

# 拥抱变化

一封录取通知书让远离故乡二十余载的李仲源（2015届 MBA 学生会主席）踏上了一段愉快的归国之旅。



文/朱琼敏 By June Zhu

## Embracing Diversity

Enrolling at CEIBS after over 20 years abroad has been a happy homecoming for MBA 2015 Student Committee President Li Zhongyuan.

### 当

李仲源和他的家人带着对美好生活的希冀告别广东老家，漂洋过海来到加勒比海圣马丁小岛（Saint Martin）荷属地区时，他不过八岁，翻天覆地的变化让这个小男孩惊慌失措。

“之前我从来没见过任何外国人。”李仲源告诉《TheLINK》杂志记者。这座小岛堪比一个小熔炉：面积与香港岛相近，却居住着来自逾 117 个国家的移民。他们家定居的荷属地区名为 St Maarten。

“因为语言不通，我没法和任何人交流……这是我人生中的最低谷。”对李仲源来说，一切都还历历在目。

父母为了生计常年在餐馆打工，他常常被独自留在家中。一段时间以后，他被送到一所私立幼儿园学习英文，与他同班的都是只有三四岁的孩子；这样的年龄差异让

他觉得很尴尬，但至少给了他学习英语、结交朋友的机会。

正如德国哲学家尼采的名言，“那些不能杀死你的，最终都会让你更强大。”这段童年经历是一笔不可多得的财富，赋予了他独立的个性和迅速适应新事物的能力。他的心智变得坚强，学会了如何迎接挑战、实现目标。回顾那段日子，他自觉幸运，又不失骄傲，“许多在圣马丁出生的中国小孩长大后年纪轻轻就辍学了，去餐馆或是中国超市打工。我很自豪能够适应圣马丁的生活方式，适应环境的极端变化，最终凭借自己的力量考上了非常棒的欧洲大学，并且进入投行工作。”

在圣马丁度过十年时光之后，李仲源动身前往荷兰格罗宁根完成本科学业，后来又在英国华威大学



When he was just eight years old, Li Zhongyuan and his family left their home in China's Guangdong Province and arrived on the tiny French-Dutch island of Saint Martin in the Caribbean, with hopes of building a better life. He was totally overwhelmed by his new environment.

"Before then, I had never in my life seen anyone who was not Chinese," Li told *TheLINK*. The island is a melting pot; there are over 117 nationalities living on a little plot of land the size of Hong Kong Island. His family settled in the Dutch section, known as St Maarten. "I was not able to communicate with anyone due to the language barrier... it was the darkest point in my life," he remembers.

His parents worked in a restaurant and he was often left on his own. They sent him to study English at a private kindergarten with classmates who were only three and four years old; the age difference made him feel awkward, but at least he was able to learn English and make some friends.

However as the German philosopher Friedrich Nietzsche once said, "What doesn't kill you, only makes you stronger". These childhood experiences taught Li to be independent and adaptable. He became mentally strong, and learned how to approach and overcome challenges in order to achieve his goals. Looking back on those days, Li feels lucky – and proud: "Many of the Chinese kids who grew up in St Maarten ended up quitting

school when they were still very young. Most became restaurant chefs or went to work in Chinese supermarkets. I'm very proud that I adapted to the way of life in St Maarten and the extreme change of environment, and that I was able to get into very good universities in Europe and eventually join the investment banking industry."

After 10 years in St Maarten, Li moved to Groningen, in the Netherlands, for his undergraduate studies. He then attended the University of Warwick in the UK, where he earned his master's degree. After graduation, in 2006 he joined investment bank ING Barings in London; five years later, he and his family moved to Hong Kong, where he joined a listed US boutique investment bank – Keefe, Bruyette &

获得硕士学位。毕业之后，他加入了荷兰国际霸菱位于伦敦的投资银行；五年后，他携妻儿搬到香港，供职于一家上市的美国精品投行——吉非-布鲁耶特-伍兹银行（KBW），并于一年后被提拔为副总裁。2012年下半年，他与公司常务董事及另一位同事共同在香港创办了亚洲资本咨询公司，为跨界并购提供咨询服务。2013年，他再次转身成为了中欧 MBA 学生。

李仲源的童年经历不仅令他的职业发展受益，还影响了他的子女观。“我的父母忙得没时间照顾我，反而让我变得非常独立，因此我也不会溺爱自己的孩子。”他的儿子六岁了，目前正在香港念书。李仲源每个月都会飞回香港探望母子俩；无论有多忙，他都会坚持每天给家人打个电话。“我非常感激妻子对我求学中欧的支持。她无微不至地照顾我们的儿子，才让我能够全身心地投入到事业发展中。”他说，“在这一点上，我永远都亏欠她。她是一个能干的女人、慈爱的母亲，也是一个善解人意的妻子！”

