来的投资逻辑。

随后，张明芳女士提出了选择个股的三要素：首先是品种，包括寡头垄断的西药，以及中药里的独家品种；其次是医院的营销能力，重点关注学术推广能力和基层医院渗透能力；最后是普遍性因素，即所有好的股票都必须有相应的良好的激励机制，否则业绩释放速度将会很慢。

本次讲座由俱乐部理事徐智麟

(EMBA 2005) 先生主持，共有90多位校友出席。讲座现场气氛热烈、互动不断，张明芳女士认真回答了校友们的提问，博得了阵阵掌声。

On January 11, CEIBS Alumni Finance and Investment Club invited “New Fortune” Gold-Medal Bio-Medical Industry Analyst and Chief Bio-Medical Industry Analyst of CITIC Securities Zhang Mingfang to the school’s Shanghai Campus to share her views on the industry’s development and investment logic for 2014.

Recently unveiled policies for the medical industry touch on issues such as: reform of public hospitals, crackdown on bribery, improvement of the medical insurance system,

encouragement to develop private hospitals, allowing families where either parent is an only child to have a second child, etc. The market took notice when each policy was released. Zhang shared her thoughts against the backdrop that there had been a wave of growth in the industry in 2013, and questions surrounding what’s ahead for 2014. She noted that the medical industry has to rationalize its investment logic before choosing stocks, and explained the three major changes for the industry in terms of medicine, medical insurance, etc. She also analysed the investment logic brought by these changes.

The lecture, hosted by the club’s council member Xu Zhilin (EMBA 2005), was attended by about 90 alumni.



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**1. 醇香之旅:** 12月14-15日, 中欧浙江校友年会在绍兴鉴湖隆重召开。100多位中欧浙江校友及其家属欢聚一堂, 共叙校友情, 共话未来梦。校友企业会稽山绍兴酒股份有限公司承办了此次活动, 总经理傅祖康 (EMBA 2011) 先生亲自带领嘉宾参观了公司黄酒博物馆及黄酒生产线。

**Shaoxing Summit** - The annual meeting of the CEIBS Alumni Zhejiang Chapter was held at the Mirror Lake in Shaoxing on December 14 and 15. The over 100 CEIBS alumni and their family members who attended the event, spent their time talking about their days at CEIBS and sharing their plans for the future. The meeting was sponsored by Kuaijishan Shaoxing Wine Corporation, an enterprise managed by CEIBS alumni. CEO Fu Zukang (EMBA 2011) gave guests a tour of the rice wine museum and showed them the rice wine production line.

**2. 宁波校友分会换届大会:** 12月20日, 中欧校友会宁波分会第三届理事会换届大会暨2013年年会在杭州顺利召开。中欧校友关系事务部王庆江主任代表学院发言, 并向宁波校友分会颁发了荣誉证书。赖焕定 (EMBA 2003) 校友继续担任宁波校友分会会长, 丁屹 (EMBA 2010) 校友当选为分会新任秘书长。

**Ningbo Chapter Election** - The 3rd Re-election Meeting of CEIBS Alumni Association Ningbo Chapter & 2013 Annual Meeting was held in Hangzhou on December 20. Director of the Alumni Affairs Department Wang Qingjiang gave a speech on behalf of the school in which he highly praised the achievements made by CEIBS Ningbo alumni over the last several years. Lai Huandeng (EMBA 2003) was re-elected Chapter President. Ding Yi (EMBA 2010) was elected as the new General Secretary.

**3. 圣诞晚会:** 12月21日, 中欧校友会温哥华分会圣诞晚会在大温哥华地区列治文市喜来登酒店举行, 有30个中欧校友家庭出席。晚会由沈迦 (EMBA 2003) 校友亲自编导, 节目精彩纷呈、妙趣横生。演出人员全部由中欧校友和家属组成, 让温哥华的校友们感受到了中欧大家庭的温暖。2月3日, 中欧战略与国际商务教授麦克罗访问温哥华校友分会, 并与分会成员共进晚餐。

**Vancouver Alum Events** - On February 3, Prof Klaus Meyer joined members of the Vancouver Chapter for dinner at the Vancouver Downtown Kirin Seafood Restaurant. The casual affair came on the heels of his January 30 lecture at the Pacific Region Forum of SFU during which he spoke about "Chinese Companies going Global". Before that, the last alumni gathering had been the annual Christmas party for members and their families on December 21.

1  
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Being “global” doesn’t mean you have to be everywhere...

