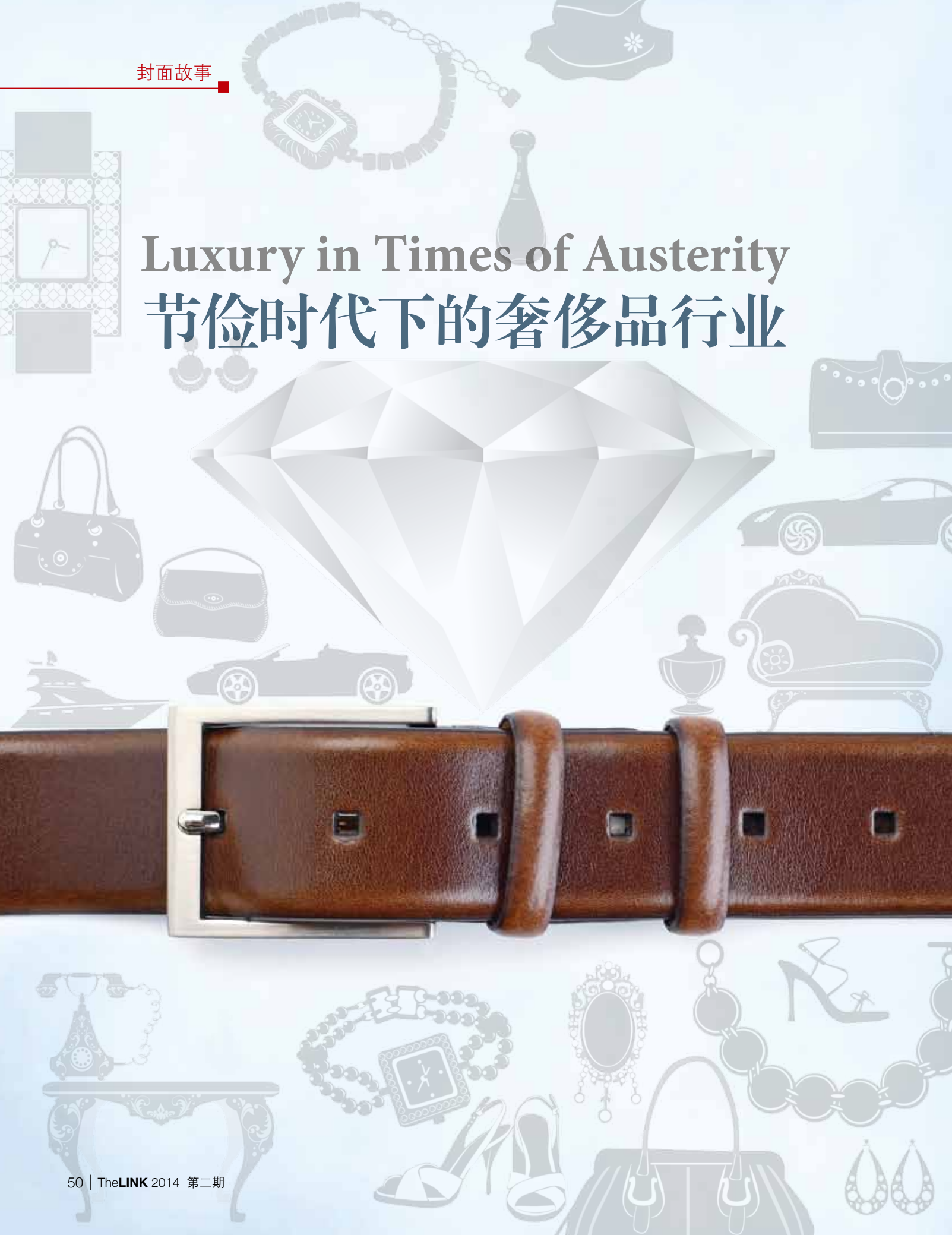


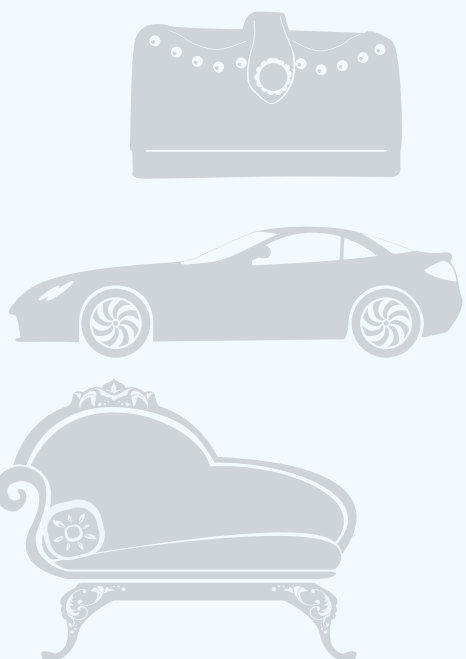
Luxury in Times of Austerity 节俭时代下的奢侈品行业





以习近平总书记为核心的中央领导集体所推行的勤俭节约和反腐倡廉措施,让中国的奢侈品行业在近几年经历了前所未有的巨变。在这一表象之下,还有其他变化在暗流涌动,包括日趋成熟的购物品味、更加理性的消费群体,以及中国奢侈品行业面临的挑战——在不失去奢侈品“高端”定位的前提下,如何利用消费者的网络购买力;而人才短缺也是奢侈品行业目前的当务之急。请阅读以下相关报道:

- 中国奢侈品行业成长之痛
- 奢侈品行业日新月异的图景
- 奢侈品行业人才访谈录



While the Xi Jinping administration's austerity drive and anti-corruption campaign has been the most high-profile change to China's luxury sector in years, other currents of change have been swirling just beneath the surface. These include a maturing of tastes and a more discerning customer base, along with the challenge of benefitting from the spending power available in the digital market without losing the very essence of luxury – exclusivity. On top of all that, there is a talent shortage in the industry. Read on for more in:-

- Growing Pains for China's Luxury Sector
- Luxury's Evolving Landscape
- Talent for a Changing Industry.



中国奢侈品行业成长之痛

销售不振让奢侈品牌重新思考中国战略

文/柯玟秀

去年,风格鲜明、个性十足的全球知名奢侈品牌无一例外经历了共同的遭遇——在曾经火爆的中国市场上,利润增长率却显示大幅下滑。根据贝恩公司发布的《2013年中国奢侈品市场研究》显示,2011年中国奢侈品市场的增长率为30%,2012年增长率骤降至7%,2013年更跌至2%;该报告预测2014年的增长也不容乐观。为了应对这期而至的命运逆转,各大奢侈品牌已开始重新思考其中国战略。

奢侈品市场环境的忽然转变,与中国新一届领导人于2012年底开始大力推行的勤俭节约和反腐倡廉运动不无关联。当然,不同类别的产品所受的影响也不同。中欧国际工

商学院市场营销学兼职教授、法国马赛Kedge商学院MBA与DBA课程主任米歇尔·古泽兹(Michel Gutsatz)认为,“受打击最严重的是与‘关系’和公款消费有关的产品,例如名贵手表,以前一个顾客走进店里会一下子买20块手表,因为他要送20份礼;还有酒类,尤其是高档白兰地,由于中央遏制公款宴请,茅台、五粮液等中国白酒品牌和一些高级餐馆、酒店也受到影响。”古泽兹教授解释,“如果你从这个角度观察,就会很快发现习近平主席推动的勤俭节约和反腐倡廉措施所带来的影响;这些举措仍将长期实行,对于这几类产品的影响还会持续下去。因此商家必须从别的领域中发展客户,如私人消费领域。好日子已经一去不复返了。”

Growing Pains for China's Luxury Sector

Slow sales growth pushes brands to rethink China strategy

By Janine Coughlin

The world's leading luxury brands may have distinct styles and personalities but last year they all had one thing in common – earnings reports that showed a dramatic slowdown of growth in the once red hot China market. In 2011 the luxury sector saw around 30% growth in the Chinese market, this slowed to 7% in 2012, then fell to around 2% in 2013, according to the *Bain & Company 2013 China Luxury Market Study*, which expects growth to be sluggish again this year. To cope with this surprising reversal of fortune, brands are now rethinking their China strategies.

The rapid change in market environment is due in part to the widely publicised frugality and anti-corruption campaign introduced by China's new leadership at the end of 2012. But the campaign has not had the same effect on all categories, explains CEIBS Adjunct Professor of Marketing Michel Gutsatz, who is also Director of DBA and MBA at Kedge Business School. "The ones who have been impacted most are the categories that relate to *guanxi* and "official" consumption. These include products such as watches – for example people would come into a store and buy 20 watches because they had 20 gifts to give – and wines and spirits, particularly cognac, because of the restrictions on banquets. Some Chinese liquor brands like Maotai and Wuliangye as well as high-end restaurants and hotels have also been affected," he explains. "If you look at it from this perspective you can see immediately the impact of President Xi Jinping's anti-corruption and frugality policies, and that is important because it means it will continue to affect those categories. They've got to find other customers elsewhere, for private consumption. The easy days have ended."

This echoes what Mr Bruno Lannes, Bain & Company

Partner, says. "This is a long-term evolution. The artificial spend has gone out and now people are spending like you and me. You spend what you have earned and you are very selective and it's a personal type of consumption, or personal gifting," he explains.

Savvy Shoppers

Lannes says that the savvy shopping sense of Chinese luxury consumers has also contributed to the slowdown on the mainland. "Chinese are buying more outside of China. In fact around two-thirds of their purchases are made either in western markets or Hong Kong and Macau," he says. "The reason for that is because there's a price difference, a very important one, between China and the rest of the world. Also Chinese are travelling a lot more, their businesses are a lot more globally integrated and for holidays they are also travelling the world a lot more openly and freely than before. They take these opportunities for travel to buy what they need in terms of western goods."

Chinese consumers are among the best-informed consumers in the world, he says. "They know everything, and they are able to access the best information and of course get the best deal as a result of that information," Lannes explains. "They are also able to check with their friends through all types of social media on what they think about a brand or colour; they can take a picture in the store of a jacket they are thinking of buying and send it to their friend and get feedback immediately and decide whether to buy it. These behaviours – always on, always connected, extremely well informed – I think are quite unique to the Chinese."



从左至右: 布鲁诺·拉恩斯、米歇尔·古泽兹、陆晓明

From left: Bruno Lannes, Michel Gutsatz and Edward Lu

贝恩公司合伙人布鲁诺·拉恩斯(Bruno Lannes)先生也表达了类似的观点,“这是一种长期的演进。虚假的消费日渐淡出,顾客开始像普通人那样花钱,他们量入为出、精挑细选,这是一种个人化的消费,或者用于亲友馈赠。”

精明的消费者

拉恩斯指出,中国的奢侈品消费者变得越来越精明,这也是造成中国大陆奢侈品市场放缓的原因。“中国人开始更多地在国外购物。事实上,现在中国人购入的奢侈品中约三分之二来自西方国家或香港、澳门。”他分析道,“很重要的原因是奢侈品在中国和海外市场上的价格不同。越来越多的中国人到海外旅行,他们的生意与全球市场接轨的程度日益提升;每逢假日,他们便自由自在地在全球各地游玩。他们会趁着这些机会采购所需要的海外商品。”

拉恩斯认为,中国人是全世界消息最灵通的消费者群体之一。“他们什么都知道,能够掌握最全面的资讯,并凭借这些信息来做成一笔笔划算的交易。”拉恩斯解释道,“他们通过各种社交媒体与朋友们交流对于品牌或颜色的看法;他们在店里拍下心仪夹克的照片,发送给朋友并得到即时反馈,然后决定是否购买。这些行为——总在寻觅,总在交流,总是掌握超级全面的信息——在我看来正是中国人的独特之处。”

中国消费者对价格的敏锐使得一些直接从海外购物的渠道应运而生——在中国大陆被称为“代购”。贝恩公司的研究表

明,2013年近60%的中国人使用过代购渠道,即通过职业买家或网站从海外购买价格较便宜的奢侈品。

中国大陆专卖店和商场内销售的奢侈品价格较高,主要原因在于运输成本和进口关税。“如果你是个人客户,当然会选择在港澳或欧洲购买奢侈品,”古泽兹教授说,“港澳价格约比中国大陆价格低20-30%,而欧洲价格可能只有大陆价格的一半。”

日趋成熟的品味

中欧校友陆晓明(EMBA 1995)先生认为,中国奢侈品消费者的品味正日趋成熟。陆晓明在中国奢侈品行业有着20年的工作经验,曾经服务于欧莱雅、万宝龙,后来自己创业,在2011年创办了化妆品公司Organic+。“人们不再想要印着大商标的手袋,他们已渐渐成熟起来,懂得购买适合自己的商品。”陆晓明说,“通过购买需要和喜欢的商品,他们可以提升生活质量;中国人现在买东西是为了取悦自己,而不是像以前那样为了撑门面。”

如今,一切都与个性有关。“中国消费者已经认识到,要让自己显得与众不同、个性鲜明,不是提着满大街都有的手袋,而是穿戴上别人没有的服饰,或者将两种品牌以别人未曾想到的方式混搭在一起。”拉恩斯说,“你必须看上去独一无二、别具个性、不落俗套且心中喜悦。这一趋势最早出现在北京和上海,因为那里的奢侈品品牌群英荟萃,而且人们对于独特性的要求最为强烈。”

The price shopping savviness of Chinese consumers has also resulted in the rise of parallel channels, known as DaiGou, on the mainland. The Bain & Company study shows that in 2013 nearly 60% of Chinese used DaiGou – professional buying agents and websites – to purchase luxury goods from overseas, where prices are lower.

Shipping costs and import duties are the main reason for the higher price tag for luxury goods sold in brands' retail outlets and department stores on the Chinese mainland. "Now if you're a private person, you're going to buy in Hong Kong, Macau or in Europe," says Prof Gutsatz. "The price structure is something like 20-30% less expensive in Hong Kong and Macau than on the mainland, and maybe 50% less expensive in Europe."

Maturing Tastes

The tastes of Chinese luxury consumers are also maturing, explains CEIBS EMBA 1995 alumnus Edward Lu, who has been working in China's luxury sector for almost 20 years, first at L'Oréal, then Montblanc and now as an entrepreneur; in 2011 he founded the cosmetics company Organic+. "People no longer want a bag with a big logo. They are more mature and they are buying goods which are suited to them," Lu says. "People are starting to improve their quality of life in the way that they buy the products

they need and love. They are starting to buy products to reward themselves, not to demonstrate their 'face', as the Chinese used to do."

Today, it's all about the individual. "Chinese consumers have come to understand that to look different and to look 'yourself' is not by carrying a bag that everyone else has, it's by wearing something that nobody else has, or mixing and matching between two brands in a way nobody has thought about," says Lannes. "You look unique, you look yourself, you look differentiated and you look happy. This is a gradual evolution which is happening first in Beijing and Shanghai because that's where the brands have the most presence and that's where the appeal of differentiation is the strongest."

New Attitude

These various changes have combined into something of a perfect storm that is now forcing luxury brands to rethink their approach to the Chinese market. "Before, no one cared about client segmentation, or finding answers to question such as 'How do I grow my customer base?' 'How do I grow my business with my existing customers?' These are things that mass market brands have been doing for years because that's the only way they can survive," says Prof Gutsatz. "Now some of the luxury brands are adopting real market segmentations and developing new ways to address their customers. They are moving away from the 'one size fits all' attitude."

Lu concurs. "I used to say that in luxury, we lead consumers. We don't care about what you want to buy – we give you this and you take it. Today, they need to do things like what we do in cosmetics. We do a lot of consumer research and try to understand the needs of the consumer so we can develop those products for the consumer to use," he says. "The luxury industry probably needs to be less arrogant, to listen to consumers' needs."

Luxury brands have also started putting a lot more effort into educating Chinese consumers about their history, heritage and culture. Mercedes Benz announced plans last





新的态度

所有这些变化汇聚成了一场“完美风暴”，促使各大奢侈品牌重新思考他们的中国市场战略。“以前没有人关心顾客细分，也没有人想过‘如何扩大顾客群’、‘如何在现有顾客基础上开拓业务’等问题，而这些正是大众市场品牌多年来孜孜以求的工作，是他们安身立命的根本。”古泽兹教授说，“现在，一些奢侈品牌也开始真正细分市场，并开拓新的方法来满足顾客需求。他们不再坚持‘以不变应万变’的态度了。”

陆晓明对此有着相同的看法，“我以前常说，在奢侈品行业是我们在引领消费者。我们并不关心你（消费者）想买什么——我们给你什么，你就接受什么。如今，奢侈品行业所做的事和我的化妆品公司差不多。我们做了很多消费者调查，希望了解消费者的需求，以便我们能开发出适合他们使用的产品。奢侈品行业不妨放下身段，去倾听顾客的心声。”

各大奢侈品牌也开始大力向中国消费者介绍他们的历史、传承与文化。去年梅赛德斯-奔驰宣布在北京筹建博物馆，香奈尔则在上海举办了“香奈尔黑色经典外套”展览；最近，爱马仕将工匠请到中国，让他们在顶级商场的公共区域展示制作工艺。

“这些活动仅作展示，并不销售产品。他们在潜移默化地传递知识。”古泽兹教授解释道，“这些活动设计得精美绝伦，奢侈品牌不愧为创办活动的高手。他们会举办针对VIP嘉宾的专场活动，也会举办更多的大众活动，以期增进顾客对其品牌的了解。”

在古泽兹教授看来，这也是对未来的投资，暂时还买不起奢侈品的中产阶级至少可以将那些品牌铭记心中。“奢侈品关乎梦想。人们会琢磨，‘我什么时候能够拥有那件宝贝？什么时候可以买它？’”他说，“如果你能让人们难以忘怀，嚷着‘我一定要买那个！我要给自己买一条爱马仕领带’，那么这个品牌就是成功的。”

不断演进的时尚

据拉恩斯观察，中国的奢侈品行业也有不少闪光点。贝恩公司的研究表明，在此次销售低迷之前，男士用品是销售增长的推动力之一，而现在则是由女士用品和时装来力挽颓势。“这是此次销售放缓中发生的有趣变化。这不仅是一次销售放缓，值得观察的还有在低迷中所显示的种种变化。”拉恩斯说。

奢侈品销售重点转向时装，这也给各大品牌带来了一系列新的挑战。拉恩斯说：“时装是一个比较难以管理的产品类别。商家必须管理库存和时装系列，必须在店堂内准备更多空间来展示时装系列的不同款式，还必须更频繁地调整产品陈列，以展示最新款式。这需要一整套截然不同的管理技术，我认为有些品牌已经做好准备，而其他品牌可能尚需努力。”

奢侈品行业需要合适的管理人才，这一看法与古泽兹教授的观点相契合——中国奢侈品牌的最大难题在于缺乏人才。“从业者的素质达不到预期，”古泽兹教授分析，“目前奢侈品行业正面临着两个挑战：一是提高营业额；二是满足中国消费者对于服务的高要求。”

然而，正是这富有挑战的商业环境，为希望在中国市场发展的顶级奢侈品牌创造了机遇。“目前（外国奢侈品牌）有创建或并购中国高端甚至中端品牌的大举动，”古泽兹教授说，“这是最近正在发生的事。”他举了一些例子，如爱马仕投资创建专为中国市场设计的品牌“上下”，法国开云集团下属的中国珠宝品牌“麒麟”，以及宝马公司专为中国市场打造的“之诺”电动汽车品牌。

“我们渐渐意识到，中国的奢侈品市场正在逐步演变，成为一个更加‘普通’的市场。”拉恩斯说，“从某种意义上来说，中国市场已经变得与欧美市场相似，我认为这是件好事。”

year to build a museum in Beijing while Chanel staged an exhibition in Shanghai called “Little Black Jacket”. Hermès recently began bringing some of its craftsmen to China, and has them creating their works in the public areas of high-end shopping malls.