2011年，对于未来的乐观预期促使李仲源举家迁至香港，然而，他发现这个地方太国际化，又太依赖于中国内地，似乎不够“中国”。“于是我想，为什么不直接去‘机遇之源’呢？”在他看来，来中欧攻读中国最好的 MBA 课程必然助他一臂之力，构建起自己在内地的人脉网络。

“我的中国深度不够。”他坦诚地说，言语间不忘中欧的口号“中国深度，全球广度”。一个中国面孔的人说着这样的汉语难免让人有些困惑。事实上，他的父母都还居住在圣马丁岛上，而他的国籍是荷兰。“我的中文写作不行。”他承认。尽管他在国外待了很多年，吸收了各种外国文化，他对自己的定位依然是中国人，“我的祖辈都来自中国，这里永远是我的归宿。”

2013年7月15日，李仲源作为2013级MBA学生代表踏上了中欧石化厅舞台，那个时刻标志着他全新的起点。目前，他正逐渐适应着这片自己的出生地；中国的许多风俗与他曾经生活过的西方迥然而异。“在外国生活了那么久，我对中国和中国人做生意的方式都不够了解。正如一些人所说，我还不够‘接地气’，我正在努力‘本土化’，努力变得更像一个真正的中国人。”

他觉得自己能很快调整好状态。“从八岁开始，我就在不同的地方生活，已经学会了如何快速地适应环境。对我来说，与不同地域和文化背景的人交流和共事都不难。当我在伦敦和香港工作的时候，那就是我的一大优势。”如今，这一点也帮助他赢得了中欧同学们的一致认可，众望所归地被推选为新一届学生会主席，而这个位置不仅有助于他了解周围的同学，也让他磨练了自己的领导力。

MBA 的生活节奏非常快，课程和作业已经排满了日程，



李仲源与同学们一起庆祝印度传统洒红节  
Celebrating Holi, an Indian festival, with classmates

尽管如此，李仲源和其他学生会成员们总在竭尽全力为班级同学和中欧服务。从选举结果宣布的那天起，他们就开始向 MBA 部门建言献策，并与其他相关部门协作推行各项计划。迄今为止，他们已为餐厅增添了一台咖啡饮料贩卖机，并与其他部门合作提升中欧的国际形象，例如，他们努力确保每一项由学生发起的活动都会为不懂中文的同学提供翻译。他们也正在为开设一间校内酒吧而努力。

在职业规划上，李仲源期待他的中欧 MBA 求学经历会帮助他跻身中国商业领袖之列。除了帮他打造内地人际网络之外，他也希望 MBA 项目能让他去了解中国商人的思维方式。中欧有着全球一流的教授队伍，他们在各自的领域都有着杰出的研究成果；除了课堂学习之外，李仲源也从同学身上获益良多。“他们非常睿智，有着有趣的生活经历，”他说，“与他们一起工作娱乐，妙趣无穷。而且，每当我感觉疲惫的时候，他们总会在我身边鼓励我。”

毕业之后，李仲源希望成功完成职业转型，进入一个新的行业，获得一份能让他在大陆与香港之间穿梭的工作，这样他就能照顾自己的家庭，达到工作与生活的平衡。

谈到个人生活，李仲源期待未来能进一步探索中国，“我那些鲜活的童年记忆都与中国相关。尽管从2000年开始我会在暑期回国度假，但我第一次真正了解中国是在2011年搬到香港之后。为了会见客户，我常常飞到上海、深圳和北京，因此目前我对中国的理解都是基于这几个大都市。但我知道，大城市并不代表中国的全部，我期待未来有机会到中国各地走走，从不同方面来了解这个极其美丽而富饶的国度。”



在李仲源的第二故乡加勒比海圣马丁小岛，机场与海滩近在咫尺，海滨游客们时常可以看见飞机近距离从头顶掠过的景象  
A jet approaches Princess Juliana Airport above onlookers on Maho Beach. The short runway gives beach-goers a close-up view of the planes.

Woods – and was promoted to vice president a year later. In late 2012, he and his ex-managing director and another colleague set up Asian Capital Advisors, a cross-border M&A advisory company based in Hong Kong. He enrolled in the CEIBS MBA Programme in 2013.