But rather having the wisdom to know where to go.

## The CEIBS MBA in the world`s new global city - Shanghai

- #1 in China (Forbes China and Bloomberg BusinessWeek China)
- #17 in the World (Financial Times 2014)
- #3 in the World for Average Salary Increase (Financial Times 2014)

[www.ceibs.edu/mba](http://www.ceibs.edu/mba)



亲爱的中欧校友：

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

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

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

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Dear CEIBS Alumni:

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

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

To become a Class Coordinator, please contact us at [alumnimagazine@ceibs.edu](mailto:alumnimagazine@ceibs.edu).



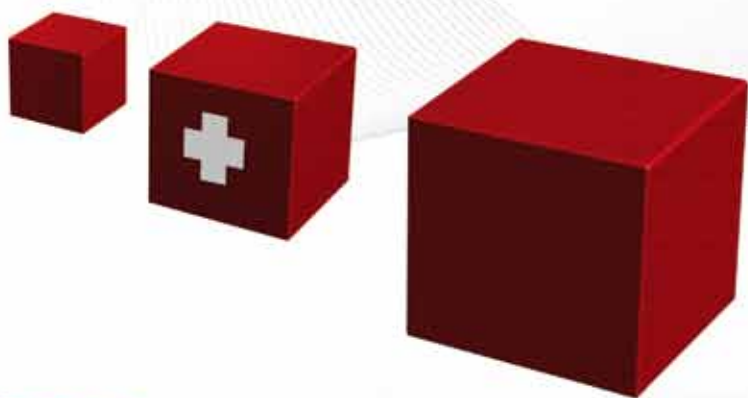
Thank you!





**SIEMENS**  
**CHINA MBA**  
**HEALTHCARE INDUSTRY**  
Business Innovation  
**Competition**

**2014** “西门子杯”  
**中国MBA**  
医疗健康产业  
商业创新大赛



**\* 大赛主旨**

“西门子杯”医疗健康产业商业创新大赛由中欧国际工商学院举办，是中国第一个在MBA教育领域关注医疗健康产业创新的比赛。大赛邀请中国顶尖MBA院校参与，旨在以比赛的方式激发中国未来商业领袖的智慧和热情，涌现闪亮的商业创新思维，推动中国医疗健康产业发展，深化中国医疗体制改革，提高老百姓的健康水平。

**+ 2014 大赛主题**

“非公立医疗服务行业中的创新”

**+ 比赛方式**

参赛的队伍根据大赛的主题，围绕当年的比赛主题，选取一个或多个商业模式、产品或技术应用、服务方式、管理方法、投资方案的实例案例进行分析，形成创新分析报告，并进行答辩。

**+ 参赛范围**

比赛为邀请制，由中欧商学院邀请国内大部分地区以及香港的各大MBA院校参加。

**人 参赛人员**

参赛人员需为就读院校在读的MBA学生（包括全日制和非全日制），每个参赛队伍由3-4人组成。

**+ 主要日程**

- 2月26日** 组队和报名（提交500字研究计划和队员简历）
- 3月3日** 组委会遴选，宣布8只入围队伍，并提供研究指导意见。
- 4月4日** 提交创新分析报告和参赛幻灯片
- 4月13日** 答辩（地点：上海）
- 4月17日** 颁奖仪式（地点：深圳）

**❤ 奖金**

- 一等奖（1队），¥20000
- 二等奖（2队），¥10000
- 三等奖（5队），¥2000

报名截止日期 **2014.2.26**

**🚗 交通住宿补贴**

香港、广东、北京地区每队5000元，浙江每队1000元。

**🎯 其他活动**

1. 获奖队伍代表将于4月17日赴深圳参加颁奖仪式，由西门子总部颁发颁奖，并受邀参加第71届CMEF国际医疗器械博览会。
2. 西门子公司将为获奖队伍选手优先寻求实习岗位。

**👥 评委会**

由医药企业、非公立医疗机构、学界、政府、投资、媒体等领域专家组成。

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**闻毅**

2014年新春,我出版了新书《双线法则-卓越总裁管理模式》。这本书以人性为出发点,以双线法则和三度空间为格局,辅以独创的十多个管理模型,将有助于职业经理人建立清晰的管理维度。欢迎广大校友阅读并提出宝贵建议。我的电邮地址为: wyi.m972@ceibs.edu。

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闻毅 Wen Yi

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For MBA 2005, we have set up a WeiXin (WeChat) group: CEIBS MBA 05. So far, 70 classmates have joined. Please contact me if you wish to join us. My cell phone: 13795200565.