“They don’t sell at these shows, they just show. They transfer knowledge, they educate,” explains Prof Gutsatz. “They organise it in a very posh way. It’s very beautiful. Luxury brands are event creators. They will have very exclusive events for VIPs, but they will have these more mass events because they want customers to be aware of what the brand is about.”

He adds that this is also an investment in the future, a way of introducing the brand to today’s middle class consumers who cannot yet afford such products. “Luxury is all about a dream. It’s about ‘When can I have that expensive item, when can I buy it?’” says Prof Gutsatz. “The more you make people salivate and say ‘Oh, I want THAT! I really want to buy myself an Hermès tie,’ it’s good for the brand.”

The luxury market in China is slowly transforming itself. Gradually we see that it is evolving towards a much more normal market.”



Fashion Forward

Lannes says that there are also some bright spots emerging in China’s luxury landscape. Bain & Company’s research shows sales shifting away from men’s categories, which were among the growth drivers before the slowdown, while women’s categories and fashion are now picking up the slack. “It’s an interesting transformation that is happening with this slowdown. It’s not just a slowdown, it’s a transformation within that slowdown which is interesting to watch,” he says.

This shift towards fashion also presents a new set of challenges for brands. “Fashion is a category that is a lot harder to manage,” Lannes says. “You need to manage inventories and collections, you need to have more space in the store to be able to show all the different looks that are in your collection. You need to change your showroom a lot more frequently to show the latest arrivals. It’s a different set of skills that are required and I think some brands will have prepared themselves for it and others may not have and will have to do so.”

The need for managers with the right skill set points to what Prof Gutsatz describes as the most difficult issue for luxury brands in China – a talent shortage. “The level of the staff is not up to expectations,” he says. “There are two things that are happening. The first is high turnover and the second is high expectations of Chinese customers as to what the service should be.”

However the challenging business environment is creating opportunities for Chinese premium luxury brands looking to carve out a place in the market. “There’s a big move now to either create or buy a Chinese upscale brand or even mid-market brands,” says Prof Gutsatz. “It’s a very recent phenomenon that is happening.” Among the examples he highlights are Shang Xia, a made-for-China brand funded by Hermès; the Chinese jewellery brand Qeelin which is now part of the Kering conglomerate, and BMW’s new Zinoro electric car brand that the automaker created exclusively for the Chinese market.

“The luxury market in China is slowly transforming itself,” says Lannes. “Gradually we see that it is evolving towards a much more normal market. In some senses the market has evolved to be closer to the US market or the western market. I think there is some positive news there.”



奢侈品行业日新月异的图景

文/兰安

3月,由中欧国际工商学院和上海市静安区人民政府联合举办的2014第六届顶级品牌高峰论坛在上海展览中心友谊会堂隆重举行。来自全球奢侈品牌的高管、市场营销学专家学者和传媒行业人士共400多位嘉宾齐聚一堂,探讨了奢侈品行业的最新动向。中国是全球最大的奢侈品消费市场,中国的奢侈品公司正专注于在全球范围内推广品牌,中国消费者的偏好和中国奢侈品公司的新战略都是论坛当天热议的话题。

以品牌代表中国

全球奢侈品市场有29%的份额来自中国。美国贝恩咨询公司(Bain & Company)合伙人布鲁诺·拉恩斯(Bruno Lannes)向与会专家透露,中国消费者每年花在奢侈品上的人均开销高达2000欧元,超过其他任何国家。然而,高端消

费者的奢侈品大多并非在中国大陆购买,而是在海外。上海滩(Shanghai Tang)执行主席雷富逸(Raphael Le Masne Chermont)表示,“60%的消费都是在中国大陆以外地区发生的。”他认为旅游已成为终极的奢侈品,这意味着旅游零售业务还有巨大的潜力可挖。然而,当荷包满满的中国人在全世界搜寻国际大牌时,谁又在购买中国的高端品牌呢?

在中国依然年轻的奢侈品行业谋求发展之时,这个问题就显得格外有意义。雷富逸表示,今天的中国要坚决摆脱“世界工厂”的旧形象,并创建能够在国际舞台上产生影响的自有品牌。雷富逸强调,“中国要有代表自己的品牌,西方世界的人们应当了解这一点!”他的观点得到了复星集团国际发展部总经理仲雷的赞同。仲雷指出,尽管中国已拥有茅台等传统奢侈品牌,但未来还会有更多的(奢侈品牌)出现。“今后五年,许多中国品牌将发展壮大起来。”他预言道,“届时我们大可不必惊讶。”

Luxury's Evolving Landscape

By Ana Galán Rodellar

The CEIBS Prestige Brands Forum was again the venue chosen by more than 400 managers and directors from the most prominent international luxury brands to discuss the current trends shaping the ever-evolving industry. The preferences of Chinese consumers, (the largest market in terms of luxury spending worldwide) and the new strategies of Chinese luxury companies fiercely focused on making their mark globally, were some of the issues explored throughout the March 22 event.

China Branding China

Chinese nationals already account for 29% of the global luxury market, and they spend more than any other nationality: an average of 2,000 euro per capita every year, Bain & Company Partner Bruno Lannes told the gathering of industry experts. However, most of these high-end consumers do not purchase luxury goods in mainland China, but overseas. “Sixty percent of consumption is done outside the mainland,” said Raphael Le Masne Chermont, Executive Chairman at Shanghai Tang. Travelling, he said,



has become the ultimate luxury, which means that there is huge potential for growth in the retail travel business. But

with deep-pocketed Chinese travelling the world in search of internationally renowned brands, who's buying China's high-end brands?

The question takes on even more significance with the changes now underway in the country's still relatively young luxury industry. Firmly moving away from the old image of just being the world's factory, today's China is looking to establish its own brands that can have an impact on the global stage. “China will be branding China; so, people from the West of the world, be aware!” urged Le Masne Chermont. Fosun Group's Senior Managing Director Patrick Zhong agreed and pointed out that although China already has traditional luxury brands such as Maotai, many more are still to come. “In the next five years, many Chinese brands will have greater stature,” he predicted. “Don't be surprised when they come.”

The newcomers will face an extremely competitive market – both at home and globally. International competition is already pushing China's existing high-end brands to rethink their strategies and utilise innovative business models in order to increase their competitiveness. Michel Gutsatz, CEIBS Adjunct Professor of Marketing and MBA Director at Kedge Business School, talked about the three main approaches being used:

- Western brands create Chinese brands. These brands view “Made in China” as a selling point. Some examples include Hermès creating Shang Xia, BMW creating Zinoro, and Estée Lauder creating Osiao.
- Brands created in China by Chinese who view “Made in China” as a disadvantage. The design is made in China but the production is done in Europe. Examples include Anteprema and Sheji/Sorgere.
- Multiple locations based on expertise. These brands set up their production centres wherever there is access to the expertise they need. Therefore, they produce their goods in several countries, depending on the product.

新加入市场的公司将面临激烈的竞争——无论是在国内还是国际市场。国际化竞争正促使中国现有的高端品牌重新思考他们的战略,并利用创新商业模式来增强竞争力。中欧国际工商学院市场营销学兼职教授、法国马赛Kedge商学院MBA和DBA课程主任米歇尔·古泽兹(Michel Gutsatz)谈到了三种主要途径:

- 由西方品牌创立的中国品牌:这些品牌将“中国制造”视为卖点,如爱马仕创立“上下”,宝马汽车创立“之诺”,雅诗兰黛创立Osiao。
- 中国人在中国创立的品牌,但创立者将“中国制造”视为不利因素:这些品牌在中国设计,在欧洲制造,如Anteprima、社稷(Sheji/Sorgere)。
- 根据专业需求在不同地区进行生产的品牌:这些品牌在能够满足其专业需求的地方建立生产中心,因此产品是在不同国家生产的,具体地点取决于产品本身。

数字化的机遇与风险

正如今天的其他行业一样,在群雄逐鹿之中,奢侈品牌也意识到了网络世界的重要性。对于某些行业来说,“网上缺席”是市场缺席的同义词。不过对于奢侈品牌而言,情况要复杂得多,他们必须评估网络带来的机遇和风险。

目前中国拥有6.2亿网民,其中逾5亿人拥有移动设备,是世界上最大的网民群体。对于那些想要进军中国市场或巩固在

华地位的公司来说,电子商务是一个有力武器。雷富逸表示,中国的消费者通过上网来了解更多的品牌信息,因此宣传是奢侈品牌在华电子商务的首要任务。“你的网站必须是你最好的店铺。”他建议,“网络营销是吸引消费者至关重要的手段。目前,20-25%的市场预算是用于网络的。”拉恩斯补充道。

这与腾讯网络媒体事业群市场总经理韩志杰的观点不谋而合,他认为网络营销对于在华品牌是不可或缺的。他强调,“即使是对奢侈品牌而言,如果你真的想与消费者互动,那你就必须借助新兴数字平台。”

然而,数字化也与风险相连。许多高端品牌认为,奢侈品消费一个不可分割的部分,就是消费者亲临店铺购物时所体会到的附加值。如果商品是通过网络购买的,那么这种体验就会被彻底改变,因此电子商务恐怕并非所有顶级品牌的理想工具。托德斯(Tod's)中国区总经理伟德智(Edoardo Vittucci)指出,尽管他们信任电子商务,但仍会坚持店铺里的零售体验。Vhernier副总裁伊曼纽尔·阿里奥迪·维斯多米尼(Emanuele Aliotti Visdomini)也担忧地表示,利用数字媒体在中国加速推广可能会损害公司品牌,而不是起到促进作用。

因此挑战在于,如何在奢侈品牌的传统精髓与当下最新的潮流、创新之间取得平衡。正如巴黎HEC商学院市场学教授安妮·米绍(Anne Michaut)所说的,“数字化”一词就其定义而言,是对每个人开放的,而奢侈品只向少数人敞开大门。“但数字化是当前消费者的需求。”她强调说。



从左至右:米歇尔·古泽兹、雷富逸、布鲁诺·拉恩斯

From left: Michel Gutsatz, Raphael Le Masne Chermont and Bruno Lannes



Going Viral

In their fight for turf, luxury brands – like the players in every other industry today – recognise the importance of the online world. In some cases, not having a presence on the Internet is synonymous with being absent from the market. When it comes to luxury brands, however, things become more complicated, and brands need to assess both the opportunities and the risks that come with being online.

With about 620 million Internet users, more than 500 million of whom sign on with mobile devices, China is now the biggest network in the world. That makes e-commerce a powerful tool for firms that want to position or consolidate their brands in the country. According to Le Masne Chermont, Chinese users go online to know more about brands, so education is the priority of e-commerce in China. “Your website must be your best shop,” he advised. Online marketing then becomes a critical aspect of brands’ marketing plans. “Digital marketing is critical to engaging consumers. Nowadays, 20-25% of the marketing budget is for digital,” Lannes added.

In the same vein, Jeff Han, General Manager of Marketing at Tencent Online Media Group, sees online

marketing as a necessity for brands in China. “Even when it comes to luxury brands, if you really want to interact with your customer you need to use the emerging digital platforms,” he emphasised.

However, there are also risks associated with going digital. Many high-end brands believe that an integral part of purchasing luxury goods is the added value that the personal, in-store experience offers. That experience radically changes when products are purchased online, so e-commerce might not be an ideal tool for all prestige brands. Tod’s China Director Edoardo Vittucci pointed out that although they believe in e-commerce, they prefer to stick to the retailing experience in the stores. Vhernier’s Vice President Emanuele Aliotti Visdomini also expressed concern that accelerating branding in China through digital media could damage his company’s brand, rather than enhancing it.

The challenge, then, is how to balance the traditional essence of luxury brands with today’s latest trends and innovations. As Marketing Professor at HEC Business School Anne Michaut noted, digital is – by definition – open to everyone, while luxury is reserved for a select few. “But digital is what customers request now,” she stressed.



奢侈品行业人才访谈录

文/柯玟秀

有人说,中国日新月异的奢侈品行业面临的最大挑战之一就是人才短缺。本期《TheLINK》杂志特邀迪奥时装中国战略助理项目经理苏厚安(MBA 2011)先生畅谈了在奢侈品行业工作的体会。

您为什么有兴趣在中国的奢侈品行业工作?

我在美国的第一份工作是在一家日本的半导体公司,我从那份工作中学到的功课就是,我真正希望从事的是与人打交道的工作。奢侈品是一个让人美梦成真的行业。人们购买奢侈品,不仅是因为需要一个手袋或一双鞋,它的意义远不止于此。奢侈品是一个品牌、一段历史,蕴藏在品牌之中的工艺也让人们乐意花五万元而不是五百元去买一个手提包。你如何运用各种心理因素,可以决定你能否做成一笔生意。我认为这种结合是非常有趣的。

我决定来到中国是因为我想在奢侈品行业工作,而中国是这一领域最具潜力的市场。这也是我选择中欧的原因。我对中国的最初体验就是从2009年我来到中欧的那一天开始的。

能具体谈谈您的工作吗?

我的工作主要集中在迪奥男士(Dior Homme)领域。我从不同角度追踪该领域的销售业绩,并直接向总经理汇报。我的工作主要在零售端,同时也与其他部门进行合作,例如,去年我做了一个重塑迪奥男士业务的项目。之前我们的重点是成衣,后来又开辟出皮具领域。我个人负责迪奥男士皮具的业绩,以及决定我们该如何提升业绩。我做过的另一个项目与专卖店审核有关,目的是对那些业绩不达标的专卖店进行深入分析,并提出切实可行的方案,目前这些方案都已经交给那些专卖店实施了。

Talent for a Changing Industry

By Janine Coughlin

A shortage of talent has been cited as one of the biggest challenges facing China's evolving luxury industry. CEIBS MBA 2011 alumnus Derek Su, who is China Strategic Assistant Project Manager at Christian Dior Couture, talks about what it's like to work in luxury today.

What got you interested in working in the luxury sector in China?

My first job was working for a Japanese semi-conductor company in the US and one of the lessons I learned on the job was that I wanted to be in a business that engages people. Luxury is an industry that is about making dreams reality. People don't buy luxury products solely because they need a bag or a pair of shoes; it's about something more than that. It's the brand, the history, and the craftsmanship which a brand stands for that drives people and makes them willing to pay RMB 50,000 instead of RMB 500 for a handbag. How you play with all the psychological aspects can affect the business transaction. I find this combination very interesting.

I decided to come to China because I wanted to work in the luxury industry and I think China has the most potential in this sector. That was one of the reasons why I picked CEIBS. My first touch point with China was when I came to CEIBS in 2009.

What's your job like?

I'm mainly focused on Dior Homme. Reporting to the MD, I tackle the sales performance of this division from many different angles. I work mainly on the retail side, while coordinating different departments at the same time. Last year, for example, I worked on a project that reshaped the Dior Homme business. We have been very focused on ready-to-wear, and leather goods was a new area which we wanted to get into. My job was to personally take charge of the performance of Dior Homme leather goods, and determine how we could boost performance. Another project I worked on related to boutique audit. The aim was to provide in-depth analysis of why some boutiques were not performing to our standards. I had to come up with a workable action plan and it's now being implemented in those boutiques.



苏厚安 Derek Su

What's the most challenging part of your job?

It's 'closing the gap'. We have to come up with marketing and business strategies that fit the local market. A luxury brand should have the same experience and brand identity and ideology whether you are in China, the US, or Paris. But how do you implement something that comes from Paris and translate it into a local message that your local retail team can understand and pass on to their team to improve the business and raise their performance? That's not easy to do. China has been moving forward very quickly, everything has been changing almost on a daily basis, but sometimes people don't necessarily change along with it. Changing the mentality is the hardest part.



“The retail sector is the heart of the luxury business.”

