



熊帆：做最有价值的媒体供应商

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重庆位于中国西南部,是我国四大直辖市之一,四面群山环绕,境内江河纵横。著名学者余秋雨先生曾经说过,这座城市最能体现中国传统的“江山”之感。在这样一个人杰地灵的地方,能够得到众多校友拥戴的中欧重庆校友会会长,又该有着怎样的过人之处呢?在今年于深圳召开的校友会“两会”上,《TheLINK》杂志采访了重庆校友会会长、重庆唐码传媒有限公司董事长熊帆先生(EMBA 2003)。

熊帆的主业是户外广告,但他本人似乎是一位“非典型”的广告人,他言语朴素,不事雕琢,谦和之中流露出一丝敦厚高尚的风范。在采访之中,笔者试图从这令人困惑的表象下挖掘出一些标新立异之处,但最终发觉这种朴素是彻底的朴素,他无意为自己“打广告”,甚至显得过于淡泊了。转念一想,也许对于五光十色的广告圈来说,这种朴素是可贵的,就像奥美广告的创始人大卫·奥格威在《一个广告人的自白》中所说的,“我毕生都在广告中说这个商品如何好,但我希望你(消费者)在购买

商品时,能够得到我为它做广告时相同的快乐。”

这份审己度人的情怀,熊帆先生也有,无论是对待员工、客户,还是校友,他都希望“我为人人,人人为我”。我想,当一位企业领导者想要与他的员工、客户和朋友得到相同的成长和快乐时,那么这份成长和快乐也会是绵延流长的。

《TheLINK》:深圳是今年校友会“两会”的举办地,您对这些的户外广告有什么印象?

深圳是中国改革的前沿阵地,这里的户外广告给我的感觉是比较“高大上”的。以机场内的广告为例,制作工艺精良,内容上以民族工业的成分居多,因为这里有很多民营高科技企业;相比而言,北京、上海的户外广告可能更国际化一些。透过深圳的户外广告,我们可以看出这座城市对于民族工业的投入,以及民族工业想要崛起的期望。做我们这一行,时常是通过一座城市的户外广告来判断它的性格和发展方向的。

Xiong Fan: A Value-Focused Ad Man

By Lei Na & Cece Liu

Renowned Chinese scholar of culture Yu Qiuyu once commented that the mountains and rivers that envelope Chongqing make it the Chinese city that best embodies the traditional feel of “Jiangshan” (rivers and mountains). Nestled in the country’s Southwest, Chongqing is rich in both natural resources and human talent, and it’s home to many CEIBS alumni. During CEIBS Annual Alumni Association Meeting 2014 held in Shenzhen earlier this year, *TheLINK* caught up with Xiong Fan (EMBA 2003), Director of the CEIBS Alumni Association Chongqing Chapter and Chairman of TOM (Chongqing) Outdoor Media Group.

TOM’s main business is outdoor advertising; however Xiong Fan carries himself with an honesty and nobility that belies his profession as an ‘ad man’. During our interview, I found his humble nature to be genuine, and I found myself thinking that perhaps in the world of advertising, which is usually flashy and known for its glamour and grandiosity, someone with Xiong Fan’s candour and simplicity has real value. He made me think of renowned advertising guru David Ogilvy’s comment in his book *Confessions of An Advertising Man*, “I spend my life on ads that say good things about products: I hope you get as much pleasure out of buying these products as I get from advertising them.”

In our interview, I was struck by the empathy that Xiong Fan has for employees, customers, and fellow CEIBS alumni. His motto is “I’m for everyone, and everyone’s for me”. When a senior business executive wants the same growth and happiness for employees, customers and friends, the results are usually long-lasting and mutually rewarding. Read on for more:

***TheLINK:* Since you’ve been here in Shenzhen for this year’s CEIBS Annual Alumni Association Meeting, what’s been your impression of the outdoor advertising business here?**

Xiong Fan: Shenzhen has been at the forefront of China’s economic reform, and the outdoors ads here seem to be high-end, graceful and classical. The ads in the airport are good examples: they are well crafted, most are about national industries. There are also many for private, high-tech companies. By comparison, Beijing and Shanghai may have more international content in their outdoor advertisements. Looking at the outdoor advertisements in Shenzhen, we can see how the city has invested in national industries, and we can also see the industries’ desire to rise to the top of their sectors. People in our business can usually see the character and development of a city through its outdoor advertising.