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目前在校友企业学而思国际教育集团担任留学培训部高级总监一职,全面负责集团的留学培训业务。希望将来能在校友们的子女教育上出一份力。随时欢迎大家来北京相聚: )

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**李媛媛 Yvonne LI**

中欧MBA招生与职业发展主任

各位校友,每年9月,中欧MBA课程都



# 总商道之要 经商业之理

总经理课程(AMP), 2014年4月, 模块制, 上海、北京、深圳

总经理课程不仅有最核心的管理模块和最顶尖的教授, 更有创新的学习模式和精心设计的学习流程, 使学员能成功地将书本上、课堂上的概念与自身实践经验相结合, 反思而思, 超越旧的思维框架, 最终实现学以致用。

## 招生对象

实际、实践、实战是本课程的特点, 我们招生对象为高速成长的成功企业的总裁、总经理和集团公司事业部的总经理, 以及极具潜质的高级管理人员, 他们应拥有八年以上的管理实践经验。

## 六大核心模块

- 宏观经济和管理学导论
- 领导力与变革管理
- 高效谈判
- 管理会计
- 决策者的市场管理
- 战略管理

## 联系我们

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<http://www.ceibs.edu/amp>

## 四大创新学习模式

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





李媛媛 Yvonne LI

会启动新一轮MBA招生季和毕业生的招聘季。将有203名MBA学生在明年的2月至4月间毕业。欢迎推荐优秀申请人，并提供全职招聘及小组战略咨询项目机会。

### MBA Director, Admissions & Career Services

Dear alumni, every September the MBA Programme kicks off a new season of MBA admissions and MBA recruitment. 203 MBA students will graduate between this February and April. This is your chance to access these talented individuals, either by adding them to your employee roster or by providing group consulting projects on which they can apply their extensive knowledge (through our ISP: Integrated Strategy Programme). Remember, we also look forward to your recommendations for MBA candidates. I may be reached at:  
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### DIMP 2000

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 Contact Person: Patrick Jiang  
 我于2007年7月被公司派遣至美国工作, 现生活和工作在匹兹堡, 每年年初和年中回上海两次, 一般至少会组织同学们聚会一次。联系方式如下:  
 国内手机: 13901889012  
 CINIC Chemicals America, LLC  
 681 Andersen Drive, Suite 235  
 Pittsburgh, PA 15220, USA  
 Tel: 412-458-5569 (Office)  
 Cell: 412-849-8425,  
 E-mail: jiangph@cinicamerica.com,  
 jiangph@outlook.com

谢震  
Jason Xie

# 谢震的 “逆”选择

## Jason Xie: Making Smart Choices

“ ‘人生就是你所有选择的总和’——从1999年选择报考中欧国际工商学院，到2008年初加入艺龙网，再到2011年5月由艺龙网业务拓展副总裁晋升为首席运营官，谢震经历了多次不同寻常的人生选择。”

**诺** 贝尔文学奖获得者、法国文学家与哲学家阿尔贝·加缪曾经说过：“Life is the sum of all your choices.（人生就是你所有选择的总和）”道理虽然朴素，但艺龙网首席运营官谢震（MBA 2000）先生对此却深有体会。

1999年，正在宝洁公司工作的谢震面临着一次重要抉择，是去美国还是在中国读MBA？作为1993年南通市高考理科状元，谢震在南京大学经济学系读书期间依然表现突出，毕业时以优异的成绩被素有职业经理人的“黄埔军校”之称的宝洁公司录取，负责南方某区域的营销业务，优越的工作环境和职业前景不言而喻，但也正是在宝洁的经历让谢震开阔了视野，做出了重回校园的决定。

即使是在14年后，谢震回忆起第一次来到中欧国际工商学院的情景，记忆依然如此清晰。中欧给了他耳目一新的感觉：贝·柯·弗联合设计师事务所（PCF）设计的美丽校园，MBA招生办公室详尽细致的课程介绍，与国际

“ As French writer and philosopher Albert Camus so eloquently put it, 'Life is the sum of all your choices'. Jason Xie chose to join China Europe International Business School in 1999, decided to work for eLong.com in 2008 and assumed the position of Chief Operating Officer at eLong in May 2011. These are just a few of the smart choices he has made so far. ”

文/王晓红 By Wendy Wang

After topping the list of Nantong students who took the National College Entrance Examination (Science) in 1993, Jason Xie went on to do a degree in economics at Nanjing University (NU). Once again graduating at the top of his class at NU, he got an offer from Procter & Gamble (P&G) to work as a member of its sales team, with responsibility for one segment of the South China market. Despite the company's very attractive working environment and career development opportunities, Xie chose to leave in 1999 to do an MBA that would provide him with the theoretical knowledge needed to complement his practical skills. He just had to decide whether to study at an American or Chinese business school. He chose CEIBS.