您工作中最大的挑战是什么？

最大的挑战是“缩小差距”。我们必须推出适合当地市场的营销与业务策略。无论在中国、美国还是巴黎，一个奢侈品牌的体验、品牌标识和理念都应当是相同的。但你如何推行这些来自巴黎的理念，将它翻译成当地销售团队能够理解的信息，再由他们传递给自己的团队并最终来拓展业务、提升销量呢？做到这一点委实不易。中国的发展速度非常快，万事万物都在改变，但有时人们未必跟得上这些变化。改变观念是我觉得工作中最难的部分。

您工作中最有趣的部分是什么？

中国市场比其他任何国家的市场都更有活力。中国的各个地区特色鲜明。在这里，你每到一个地方，都会发现那里的员工和市场是不同的，顾客行为更是迥然相异，他们对于奢侈品的看法、他们鉴赏奢侈品的角度都不一样。在这样的情形下，你如何才能一如既往地出色完成业绩呢？我们必须根据当地市场情况做出很多调整。我们有一些普适的总体战略，但会因地制宜，以不同的策略来施行。

您在中欧MBA学习的经历对于您现在的工作有怎样的帮助？

中欧MBA课程帮助我掌握了会计、财务等有难度的技能。当你面对一堆报告时，这些分析技巧自然会帮到你，你知道从哪里下手，从哪里挖掘。这是一种商业直觉和分析能力，最重要的那种面对全局进行战略式思考的能力，这在目前对我帮助最大。当然，中欧的同学来自五湖四海、全球各地，学习与他们沟通、共事对于我在迪奥中国的工作也多有裨益。目前我工作中最重要的部分就是与不同的人打交道，减少外国人与本地零售团队之间的差异。

请问您对于职业发展有着怎样的计划？能否谈谈未来三五年的发展目标？

我希望自己在五年内成为某一男士品牌的零售总监，不过不一定是迪奥，也不一定是在中国。零售领域是奢侈品行业的核心。如果我足够幸运，也许会成为总经理，但我现在只想脚踏实地地做好工作。

What are the most interesting aspects of your work?

The Chinese market is a lot more dynamic than everywhere else. Every region in China is different. Everywhere you go in China you find that your staff is different, your market is different, the customer behaviour can be completely different, how they view luxury and where they are in terms of luxury appreciation are completely different. With that in mind, how do you still deliver performance and results? We need to do things a lot differently, more according to the local market. It's the same overall strategy they are using elsewhere, but then we play with different tactics to adapt to the local market.

How did your MBA study at CEIBS help prepare you for what you are doing now?

The MBA helped me with all the hard skills such as accounting and finance. The analytical skills certainly help when you have those reports in front of you, so you know where to look and where to dig into. It's the business intuition and the analytical skills and most importantly the ability to think strategically in looking at the big picture that is helping me the most now. It is also true that at CEIBS you have so many different classmates from different places, both from China and abroad. Learning to communicate and work with them has helped me a great deal in working in China for Dior. One of the most important parts of my job right now is communicating with different people, closing the gap between foreigners and the local retail team.

What is your plan for your career development? Where do you see yourself in three to five years?

In five years I see myself becoming a retail director for a men's brand, not necessarily for Dior or in China. The retail sector is the heart of the luxury business. If I'm lucky then maybe I'll become the general manager, but I'm just taking it step-by-step.

品全球艺术精髓 悟艺术投资之道

中欧—佳士得美术学院合作课程

全球艺术市场：艺术品收藏与投资

2014年9月8日开课，模块制，上海/北京/台北/香港/伦敦

中欧国际工商学院携手佳士得美术学院联袂推出“全球艺术市场：艺术品收藏与投资”课程，引领热爱艺术的广大人士徜徉艺术殿堂，探索艺术投资之道。课程不仅涵盖艺术鉴赏、艺术市场等核心内容，还将安排博物馆资深鉴定员带领学员深度探访博物馆、艺术家工作室及私人收藏等全球艺术精髓。学员更可享受珍稀的实践机会，在国际专家团队的指导下品鉴真实艺术拍品，零距离感悟艺术的魅力和独特价值。

课程目标

由艺术界专家、学者、业界人士组成的国际团队将致力于帮助热爱艺术品的各界人士梳理有关艺术品鉴赏、收藏、管理及投资等核心知识。

详情请洽：

庞裔琳 女士

电话：(86 10) 8296 6683 / 139 1088 5595

电邮：pyilin@ceibs.edu

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



继承家业，中国的富二代准备好了吗？

Are China's 2Rich Ready to Take Over Family Businesses?

文/李少民 朴胜虎

By Shaomin Li and Seung Ho "Sam" Park

自 19世纪70年代末期中国改革开放以来，这个曾经百废待兴的国家在短短几十年间涌现出了一代成功的企业家，他们手中的财产堪与西方“旧贵”相匹敌。

这也在中国造成了一个新现象——“富二代”，即富裕企业家的后代。父辈们通过辛苦工作换来丰厚家业和社会声望，而富二代们却以挥霍无度和开名贵跑车而闻名于世。

在成熟的经济体中，财富正缓慢地在几代人之间传承，但在中国这样飞速发展的新兴经济体中，第一代企业家和他们的子女是全新的群体。这些企业家如今已经五六十岁，开始考虑退休的可能性，而退休意味着在他们的家族企业里物色接班人。他们会将领导权交给家族以外的职业经理人，还是交给他们的子女？富二代是否愿意继承家业？是否已经为此做好准备？

2013年，我们启动了一项计划历时多年的调查，目前

已经面对面采访了一些中国的富二代，希望加深对这一重要课题的认识。以下是我们已经得到的一些重要发现：

首先，接班人从家族内部产生是主流趋势。没有一个家族企业的创立者愿意将控制权交给家族外的职业经理人。中国的家族企业很可能保持家族内部的封闭式结构，富二代将继承第一代所创立的企业。

这引发了我们的第二个问题：富二代愿意继承家业吗？如果愿意，他们是否已经做好了接替父母的准备呢？要回答这一问题，必须从富二代的教育背景、态度和经历着手研究。



China started its economic reform in the late 1970s, after Mao Zedong's death, when the country was on the verge of a total collapse. A few decades later it has produced a class of successful entrepreneurs whose wealth rivals the old monies of the West.

Their success has created a novel phenomenon in China: “*fu-er-dai*” or “2Rich” – the second generation of the rich. While their parents' hard work earned them money, and thus respect in the society, the 2Rich have a reputation of spending lavishly and driving expensive sports cars.

While mature economies go through a slow transfer of wealth over multiple generations, wealthy first-generation entrepreneurs and their descendants are entirely new in fast-growing emerging economies like China. These entrepreneurs are now in their 50s and 60s and are beginning to assess the option of retirement, which includes looking at leadership succession in their family-run businesses. Will they hand the reigns over to professional managers from outside the family, or to their children? Would the 2Rich be willing and ready to continue the family tradition?

In 2013 we launched a multi-year research project and have completed a group of face-to-face interviews with China's 2Rich to shed light on this important subject. Here are some key findings so far:-

First, there is an overwhelming trend that the succession plan works within the family. None of the founders expressed the desire to open up control to professional managers from outside. It is very likely Chinese family businesses will remain closed within the family and the 2Rich will succeed first-generation entrepreneurs.

This leads to our next questions: Do the 2Rich have the desire to take over their family businesses? If they do,

are they then ready to step into their parents' shoes? To answer these questions, we looked at their educational backgrounds, attitudes, and experiences.

The 2Rich are highly educated with majors in relevant business fields such as economics, management, and finance. All the 2Rich interviewed are college educated and many have Master's or higher degrees. Nearly half studied abroad, mostly in the U.S. It appears they are well trained to lead their family businesses.

So, with such a high level of education in modern business disciplines, can the 2Rich succeed in assuming the CEO role of the firm their parents created? While our study cannot directly answer that question, there are some tell-tale signs that guide our thoughts on the situation.

When we asked the 2Rich about the reasons they would take on the role of successor, 80 percent said it was because of their parents' poor health and lack of energy and only 20 percent said it was because their parents think they are ready and mature. Most consider a 'lack of experience' a major challenge in being a successor.

At the same time, our study shows that the 2Rich are eager to make changes in the family business. Nearly all (97 percent) of them who already work in the family business think that the business needs to be changed. As to the kind of change, 59 percent want to make 'revolutionary changes'.

We also detect some unwillingness to take over the family business. A considerable proportion of the 2Rich, at least two out of ten, chose to start their own businesses and these were mostly in different areas so they could 'prove themselves.' In addition to this need to 'prove themselves,' another dominant reason they gave for not wanting to go into the family business was that it 'is too old fashioned'.

Mr Hu, a successful founding entrepreneur we

“ The 2Rich are highly educated with majors in relevant business fields ”



富二代受过良好的教育，拥有经济学、管理学和金融学等商科领域的专业学位。我们采访的富二代都上过大学，其中很多人还拥有硕士以上学位；近半数有着海外留学经历，留学国家大多是美国。看起来，为了领导家族企业，他们已经受到了良好的培训。

那么，拥有优越的现代商科教育背景的富二代们，能够在父母创建的公司胜任CEO一职吗？我们的调查虽然无法直接给出答案，但不乏一些能说明问题的发现可以指引我们思考。

当被问及继承公司的理由时，80%的富二代表示是因为父母健康状况不佳，精力不济；只有20%的受访者表示是父母认为他们已足够成熟，做好了接班的准备。

大多数人认为继承公司的主要挑战在于“经验不足”。

我们的调查还显示，富二代们渴望对家族企业做出改变。几乎所有已经进入家族企业工作的受访者（97%）都认为，公司需要有所改变；当谈到是何种改变时，59%的受访者希望做出“革命性的改变”。

我们发现也有人不愿意接手家族企业。有相当一部分富二代（至少20%）选择了自己创办企业，并且大多进入了与父母截然不同的领域，以此来“证明自己”。除了这个理由之外，家族企业“太过时”也是他们不想为其工作的另一个主要原因。

胡先生是我们采访一位事业成功的企业家，他表示，“我们的孩子不愿意像我们那样勤勤恳恳地工作。我们的创业之路太艰难了！他们希望我们把钱给他们，这样他们可以自己开设私募基金、进行投资，让别人来为他们辛苦干活。”

那么，从这些发现中我们能得出什么结论呢？

在未来十年，将有许多第一代企业家退休，他们的家族企业将迎来新任掌门人，而中国的法制环境仍不健全，无法为被动投资者提供有效的保障。因此，第一代企业家自然不愿意将管理权拱手交给家族以外的职业经理人；他们甚至把职业经理人比作童话“小红帽”中的“狼外婆”。“一旦你把孩子交给狼外婆，她就会一口吞下去。”一位企业家说。

这正是中国民营企业未来值得担忧的地方：在可以预见的未来，家族企业的职业化管理不太可能实现。富二代既缺乏经验，也没做好接管家族企业的准备。而且，由于计划生育政策，富二代大多没有兄弟姐妹，这使得家族内部的接班

人选择有限。

不过，多数富二代还是满怀雄心壮志，想从根本上改变父辈的经营方式。考虑到他们的自负缘于所受的商业教育，再加上缺乏经验，他们很可能会犯下许多错误。已故著名企业家、台塑集团创始人王永庆曾经告诫，“对于一位成功的企业家来说，最糟糕的事莫过于让他拿了美国MBA学位的儿子来接管企业。”

从积极角度来看，如果这些理念可行的话，富二代所带来的新理念将推动中国民营企业更上一层楼。而且少了兄弟姐妹的竞争，家族内斗也随之减少，增加了平稳交接的几率，可能有利于完成管理权交接后的有效管理。

最后，再谈谈一个密切相关的心得体会：也许商学院教育最大的无力之处，就是无法直接造就成功的企业家。商学院能传授管理、营销、信息技术的理论和技巧，但无法注入思维方式、韧性以及企业家起起落落的人生历练。就像胡先生所说的，成功企业家在进行艰难抉择时所必备的直觉、坚韧和远见，只能从解决“现金流为负时怎样给员工发工资”这类的实际问题中得到。

李少民是美国欧道明大学教授；朴胜虎是中欧国际工商学院战略学教授。本文最初发表于2月27日出版的《金融时报》。



interviewed, commented, “Our kids do not want to toil in the field like us. What we did is too hard! They want us to give them the money, so that they can sit on a private equity fund and dole out investment to others who do the hard work for them.”

So, what can we derive from these findings?

In the next decade we will see many first-generation entrepreneurs retire and new leaders take over family businesses. The legal environment is still too weak in China to offer effective protection for passive investors. Naturally, the founding entrepreneurs are reluctant to hand over their companies’ management to professional managers from outside the family circle. They liken the professional manager to the ‘big bad wolf’ wearing granny’s clothing in the children’s tale of Red Riding Hood. “Once you hand over the child to the ‘granny,’ she will eat the child,” said one entrepreneur.

What we see here is quite worrisome for the future of the private sector in China: The professionalisation of family businesses is unlikely in the near future. The 2Rich are inexperienced and not ready to take over the family business. The fact that most of them do not have

siblings due to China’s one-child policy may limit the candidate pool within the family.

Yet, most 2Rich are very ambitious and want to make fundamental changes to the way their parents run the family business. Given the combination of the overconfidence that comes from their business education and their lack of experience, they will inevitably make many mistakes. Wang Yung Ching, the late legendary founder of the Formosa Group, cautioned, “The worst thing for a successful entrepreneur is to ask his son with an American MBA to take over his business.”

On a positive note: assuming these ideas would work, the 2Rich will bring in new ideas and take China’s private sector to the next level. Also, the lack of siblings will reduce family infighting and increase the chances of a smooth transition, potentially leading to effective management during the post-

succession period.

Finally, an after-thought that is closely related: perhaps the biggest shortcoming of business school education is its inability to mould successful entrepreneurs. Business schools can teach theories and techniques about management, marketing, or information technology, but cannot inject the mentality, the toughness, and the ups and downs of being an entrepreneur. According to Mr Hu, the gut feeling, toughness, and foresight a successful entrepreneur must have in order to make hard choices can only come from “figuring out where employees’ next pay check will come from when the cash flow is negative”.

Shaomin Li and Seung Ho “Sam” Park are professors at Old Dominion University and China Europe International Business School, respectively. This article first appeared in the Feb 27 issue of the Financial Times.





投资风格看基因？

Is Risky Investing in your *Genes*?

选股票的时候，您会更倾向于沃伦·巴菲特（Warren Buffet）还是唐纳德·特朗普（Donald Trump）的风格？中欧国际工商学院金融学教授亨里克（Henrik Cronqvist）、金融学副教授余方与华盛顿大学福斯特商学院斯蒂芬·西格尔（Stephan Siegel）教授的研究也许能帮助您找到答案。

以下是亨里克教授视频采访的精选片段：

你们的研究在投资行为方面有什么发现？

我们的研究基本着眼于投资风格。就风格而言，有些投资者更关注价值，有些则更关注成长。我们调查了这种现象的成因，并且发现了两个决定性因素：首先是基因，你与生俱来的基因构成在某种程度上决定了你会偏向于价值型投资还是成长型投资；其次是你的人生经历，如果你曾经吃过一些苦，就更有可能成为价值投资者。

环境是否对投资风格起决定性作用？

基因在很大程度上决定了你是价值型投资者还是成长型投资者，但它并非唯一的决定性因素。我们也考察了其他一些因素。著名价值投资者本杰明·格拉汉姆（Benjamin Graham）的例子让我们很受启发。本杰明·格拉汉姆被一些人尊崇为“价值投资之父”。他出身贫寒、年少丧父，而他的母亲在1907年的大恐慌中花光了家中所有的积蓄。

在兄弟姐妹之中，他被安排去纽约市的各个杂货店淘便宜货。因此，当他还是个孩子时，他就已经是那个找便宜货的专家了。这个故事很有趣，每当我想到著名的价值投资者，我就将他们当作找便宜货的专家，就像沃伦·巴菲特在经济危机时以低价收购了高盛。这也是我们对要素进行分析时的灵感来源。我们观察每个人的生活经历，并与他们的投资风格相结合，由此看到了一些不同的东西。那些在大萧条中成长起来的人更可能成为价值投资者，即所谓的找便宜货专家；在经济不景气的时候初入

职场的人也更有可能成为价值投资者。最后我们观察了像本杰明·格拉汉姆那样出身寒微的人，通过数据资料发现，那些在贫困家庭长大的人更可能成为价值投资者。基因并非唯一的决定因素，但你的个人经历最终会与基因一道塑造你的投资风格。

你们的研究成果有着怎样的现实意义？

我们的研究可以用于很多不同的方面。这里只举一个例子，市场上有许许多多的价值型基金，我们数了一下，总共有2050支不同的价值型基金，它们的名字中都带有“价值”二字；市场上还有更多的成长型基金，大概有3200支。如果你正在运营其中一支基金，你能从我们的研究中学到什么？我们发现有些人对价值比对成长更感兴趣。这些人是谁？正是那些在成长过程中经历过更多坎坷的人，那些在经济衰退期进入就业市场的人。在某种程度上，人生中这些决定性的时光塑造了他们。如果你能辨识出这些人，你就能发现谁是对价值型基金更感兴趣的潜在客户。



欣赏完整视频请访问中欧iTunes U
或YouTube官网“教授研究”栏目

For the complete video see the
Faculty Research section on CEIBS
iTunes U or YouTube sites.

When picking stocks are you more like Warren Buffet or Donald Trump? Research by CEIBS Professor of Finance Henrik Cronqvist, CEIBS Assistant Professor of Finance Frank Yu Fang, and Stephan Siegel of University of Washington Michael G Foster School of Business provides some answers.

Read on for excerpts from a video interview with Prof Cronqvist.

What does your research tell us about how we invest our money?

For our research we basically looked at investment style. Some investors are more value-oriented, some are more growth-oriented in terms of their style. We looked at why this is the case and we found two different determinants. Number one: genes, your genetic makeup – what you are born with – will determine, to some extent, if you prefer value versus growth. Secondly, the life experiences that you’ve had. So, if you had tougher times that you’ve gone

through throughout your life, you are much more likely to become a value investor.

Does the environment also play a role in determining investment style?

Genes are an important determinant of value versus growth investment style but they’re not the only factor. So we decided to look at a couple of other factors as well. Here we were inspired by famous value investor Benjamin Graham. Some would refer him as the “father of value investing”. Benjamin Graham grew up quite poor. His father passed away when he was very young and his mother lost the family savings in the panic of 1907.