Besides helping him in his professional development, Li's childhood challenges also offered him an object lesson in parenting. "My parents were always too busy to take care of me, which actually helped me to become a very independent child, so I will not coddle my own child," he says. Li's son is six and attends school in Hong Kong. Li flies to Hong Kong once a month to see his wife and son, and regardless of how busy he is he always tries his best to call his family once a day. "I'm very grateful that my wife is supportive of me pursuing an MBA at CEIBS. She takes very good care of our son so that I can focus on my career development," he says. "I am forever in

her debt for that. She is a very capable woman, very caring mother, and an extremely empathetic wife!"

His optimism about the potential for future opportunities in Hong Kong led Li to move there in 2011. However he found it to be simultaneously too international and too reliant on the Chinese mainland, making it not "China" enough to him. "I figured why not just go directly to the source of opportunities instead," he says, explaining why he decided to apply to CEIBS. He also thought that enrolling in China's top-ranked MBA programme would help him to significantly build his mainland business network.

"I lacked China depth," he says, a clear reference to CEIBS' "China Depth, Global Breadth" tagline. It was eerie to hear those words, in Mandarin, from the mouth of a man with Chinese features. It helps to remember that Li's parents still live on St Maarten and his nationality is now Dutch. "My Chinese writing is bad," he admits. However

## 人物档案 Fast Facts

**年龄:** 31 岁

**教育经历:**

荷兰格罗宁根大学国际商务与经济专业理学学士

英国华威大学经济与金融专业理学硕士  
特许金融分析师 (自 2009 年起)

**工作经历:** 7 年投行从业经验，主攻跨境并购

**最爱的运动:** 羽毛球、足球、篮球、保龄球

**最爱的食物:** 火锅

**兴趣爱好:** 旅行、交友

**最崇拜的人:** 父亲

**最喜欢的景点:** 九寨沟

**座右铭:** 正面思考吧!

黑暗隧道的尽头总会有光明!

**人生目标:** 每一天都过得有意义，尽力让身边的人幸福快乐。

**Age:** 31

**Education:** BSc in International Business & Economics at Groningen University (NL); MSc in Economics & Finance at University of Warwick (UK); CFA Charterholder (since 2009)

**Work experience:** More than seven years in investment banking, specialising in cross-border mergers & acquisitions

**Favourite sports:** Badminton, Football, Basketball, Bowling

**Favourite food:** Hotpot

**Hobbies:** Travelling, socialising with friends

**The person he most admires:**

His father

**Favourite scenic site:** Jiuzhai Gou

**Motto:** Think positive! There's always light at the end of the tunnel!

**Life goal:** To spend each day in a meaningful way, and try my best to make people around me happy.



# 2014第三届中国国际农商高峰论坛

## The CEIBS-JNESCO-CHIC 3rd China Int'l Agri-Business Forum

2014年5月25日 | 中欧国际工商学院北京校园

### 拥抱转型: 农业现代化与生态农业新突破

回望三十余年改革开放历程，一路走来尽是辉煌，惟有曾经的开路先锋——农业农村改革，多年来踟躇不前。中国农业和农村当前的根本问题是生产经营主体——小农，无法与工业化、城市化的历史发展进程相匹配。这种通过发挥一家一户主观能动性、分散经营的生产方式，在改革开放初期曾大放异彩，但到了全面开放的21世纪，在高度现代化的国际农业巨头进攻面前，“浩如汪洋又一盘散沙”的小农经济根本不堪一击。高投入、高污染、低产出，中国的农业正在丧失持续发展能力，成为依附性、弱质化产业的代名词；中国的土地和人口，也无法继续承载这样一种低效落后的农业发展模式。中国改革大业也迫切需要农业农村改革再次突破，再创辉煌。中共十八届三中全会《决议》明确强调要“构建新型农业经营体系”，构建集约化、专业化、组织化、社会化的农业经营体系，将是未来中国农业需要摸索的新道路。在市场的推动下，一些新型现代化农业企业，在生态农业领域已经提前布局并已探索出值得肯定路径。发展生态农业、实现农业生产的生态友好型可持续发展不仅依赖现代科学技术成果和现代管理手段相结合，更需要农工商教的默契配合，学习借鉴全球先进经验，推动中国农业产业化向新时代迈进。