It was 14 years ago, but Xie can still vividly recall the first time he saw CEIBS' Shanghai Campus. He was

impressed – and surprised. Lovely campus designed by Pei Cobb Freed & Partners, well-designed courses introduced by the admissions office and high-calibre faculty with experience teaching at top-notch international business schools; all these were determining factors that convinced him to stay in China and enrol at CEIBS. His excellent performances in both the written test and the follow-up interview secured him a place.

### **It's more important to decide what not to do**

After graduating from CEIBS, Xie held jobs at Citibank and FedEx. Then in January 2008, he again made a choice that significantly changed his life. He and a number of former P&G colleagues joined eLong.com as senior executives. He served as Vice President of Web and Business Development. At that time, eLong had been listed on the NASDAQ

for four years, but it was still not well-known. It attracted new clients by distributing leaflets in airports and train stations. About 85% of the reservations were made over the phone. Aware of the company's lack of steady progress, the new management made a critical choice to put forward a different strategy. They decided to scrap everything else and focus only on offering an online hotel reservation service.

Choosing what not to do means giving up something; and that requires courage. The new management had no experience in the hotel industry. So giving up on travel and airline ticket booking services, the very areas in which they had experience, would put them under great internal and external pressure. However based on their rich experience in marketing and considerable business acumen, all the new executives reached the same conclusion: the company must push

一流商学院接轨的教授团队……一切都在天平的一端增添了砝码，最终让他放弃了赴美留学的念头，而选择了报考中欧，并以优异的笔试和面试成绩被学院录取。

## “决定不做什么比决定做什么更重要”

中欧毕业之后，谢震曾经在花旗银行、联邦快递担任高管职位。2008年1月，谢震与原先几位在宝洁的同事一起作为新的高管团队加入艺龙，谢震担任网站部与企业发展部副总裁一职，这是他人生的又一次重大选择。当时，艺龙已经在美国上市近四年，但在中国仍是一家名声不响的公司，主要依靠在飞机场和火车站发卡来获取新客户，85%以上的订单来自电话预订。面对公司不温不火的发展状态，新任高管团队很快做出了一个重要战略决定：停止其他业务，专注于酒店预订，并将重点放在在线预订上。

选择不做什么意味着放弃，这需要很大的勇气。新的高管团队以前并没有从事酒店和旅游行业的经验，放弃旅游度假产品和机票业务，无疑要顶住外界和内部的巨大压力。但他们基于自己丰富的营销经验和敏锐的商业判断，一致认为必须放弃酒店预订以外的业务，并制定了“赢得中国在线酒店预订第一”的愿景。回忆起当时的情形，谢震说：

“我们在中欧管理课程中学过，战略就是做选择；先选择不做什么，让我们可以更加专注，‘一次良好的撤退，应与一次伟大的胜利一样受到嘉奖’。”

## “撤退，是为了更好地进攻”

当然，艺龙并没有真的撤退，而是在另一个领域发起了强势进攻。在选择专注于酒店预订之后，高管团队对公司的业务现状进行了仔细梳理，很快就找到一个突破口——迅速增加签约酒店

数量。公司当时的签约酒店约为4500家（如今是36000家），数量有限的根本原因在于传统电话预订方式的局限性和成本控制。销售代表通常只能在电话中和客人交谈3-5分钟，推荐3-5家酒店。了解到这一情况后，谢震和其他高管们都很兴奋，因为在线预订不存在这一问题，多给客人一些选择，一定会吸引越来越多的客户。

不过，迅速增加签约酒店并非易事。谢震和其他几位高管想到了一个策略，那就是调集原先管理机场和火车站发卡人员的团队负责人，让这些实干精神很强的负责人在寻找酒店和与酒店谈判时充分发挥个人优势。事实证明他们的想法是对的，公司的“善举”也赢得了回报——艺龙在裁减机场、火车站发卡人员时，保留了一部分发卡人员的管理者；这些管理者在签约新酒店的过程中中大显身手，从2008年5月到年底的短短7个月内，艺龙的签约酒店数量增加到了约10000家。