Benjamin Graham was tasked, among his siblings, to go to different grocery stores in New York City and look for bargains. So he was a bargain hunter when he was a little kid. This strikes me as very interesting because when I think about famous value investors, I think about them

as bargain hunters. Think about Warren Buffett in the financial crisis buying Goldman Sachs at a bargain price. This was sort of one source of inspiration for the factors that we analysed. We looked at different life experiences that people have and then we link that to their investment style. What we found were a couple of different things. Those that grew up during the great depression had a stronger tendency to become value investors, sort of bargain hunters. We found that those that entered the job market for the very first time, who got their very first job in sort of an economic downturn, those were also more likely to become value investors. And then the last thing that we looked at is if you grow up poor, like Benjamin Graham did. We found that those in our dataset who grew up poor, they were also much more likely to become value investors. It’s not only about the genes but there are also these different life experiences that you have, they also explain, ultimately, what style you would pursue.

What are the practical implications of your findings?

There are many different implications from our research, so let me focus on just one. There are many, many value funds out there. We counted these and found about 2,050 different value funds with the word “value” in

their names. And there are even more growth funds; we found about 3,200. If you are running one of these funds, what can you learn from our research? What we know from our research is that some people are more attracted to value versus growth. So, who are the people who are more attracted to value? It

would be those that had tougher times when they grew up, they entered the job market at a difficult time, and they were sort of shaped by these defining years in their lives. If you can identify those people, then you can find some of your potential clients that can be more attracted to value funds.

中欧MBA校友“我的创业故事”征集令

各位中欧MBA校友：

过去的20年，中欧见证了无数校友的成功。现在的你，是否正在钟爱的行业里挥斥方遒？是否享受着自主创业的精彩？

如今的中欧已成为众多创业者的摇篮。每年有数十位背景迥异，却同样怀揣创业梦想的年轻人加入MBA课程。无论是入选“福布斯”“中国30位30岁以下创业者”榜单的“英雄少年”，还是已在创业路上辟出一片天地的“创业前辈”，都激励了更多年轻人坚定信念、继续前行。

学院与MBA课程对创业校友的支持可谓全面：专设“华欧创投”和“成为创业基金”提供资金支持；

特设“中欧创业与投资中心”提供创业教育、培训及研究；2014年起新增创业学为MBA课程专业方向；MBA创业俱乐部连续多年成为最受欢迎的俱乐部之一。越来越多的MBA学生在毕业后选择加入创业大军。

2014年，中欧MBA课程特别策划“我的创业故事”专题，让更多校友和年轻人认识奔跑在创业路上的你——

如果你有“创时困苦现宏图”的创业故事，或是“同舟共济，始终如一”的中欧创业老友记

如果你愿意与校友分享面临困境时的坚守和终获成功时的喜悦

如果你希望更多人了解你的创业经历，利用学院资源获得更多的发展机遇

请分享你的故事。

你只需将创业经历和点滴心得写成数千字短文一篇，并附照片发送给我们，即可获得由MBA课程部送出的限量版纪念品一份。

我们将选取好文通过中欧官方网站、微博、微信或《TheLINK》杂志向公众发布。

投稿及咨询信箱：zethan@ceibs.edu

联系人：Ethan Zhang





陈秋实 (2013FMBA)
中信银行青岛分行计划财务部总经理



俞艇 (2013FMBA)
弘毅投资总裁助理



冯奇 (2013FMBA)
上海复星创富投资管理有限公司投资副总监

金融深度 管理广度

中欧国际工商学院在职金融MBA

www.fmba.ceibs.edu

夯实金融之术，通达管理之道，积蓄前行能量；
比肩行业精英，叠加彼此能量，收获同道挚友；
卸下疲惫困顿，释放内心激情，勇攀人生高峰。

中欧在职金融 MBA，金融深度，管理广度，针对金融机构以及其他行业从事金融、财务相关工作的高潜质中层管理者量身定制，旨在培养金融领域未来领导者。

> 招生条件

- 拥有学士或以上学位
- 5 年以上工作经历，并具有 2 年以上管理岗位工作经验
- 在金融机构工作或者在其他行业从事与金融、财务有关工作的全职从业人员

> 近期活动

- FMBA 六小时：2014 年 5 月 18 日
- 第二轮报名截止：2014 年 6 月 12 日
- 联系我们：021-28905288



东煤交易捐款支持中欧供应链及服务创新研究中心

Ecoal China Invests in CEIBS Centre of Innovation in Supply Chain and Service



东北亚煤炭交易中心董事长李洪国先生（左）和中欧名誉院长、中欧教育发展基金会理事长刘吉教授
From left: Ecoal China Chairman Mr Li Hongguo and CEIBS Honorary President and Chairman of the CEIBS Education Foundation Liu Ji

为支持筹建之中的中欧供应链及服务创新研究中心，东北亚煤炭交易中心（以下简称“东煤交易”）将从2014年起向中欧总计捐款150万元人民币。4月11日，捐赠仪式在中欧上海校区西班牙中心成功举行。东煤交易董事长、泰德煤网股份有限公司董事长李洪国（CEO 2009）先生，中欧名誉院长、中欧教育发展基金会理事长刘吉教授，中欧副院长兼教务长苏理达（Hellmut Schütte）教授，中欧运营及供应链管理理学教授、中欧供应链及服务创新研究中心主任赵先德出席捐赠仪式。

赵先德教授在发言中表示，东煤交易是通过供应链整合创新、创造价值的典范，中欧供应链及服务创新研究中心将与东煤交易携手探索该领域的最新研究成果与最佳实践案例，以期对更多转型升级中的企业产生积极深远的影响。

李洪国董事长在捐赠感言中表

示，自他就读中欧那一天开始，中欧的“中国深度、全球广度”就点燃了他不懈追求事业的激情，他期盼通过此次合作与中欧共同为建立平等、开放、创新、透明、环保的煤炭供应链管理服务和国际化煤炭电子商务生态圈贡献力量。

刘吉教授和苏理达教授代表学院对东煤交易的捐赠表达了感谢之情。

Ecoal China invested RMB 1.5 million in the CEIBS Research Fund during a donation ceremony held on April 11 at the Spanish Centre on the Shanghai Campus. The funds will be allocated to development of the CEIBS Centre of Innovation in Supply Chain and Service, which is still in the planning stages and is expected to launch later this year. Chairman of Ecoal China and CEIBS CEO 2009

alumnus Mr Li Hongguo said he hoped the cooperation between CEIBS and Ecoal China would contribute towards the development of a coal supply management service system and an international coal e-commerce ecosystem that promotes equality, openness, transparency and environmental protection.

Director of the CEIBS Centre of Innovation in Supply Chain and Service Prof Zhao Xiande said Ecoal China is a paradigm of a company that creates value through supply chain integration and innovation, and he said it was an honour for the Centre to cooperate with such an excellent enterprise. CEIBS Honorary President and Chairman of the CEIBS Education Foundation Liu Ji and CEIBS Dean and Vice President Prof Hellmut Schütte also thanked Ecoal China for its generous investment.

EcoalChina.com was launched in July 2013 during the Northeastern Coal Trade Fair, with the mission of establishing an international coal e-commerce platform. Over the past two years it has held three Northeastern Coal Trade Fairs, and has gradually developed e-commerce trading models for coal, including auctions and bidding processes, along with a social networking platform.



西门子东北亚区医疗业务领域总裁吴文辉先生
Mr Frank Wu, Siemens North East Asia Healthcare Sector President

西门子高管谈企业文化创新

3月28日，西门子东北亚区医疗业务领域总裁吴文辉（EMBA 2005）先生来到中欧上海校园，以“构建学习型组织与跨国公司本地化发展”为题发表演讲。中欧国际工商学院欧方院长佩德罗·雷诺教授、副院长兼教务长苏理达（Hellmut Schütte）教授、中欧卫生管理与政策研究中心主任蔡江南教授出席了本次讲座。

吴文辉先生以生动案例诠释了他在融合中西方文化，打造独特而有效的企业文化方面的智慧。他介绍中国的医疗市场，以及西门子医疗将创新管理流程引入中国的经验，并阐述了西门子在基层医疗服务领域所做出的努力。吴文辉先生指出，一家企业可持续发展的关键是构建以学习为导向的组织。有关吴文辉先生的更多观点可参阅《TheLINK》杂志2013年第六期访谈文章《西门子医疗的中西文化融合之道》。

SIEMENS

Siemens Healthcare Exec Speaks on Innovation & Corporate Culture

The challenges faced by multinationals in China to combine eastern and western values into a unique and effective corporate culture was among the topics covered by Siemens North East Asia Healthcare Sector President and EMBA 2005 alumnus Mr Frank Wu in a March 28 talk entitled “Building the Learning Organisation and Localisation Development of the MNC”. The well-attended event at CEIBS Shanghai Campus drew alumni, students, faculty and members of the media

Mr Wu began his talk with an overview of the healthcare market in China, and the innovative processes that Siemens Healthcare has introduced here. He said that the company is putting a lot of emphasis on providing services at the grassroots

level, and that the key to sustainable growth is to build a learning-focused organisation.

中欧凯风家族传承研究中心举办2014春季圆桌会议

3月28日，中欧凯风家族传承研究中心2014年第一次圆桌会议在中欧上海校区举行。本次会议围绕着家族宪章对家族企业传承的影响而展开，邀请了多位专家学者和20余位一二代企业家共同出席。中欧凯风家族传承研究中心执行主任冯媛（EMBA 2009）女士主持了会议。

中欧金融与会计学教授、IESE-中欧合作博士课程主任、中欧凯风家族传承研究中心联席主任芮萌在演讲中指出，家族宪章或家族治理系统的目的在于创造一个高绩效、跨世代的家族管理团队，不仅有利于家族继任成员参与决策、领导和财务管理等，更能避免因为家族重要成员人生变故所带来的冲击，让家族事业可以持续



芮萌教授
Prof. Oliver Rui



马力诺先生
Mr. Mattia Marino

健康发展。

安博思（北京）首席执行官马力诺（Mattia Marino）先生在演讲中指出，家族企业需要制定相应的书面规定，并进行适当的培训，建立家族成员共同参与并遵守的规定、标准和机制，确保家族成员为维护共同利益，在涉及公司业务时能做到自我约束。

CEIBS Kaifeng Family Heritage Centre 2014 Roundtable

Experts, scholars and more than 20 first and second generation entrepreneurs gathered at CEIBS today to discuss the impact that family constitution and office have on family heritage. They were all invited to participate in the CEIBS Kaifeng Family Heritage Centre (CKCFH) 2014 Roundtable. The event was hosted by CKCFH

Executive Director Ms Feng Yuan (EMBA 2009).

CKCFH Co-Director Professor Oliver Rui (who is also Professor of Finance & Accounting and Director of the IESE-CEIBS Coordinated PhD Programme), provided his insight on the issue of family constitution while CEO of Ambrosetti (Beijing), Mr Mattia Marino, spoke on the optimisation of the relationship between a family and its business.



更正启事

在上期杂志《ScanCorner: 珍藏一生记忆》一文中，公司联合创始人埃里克·施瑞博（Schreiber）的名字被误译为埃里克·施赖德（Schreider）。特此更正，谨致歉意。

Correction

In our last issue, in the story headlined *ScanCorner: Preserving a Lifetime of Memories*, company co-founder Eric Schreiber's last name was incorrectly spelled as Schreider. Our apologies to Eric and all our readers for the error.



第十届中国健康产业高峰论坛

The 10th Annual China Health Care Forum

2014年6月14日 | 中欧国际工商学院上海校园

健康产业，健康发展

2013年10月，医改再迈历史性一步：国务院40号文《关于促进健康服务业发展的若干意见》出台，提出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。相较2009年提出的“政府主导”、建立基本医保体系的医改目标，40号文再上台阶，提出“政府引导”、充分调动社会力量的积极性和创造性，发挥市场在资源配置中的基础性作用，激发社会活力；而随后召开的中共十八届三中全会又进一步强调了市场在配置资源中的决定性作用。如何在40号文和三中全会精神指导下推进我国健康产业的发展，已成为促进中国经济和社会健康发展的重要任务。然而健康行业自有其特殊性：来自产业发展的巨大机遇与面对道德层面的良心挑战从来都是相依并存。健康产业需要健康发展，健康产业也只能健康发展，凡以牺牲大众健康为代价、盲目追求利润和产值的发展路径都只能让产业步入歧途。第十届“中国健康产业高峰论坛”将论坛主题定为“健康产业，健康发展”，上述机遇与挑战亦将成为论坛交流与讨论的核心话题。论坛将遍邀国内外业界精英，从体制改革、多元化办医、技术创新、国际经验等多个维度管窥中国健康行业的未来发展与格局，旨在为执政者和经营者提供一个观点碰撞、探索交流的公共平台。

拟邀演讲嘉宾

| | |
|-------------------|---|
| 王陇德 | 中国工程院院士、中华预防医学会会长、全国人大常委会委员、原卫生部副部长 |
| 徐善长 | 中国国务院医改办原副主任 |
| 钟东波 | 北京市卫生和计划生育委员会副主任 |
| 朱晓明 | 中欧国际工商学院院长、中天集团管理学教席教授 |
| 高解春 | 上海申康医院发展中心副主任、复旦大学医院管理研究所所长 |
| 陈英耀 | 复旦大学公共卫生学院副院长 |
| 宋成利 | 中国教育部微创医疗器械工程研究中心常务副主任、上海理工大学医疗器械与食品学院副院长 |
| 卢瑞芬 | 台湾长庚大学管理学院医务管理系教授 |
| Arthur DAEMMIRICH | 美国堪萨斯大学医学中心副教授 |
| 吴文辉 | 西门子（中国）有限公司执行副总裁、西门子东北亚区医疗业务领域总裁、中欧校友 |
| 王磊 | 阿斯利康中国消呼麻业务部副总裁、中欧校友 |
| Jean-Luc LOWINSKI | 赛诺菲亚洲区高级副总裁 |
| 张育美 | 台湾天成医疗体系董事长、中欧校友 |
| 陈海斌 | 迪安诊断技术股份有限公司董事长兼总裁、中欧校友 |
| 王兴琳 | 香港艾力彼医院管理研究中心主任 |

联系人: 孟义芳 女士 | 电话: +86-021-28905046, 28905505 | healthcareforum@ceibs.edu | www.ceibs.edu/healthcareforum

| | | | | | | | |
|----------|---|--------|---|----------|---|------|--|
| 论坛主办 |   | 领衔赞助伙伴 |  | 黄金赞助伙伴 |  | 支持单位 |  |
| 年度论坛支持伙伴 |  | 特别鸣谢 |     | 战略合作媒体伙伴 |    | 媒体伙伴 |              |

公司机构伙伴

Thanks to Our Corporate Partners

教席捐赠基金

Chair Endowment Fund

| | |
|----------------|-------------------------------------|
| 巴塞罗那港 | Port of Barcelona |
| 巴塞罗那养老金储蓄银行 | "la Caixa" |
| 拜耳 | Bayer |
| 宝钢 | Baosteel |
| 成为资本 | Chengwei Capital |
| 法国凯辉私募股权投资基金 | Cathay Capital Private Equity |
| 飞利浦(中国)投资有限公司 | Philips (China) Investment Co. Ltd. |
| 米其林 | Michelin |
| 荷兰银行 | ABN AMRO |
| 西班牙巴斯克政府 | Basque Government |
| 西班牙桑坦德银行 | Banco Santander |
| 西班牙政府 | Spanish Government |
| 英美烟草 | British American Tobacco |
| 中坤集团 | Zhongkun Group |
| 中联重工科技发展股份有限公司 | Zoomlion |
| 中天集团 | Zhongtian Group |
| 依视路(中国) | Essilor China |

中欧校园基金

CEIBS Campus Fund

| | |
|--------------|--|
| TCL | TCL |
| 巴可 | Barco |
| 帝亚吉欧 | DIAGEO |
| 国家开发银行 | China Development Bank |
| 海沃氏家具 | Haworth |
| 华泰证券 | Huatai Securities |
| 环球资源 | Global Sources |
| 嘉华集团 | K. Wah Group |
| 上海家化集团 | Shanghai Jahwa Group |
| 上海金桥集团 | Shanghai Jinqiao Group |
| 上海氯碱化工股份有限公司 | Shanghai Chlor-Alkali Chemical Co., Ltd. |
| 施耐德电气 | Schneider Electric |
| 彤程集团 | Red Avenue Group |
| 万得资讯 | Wind Info |
| 沃尔沃 | Volvo |
| 西班牙IDOM设计集团 | IDOM |
| 西班牙政府 | Spanish Government |
| 远东控股集团有限公司 | Far East Holding Group Co., Ltd. |
| 中国电信上海公司 | China Telecom Shanghai |
| 中国石化上海石油 | SINOPEC Shanghai Petrochemical |
| 化工股份有限公司 | Company Limited |
| 三全食品股份有限公司 | San Quan Food Limited |
| 景林资产 | Greenwoods |



中欧奖学金基金

CEIBS Scholarship Fund

| | | | |
|-------------|--------------------|-------------|-----------------------------|
| 艾默生 | Emerson | 刘吉管理教育基金助学金 | Liu Ji Education Fund |
| 安越咨询 | Easy Finance | 吴敬琏学术基金 | Wu Jinglian Academic Fund |
| 巴塞罗那养老金储蓄银行 | "la Caixa" | 熙可集团 | CHIC Group |
| 好利安 | Hovione | 晨兴资本 | Morningside Venture Capital |
| 宏盟集团 | Omnicom Group Inc. | | |



机构名录更新至2014年1月18日。所使用的机构名称及其标识或商标归其相关所有人所有。

The featured sponsoring organisations and their logos were last updated on March 18, 2014. All names, logos, and trademarks are the property of the respective sponsors.