***TheLINK:* How has the arrival of the mobile Internet era affected outdoor media? What challenges does it bring for your business?**

Outdoor media exists in public spaces, mostly in the form of roadside billboards, neon lights, electronic screens, and ads carried on buses, trains, etc. The same disruptions that the Internet economy has brought to many industries has impacted outdoor media as well. Traditional media is content-oriented and therefore feels the influence of the mobile Internet more keenly; when you have content, you have advertising. Mobile Internet multiplies the channels available for content, which diverts clients away from traditional media. However, outdoor media is different. The format is still the same, and outdoor media are always present. This, of course, does not mean that we can be complacent. Outdoor media are truly a public carrier of messages; people will see outdoor advertisements during their commute and in entertainment spaces. The impact that the Internet era has had on us is to push innovation in technology and ideas. For example

《TheLINK》:能否向我们简单介绍一下什么是户外媒体?在移动互联网时代,户外媒体面临着怎样的挑战?

户外媒体是存在于公共空间的一种传播介质,主要形式有路牌、霓虹灯、电子屏幕、车厢等。如今互联网经济的发展对各行各业都带来了冲击,对于户外媒体也有一些改变和推动力。传统媒体受互联网的影响比较大,因为传统媒体是以内容为导向的,有内容才有广告,而互联网使得获取内容的渠道增多了,这就稀释了传统媒体的广告客户。但户外媒体所遇到的情况有所不同,户外广告带有一点强制性,无论你看或不看,它都在那里;但这并不意味着我们可以高枕无忧,应该说户外媒体是一个真正意义上的大众媒体,人们在上下班途中、在娱乐场所,都不可避免地看到户外广告。互联网时代推动我们在技术和理念上进行创新,例如,通过扫描二维码来获得更多广告信息,通过拍照互动来获取用户体验,这些都是目前比较普遍的做法。

《TheLINK》:重庆唐码传媒以“做最有价值的媒体供应商”为发展方向,请问其中的“最有价值”体现在哪些方面?

“做最有价值的媒体供应商”是我们公司的核心理念,这一理念主要体现在以下四个方面:

首先,公司要对客户有价值。我们公司赢得发展的重点不在于价格竞争,而是为客户提供户外广告解决方案。我们希望切切实实地为客户创造价值,并得到客户认同。

其次,公司要对社会有价值。作为户外广告供应商,我们应该成为美丽城市的参与者和缔造者,不能妨碍城市建设,为城市增添不和谐的因素。美化城市,是我们对社会的价值。

第三,公司要帮助员工实现价值。帮助员工成长是公司的使命之一,没有哪位员工天生思虑周全、什么都会做,我们希望让员工在工作中感受到自己对公司、家庭和社会的意义,这样他才会不断地学习和成长。

最后,我们要实现公司本身的价值。无论是实现产品和服务的价值,还是员工的培训和成长,都需要以公司本身的价值为支撑,这是实现前三点的基础。但这里的价值并不单指营利,重点在于每位员工都要爱岗敬业,贡献出自己的一份力量。





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you can collect more information on consumers by having them scan 2-D codes. You can also enhance user experience through photographic interactions. Both these techniques are popular practices now.

***TheLINK:* TOM Media's mission statement is "To Be a Media Provider with the Greatest Value". What do you mean by "the greatest value"?**

There are four aspects to this idea: First, our company must be of value to customers. The key to our development is not price competition, but to provide solutions for publicity outdoors. We hope to create genuine value for customers, and hope they recognise this.

Second, our company should provide value to society. As an outdoor advertisement provider, we should contribute towards developing beautiful cities, and should be in harmony with the city. Adding beauty to the city is our value to society.

Third, our company should help our employees fulfil their value. Helping employees grow is one of the company's missions. No one comes to us with perfect thinking and all the skills needed. We hope employees can feel their own significance to the company, to their families and to society, and that they will continually learn, develop and grow.

Finally, we should realise our company's own value. Whether it is the value of our products and services, or the training and development of our employees, both depend on the value of the company itself. This is the basis for all the aspects of value we provide. Value here does not just mean profit, but it also means that every employee should love their job and want to contribute whatever they can to the company.

***TheLINK:* How important is innovation to outdoor media? How do you think employees can be inspired to have a spirit of innovation?**

Innovation is the most crucial factor for the success of outdoor media, because now we are living in an "eye-ball economy", we have to try our best to catch the attention of customers and advertising clients. Though I think it's difficult for anyone to be continuously innovative, we stress that everyone should create and realise value in their jobs. This process will surely generate innovation. We hope our employees can first identify their own value, then they can be of value to our company and society.

***TheLINK:* Perhaps it was this philosophy of respecting employees' value that earned you the 2005 CCTV Annual Employer Survey Popularity Ranking of the "Top 10 Chongqing Employers". Can you tell us something about how you manage your employees?**

My basic idea in employee management is "humans first", as I hope that our employees will improve themselves every day. They have to be responsible for themselves before they can be responsible for their families, the company and society. I encourage them to reflect on where their responsibilities lie, and my efforts at employee management are mostly focused on this area.

