

李明远： 耀眼的 不止是青春 Eric Li's Passion for Learning

文/雷娜 By Lei Na

作 为百度最年轻的副总裁，李明远（EMBA 2010）的身上耀眼的不仅是成就和青春，还有一种孜孜不倦的学习精神。在中欧的日子里，他自言从教授和同学身上获益良多，但他在学习中体现出的兼容并蓄和见微知著，才完成了对于这个时代青年才俊的完美诠释。在一部与中欧有关的微电影中，他讲述了自己在中欧学习的经历和收获。

你为什么选择来中欧就读 EMBA 课程？

我大学一毕业就加入了百度，那时百度还是一个小公司，加上实习生也不过两三百人。后来随着中国互联网业的兴盛，公司规模不断扩大，到 2007 年百度已经是能够在电子商务

领域有一番作为的公司了，我本人担任电子商务事业部的总经理。到 2009 年，我们在发展中遇到了很多阻力和挑战。虽然从技术角度来说，百度的用户体验已经做到最好，但是在商业竞争中我发现，将事情做好和将事情做成还是有很多不同的。我和一些优秀的企业家朋友交流，他们都建议，“你应该去读商学院，回到学校沉淀一下，学习一些管理知识。”我发现身边的中欧校友基本上一到周末就是写论文、做课题，而我本身也是个热爱学习的人，因此毅然选择了报考中欧。

中欧对于你的职业生涯有怎样的帮助？

众所周知，百度员工大多非常年轻，平均年龄只有 26 岁。

When he was promoted last year, at just 29 years-old, to lead the Mobile and Cloud Computing Division at Baidu, Eric Li Mingyuan (EMBA 2010) became the Chinese Internet giant's youngest-ever Vice President. However his youth belies his mature attitude towards career development, which places a high value on continued learning. In a recent interview he spoke about his EMBA studies at CEIBS, and the benefits of learning from both professors and fellow students. He also explained how the critical thinking skills he developed at CEIBS have been especially helpful to him in his new leadership role.

Why did you decide to enrol in the CEIBS EMBA programme?

I joined Baidu as soon as I graduated from university, when it was still a small company with 200 to 300 people, including interns. As Baidu developed parallel to the overall Internet business in China, the company entered the e-commerce arena, and I became general manager of its e-commerce department. We had considerable challenges and difficulties, and by 2009, though technically Baidu had been able to offer the best user experience, I began to realize that in a competitive business environment there is a difference between getting things done and getting them done well. I discussed this with some friends who were successful

entrepreneurs who advised me, "You should go to business school. Go back to school to study and learn about management." I knew many CEIBS students and I often saw them working on theses or class projects on weekends. I love learning so I decided to enrol in the CEIBS EMBA Programme.



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How did your CEIBS studies help you in your career?

As everyone knows, Baidu's employees are generally very young, on average they're about 26. Their training comes mainly from books and work experience. It wasn't until

I began studying at CEIBS that I developed a systematic framework for strategic thinking. It was at CEIBS that I began to understand how strategies and tactics can be combined, how something can be approached from different perspectives, and how to evaluate the relative importance of things. I also learned how to cope with the challenges of a fiercely competitive business environment when there is limited time and resources.

In 2011, I became the general manager of Baidu's mobile and cloud computing department. Thanks to what I learned at CEIBS between 2010 and 2012 about the fundamentals of finance, I was able to face the challenges from both Chinese and overseas companies and could decide on the right strategy while quickly expanding our business. I had gained a firmer grasp on using tactics, human capital, resources and funds.

The interaction with the professors at CEIBS was also a very valuable experience. An enterprise must constantly re-evaluate its development, and for this Baidu has established ties with many CEIBS faculty members. While I was studying at CEIBS, Baidu had been planning its international operations; we worked together with CEIBS faculty who were experts in the field of international innovation to analyse strategic directions for Baidu's internationalization. We were glad to see the business grow and increase in value, and we learned a lot. Our



“巨大的中国市场孕育着很多创新实践和日新月异的变化，能够激发巨大的活力，能够与欧美的理念进行碰撞，产生很有价值的实践。”

员工们的专业素养大多是从书本和工作实践中得来的。我也是在中欧的学习中才逐渐形成了体系化的战略性思考。在中欧两年，我有种渐入佳境、豁然开朗的感觉。如何将战略与战术相结合；如何多维度地看待一件事情并区分它的重要性；如何运用策略应对竞争加剧、时间和资源都有限的局面——这些东西都是在中欧学到的。

系统化的金融财务知识是另一个很大的收获。2011年底我回到百度工作，担任百度移动·云事业部总经理。我很感激2010-2012年在中欧学到的金融财务知识，让我在移动互联网行业竞争异常激烈的局面下，能够勇于面对中国和海外企业的挑战，在业务快速扩张的同时能够选对战略，对战术、人才、资源和资金的使用都更有把握。