中欧发展基金 CEIBS Development Fund

| | | | |
|----------------|---------------------------|-----------------|--------------------------------------|
| ABB | ABB | 美国礼来亚洲公司 | Eli Lilly Asia, Inc. |
| BP 中国 | BP China | 鹏欣集团 | Pengxin Group |
| Telefónica | Telefónica | 浦东香格里拉酒店 | Pudong Shangri-La |
| TNT 中国 | TNT Greater China | 上海虹康房产建设有限公司 | Hong Kang Real Estate |
| 阿特拉斯 科普柯 | Atlas Copco | 深圳市基石创业投资管理有限公司 | Shenzhen Co-stone Capital Investment |
| 艾默生 | Emerson | 陶氏化学 | Dow Chemical |
| 安赛乐米塔尔 | Arcelor Mittal | 万事达卡国际组织 | MasterCard Worldwide |
| 百威英博 | Anheuser-Busch InBev | 熙可集团 | CHIC Group |
| 法国巴黎银行 | BNP Paribas | 新城地产 | Jiangsu Future Land Company Limited |
| 华光资本 | HGI FC | 旭辉集团 | Cifi Group |
| 江苏汉联投资(集团)有限公司 | Hanlian Investment Group | 银城地产集团股份有限公司 | Yincheng Real Estate Group |
| 可口可乐 | Coca Cola | 赢创工业集团 | Evonik Industries |
| 麦肯锡中国公司 | McKinsey & Company | 奥山集团 | ORSUN Group |
| 曼达林基金 | Mandarin Capital Partners | | |



中欧研究基金 CEIBS Research Fund

| | | | |
|---------------|--|------------------|----------------------------------|
| 阿克苏诺贝尔 | Akzo Nobel | 仁泰集团 | Rentai Group |
| 爱克发 | AGFA | 上海浦东发展银行 | Shanghai Pudong Development Bank |
| 成为资本 | Chengwei Capital | 上海银行 | Bank of Shanghai |
| 春和集团 | Evergreen Holding Group | 深圳市分享投资合伙企业 | Share Capital Partners |
| 帝斯曼 | DSM | 中航国际 | AVIC International |
| 飞利浦(中国)投资有限公司 | Philips (China) Investment Co. Ltd | 四维约翰逊集团 | FD Johnson |
| 华安基金管理有限公司 | HuaAn Fund Management | 王彩铁铺(上海资产管理有限公司) | W&Smith Shanghai Inc. |
| 华翔集团 | Huaxiang Group | 西班牙对外贸易发展局 | ICEX |
| 金昇集团 | Jinsheng Group | 西门子(中国)有限公司 | Siemens Ltd, China |
| 凯风公益基金会 | Kaifeng Foundation | 祥源控股集团有限责任公司 | Sunriver Holding Group Co., Ltd. |
| 壳牌 | Shell | 研祥集团 | EVOC Group |
| 莱蒙国际集团 | TopSpring International Holdings Limited | 银城地产集团股份有限公司 | Yincheng Real Estate Group |
| 朗诗集团 | Landsea Group | 雨润集团 | Yurun Group |
| 陆家嘴开发集团 | Lujiazui Development Group | 克莱斯勒 | Chrysler |
| 迈瑞公司 | Mindray | | |



2014中欧校友会“两会”纪实

Alumni Association Holds Annual Meeting



3月22日，2014中欧校友会年度工作会议（即校友会“两会”）在深圳博林诺福特酒店举行。中欧国际工商学院副院长兼中方教务长张维炯教授、中欧校友关系事务部主任王庆江先生、20周年校庆办公室副主任杜谦先生，来自各校友分会、行业协会和俱乐部的代表及部分中欧员工共约150人参加了本次盛

会。当天下午，中欧院长朱晓明教授也专程来到深圳出席“两会”晚宴，并于次日和与会者一起考察了当地校友企业。

张维炯副院长在开幕演讲中介绍了中欧四大课程（MBA、EMBA、FMBA、高层经理培训）及师资与校园建设的发展情况。去年刚投入使用的三期校园优美大气、设施先进，

更有助于沉淀学院文化、培养优良学风。过去一年中，中欧教授在世界一流学术期刊上人均发表论文数在全球名列前茅，中欧还承接了上海市MBA课程案例库开发共享平台，并创办了中欧-世界银行中国普惠金融中心。未来20年中欧将顺应中国经济社会发展趋势，延续目前的办学方式，在校友们的鼎力支持下，越办越好。

Around 150 representatives from CEIBS alumni chapters and clubs in China and abroad gathered in Shenzhen March 22 for the Annual Alumni Association Meeting. The event was an opportunity for alumni leaders to hear from school officials about CEIBS' progress and achievements over the past year, and exchange ideas for improving organisation and outreach to encourage further alumni involvement.

An update on the opening of Shanghai Campus Phase 3, the recent launch of the CEIBS-World Bank (China) Centre for Inclusive Finance and the establishment of the Shanghai MBA Case Development and Sharing Platform were among the highlights of the presentation given by CEIBS Vice President and Co-Dean Prof Zhang Weijiong.

Director of CEIBS Alumni Relations Mr Wang Qingjiang shared details about some of the 459 events held worldwide by CEIBS Alumni Association chapters and branch organisations in 2013, which attracted a total audience of 34,000. Over the past year, he said, four new alumni chapters and four new industry

branches were established, and 20 alumni organisations elected new boards. He also gave an update on the iAlumni platform which makes it more convenient for alumni to stay connected with each other and CEIBS.

A preview of the various activities planned this year to celebrate CEIBS 20th anniversary was the focus of the presentation by Mr Allan Du, Vice Director of the 20th Anniversary Preparatory Office. These include a series of Master Classes (which began on March 7), along with a CEIBS History Exhibition, CEIBS Scholastic Works Exhibition, "Dream of Water" CEIBS Alumni Photography Exhibition, publication of a Collectors' Edition of the works of CEIBS professors, and a Global Management Forum, Reception Dinner and Gala Celebration all of which are planned for later in the year. There are also plans underway to elect the Top 20 Outstanding Alumni from CEIBS' 20 Years. Anniversary celebration events are all aimed at showcasing CEIBS' outstanding achievements over the past two decades, and inspire the CEIBS community to participate in the continued development of the school.



张维炯教授
Prof. Zhang Weijiong



王庆江主任
Mr. Wang Qingjiang



杜谦副主任
Mr. Alan Du



王庆江主任介绍了2013年校友会工作情况。截至年底，中欧校友总会和各校友组织在全球范围内共举办活动459场，累计约34000人次参与；中欧大讲坛、中欧教授巡回演讲、合聚课堂、博约讲堂等都为校友们提供了丰富多彩的学习内容；校友组织建设进一步加强，新成立了4个校友分会、4个行业分会，20个校友组织成功实现理事会换届。校友会继续注重校友数据维护，创建了校友信息平台iAlumni，并配合学院其他部门工作，推动了校友捐赠和赞助。王庆江主任还介绍了2014年校友会的工作计划与设想。随后，中欧校友关系事务部副主任傅丹阳女士介绍了《中欧校友组织的管理办法》，明确了校友组织成立的目标、条件和程序，以及校友组织的主要工作、理事会的产生机制和

任期，并呼吁校友组织在活动中保持安全意识、珍惜中欧品牌。

杜谦副主任介绍了中欧20周年校庆系列活动。首先是主线、目标和水准，即以“中国梦，中欧梦”为主线，展示中欧20年来的办学成果，激励中欧人为未来继续奋斗；活动将力求做到“高端、上品、影响大”，即形式庄重不失生动、内涵深刻且丰富，并在国内外产生较大影响。随后，他一一介绍了各项重要活动，即大师课堂（3月7日启动）、中欧校史展览（10-12月）、中欧学者著作展（10-12月）、“水之梦”中欧校友摄影展（11-12月）、出版中欧教授著作珍藏版（11月）、20年20人杰出校友评选（4月启动）以及在11月7-8日举办的全球管理论坛、招待晚宴和庆典晚会。傅丹阳副主任与中欧摄影俱乐部部长吴叔平先生则先后介绍了20年20人杰出校友评选与“水之梦”校友摄影展的工作安排。

当天下午是“分组讨论和经验分享”环节。与会代表分成小组，就不同话题展开讨论，并推选一位代表进行发言。安徽校友分会会长曹杰先生的演讲主题是“如何组织好换届工作”。他认为校友分会在换届选举时必须对人选进行周密考虑，力求选出德高望重的会长和工作勤勉的秘书长。湖北校友分会财务秘书长谢娟女士针对“如何保证捐赠工作的可持续性”，建议在捐赠形式上探索创新，如采用众筹和微信红包的形式，开发与捐赠相关的APP等。南京校友分会副会长唐建国先生结合自身经验畅谈了“如何做好年度活动计划”，认为引入年级长机制有利于基层活动的开展和分会的可持续发展。苏州校友分会秘书长唐海燕女士总结了“如何解决协会活动经费”的问题，她建议将商学院的校友分会和俱乐部平台打造成商业平台，从而为组织的持续发展提供保障。羽毛球协会秘书长王菁川先生阐述了“大型活动的组织要点”，指出要请专业的服务外包公司和志愿者参与活动组织；要将赞助、媒体和明星相结合，将大型活动打造成有价值的平台。

王庆江主任在总结发言中认为，本次“两会”是一次成功、团结、继往开来的大会，将为校友工作开辟崭新的局面。他希望各位会长和秘书长充分发挥表率作用，将校友组织建设成为大家共同学习和进步的平台，并期待与会校友在中欧20周年校庆之际用行动支持学院发展。

BGRC 2014

第九届中欧全球企业社会责任论坛

凝聚公益影响力，营造企业竞争力

Impact: Rethink the Future of CSR

日期: 2014年5月17日, 9:00AM-5:30PM

地点: 上海市红枫路699号中欧上海校园石化演讲厅

嘉宾
Guests:



Baxter



特别嘉宾
Special guest:



《Junkyard Planet》作者
Adam Minter

特别感谢
Special thanks to:



联系我们: Louise Liu 15502111690 bgrc@ceibs.edu

中欧2015届MBA志愿者 赴云南开展“行走乡村”活动

MBA 2015 Students Volunteer on Alumni CSR Project in Yunnan



▲ 马鞍小学学生以舞蹈表演欢迎中欧志愿者
Ma'an Primary School students welcome CEIBS visitors with a dance performance

的、以价值为基础的整体社区发展模式来消除贫困和饥饿。为了帮助当地学校提高教学质量，OEC基金会在活动中向乡村学校捐赠了平板电脑，中欧MBA学生对当地教师进行了使用培训。

志愿者团队在行程中欣赏了当地的迷人风光，享受了远离城市喧嚣的宁静美好，应主人的热情邀请，他们有幸参加一场当地婚礼，并体验了附近的露天温泉。志愿者们还参加了许多有趣的活动，包括围着篝火唱歌和在当地学校操场上打篮球。当地村民和项目成员相互交流，彼此都留下了美好回忆，并获得了全新的视角。

在与大坪地村的村民告别后，中欧志愿者团队又来到附近的马鞍村。他们向马鞍小学的57名学生捐赠了牛奶。所有捐赠费用均来自中欧企业社会责任俱乐部在近期“上海之夜”活动中筹得的款项。中欧教授、学生和校友慷慨解囊，共捐赠了善款12341元人民币，足以负担马鞍小学整个学期所需的牛奶费用。马鞍小学的学生以传统舞蹈欢迎中欧志愿者团队，并表达了他们对捐赠的感激之情。

满载着对热情好客的村民们的美好回忆，中欧2015届MBA学生回到了上海。此次活动让他们加深了对于中国乡村生活的理解，更体会到了企业社会责任所能发挥的影响力。

中欧国际工商学院的学生和校友一直热心回馈社会，经常利用假期去帮助有需要的人们。在中欧企业社会责任俱乐部的支持下，三位2015届MBA志愿者在寒假期间参加了由OEC基金会组织的为期九天的教育发展项目。OEC国际学习学校执行董事、中欧校友徐鹏（EMBA 2005）一同踏上了此次行程。

一些来自北京、上海和深圳的国际学校学生加入了中欧志愿者的行列。此次“行走乡村”项目旨在向中学生灌输社会责任感。志愿者团队来到云南禄劝县大坪地村生活和学习。

大坪地村地处偏远，位于兴隆村一隅，是一个苗族村寨。作为一个农村-城市交换项目，乡村居民们可以通过此次活动更多地了解城市生活，学习最新技术和最佳实践，城市学生也可以开阔视野，体验乡村生活，感受慈善的力量。中欧志愿者在活动中担任了教师和研究指导。

志愿者们近距离了解了苗族的文化和传统，以及农村教育和就业所面临的挑战。此外，志愿者们还得知了慈善机构国际小母牛组织（Heifer International）在当地的工作情况。国际小母牛组织致力于通过可持续



▲ 徐鹏 (EMBA 2005, 左一)、潘旦寅 (MBA 2013, 左三)、吴凯 (MBA 2013, 右三)、杨梦 (MBA 2013, 右一) 和当地村民们在一起
Xu Peng (EMBA 2005, left), Danyin Pan (MBA 2013, third left), Przemyslaw Widacki (MBA 2013, third right), Cici Yang (MBA 2013, right) and local residents.

CEIBS students and alumni continue to find ways to give back to society, often using vacation time to help those in need. The winter break was the perfect opportunity for three volunteers from the MBA Class of 2015 to spend nine days of their holiday participating in an education development project organised by the OEC Foundation with support from the CEIBS CSR Club. CEIBS EMBA 2005 alumnus Xu Peng, OEC's Founding President, accompanied the students on the trip.

The CEIBS group was joined by students attending international high schools in Chinese cities such as Beijing, Shanghai and Shenzhen. This "Visiting the Country" project

aims to instil a sense of social responsibility in the high school students. The group lived and studied in a remote village in Lu Quan County, Yunnan Province called Dapingdi, which is part of Xing Long Village. Residents there belong to the Miao ethnic minority people. The trip also served as an urban-rural exchange programme – the village residents got the chance to learn more about urban life and the latest technological innovations and best practices, while the students gained a broader understanding of rural village life and the impact that charity can have. The CEIBS volunteers served as teachers and research guides.

The visitors gained a first-hand

understanding of the culture and traditions of the Miao people, and the challenges of rural education and employment. They also learned about the work of Heifer International – a charity organisation that aims to eradicate poverty and hunger through sustainable, values-based holistic community development. During the visit the OEC donated tablet computers to the village school and the CEIBS MBA students helped train the teachers in using them. It is hoped the donation will help improve education standards in the school.

The group also had time to appreciate the local scenery and enjoyed discovering the pleasures of living away from the city. They

中欧MBA学生参加当地婚礼
CEIBS MBA students attend a local wedding

were lucky enough to be invited to a wedding ceremony by their gracious hosts, and they also enjoyed a visit to a nearby open-air hot spring where they had a pleasant bath. Singing songs around a campfire, and playing basketball at the local school's playground were also on the agenda. The exchange of ideas between the locals and the programme participants was memorable for both sides; everyone gained a new perspective.

After spending time with the residents of Dapingdi, the CEIBS group then travelled to the nearby village of Ma'an. Here they made a



donation of milk for the 57 students who attend the Ma'an Primary School. Funds for the donation were raised by the CEIBS CSR Club during the recent Shanghai Night event.

Thanks to the generosity of CEIBS' faculty, students, and alumni, RMB 12,341 was raised; enough to supply the primary school with milk for an entire semester. The primary school students performed a traditional dance to welcome the CEIBS group and express their appreciation for the donation.

The MBA Class of 2015 students returned to Shanghai full of fond memories of their friendly hosts, and a deeper understanding of life in the Chinese countryside and the impact that can be made through CSR.



项目成员访问当地学校教师
Programme participants interview a local school teacher



1



2




3

和合之心耀中欧：2月，中欧国际工商学院2013级EMBA春季班、秋季班学员中期联谊晚会在京沪两地隆重举办，以下是两场晚会活动的精彩花絮：

Celebration! - CEIBS EMBA students in Shanghai and Beijing showcased their talents as they participated in events to mark the Year of the Horse and CEIBS 20th anniversary. Photo highlights:

1. 上海晚会上的《茉莉花》表演集乐器演奏、朗诵、影像、香氛、书法于一体
In Shanghai, an event titled *Jasmine* combined musical instruments, electronics, animation and calligraphy.
2. 上海学员以黄梅戏演绎了韩国经典爱情故事《春香传》
An EMBA group from Shanghai used Chinese traditional Huangmei opera to act out a scene from the classic Korean love story *The Legend of Chunxiang*.
3. 北京学员共书新春、共话未来
Beijing EMBA's calligraphy skills.



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）。

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.



Thank you!

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“总账会计”。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，培育战略思维，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

陈女士 电话：021-2890 5026 / 136 1753 3986 电邮：ccindy@ceibs.edu

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

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。

课程内容

- 把握宏观经济环境与运营方略
- 财务报表、变革、挑战与趋势
- 伦敦模块：把握全球经济，解锁增长机遇
- 以并购推动企业成长
- 实施有效的成本控制与业绩评估
- 财务管理挑战与风险防范

• 中欧国际工商学院同时开设MBA、EMBA和在职金融MBA课程。



CEIBS-VANKE INNOVATEChina 2014 中欧-万科创新中国2014创业挑战赛—— 颠覆式创新-移动互联网与新型生活

创新中国是由每年在读的中欧工商管理学院MBA学生主办，全球最顶尖商学院的MBA学生参加的创业挑战赛，目的是为了挖掘明日创业新星。

主题：颠覆式创新-移动互联网与新型生活

时间：6月15日至6月16日

地点：中欧上海校园

嘉宾：中欧创业营学员，创业届先锋，移动互联网专家，
房地产专业人士，PE、VC等资深投资人，中欧校友

拟请嘉宾：



李善友
创业学教授



龚焱
创业学教授



吴碧瑄
特斯拉全球副总裁



彭蕾，CEO
阿里巴巴
小微金融



阎炎
软银，首席合伙人



章苏阳
IDG 合伙人



本次活动开放座位200席，请邮件您的姓名，
电话至 Innovatechina@ceibs.edu
索取活动详情并保留您的座位。

主办：中欧国际工商学院MBA
中欧创业与投资中心

中国深度 全球广度
CHINA DEPTH GLOBAL BREADTH



MBA 1995联系人: **许东辉**Contact Person: **Daniel Xu**

联系方式: 13801641357

个人邮箱: xudh@kunyucap.com

MBA 1996联系人: **荣胜利**Contact Person: **Victor Rong**

rongshl@benephon.com

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。

MBA 1998联系人: **张任远**Contact Person: **Percy Zhang**

zhpercy@hotmail.com

MBA 2000联系人: **谢震**Contact Person: **Jason Xie**

jason.xiezhen@gmail.com

MBA 2001联系人: **马爽**Contact Person: **Ma Shuang**

jephy.chen@anyue.net

MBA 2002联系人: **安若丽**Contact Person: **Laurie Underwood**

Laurie.Underwood6@gmail.com

MBA 2003联系人: **赵东**Contact Person: **Zhao Dong**

dong_zhao@hotmail.com



闻毅 Wen Yi

MBA 2004联系人: **楼晓寒**Contact Person: **Hans Lou**

lxiaohan.m04@ceibs.edu

MBA 2005联系人: **王小马**Contact Person: **Mark Wang**

wxiaoma@gmail.com

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.