## “公司可以和我们一起创业，投资他们的项目”

谈及如何管理下属，谢震最大的体会是尊重人才，并进行有效的授权。除了让员工拥有发挥个人才能的空间之外，谢震和艺龙的其他高管们在人才管理上还有着更为创新的模式，“如果一些优秀的员工一定要离开公司去创业，那么公司可以和我们一起创业，投资他们的项目。”谢震认为，在移动互联网时代，个人凭借优秀的创意可以相对容易地获得资金，不是人才越来越依靠企业，而是企业越来越依靠人才；公司投资员工的创业项目，可以让人才的能力发挥到极致，也可以分享他们的成功。

2013年，艺龙宣布设立一亿美元的移动旅行创新基金，用于投资移动旅行领域里的创新，包括内部和外部创新。在解释为何设立如此高额的创新基

金时，谢震说：“计算机上的在线预订主要依靠几大门户网站上的搜索引擎营销，过去很多的成功经验都无法复制到移动端的业务中；在移动端的营销方法上，创新更为重要，因此我们设立了这个基金，鼓励员工的内部创新，并吸引有价值的外部创新。”

最近，艺龙的最大股东Expedia做出决定，拿出10%的股份奖励给高管团队，这些股份价值数千万美元。在拥有比较幸运的人生的同时，谢震也希望自己可以帮助更多的人。早在加入艺龙后不久，他就响应CEO的号召，和其他高管们一起每年拿出工资的5-10%，资助表现突出的基层员工参加专业培训课程，迄今已有6年时间，受惠员工达500多名。

## “爱事业、爱家庭、爱旅行、爱中欧”

工作之余，谢震的爱好是旅行和户外运动。他说：“从某种意义上来说，也许我们每个人都是日复一日推石上山的西西弗斯，大部分日子都是按照同样的节奏周而复始地进行，但是旅游可以打破这种节奏，让我们暂时离开自己的那块‘石头’和那座‘山’，去寻找更多的风景。”

2012年12月底，谢震联合芒果网总裁黄志文（EMBA 2006）、去哪儿网首席运营官彭笑玫（EMBA 2011）共同发起了“中欧校友亲子俱乐部”，其口号是“爱事业、爱家庭、爱旅行、爱中欧”。俱乐部旨在提供一个平台，让校友们在旅游中感受亲情之趣，体会自然之美。从2013年3月仅20多人参加的徽杭古道徒步，到同年7月近300名中欧校友和家属参加的海洋航行者号邮轮之旅，俱乐部迅速得到了众多校友的青睐，他们在活动中不仅放松了心情，更可以聊天叙旧，把酒话桑麻。不知道他们的下一站又会向着何处出发……



*Life* IS  
THE SUM OF  
ALL YOUR CHOICES

ahead with its plan to focus on online hotel reservations. Their new vision was to “become China’s leading hotel booking marketplace”. Recalling that crucial moment, Xie says, “We learned in management class that crafting a strategy involves making choices. The first thing is always to choose what not to do. It can help you focus. A wise retreat should be praised just as much as a great victory.”

### **Retreat and regroup**

After carefully studying eLong’s past unsatisfactory performance in hotel reservation, the senior executives reached the conclusion that a feasible solution to the company’s problem was to collaborate with more hotels. Only 4,500 hotels were bookable on

eLong back then. Now the number has increased to 36,000. Why were there so few bookable hotels in the early days? Xie and his colleagues soon discovered the reasons. One was the limitation of telephone booking and the other was cost control. Because salespeople could talk with potential clients on the phone for only three to five minutes, only three to five hotels could be recommended. Xie and his colleagues were very excited after they identified the specific challenges they had to overcome. They knew that the more cost effective method of online reservation had no time limit and therefore more hotel options could be provided. They were confident that eLong could attract more clients if reservations were made online.

Their next challenge was figuring

out how to rapidly increase the number of bookable hotels on eLong.com. It was not an easy task. Xie and his colleagues decided to assign the task to those who had once managed the leaflet distributing teams. The senior executives believed that these were people with strong execution skills. They could identify new hotels and successfully negotiate to get them on board. The decision proved to be effective, and the team delivered an outstanding performance. The number of available hotels on eLong.com increased to about 10,000 within the 7-month period from May 2008 to December 2008.