#### 拟邀请演讲嘉宾

钱克明	中国农业部总经济师
张红宇	中国农业部农村经济体制与经营管理司司长
叶兴庆	中国国务院发展研究中心农村经济研究部部长
李建春	重庆市巴南区区委书记
刘霞	无锡市副市长
刘永好	新希望集团创始人
潘刚	内蒙古伊利集团有限公司董事长
江国金	中国食品有限公司董事总经理，中欧校友
朱演铭	熙可集团首席执行官，中欧校友
张卫国	西南大学校长
党国英	中国社会科学院农村发展研究所宏观经济研究室主任
张建伟	正谷（北京）农业发展有限公司执行总裁
Madeleine Korbel Albright	ASPEN全球食品安全战略智库联合主席，美国第64任国务卿
Steven S. Choi	美国加州Irvine市市长
Roald Lapperre	荷兰经济部农业副总干事、原荷兰农业部副部长
Linda Katehi	加州大学戴维斯分校校长
Ismael Roig	美国ADM公司亚太区总裁
Jeroen de Groot	麦德龙中国区总裁
Carla Cooper	美国Daymon公司CEO

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论坛主办	CEIBS 中欧国际工商学院	CHIC Group 熙和集团	论坛协办	CAIACC 中国农产品加工与流通协会	CGAPA 中国绿色食品协会	战略合作 伙伴	上海市农业委员会 Shanghai Municipal Agricultural Commission	北京市农村工作委员会 Beijing Municipal Commission of Rural Affairs	晚宴合作 伙伴	Organic and Beyond 正谷
年度论坛 支持伙伴	EUROMONITOR INTERNATIONAL	特别鸣谢	中欧商业评论 CEIBS Business Review	布瑞克咨询 Bric Consultants	战略媒体 伙伴	CHINADAILY	21世纪经济报道 21st Century Business Herald	南方农村报	农财宝典	优质农产品 品牌
媒体伙伴	中国聚焦点	胡润百富 Hurun Research	东方财富网 东方财富网	新资本	精英圈	中国改革	Treasury Online 资金管理网	商业时代	投资者报	理财周报 Masthead

he feels that despite his many years abroad and his ability to assimilate with foreign cultures, he will always think of himself as Chinese. “My ancestors are from China, and that’s where I’ll always belong.”

When Li stepped onto the stage of the Shanghai Petrochemical Auditorium at CEIBS on July 15, 2013 as the representative of the MBA 2013 cohort, it marked another fresh start for him. Now he is getting used to the way of life in the land of his birth; many Chinese customs are different from those in the places where he lived in the West. “Living abroad for so long, my understanding of China and the Chinese way of doing business is very limited. As some would put it, I am not sufficiently ‘close to the people’ (*jie diqi*),” he says. “I am trying to be more like a local Chinese.”

He expects it will be a fast adjustment. “Having lived and worked in different places since I was eight, I have learned to adapt to new environments very quickly. It is easy for me to talk and work with people from different places and cultures. This was a big advantage for me when I first began working in London and then in Hong Kong,” he says. It also helped him persuade his classmates to elect him as their Student Committee President, a position that no doubt offers him a platform to get to know his peers better while also honing his leadership skills.

Though swamped with courses and assignments, Li and his fellow Student Committee members try their best to fulfil their responsibilities to their classmates and the CEIBS community. The day they were elected, they began to offer suggestions to the MBA Office and, together with the relevant school departments, began implementing new initiatives. They have already succeeded in setting up a vending machine in the canteen, and are working together with other school departments to enhance the international environment at CEIBS. For example they have made efforts to help ensure that every student-led event will offer some form of translation for students who don’t speak Chinese and are working with the school and fellow classmates to open a student-run lounge on campus.

Professionally, Li expects his CEIBS MBA will help him

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**“ My ancestors are from China, and that’s where I’ll always belong. I am trying to be more like a local Chinese. ”**

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enter the ranks of Chinese business leaders. Besides helping to build his mainland network, he says the programme gives him an understanding of the Chinese businessman’s mindset. The insights of CEIBS’ world-class faculty and their ability to share the latest research findings on the rapidly evolving economic, political and social environment in China and the rest of the world are also invaluable. He also learns a lot from his classmates. “They are smart and have had very meaningful life experiences,” he says. “I truly enjoy my time working and having fun with them. Whenever I feel tired or demotivated, they are always there for me.”

After graduation Li is hoping to engineer a career switch to a new industry, with a job that allows him to travel between the Chinese mainland and Hong Kong, since he needs to consider his family and work-life balance along with his career.

When it comes to his personal life, he looks forward to exploring more of China. “My vivid childhood memories are of China. Though I have returned for summer holidays since the early 2000s, my true exposure to China was when I moved to Hong Kong in 2011. I flew to Shanghai, Shenzhen and Beijing quite often to meet with clients, therefore my understanding of China is only based on my experience in these mega cities. I know large cities are not representative of the real China, so I look forward to having the opportunity to travel to get a more holistic picture of this beautiful and highly sophisticated country.”