MBA 2006联系人: **史丽**Contact Person: **Alanna Shi**

alannasl@gmail.com

MBA 2007联系人: **张骏宇**Contact Person: **Sebastian Zhang**

sebastian_zhang@hotmail.com

MBA 2010联系人: **杨昱**Contact Person: **Winson YANG**

winson0816@gmail.com

Cell: 18801057778

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:)

EMBA 1995 SH联系人: **李建平**Contact Person: **Li Jianping**

lijp@tianyu.com.cn

EMBA 1996 SH1联系人: **张伟**Contact Person: **Zhang Wei**

zhwei.e961@alumni.ceibs.edu

EMBA 1997 SH2联系人: **高航**Contact Person: **Gao Hang**

roy.gao@prohr-intl.com

EMBA 1998 SH2联系人: **陈智海**Contact Person: **Chen Zhihai**

zhihai021@hotmail.com

EMBA 1999 SH1联系人: **许家庆**Contact Person: **Xu Jiaqing**

xujiaqing@shanghaisikorsky.com

EMBA 2002 SH1联系人: **范惠深**Contact Person: **Fan Huishen**

fanwaisum@gmail.com

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

中欧EMBA学子刘强东和邓飞 当选2014“全球青年领袖”

2 CEIBS EMBA Alumni Named WEF 2014 Young Global Leaders

3月11日，世界经济论坛公布了2014年“全球青年领袖（Young Global Leaders）”获奖名单，共有214位“青年领袖”因杰出的职业成就和社会贡献获此殊荣。中欧国际工商学院校友、京东商城CEO刘强东（EMBA 2009），中欧EMBA学员、“免费午餐”发起人邓飞（EMBA 2013）从全球2000多位候选人中脱颖而出，当选为2014年“全球青年领袖”。

作为一位公益先锋，邓飞共发起了6个儿童项目、2个环保项目和1个社会公益企业。因为他的不懈努力，每年有21万0-6岁的儿童获得医疗保险，每天有360所学校的8万名儿童享受免费午餐。其中有很多项目是邓飞和中欧教授、校友共同参与的。就读中欧不仅让邓飞得到了企业家的支持，更开拓了思路，提升了管理能力。“我在中欧的收获是巨大的，在组织治理能力上的学习将让我在公益这条道路上越走越远！”正如邓飞在他的新书《免费午餐：柔软改变中国》中所表达的：大爱温润人心，行动改变中国。

刘强东也在毕业感言中表示，“中欧是一个非常好的平台，在这里除了可以学习到经营企业所必须的知识和技能，还带给了我开阔的国际化视野、强大的师生共享资源和友情。来自世界各国的顶尖教授的认真调教，同学们激烈的思想碰撞，高水平的论坛和讲座……这些都让我得到了升华。能够进入中欧学习，确实是我人生中又一个很重要、很幸运的机会。”

Liu Qiangdong (EMBA 2009), CEO of e-commerce giant JD.com and Deng Fei (EMBA 2013), a pioneer of philanthropy in China, were among the 214 people named “Young Global Leaders” for 2014 by the World Economic Forum (WEF) on March 11. Chosen from a global field of more than 2,000 candidates, they are being honoured for their outstanding careers and contributions to society.

Deng Fei has launched several highly-regarded charity programmes that have benefitted children in impoverished, rural areas of China and have drawn support from citizens across the country, including many CEIBS students, alumni and faculty. Thanks to these efforts, 210,000 young children are receiving medical insurance every year and 80,000 children from 360 schools enjoy a free lunch every day. He has also launched two environmental projects and a non-profit enterprise. He credits his studies at CEIBS for not only helping him engage support from entrepreneurs but also develop his management skills. “I have benefited tremendously from my study at CEIBS and I will pursue a career of charity with my organisational management



刘强东
Liu Qiangdong



邓飞
Deng Fei

knowledge,” he said. In his new book *Free Lunch: A Tenderness That Changes China*, he encourages everyone to spread heart-warming love and try to change China through action.

Liu Qiangdong, known for his huge success in transforming China’s e-commerce landscape, also credits CEIBS as “a wonderful learning platform”. As he said in his graduation notes: “In addition to the knowledge and skills needed to run a company, CEIBS has given me a broad global vision, an enormous pool of resources in its students and faculty, an unforgettable experience of friendship, great tutelage from the world’s top professors, and quality forums and lectures. All these have lifted me up significantly. Learning at CEIBS has indeed been a rare and life-changing opportunity for me.”



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:
 办公室电话 (Office): 021 - 28905117
 手机 (Mobile): 13817874216
 电邮 (Email): lyvonne2@ceibs.edu
 微博 (Weibo): @中欧李媛媛_Yvonne

EMBA 2002 SH2

联系人: 荣健
 Contact Person: Rong Jian
 ronnyrongjian@gmail.com

EMBA 2002 SH4

联系人: 王毅
 Contact Person: Wang Yi
 one.y.wang@hotmail.com

EMBA 2003 SH1

联系人: 王忠宇
 Contact Person: Wang Zhongyu
 wzhongyu@hotmail.com

EMBA 2003 SH2

联系人: 卢文椿
 Contact Person: Lu Wenchun
 luwenchun@163.net

EMBA 2003 BJ3

联系人: 娄国庆
 Contact Person: Lou Guoqing
 lougq@188.com

EMBA 2004 SH2/3

联系人: 杨敬宇
 Contact Person: Yang Jingyu
 yangjingyu@agilesc.com.cn

EMBA 2005 SH3

联系人: 侯正宇
 Contact Person: Hou Zhengyu
 hzy@bridgehr.com

EMBA 2005 SH5

联系人: 施建培
 Contact Person: Shi Jianpei
 jianpeis@hotmail.com

EMBA 2006 SZ

联系人: 丛林
 Contact Person: Cong Lin
 lincong01@yahoo.com.cn

EMBA 2008 SZ

联系人: 赵威
 Contact Person: Zhao Wei
 zhaoway@126.com

EMBA 2009 SZ

联系人: 周刚
 Contact Person: Bryan Chow
 bryanchow0@gmail.com
 电话: 13823178780

AMP 10

联系人: 张居琨
 Contact Person: Zhang Jukun
 tinderson@163.com

AMP 11

联系人: 焦银旺
 Contact Person: Jiao Yinwang
 联系方式: 13501011255
 个人邮箱: 9377.jiao@vip.sina.com

AMP 12

联系人: 黄津艺
 Contact Person: April Huang
 庞宸(上海)贸易有限公司
 电话: 13501752501
 邮箱: april.huang@chinapangchen.com

DIMP 2000

联系人: 蒋鹏杭
 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

中欧FMBA学生分享会： 投资精英缘何“投资”中欧

Benefits of the CEIBS FMBA: A Student Perspective



周慧
Zhou Hui



陆晓晖
Lu Xiaohui



丘剑
Qiu Jian

3月21日，中欧在职金融MBA（FMBA）学生分享会在中欧陆家嘴国际金融研究院举行。三位来自投资领域、沿着不同职业轨迹快速发展的2012级FMBA学生向参会者介绍了他们选择中欧的原因，以及中欧FMBA课程为他们的职业生涯所带来的改变和帮助。

周慧（FMBA 2012）目前在硅谷银行资本（中国）担任投资总监一职。在金融投资领域打拼多年后，周慧来到中欧就读FMBA课程，这为她的职业生涯带来了新的机遇。经同学介绍，2013年她顺利跳槽加入了隶属美国硅谷银行金融集团的硅谷银行资本（中国）。周慧认为，与国外商学院相比，中欧有着扎根本土的优势；与国内同类课程相比，中欧FMBA又拥有专注于金融行业的核心竞争力。同学们的工作背景基本涵盖了金融系统的各个领域，大家共处一间教室，往往在几十分钟内就可以完成整个金融生态链上所有环节的信息沟通，并相互指导，这种学习方法非常新颖而高效。

陆晓晖（FMBA 2012）在分享时坦言，他矢志不移地选择中欧，是因为坚信“中欧是中国最好的商学院”。陆晓晖从大一开始涉足股票投资，毕业后作为一名普通银行柜员进入金融业，以平均每半年一个级别的速度晋升到销售管理层。但处于职业上升期的他放弃了别人眼中的康庄大道，而选择了布满荆棘的创业之路，与人合伙开设了高端社区理财中心。从创业初期的彷徨到后来方向逐渐明确，陆晓晖意识到创业之初的

盈利还存在很多偶然因素，为了找到正确的复制模式，他选择来中欧就读FMBA，并获得了超乎预期的回报。在FMBA课程历时15个月的小组课题报告中，陆晓晖所在的小组索性将他的公司当做研究对象，为公司搭建系统、解决问题；更可贵的是，在课题研究的过程中，几位同学都“爱上”了这家企业，他们积极投身到公司的运营管理中，为实际经营和后期复制提供了极大的帮助。

丘剑是2013级FMBA一班的班长。科班出身的他毕业于上海财经大学银行与国际金融专业，目前担任新华都实业集团（上海）投资有限公司副总经理。丘剑认为，与大学时期的专业教育相比，中欧FMBA课程赋予了他不同的学习体验与视角：首先是金融知识的升华与系统化，金融行业人士经历多年的工作实践后再重理论，会收获更多的灵感与启迪；其次，中欧FMBA课程讲授的不仅是金融理论，还有管理类精华课程，这些课程内容都是根据金融行业的特点来设置的，与金融业的管理需求高度契合，因为中欧FMBA要培养的不仅是金融行业人才，更是金融业的未来领袖。此外，加入中欧最大收获之一就是是一群可爱的同学。大家经验共分享，疑难相与析，结下了深厚的同窗情谊。

目前，2014级中欧FMBA课程已进入第二轮报名阶段。在此次分享会中，课程部也对招生信息做了提纲挈领的介绍，并特别强调：今年中欧FMBA招生将于2014年6月12日截止。



An entrepreneur, an investment banker and the manager of a private equity/venture capital investment fund recently shared, with senior executives from Shanghai's finance industry, how the CEIBS Part-time Finance MBA Programme (FMBA) has helped them advance their careers. The March 21 event, held at the CEIBS Lujiazui Institute of International Finance, was part of the second round of candidate recruitment for the 2014 FMBA intake. It followed a similar event held in February.

The entrepreneur, Mr Lu Xiaohui, explained how he began his career as a bank teller, then was quickly promoted to salesman and then sales manager. He decided to leave the bank, and together with some partners began a high-end community banking centre. Though the fledgling business saw some early success, he was concerned about its long-term, sustainable development and decided to apply to the CEIBS FMBA to help enable him to steer his business in the right direction. He didn't consider any other business schools as said he believes CEIBS to be the best, and after his studies began he found an unexpected benefit to his decision. The FMBA programme curriculum divides students into small groups for a 15-month practical case study project that has them analyse and develop solutions for real businesses; his group chose his company for their project, enabling him to tap into his classmates' expertise for ways to address many of the challenges faced by his company. Some members of his group have even become active participants in

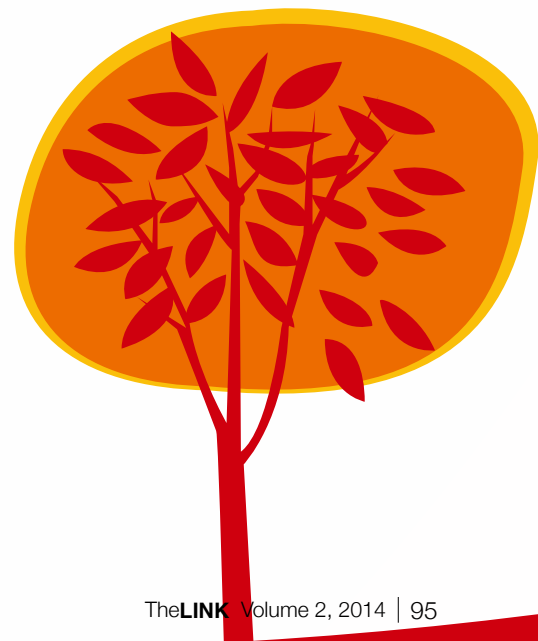
the company's management.

Ms Zhou Hui (FMBA 2012) is the investment director of Silicon Valley Bank Capital (China). In her talk she explained how her FMBA studies helped enable her to find new career opportunities. She found her current position after enrolling at CEIBS; previously she had been at China Renaissance Capital Investment. She said she considered many business schools but ultimately chose CEIBS over its foreign competitors because of its "China Depth", and the focus on finance offered by the FMBA Programme. She finds that being in a classroom with other experienced finance executives heightens the level of discussions, and she believes the programme to be both innovative and effective. She suggests that prospective students have a clear objective in mind before they begin, in order to get the most out of the programme.

Mr Qiu Jian (FMBA 2013 Class 1) earned his undergraduate degree from Shanghai University of Finance and Economics, where he majored in Banking and International Finance. He said he finds the CEIBS FMBA Programme to be quite a different learning experience compared to his university studies, and it has broadened his perspective. Reviewing various theories after having several years of work experience under his belt has been inspiring, and he is also enjoying learning many new things. Mr Qiu Jian is currently Deputy General Manager of Xinhua Industrial Group (Shanghai), where he is responsible for private equity, venture capital and

secondary market investment. He believes the curriculum helps fulfil many of the management needs of the financial sector; the programme trains not only financial professionals, but also future financial industry leaders. One of the biggest benefits has been the friendships he has developed with his classmates. He said he enjoys studying with peers who have similar goals – everyone strives to learn and share their knowledge with a positive attitude – and wants to be well-prepared to deal with future financial reforms and innovation.

The event closed with a presentation from FMBA staff who provided more details on the programme and the admissions process. The application for the second and final round of admissions is June 12, 2014.





中欧EMBA特别鸣谢

SPECIAL THANKS FROM CEIBS EMBA

亲爱的中欧校友：

曾经，来到中欧，是因为伏案时的书香、交心时的茶馨？还是因为每每相逢时的问候？
 如今，他们也来到了中欧，可是向往你所言的书香、茶馨、还有问候？
 从新绿点点到济济长贵，而中欧依然，
 页页书香、袅袅茶馨、声声问候…… 相伴您，等待他，
 感谢您对中欧一如既往的支持和推荐。

Dear CEIBS alumni,

We are very happy to inform you that an excellent group of new EMBA students has joined CEIBS. With the opening ceremony of CEIBS EMBA 2014 Spring intake, more than 300 new students join the CEIBS family.

We are also very glad to see from their application materials that more than half of the applicants heard about CEIBS from our alumni; one quarter of them got further information from you, and more than 400 alumni wrote recommendation letters for applicants of the 2014 Spring intake! This has greatly helped us in evaluating their candidacy.

We would like to thank you very much for your support to the school!

Here is a list of alumni who have written recommendation letters and who have helped promote the school by word of mouth.

| 班级/Intake | 姓名/Name | 公司/Company |
|-----------|---------|----------------|
| EMBA1995 | 陆晓明 | 乐雅国际有限公司 |
| EMBA1996 | 黄怒波 | 中坤集团 |
| EMBA1996 | 李明 | 远洋地产控股有限公司 |
| EMBA1996 | 汤期庆 | 上海水产集团总公司 |
| EMBA1996 | 谢鸿 | 上海新周电子商务有限公司 |
| EMBA1997 | 曹亮 | 通用电气(中国)有限公司 |
| EMBA1997 | 泰裕农 | 上海德润小额贷款股份有限公司 |
| EMBA1997 | 余锋 | 英格索兰 |
| EMBA1998 | 陈良稼 | 上海紫宏机械有限公司 |
| EMBA1998 | 姜亦波 | 上海建工股份有限公司 |
| EMBA1999 | 陈向东 | 埃森哲咨询(中国)有限公司 |
| EMBA1999 | 沈建华 | 上汽集团 |
| EMBA1999 | 王卫东 | 国家体育总局体育彩票管理中心 |
| EMBA2000 | 谢鸣 | 苏州市政协 |
| EMBA2000 | 徐俊 | 兰健药业 |
| EMBA2000 | 曾军 | 北京富汇 |
| EMBA2000 | 张海婴 | 金佰利(中国) |
| EMBA2000 | 张忠民 | 上海朗程投资股份有限公司 |

| 班级/Intake | 姓名/Name | 公司/Company |
|-----------|---------|-----------------|
| EMBA2000 | 周晔 | 汇付天下有限公司 |
| EMBA2001 | 何刚 | 上海氯碱化工股份有限公司 |
| EMBA2001 | 胡栋龙 | 三人行 |
| EMBA2001 | 潘水苗 | 云锋基金 |
| EMBA2001 | 熊长青 | 北京当当网信息技术有限公司 |
| EMBA2001 | 朱海 | 施耐德电气 |
| EMBA2002 | 白文涛 | 深圳分享成长投资管理公司 |
| EMBA2002 | 曹峰 | 上海明琛计算机科技发展有限公司 |
| EMBA2002 | 陈劲松 | 三湘投资控股有限公司 |
| EMBA2002 | 陈瑶 | 聚汇中合文化传播机构 |
| EMBA2002 | 池宇峰 | 北京洪恩教育科技股份有限公司 |
| EMBA2002 | 贺利 | 中国国际航空股份有限公司 |
| EMBA2002 | 霍建烨 | 北京同方锐安有限公司 |
| EMBA2002 | 蒋勤军 | 北京燕化永乐生物科技有限公司 |
| EMBA2002 | 井宇 | 云南兴万通投资有限公司 |
| EMBA2002 | 雷建辉 | 国联证券 |
| EMBA2002 | 李雄 | 广州万桥投资顾问服务有限公司 |
| EMBA2002 | 刘常科 | 上海昂立教育集团 |