与教授之间的互动也非常可贵。企业在发展的过程中需要不断进行反思，因此百度也跟很多中欧教授建立了联系。在

我入读中欧时，百度已经开始筹划国际化业务，我们与中欧研究国际创新领域的教授建立了合作，共同分析百度的国际化战略方向，欣喜地见证了该业务的成长、价值的沉淀，也得到了很多的启迪。如今百度的国际化业务已经发展得越来越好，这让与我们合作的教授深感欣慰，我们交流的内容也越来越丰富和深入。

作为一位年轻的 EMBA 学员，你在中欧的学习经历有什么特别之处？

在中欧学习的过程中，我改变了过去的学习方法。以前大多是阅读、听课，而在中欧，同学彼此之间的学习也让人获益颇多。我的同学大多比我年长十几岁，但我们的关系非常融洽，讨论问题时大家非常平等，不管你经历过什么，成功过或是失败过，这些都不重要，每个人的观点都会得到足够尊重。我们能

从彼此身上找到值得学习的地方，班上的同学经常让我去介绍年轻人的生活方式、消费习惯，从中洞察年轻一代的价值观、消费观。我也从比我年长的企业家身上学到了成熟的治理经验，学会了一份淡定、一份从容；这种处世观和人生观，有助于我站在更高的角度看待企业经营中的根本问题。

你觉得中国的企业，尤其是互联网企业目前面临着怎样的机遇？

今天中国的企业已经走到了一个前所未有的路口，中国企业有很多机会可以从这里真正走出去。以我所处的互联网行业为例，目前中国的移动互联网用户人数有 8.38 亿，大大超过美国的人口总数。而十年前我们刚刚涉足互联网时，中国的网民人数远低于美国，那时中国企业大多照搬美国的做法。可是经过十年的发展，我们拥有了全球最大的网民群体，这里蕴藏着很多创新活力。

中国在移动互联网领域的创新，我觉得已经开始能够引领全球潮流。现在美国人要来学习中国的电商怎么做、中国的社交产品怎么赚钱，中国的搜索市场怎么做垂直细分。其实，最先进的技术还是在西方；从创新机制上来说，欧洲、美国相比中国还是有很多优越之处。但巨大的中国市场孕育着很多创新实践和日新月异的变化，能够激发巨大的活力，能够与欧美的理念进行碰撞，产生很有价值的实践。因此，我觉得中欧是一个非常有意思的平台，在这里，学员们可以与来自全球各国、最顶尖的教授进行对话，获得很多经典的、系统的思路和方法，进行思想的碰撞；而这种碰撞会延伸到真实的市场层面，带来更多的创新实践。

international business has developed well, and we continue to work with CEIBS faculty.

What was it like to be among the youngest students in your EMBA class at CEIBS?

I approached my studies at CEIBS differently than I had before. Instead of focusing on reading and listening to lessons or lectures, I benefited a lot from learning from my fellow CEIBS classmates. Most of them were more than 10 years older than I was, but we got along very well. In our discussions, everyone was equal. Your experiences, successes, and failures were not important, everyone's opinion was equally respected. We all found something to learn from each other. My classmates often invited me to talk about the lifestyles and consumption habits of young people, so they could better understand their values and culture. I learned mature corporate governance practices from the older entrepreneurs, and acquired grace and calm, which can be helpful when I need to take a step back to find a new approach to business management issues.

What kinds of future opportunities do you see for Chinese enterprises, especially those in the Internet sector?

Chinese enterprises have seen

unprecedented growth, and Chinese companies have many opportunities they can pursue today. If you take my sector, for example, there are currently around 838 million mobile Internet users in China. That's considerably more than the total population of the United States. Ten years ago when we first entered the Internet business, the number of Internet users in China was far smaller than that of the United States, most of the practices adopted by Chinese enterprises came from the US. Now, after ten years of development, we have the world's largest Internet population, and there is a lot of creativity yet to be tapped.

China has begun to lead global innovation trends in the mobile Internet. Americans now want to learn from China's e-commerce, how Chinese social networking products

can make money, and how China's online search market can be vertically segmented. In fact, the West still has the most advanced technology, and Europe and the US are still more innovative than China. But the huge size of the Chinese market may spark a lot of innovation, and everyday changes can trigger huge energy. The interactions between Chinese, European and US mind-sets may produce valuable results. Therefore, I think both China and CEIBS are very interesting platforms. CEIBS provides an opportunity for students to engage with top faculty from around the world, and learn a lot of proven ideas and methodologies. Discussions both inside and outside the classroom lead you to new concepts, and you learn the tools to put these ideas into practice at the market level, which leads to greater innovation.