***TheLINK:* Why did you choose the CEIBS EMBA programme? What did you gain from your study at CEIBS?**

In 2000 I did my MBA programme at another university, and afterwards I wanted to have a more systematic review of what I had learned. I'd heard that

“希望未来中欧能够融合更多校友手中的资源,发展得更加强大、更加稳健。”



《TheLINK》:创新对于户外媒体有多么重要?您觉得怎么才能激励员工一直保持创新精神?

创新可以说是户外媒体最关键的要素,因为户外媒体关乎眼球经济,我们要尽可能地吸引消费者和广告客户的眼光。至于保持创新精神,我觉得让任何人一直保持创新热情是困难的,但我们强调每个人都要在自己的岗位上创造和实现价值,这个过程自然会伴随着创新。我们不希望员工视工作为浪费青春,他首先要认可自己的价值,才谈得上对公司和社会有价值。

《TheLINK》:也许正是这种尊重员工自身价值的观念,让您赢得了2005年CCTV中国年度雇主调查人气榜“重庆十佳雇主”称号。能否谈谈您在员工管理方面的心得?

我在员工管理方面的基本理念是“以人为本”,我希望员工每天都在进步,员工首先要对自己负责,然后才能对家庭、公司和社会负责。我会鼓励员工反思自己的责任在哪里,在管理方面所做的尝试也大多集中于此。

《TheLINK》:您为什么会选择来中欧就读EMBA课程?在中欧最大的收获是什么?

2000年我在另一所大学读了MBA课程之后,想要更加系统地回顾和总结所学的知识,当时得知中欧是国内学术最严谨的商学院,因此我在2003年报考了中欧的EMBA课程。在中欧最大的收获是对思维习惯的培养,以前可能较为感性,但中欧教会了我更加理性、系统地思考问题和判断得失。

《TheLINK》:您是2012年中欧“增华奖”获得者;并于2013年向中欧捐赠了价值2500万元人民币的媒体资源,助力中欧在西南地区的品牌和课程推广,请问是什么原因促使您做出回馈母校之举?

与其他校友的捐赠相比,我的这份捐赠也许不算什么,只是从自己所在的媒体行业为母校出了一份力,希望我的捐赠能起到抛砖引玉的作用,让每位校友都能在力所能及的范围内将自己的行业资源贡献给母校。因为中欧作为一所商学院,在校友捐赠和集合校友力量方面得到的支持还不够,希望未来中欧能够融合更多校友手中的资源,发展得更加强大、更加稳健。

《TheLINK》:作为重庆校友分会的会长,能否介绍一下重庆校友分会的日常活动?

重庆人性格豪爽、喜欢交际,因此重庆校友分会就像是一个大家庭,无论是校友召集,或是有朋自远方来,大家都会放下手头的事情小聚,少则三五人,多则十数人。我们每个季度都会有一个主题活动,但更多的是其他校友分会和学院的走访和互动。这些活动未必会对我的事业有帮助,有时甚至要花费大量的时间和精力,但是我觉得,每个人都都要有点“我为人人,人人为我”的精神,大家都往前迈进一步,是很有必要的。而且,大家在校友聚会上畅所欲言、交流思想,并没有太多的功利性,这是一种很好的感受。

CEIBS was the most academically rigorous business school in China, so I began its EMBA programme in 2003. My biggest gain at CEIBS was to develop good habits for critical thinking. CEIBS taught me to think more reasonably and systematically in both life and work.

***TheLINK:* You were the winner of the CEIBS EMBA Golden Torch Award in 2012, and you donated RMB 25 million worth of media resources to help CEIBS' branding and programme promotion in southwest China. What inspired you to invest in your alma mater in this way?**

Compared to the donations made by other alumni, mine is small in its significance. I just contributed what I could, and I hope that my donation will inspire more of our alumni to contribute resources they have in their respective industries. CEIBS is still a young business school and could use more support from alumni donations and other alumni resources. I hope in the future CEIBS will be able to see more investments from alumni resources to help it continue to develop further.

***TheLINK:* As director of the Chongqing Alumni Chapter, can you tell us about its regular activities?**

People from Chongqing are forthright and outgoing, so our Chongqing Chapter is like a huge family. When there is an alumni gathering or there are friends coming from afar, people like to get together, regardless of whether they have a tight schedule. We have seasonally-themed activities, but more often our events centre around visits and interactions with other alumni chapters and with CEIBS. These activities don't always help to further my career. Sometimes they are time- and energy-consuming, but I think everyone should have a bit of the "I'm for everyone and everyone's for me" spirit. This is necessary for all of us if we want to take a step forward. In addition, we all say what we want to say and communicate very openly at alumni meetings. This is a very good feeling.

“ I hope that my donation will inspire more of our alumni to contribute resources they have in their respective industries.”