| 班级/Intake | 姓名/Name | 公司/Company |
|-----------|---------|--------------------|
| EMBA2002 | 冉来明 | 中国机械进出口总公司 |
| EMBA2002 | 宋 镒 | 仁和东方投资（北京）有限公司 |
| EMBA2002 | 孙子强 | SK China |
| EMBA2002 | 唐 成 | 协鑫（集团）控股有限公司 |
| EMBA2002 | 王 晨 | 晨兴国际控股 |
| EMBA2002 | 王彦伶 | 北京七星飞行电子有限公司 |
| EMBA2002 | 吴 镡 | 万科集团上海区域 |
| EMBA2003 | 杜海波 | 河南正永会计师事务所有限公司 |
| EMBA2003 | 郭 超 | 江苏金智教育信息技术有限公司 |
| EMBA2003 | 金海明 | 艾默生网络能源有限公司 |
| EMBA2003 | 蓝富坤 | 艾默生网络能源有限公司 |
| EMBA2003 | 郎洪平 | 贵州益佰制药股份有限公司 |
| EMBA2003 | 王树民 | 神华国华电力公司 |
| EMBA2003 | 王峥嵘 | 江苏中江公司化工分公司 |
| EMBA2003 | 曾志勇 | 畅捷通信息技术股份有限公司 |
| EMBA2003 | 张峥嵘 | 上海汽车进出口公司 |
| EMBA2004 | 戴耀华 | 德勤 |
| EMBA2004 | 李雪霞 | 海丰航运集团 |
| EMBA2004 | 苏显泽 | 浙江苏泊尔有限公司 |
| EMBA2004 | 孙益功 | 同策房产咨询股份有限公司 |
| EMBA2004 | 卫 宇 | 克莱门特捷联制冷设备（上海）有限公司 |
| EMBA2004 | 吴胜章 | 艾默生网络能源有限公司 |
| EMBA2004 | 张 彤 | 北京荣之联科技股份有限公司 |
| EMBA2004 | 张 严 | 坤鼎投资管理集团有限公司 |
| EMBA2005 | 丁麒麟 | 艾默生网络能源有限公司 |
| EMBA2005 | 杜 多 | 中信海洋直升机股份有限公司 |
| EMBA2005 | 樊金龙 | 上海中森建筑与设计顾问有限公司 |
| EMBA2005 | 侯正宇 | 博尔捷人力资源集团 |
| EMBA2005 | 黄 骅 | 祥源控股集团有限责任公司 |
| EMBA2005 | 李亚平 | 艾默生网络能源有限公司 |
| EMBA2005 | 刘晓枫 | 北京汉能华科技有限公司 |
| EMBA2005 | 刘 星 | 内蒙古惠通陆华公司 |
| EMBA2005 | 唐 健 | 深圳市捷顺科技实业有限公司 |
| EMBA2005 | 汪 燕 | 江西汪氏蜂业集团 |
| EMBA2005 | 谢志峰 | 上海矽睿科技有限公司 |
| EMBA2005 | 徐 波 | 深圳市架桥投资有限公司 |
| EMBA2005 | 徐 扬 | 北京重光律师事务所 |
| EMBA2005 | 俞发祥 | 祥源控股集团有限责任公司 |
| EMBA2005 | 袁光宇 | 中海油天津分公司 |
| EMBA2005 | 周 赟 | 上海迈孚医疗科技有限公司 |
| EMBA2006 | 陈美华 | 亚洲国际开发股份有限公司 |
| EMBA2006 | 陈张芳 | 中国金融租赁有限公司 |
| EMBA2006 | 李 强 | 中国国际航空股份有限公司 |
| EMBA2006 | 李显林 | 江苏万邦生化医药股份有限公司 |
| EMBA2006 | 刘 屹 | 中投信托有限责任公司 |
| EMBA2006 | 潘岳汉 | 中国银行 |
| EMBA2006 | 庞志强 | 阳普医疗 |
| EMBA2006 | 任思龙 | 上海良信电器股份有限公司 |
| EMBA2006 | 王昌文 | 武汉南国置业股份有限公司 |
| EMBA2006 | 王驾宇 | 河南通利投资有限公司 |
| EMBA2006 | 武 卫 | 云南恒金龙贸易有限公司 |
| EMBA2006 | 徐 中 | 新建元控股集团有限公司 |
| EMBA2006 | 颜守俊 | 瑞石卓越资本有限公司 |
| EMBA2006 | 杨龙忠 | 比亚迪股份有限公司 |
| EMBA2006 | 张付民 | 宝供物流企业集团有限公司 |

| 班级/Intake | 姓名/Name | 公司/Company |
|-----------|---------|-------------------|
| EMBA2006 | 张 群 | 艾默生网络能源有限公司 |
| EMBA2006 | 朱玉国 | 长沙银行股份有限公司 |
| EMBA2007 | 安 纲 | 利达（柳州）化工有限公司 |
| EMBA2007 | 蔡秀军 | 九阳股份有限公司 |
| EMBA2007 | 方 娟 | 飞亚达（集团）股份有限公司 |
| EMBA2007 | 方宜新 | 上海瑞慈健康体检管理股份有限公司 |
| EMBA2007 | 封 群 | 平安信托 |
| EMBA2007 | 冯 伟 | 简博市场研究股份有限公司 |
| EMBA2007 | 顾 斌 | 宝山区发改委 |
| EMBA2007 | 贺 青 | 上海银行 |
| EMBA2007 | 吉训明 | 首都医科大学宣武医院 |
| EMBA2007 | 贾向飞 | 58同城 |
| EMBA2007 | 康 波 | 宝马（中国）汽车贸易有限公司 |
| EMBA2007 | 李 浩 | 北京易才宏业管理顾问有限公司 |
| EMBA2007 | 陆江宁 | 万秀国际有限公司 |
| EMBA2007 | 陆 乐 | 一反应（上海）科技有限公司 |
| EMBA2007 | 王 健 | 五星控股集团 |
| EMBA2007 | 吴 灏 | 美信保险经纪（上海）有限公司 |
| EMBA2007 | 吴 红 | 北京银行深圳分行 |
| EMBA2007 | 肖临骏 | 中国航空技术国际控股有限公司 |
| EMBA2007 | 阳 军 | 卓望集团 |
| EMBA2007 | 曾晓渝 | 中化石油有限公司 |
| EMBA2007 | 翟晓勤 | 新奥集团 |
| EMBA2007 | 张国超 | 中航地产股份有限公司 |
| EMBA2007 | 张利群 | 北京巴布科克·威尔科克斯有限公司 |
| EMBA2007 | 张训苏 | 兴业证券股份有限公司 |
| EMBA2007 | 郑晓峰 | 杭州千岛湖啤酒有限公司 |
| EMBA2007 | 朱运国 | 江苏河海新能源有限公司 |
| EMBA2008 | 白 瑛 | 内蒙古蒙牛乳业（集团）股份有限公司 |
| EMBA2008 | 陈 宏 | 神华国华（北京）电力研究院有限公司 |
| EMBA2008 | 陈菊红 | 腾讯公司 |
| EMBA2008 | 程炳峰 | 优扬文化传媒股份有限公司 |
| EMBA2008 | 程天倚 | 恒升泰和（北京）投资有限公司 |
| EMBA2008 | 杜 熙 | 飞亚达（集团）股份有限公司 |
| EMBA2008 | 段兰春 | 法国凯辉私募股权投资基金 |
| EMBA2008 | 耿泽晖 | 北京亿康达技术有限公司 |
| EMBA2008 | 管 焯 | 江苏金昇实业股份有限公司 |
| EMBA2008 | 郭 冰 | 华测检测技术股份有限公司 |
| EMBA2008 | 黄 勇 | 平安资产管理有限责任公司 |
| EMBA2008 | 焦为民 | 国美电器 |
| EMBA2008 | 金治国 | 深圳市房多多网络科技有限公司 |
| EMBA2008 | 李萌迪 | 深圳丝路数字视觉股份有限公司 |
| EMBA2008 | 刘胜利 | 内蒙古蒙牛乳业（集团）股份有限公司 |
| EMBA2008 | 吕翠峰 | 青岛思锐国际物流有限公司 |
| EMBA2008 | 齐 东 | 华闻传媒投资集团股份有限公司 |
| EMBA2008 | 阙伟东 | 确成硅化学股份有限公司 |
| EMBA2008 | 宋志强 | 启德物流有限公司 |
| EMBA2008 | 万 涛 | 上海巴彦图信息科技有限公司 |
| EMBA2008 | 王 纯 | 上海泰盈电子商务公司 |
| EMBA2008 | 翁俊毅 | 汉思公共关系咨询有限公司 |
| EMBA2008 | 邬剑刚 | 奥山集团 |
| EMBA2008 | 许 昕 | 博亚（香港）国际航运有限公司 |
| EMBA2008 | 严多林 | 金螳螂装饰 |
| EMBA2008 | 应武卫 | 上海适达餐饮管理有限公司 |
| EMBA2008 | 张 春 | 华润集团 |

| 班级/Intake | 姓名/Name | 公司/Company |
|-----------|---------|-------------------|
| EMBA2008 | 赵远花 | 龙沙集团 |
| EMBA2009 | 蔡琦 | 联想集团 |
| EMBA2009 | 陈洪生 | 兴业创新资本管理有限公司 |
| EMBA2009 | 成颂炜 | 民生银行上海分行 |
| EMBA2009 | 戴源 | 中共常州市委员会 |
| EMBA2009 | 邓宓 | 北京紫檀山投资管理有限公司 |
| EMBA2009 | 高翔 | 高榕资本 |
| EMBA2009 | 郭永 | 上海罗氏制药有限公司 |
| EMBA2009 | 何池 | 绿地地产集团长沙置业有限公司 |
| EMBA2009 | 胡利华 | 深圳市华新光电子技术有限公司 |
| EMBA2009 | 李明 | 飞亚达销售有限公司 |
| EMBA2009 | 李瑞元 | 美赞臣营养品(中国)有限公司 |
| EMBA2009 | 刘见明 | 新疆维吾尔自治区党委组织部 |
| EMBA2009 | 刘霞 | 无锡市政府 |
| EMBA2009 | 刘政 | 锋卫律师事务所 |
| EMBA2009 | 隆雨 | 北京京东世纪贸易有限公司 |
| EMBA2009 | 路莹 | 深圳市房多多网络科技有限公司 |
| EMBA2009 | 马传骐 | 北京汽车集团公司 |
| EMBA2009 | 庞宏垣 | 北京金隅嘉业房地产开发有限公司 |
| EMBA2009 | 汤捷 | 联想控股-丰联酒业 |
| EMBA2009 | 童劲松 | 上海科华生物股份有限公司 |
| EMBA2009 | 王红艳 | 上海大众汽车有限公司 |
| EMBA2009 | 王鹏 | 东方电子支付有限公司 |
| EMBA2009 | 吴江 | 深圳市睿亿企业管理咨询有限公司 |
| EMBA2009 | 杨红冰 | 誉衡药业 |
| EMBA2009 | 张聪敏 | 太平洋网络 |
| EMBA2009 | 张曼 | 长沙银行星城分行 |
| EMBA2009 | 张庆华 | 山西省交通建设开发投资总公司 |
| EMBA2009 | 张以靖 | 上海毕能高投资管理有限公司 |
| EMBA2009 | 张志 | 万商天勤(深圳)律师事务所 |
| EMBA2009 | 周骏 | 中国工商银行广东省分行 |
| EMBA2009 | 周龙 | 上海美特斯邦威股份有限公司 |
| EMBA2009 | 颜晶 | 苏州安达迅货运有限公司 |
| EMBA2010 | 柴宏达 | 绿城房地产集团有限公司 |
| EMBA2010 | 陈承平 | 德明通讯(上海)有限公司 |
| EMBA2010 | 陈建 | 北京中恒嘉业装饰工程有限公司 |
| EMBA2010 | 陈翔 | 中国上市公司协会 |
| EMBA2010 | 樊崇 | 南阳金冠电气有限公司 |
| EMBA2010 | 甘亮 | 中信证券股份有限公司 |
| EMBA2010 | 高晓成 | 北京巴布科克·威尔科克斯有限公司 |
| EMBA2010 | 顾京 | 深圳世纪海翔投资集团 |
| EMBA2010 | 侯本旗 | 中国工商银行股份有限公司青岛市分行 |
| EMBA2010 | 黄伟 | 联合利华 |
| EMBA2010 | 赖军 | 华泰人寿保险有限公司 |
| EMBA2010 | 雷钊哲 | 中国航空技术国际控股有限公司 |
| EMBA2010 | 李俊涛 | 国美电器有限公司 |
| EMBA2010 | 李明远 | 百度 |
| EMBA2010 | 李永刚 | 深圳华晟医疗技术有限公司 |
| EMBA2010 | 林海 | 深圳柠檬海科技有限公司 |
| EMBA2010 | 刘建 | 方正宽带网络服务股份有限公司 |
| EMBA2010 | 潘恩林 | 杭州边锋网络技术有限公司 |
| EMBA2010 | 潘隽 | 北京网秦天下科技有限公司 |
| EMBA2010 | 庆岩 | 司库博贸易(上海)有限公司 |
| EMBA2010 | 陶新华 | 北京新领先医药技术发展有限公司 |
| EMBA2010 | 王武斌 | 中国三峡新能源公司 |

| 班级/Intake | 姓名/Name | 公司/Company |
|-----------|---------|----------------------|
| EMBA2010 | 王欣 | 金山软件股份有限公司 |
| EMBA2010 | 王智 | 北京华美齐戈里房地产投资有限公司 |
| EMBA2010 | 韦烨 | 上海汇衡律师事务所 |
| EMBA2010 | 吴泉国 | 中国人民政治协商会议上海市浦东新区委员会 |
| EMBA2010 | 萧铭楷 | 昌硕科技(上海)有限公司 |
| EMBA2010 | 谢根明 | 浦东新区川沙新镇人民政府 |
| EMBA2010 | 薛俊东 | 上海朗脉洁净技术有限公司 |
| EMBA2010 | 于立新 | 上海海狸实业有限公司 |
| EMBA2010 | 余劲民 | 云南城投置业股份有限公司 |
| EMBA2010 | 赵桂萍 | 广发证券股份有限公司 |
| EMBA2010 | 周永钢 | 中国外运物流发展有限公司 |
| EMBA2011 | 陈坚 | 浙江明德自动化设备有限公司 |
| EMBA2011 | 陈磊 | 上海天华建筑设计公司 |
| EMBA2011 | 程云 | 好耶集团 |
| EMBA2011 | 崔岭 | 华林证券有限责任公司 |
| EMBA2011 | 樊荣 | 苏州阿拉堤餐饮管理有限公司 |
| EMBA2011 | 封国强 | 太原市南和伟业电子科技有限公司 |
| EMBA2011 | 费小妹 | 上海嘉定区人民政府 |
| EMBA2011 | 冯克武 | 广州美的制冷设备有限公司 |
| EMBA2011 | 高颖睿 | 盛拓传媒 |
| EMBA2011 | 顾万国 | 捷豹路虎中国 |
| EMBA2011 | 哈学胜 | 中国中央电视台经济频道 |
| EMBA2011 | 何川 | 上海人人游戏科技发展有限公司 |
| EMBA2011 | 何浩 | 人人乐连锁商业集团股份有限公司 |
| EMBA2011 | 焦建刚 | 天平汽车保险股份有限公司 |
| EMBA2011 | 孔军 | 金鹰集团 |
| EMBA2011 | 孔强 | 北京远景天成科技发展有限公司 |
| EMBA2011 | 梁峻刚 | 东莞银行深圳分行 |
| EMBA2011 | 刘汉玉 | 北京窝窝团信息技术有限公司 |
| EMBA2011 | 刘兴华 | 国信证券 |
| EMBA2011 | 刘秀娟 | 香港银基国际发展有限公司 |
| EMBA2011 | 龙丹妮 | 北京天娱传媒 |
| EMBA2011 | 罗林 | 上海湘禾投资有限公司 |
| EMBA2011 | 潘德滨 | 福建天宝矿业集团股份有限公司 |
| EMBA2011 | 潘志军 | 宁夏希望信息产业公司 |
| EMBA2011 | 祁伟礼 | 上海电影集团有限公司 |
| EMBA2011 | 唐斌 | 上海复星创富投资管理有限公司 |
| EMBA2011 | 唐翰岫 | 兵器装备产业基金 |
| EMBA2011 | 唐均君 | 上海华力微电子有限公司 |
| EMBA2011 | 万浩 | 快钱支付清算信息有限公司 |
| EMBA2011 | 王本举 | 荆门市委组织部 |
| EMBA2011 | 王春年 | 无锡市滨湖区人民法院 |
| EMBA2011 | 王彤 | 中国人民健康保险股份有限公司深圳分公司 |
| EMBA2011 | 王蔚臻 | 协鑫集团控股有限公司 |
| EMBA2011 | 王涌 | 盾安集团 |
| EMBA2011 | 魏秋立 | 国美电器有限公司 |
| EMBA2011 | 吴开源 | 德尔福派克电气系统有限公司 |
| EMBA2011 | 徐雷 | 京东商城 |
| EMBA2011 | 徐天舒 | 兴业全球基金管理公司 |
| EMBA2011 | 徐星仲 | 北京全四维动力科技有限公司 |
| EMBA2011 | 杨京兰 | 青岛诺雅贸易有限公司 |
| EMBA2011 | 杨勤 | 广西碧园房地产开发集团有限公司 |
| EMBA2011 | 张建石 | 南通金地投资发展有限公司 |
| EMBA2011 | 张健 | TCL集团股份有限公司 |
| EMBA2011 | 张毅军 | 上海云视科技有限公司 |