### **Tangible support for employee ventures**

The best way to manage people, in



Xie's opinion, is to respect and empower them. So at eLong, talented engineers and product managers are given a lot of freedom to make their own decisions. In addition to empowering employees, Xie and other senior executives adopted another very innovative people management policy. He explains, "If excellent employees wish to start



their own businesses, eLong will provide investment support." He believes that in today's Internet era, it's not very difficult for a person to access funding if he has a strong idea. He believes companies are badly in need of talented people, not the other way round. This is why he is convinced that if eLong invests in employees' projects, it can help them reach their full potential and, in the long run, the company will benefit from employees' success.

He has also made a personal effort to help employees at the grassroots level. As a successful business executive, Xie is eager to extend as much help to others as he can. Soon after joining eLong, he and other senior executives set aside 5-10% of their annual salary to cover the cost of providing professional training to outstanding employees from the company's lower levels. Over the last 6 years, 500 employees have benefited from the programme. Xie promises, "We will keep sponsoring excellent employees, and let them grow together with the company." It also helps that eLong's largest shareholder, Expedia, recently decided to award 10% of its

shares – worth tens of millions of US dollars – to eLong's senior executives. Xie has high expectations for eLong employees and tremendous confidence in eLong.com.

His confidence appears warranted. In 2013, eLong announced the creation of a USD\$100 million fund, which will provide financial support for innovations made – both from in and outside the company – in the services it provides on mobile devices. Xie explains the thinking behind such a large fund, "The marketing of eLong's online reservation service mainly depends on the search engines of major portal websites. We achieved enormous success in online reservation service, but we cannot repeat it on mobile devices in the same way. To do marketing on mobile devices, innovation is very important. That is why we established the fund. We hope that it will encourage internal innovations from our employees and also attract valuable external innovations."

### Relaxing with CEIBS alumni

There is no doubt that Xie

is dedicated to his professional life and making a contribution to eLong's future development. But he also finds time to unwind. When he's not on the job, he's travelling with family and friends or exercising outdoors. "We are all like Sisyphus in Greek mythology. He rolls the same boulder up a hill

every day. We also follow our daily routine most of the time. But travel can help us break the routine, put down the boulder, leave the hill and go elsewhere to enjoy different scenery," he explains.

He is among the co-founders of CEIBS Parent Child Club. Others include CEO of Mangocity.com Huang Zhiwen (EMBA 2006) and COO of Qunar.com Denise Peng (EMBA 2011). The club's slogan is "To Achieve Career and Family Balance, Travel with CEIBS Alumni". The founders' goal was to create a platform for CEIBS alumni to interact with each other during leisurely trips, enjoy time with family members and appreciate the beauty of nature. The club has rapidly gained popularity. In March 2013, only about 20 people went on a hike to the Ancient Hui Hang Caravan Trail. In July, almost 300 CEIBS alumni and family members went on a cruise together. During these trips, alumni have ample time to rest and rejuvenate while strengthening personal and professional relationships. Who knows what next big deal Xie will think up on their next outing...

# 筹

## 算 | 略

财务

首席财务官

### 首席财务官：从筹算到筹略 财智有为

中欧-伦敦商学院合作首席财务官(CFO)课程，2014年7月2日开课，模块制，上海/北京

随着企业的快速发展和不断的资本化进程，CFO不再是“账房会计”。现代企业的CFO职能有更加丰富的内容和外延，CFO必须渗透到企业经营管理的各个环节，在企业战略制定和执行过程中扮演主导角色。CFO知识能力升级势在必行。中欧国际工商学院和全球金融管理领域翘楚——伦敦商学院合作推出《首席财务官课程》。课程旨在帮助CFO掌握尖端知识，培育战略思想，快速成长为CEO的重要战略合作伙伴。

#### 课程目标

从控制过程转向参与全局是CFO在职责演变中最显著的变化。本课程的设计旨在帮助学员实现全新的角色转换，并提供必要的技能和有效的工具。

#### 联系我们

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#### 学员对象

本课程专为CEO的合作伙伴——CFO、财务总监或为企业最高决策者承担类似职责的高层财务经理而设置。课程要求学员在该领域拥有至少8年的中高层管理经验。同时此课程也有助于董事会成员加强财务知识，提升战略决策能力。

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\* 中欧国际工商学院是中国大陆管理教育的先驱，同时开设有MBA、在职金融MBA、EMBA和高层经理培训课程。