| 班级/Intake | 姓名/Name | 公司/Company |
|-----------|---------|--------------------------|
| EMBA2011 | 赵晋荣 | 北京北方微电子基地设备工艺研究中心有限责任公司 |
| EMBA2011 | 钟滨 | 北京诚盛投资公司 |
| EMBA2011 | 周建和 | 国中控股有限公司 |
| EMBA2011 | 周勇 | 深圳市欧莎世家服饰有限公司 |
| EMBA2011 | 朱学良 | 碧迪医疗器械(上海)有限公司 |
| EMBA2011 | 朱站军 | 协鑫集团 |
| EMBA2012 | 曹翠丽 | 普华永道中天会计师事务所(特殊普通合伙)深圳分所 |
| EMBA2012 | 曹琼州 | 伟巴斯特中国 |
| EMBA2012 | 陈启宁 | 新加坡邦城规划顾问公司 |
| EMBA2012 | 陈卓 | 飞亚达销售有限公司 |
| EMBA2012 | 董燕 | 上海氯碱化工股份有限公司 |
| EMBA2012 | 范洁 | 上海众鑫建筑设计研究院有限公司 |
| EMBA2012 | 房庆利 | 中信证券股份有限公司 |
| EMBA2012 | 冯斌 | 四川圣迪乐村生态食品有限公司 |
| EMBA2012 | 宫良国 | 北京第六大洲房地产开发有限公司 |
| EMBA2012 | 黄晓军 | 惠通嘉华集团 |
| EMBA2012 | 黄颖峰 | 翼多 |
| EMBA2012 | 蒋齐 | 上海天华建筑设计有限公司 |
| EMBA2012 | 孔强 | 上海秉原秉鸿股权投资管理有限公司 |
| EMBA2012 | 李志敏 | 中国国际航空股份有限公司 |
| EMBA2012 | 李智 | 中海油田服务股份有限公司 |
| EMBA2012 | 廖华军 | 国务院国资委企业领导人员管理二局 |
| EMBA2012 | 刘伯斌 | 上海中兴通讯技术有限责任公司 |
| EMBA2012 | 刘刚 | 广东省工商银行 |
| EMBA2012 | 刘海旭 | 上海天娱传媒 |
| EMBA2012 | 刘俊 | 广州辰迪公关顾问有限公司 |
| EMBA2012 | 刘震国 | 德恒律师事务所 |
| EMBA2012 | 龙翠耘 | 汤臣倍健股份有限公司 |
| EMBA2012 | 娄歆懿 | 基美电子苏州有限公司 |
| EMBA2012 | 卢广山 | 中航工业航空电子系统有限责任公司 |
| EMBA2012 | 潘波 | 飞亚达销售有限公司 |
| EMBA2012 | 彭志斌 | 碧桂园控股集团 |
| EMBA2012 | 秦玉峰 | 山东东阿阿胶股份有限公司 |
| EMBA2012 | 曲建魁 | 福建海恒医药有限公司 |
| EMBA2012 | 时辉 | 中国工商银行股份有限公司青岛市分行 |
| EMBA2012 | 汪晓明 | 中航工业航空电子系统有限责任公司 |
| EMBA2012 | 王灿 | 复星集团 |
| EMBA2012 | 王贵 | 珠海市普华控股集团有限公司 |
| EMBA2012 | 王竑强 | 中国联合通信有限公司江西省分公司 |
| EMBA2012 | 王世杰 | 中央电视台 |
| EMBA2012 | 王铁林 | 中化国际招标有限公司 |
| EMBA2012 | 王旭阳 | 上海葛洲坝阳明置业有限公司 |
| EMBA2012 | 吴伟 | 和润集团 |
| EMBA2012 | 肖平 | 中国航空集团公司 |
| EMBA2012 | 徐国涛 | 萨帕铝热传输(上海)有限公司 |
| EMBA2012 | 徐辉林 | 中化石油有限公司 |
| EMBA2012 | 许敏田 | 新界泵业集团股份有限公司 |
| EMBA2012 | 许青桥 | 上海大众汽车有限公司 |
| EMBA2012 | 薛丽军 | 国务院国资委企业领导人员管理二局 |
| EMBA2012 | 余秀芳 | 上海三盛宏业集团 |
| EMBA2012 | 俞海勇 | 上海建科检验有限公司 |
| EMBA2012 | 张凯明 | 四平市人民政府 |
| EMBA2012 | 张良森 | 复星集团 |

| 班级/Intake | 姓名/Name | 公司/Company |
|-----------|---------|-------------------------|
| EMBA2012 | 周峰 | 中国航空集团公司 |
| EMBA2012 | 周和华 | 中国银行上海市分行 |
| EMBA2012 | 周清会 | 上海曼恒数字技术有限公司 |
| EMBA2013 | 陈刚 | 上海航空货运公司 |
| EMBA2013 | 仇云杰 | 江苏长虹涂装设备有限公司 |
| EMBA2013 | 杜鹃 | 国美控股集团 |
| EMBA2013 | 关铁锤 | 甲骨文(中国)软件系统有限公司 |
| EMBA2013 | 韩志毅 | 上海致达信息产业股份有限公司 |
| EMBA2013 | 胡鹏斌 | 中翼航空投资有限公司 |
| EMBA2013 | 纪安宽 | 北京北方微电子基地设备工艺研究中心有限责任公司 |
| EMBA2013 | 贾彬 | 山东天泽软控技术有限公司 |
| EMBA2013 | 孔国宾 | A8新媒体 |
| EMBA2013 | 雷迪 | 优酷土豆集团 |
| EMBA2013 | 李才华 | 国家发改委 |
| EMBA2013 | 梁元东 | 中共珠海市斗门区委员会 |
| EMBA2013 | 林粤海 | 珠海市香洲区人民政府 |
| EMBA2013 | 柳纪申 | 新奥集团 |
| EMBA2013 | 陆进 | 浙江苏柏科技有限公司 |
| EMBA2013 | 马春辉 | 中国国际航空股份有限公司华北营销中心 |
| EMBA2013 | 缪蕾敏 | 都福 |
| EMBA2013 | 潘秀红 | 上海市浦东新区区委办公室 |
| EMBA2013 | 秦枫 | 广西宝资通股权投资基金管理有限公司 |
| EMBA2013 | 任兵 | 中化石油有限公司 |
| EMBA2013 | 史庆华 | 华润银行珠海分行 |
| EMBA2013 | 王盛强 | 上海微创医疗(集团)有限公司 |
| EMBA2013 | 王维忠 | 万科企业股份有限公司 |
| EMBA2013 | 王宇 | 北京王府井百货(集团)股份有限公司 |
| EMBA2013 | 夏利敏 | 佳美公司 |
| EMBA2013 | 杨华雨 | 埃森哲 |
| EMBA2013 | 姚磊 | 中国国际金融有限公司 |
| EMBA2013 | 张敏 | 上工申贝(集团)有限公司 |
| EMBA2013 | 郑卫锋 | 北京智程景颐科技有限公司 |
| EMBA2013 | 钟硕 | 浙江网仓科技有限公司 |
| EMBA2013 | 周丽静 | 德津实业发展(深圳)有限公司 |
| EMBA2013 | 周颖 | 凌志软件股份公司 |
| EMBA2013 | 周豫 | 石家庄华燕交通科技有限公司 |
| EMBA2013 | 朱东勇 | 中国民生银行南昌分行 |
| MBA1995 | 许东辉 | 昆山琨玉股权投资管理有限公司 |
| MBA1997 | 胡红 | 泰鸿集团 |
| MBA1997 | 姜洋 | 上海鸿风咨询公司 |
| MBA1998 | 刘滨 | 宝龙地产控股有限公司 |
| MBA2000 | 谢震 | 艺龙网信息技术(北京)有限公司 |
| MBA2005 | 何洁 | 赢创特种化学公司 |
| MBA2010 | 张晶天 | 山东宏力艾尼维尔环境科技集团 |
| AMP2001 | 李庆锋 | 广西北海利博盛安全用品有限公司 |
| AMP2009 | 王育云 | 上海法诗图集团(尚之坊) |
| CEO班 | 笪鸿鹤 | 江苏省苏中建设集团股份有限公司 |
| CEO班 | 鲁贵卿 | 中国建筑第五工程局有限公司 |
| CEO班 | 邱明 | 坤鼎投资管理集团有限公司 |
| CEO班 | 徐东升 | 飞亚达(集团)有限公司 |
| CEO班 | 尹大勇 | 艾默生网络能源有限公司 |
| CEO班 | 曾澎 | 中证期货有限公司 |
| CFO班 | 谭丽霞 | 海尔集团 |



CEIBS BOARD OF DIRECTORS

Chinese Directors

ZHANG Jie
Chairman of the Board, CEIBS
President, Shanghai Jiao Tong University

YAN Junqi
Vice Chairman of the Standing Committee of the National People's Congress of the PRC
Chairman of the Central Committee of the China Association for Promoting Democracy

CHEN Qingtai
President, China Association for Public Companies
Research Fellow, Development Research Center of the State Council of the PRC

YANG Dinghua
Board Chairman, Shanghai Children's Foundation
Former Deputy Director, the Standing Committee of the Shanghai Municipal People's Congress

LIU Ji
Honorary President, CEIBS
Board Chairman of the CEIBS Education Development Foundation

YIN Jie
Deputy Director, the Shanghai Municipal Education Commission

European Directors

Gerard VAN SCHAIK
Vice Chairman of the Board, CEIBS
Honorary President, the European Foundation for Management Development (EFMD)
Former Chairman of the Executive Board of Heineken N.V.

Eric CORNUEL
Director-General and CEO, EFMD

Thomas SATTELBERGER
Vice President, the European Foundation for Management Development (EFMD)
Former Member of the Board of Management for Human Resources, Deutsche Telekom AG

Jan BORGONJON
President, InterChina Consulting

David M. SAUNDERS
Dean, Queen's School of Business, Queen's University

Eric X. LI
Founder and Managing Director, Chengwei Ventures LLC.

CEIBS MANAGEMENT COMMITTEE

Professor ZHU Xiaoming, Executive President

Professor Pedro NUENO, President

Professor Hellmut SCHÜTTE, Vice President and Dean

Professor ZHANG Weijiong, Vice President and Co-Dean

Professor XU Dingbo, Associate Dean

Mr Hobbs LIU, Assistant President and

Director of Executive Education

CURRENT FACULTY MEMBERS

ATUAHENE-GIMA, Kwaku, PhD
Marketing and Innovation Management

CAI, John, PhD
Economics

CALLARMAN, Thomas E., PhD
Operations Management

CARDONA, Pablo, PhD
Management

CHEN, Jieping, PhD
Accounting
Zhongkun Group Chair of Accounting

CHEN, Shaohui, PhD
Management

CHEN, Shimin, PhD
Accounting

CHEN, Weiru, PhD
Strategy

CHIANG, Jeongwen, PhD
Marketing

CHNG, Daniel Han Ming, PhD
Management

CRONQVIST, Henrik, PhD
Finance
Zhongkun Group Chair of Finance

DING, Yuan, PhD
Accounting
Cathay Capital Chair in Accounting

FANG, Yue, PhD
Decision Sciences

FERNANDEZ, Juan Antonio, PhD
Management

GONG, Yan, PhD
Entrepreneurship

GUTSATZ, Michel
Marketing

HAN, Jian, PhD
Management

Hu, Guangzhou, PhD
Economics

HUANG, Ming, PhD
Finance
La Caixa Chair in Finance

HWANG, Yuhchang, PhD
Accounting

KIM, Tae Yeol, PhD
Management

LEE, Jean S K, PhD
Management
Michelin Chair in Leadership and Human Resources Management

LI, Shanyou (Kevin)
Entrepreneurship

LIANG, Neng, PhD
Management

MEYER, Klaus E., PhD
Strategy and International Business

MILLER, Paddy, PhD
Management

MOON, Henry, PhD
Organisational Behaviour

NUENO, Pedro, DBA
Entrepreneurship
Chengwei Ventures Chair in Entrepreneurship

PARK, Hyun Young, PhD
Marketing

PARK, Sam (Seung Ho), PhD
Strategy

PRICE, Lydia J., PhD
Marketing

PRODI, Romano, PhD
Strategy
Sino-European Dialogue Chair

RAMASAMY, Bala, PhD
Economics

RIBERA, Jaume, PhD
Production and Operations Management
Port of Barcelona Chair in Logistics

RUI, Oliver, PhD
Finance and Accounting

SAMPLER, Jeffrey, PhD
Management

SCHÜTTE, Hellmut, PhD
Distinguished Professor of Management
European Chair for Global Governance and Sino-European Business Relations

SU, Xijia, PhD
Accounting

TSAI, Terence, PhD
Management

TSAMENYI, Mathew, PhD
Accounting

TSE, Kalun, PhD
Finance

TSIKRIKTSIS, Nikos, PhD
Operations Management

VELAMURI, S. Ramakrishna, PhD
Entrepreneurship

WANG, Gao, PhD
Marketing

WOOD, Jack Denfeld, PhD
Management Practice

WU, Jinglian
Economics
Baosteel Chair in Economics

XIANG, Yi, PhD
Marketing

XIN, Katherine R., PhD
Management
Bayer Chair in leadership

XU, Bin, PhD
Economics and Finance

XU, Dingbo, PhD
Accounting
Essilor Chair of Accounting

XU, Xiaonian, PhD
Economics and Finance
Santander Central Hispano S.A Chair in Economics and Finance

YANG, Lei (Bob)
Finance

YANG, Yu, PhD
Management

YEUNG, Arthur, PhD
Management
Philips Chair Professor of Human Resource Management

YIP, George S., PhD
Management

YU, Fang (Frank), PhD
Finance

ZHANG, Hua, PhD
Finance

ZHANG, Weijiong, PhD
Strategy

ZHANG, Yimin, PhD
Finance

ZHAO, Xiande, PhD
Operations and Supply Chain Management

ZHAO, Xinge, PhD
Finance and Accounting

ZHOU, Dongsheng, PhD
Marketing

ZHU, Tian, PhD
Economics

ZHU, Xiaoming, PhD
Management
Zhongtian Chair in Management

RESEARCH Centres

Case Development Center
Director: Prof. LIANG, Neng

Centre of Chinese Private Enterprises
Director: Prof. ZHANG, Weijiong

Centre of Organisation and People Excellence
Director: Prof. YEUNG, Arthur

CEIBS Centre for Healthcare Management and Policy
Director: Prof. CAI, John

The Euro-China Center for Leadership and Responsibility

Leadership Behavioural Laboratory
Director: Prof. LEE, Jean

China Service Outsourcing Centre
Director: Prof. ZHU, Xiaoming

CEIBS Lujiazui Institute of International Finance
Director: Prof. WU, Xiaoling

Center for Automotive Research
Director: Prof. CALLARMAN, Thomas E.

CEIBS Centre on China Innovation
Director: Prof. HAN, Jian/Prof. YIP, George

Centre for Sustainability and Supply Chain Management
Director: Prof. CALLARMAN Thomas E.

Centre for Entrepreneurship and Investment
Director: Prof. LI, Kevin/
Prof. RAMAKRISHNA Velamuri

CEIBS-Pudong Service Economy Research Centre
Director: Prof. ZHU, Xiaoming/
Prof. NUENO, Pedro

Centre for Globalization of Chinese Companies
Director: Prof. DING, Yuan/Prof. WANG, Gao

CEIBS Research Centre for Emerging Market Studies
Director: Prof. MEYER, Klaus

CEIBS Kaifeng Centre for Family Heritage
Director: Prof. LEE, Jean/ Prof. RUI, Oliver

The Shanghai Institute of Digitalization and Internet Finance
Director: Prof. ZHU, Xiaoming

CEIBS Centre for Arts & Cultural Studies
Director: Prof. ZHU, Xiaoming

CEIBS ACADEMIC COUNCIL

Prof. SCHÜTTE, Hellmut (Chairman)
CEIBS, PRC

Prof. CANALS, Jordi
IESE Business School, Spain

Prof. CREMER, Rolf D.
Global Bridges China Forum, Germany

Prof. DE BETTIGNIES, Henri-Claude
INSEAD, France

Prof. DE MEYER, Arnold
Singapore Management University, Singapore

Prof. KLAG, Michael J.
The Johns Hopkins Bloomberg School of Public Health, USA

Prof. LIKIERMAN, Andrew
London Business School, U.K.

Prof. NUENO, Pedro
CEIBS, PRC

Prof. PALADINO, Marcelo
IAE Business School, Argentina

Prof. PALEPU, Krishna
Harvard Business School, USA

Prof. QIAN, Yingyi
Tsinghua University School of Economics and Management, PRC

Prof. RAMANANTSOA, Bernard
HEC Paris, France

Prof. TURPIN, Dominique
IMD, Switzerland

Prof. ZHANG, Weijiong
CEIBS, PRC



Join the conversation!

扫一扫二维码，加入我们的社交媒体，与我们相识相约！

We're all about making it effortless for you to **JOIN THE CONVERSATION**.

So we've put all our social media sites in one place.

Now it's **EASIER THAN EVER** to like us, follow us, friend us, engage us.

So **TELL US** what you think.

社交媒体正以前所未有的方式改变着我们的生活，在中欧的社交媒体平台上，您可以及时读到吴敬琏、许小年等60多名知名教授发表的前沿观点，并及时掌握近2万位中欧杰出校友的最新动向，请您扫一扫加入我们吧！我们期待着您的独到观点和建议。



微信



新浪微博
weibo.com



腾讯微博
t.qq.com

融世界之博大 合本土之精深

中欧国际工商学院EMBA课程 CEIBS Global Executive MBA

www.ceibs.edu/emba

- 中外政府合作办学
- 专注高端管理教育
- 国际师资本土实践
- 逾万精英校友网络

2014级EMBA秋季班9月开学

上海班 021-2890 5888 (中文班)
021-2890 5699 (国际班)
北京班 010-8296 6666
深圳班 0755-3337 8112

Co-founded by China and the European Union, CEIBS is a leading, independent business school with a global alumni network of more than 14,000 business leaders.

CEIBS Global Executive MBA is a part-time 20-month programme with a strong focus on managerial issues coupled with leadership development and coaching sessions.

CEIBS Global EMBA is ranked #10 worldwide by the *Financial Times* in 2013 and CEIBS is accredited with the internationally recognized AACSB and EQUIS.

The next intake starts in September 2014 in Shanghai.

Call: +86 21 28905699
Email: gemba@ceibs.edu

* 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。