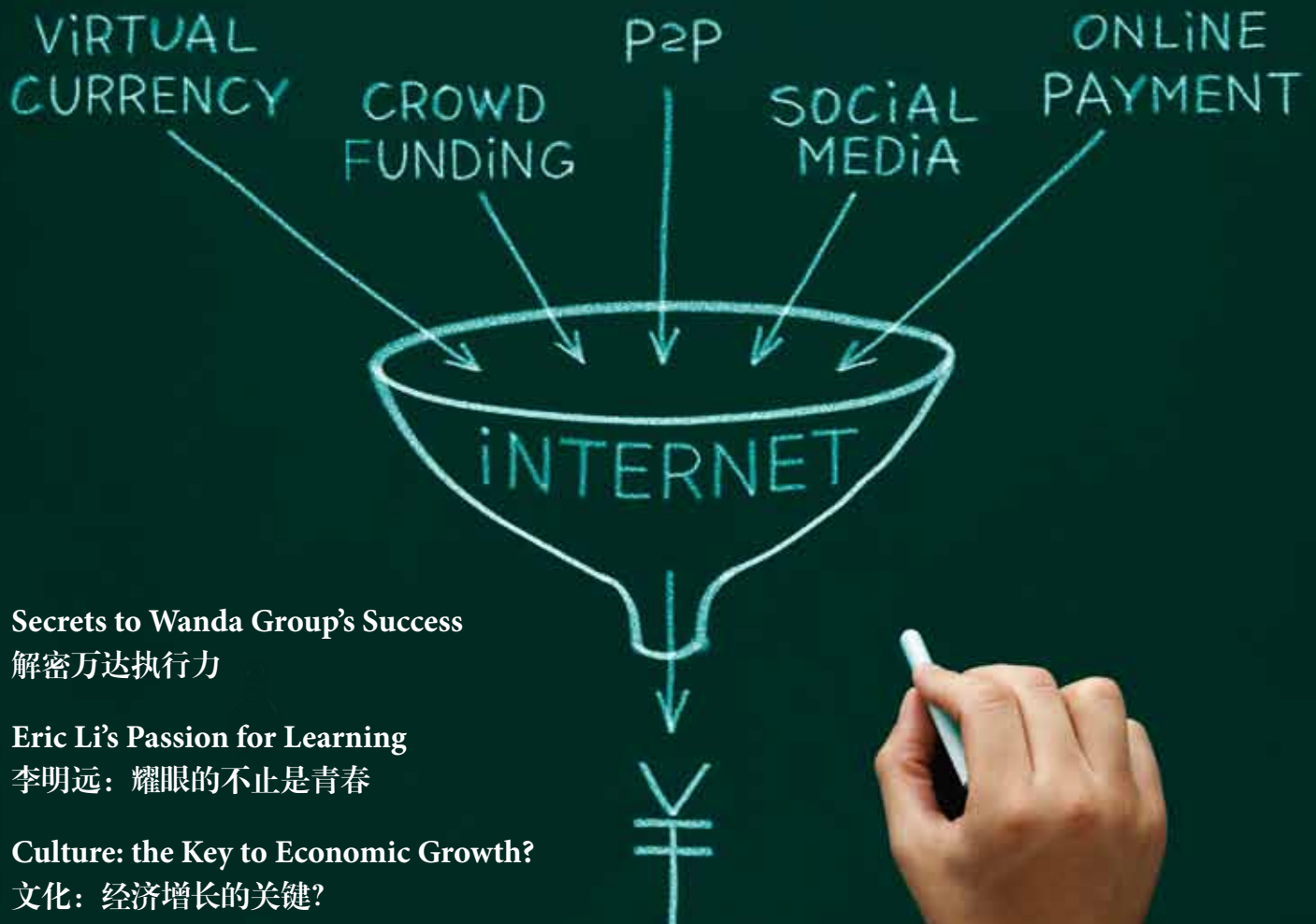


# TheLINK

中欧国际工商学院校友杂志 CEIBS Alumni Magazine

2014年第三期 Volume 3, 2014

## China's Internet Finance Fight 中国的互联网金融战役



Secrets to Wanda Group's Success  
解密万达执行力

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

Culture: the Key to Economic Growth?  
文化：经济增长的关键？

# 以全新动力，成就社会中坚力量

梅赛德斯-奔驰新E级车搭载全新3.0T和2.0T发动机

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亲爱的校友们：

在本期杂志中，我们刊登了一些大家关心的话题。如果你想知道放眼全球市场的中国大型企业是如何成功运营的，如果你想了解百度最年轻的副总裁求学中欧的心得体会，请翻阅本期杂志。

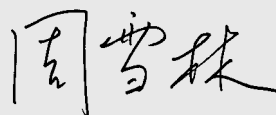
在当前中国互联网金融行业的群雄逐鹿之中，谁将赢得最终胜利？我们正在并将继续找寻答案。而这只是冰山一角，在本期封面故事中，我们还呈现了更多内容。

Dear Alumni:

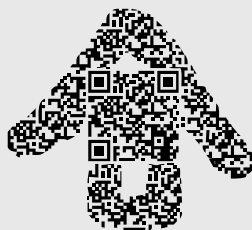
There's something for everyone in this issue. If you've ever wondered how to successfully run a Chinese conglomerate that's eyeing the global market, or what it's like to be the youngest ever VP at one of China's largest internet companies, we provide answers.

Curious about who will win the on-going battle for China's Internet finance industry? We were, and so we went looking for answers. And that's just the tip of the iceberg, there's a lot more inside these pages.

Enjoy!



周雪林  
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Nobel Laureate Lars Peter Hansen, Fosun's Guo Guangchang and other big names headline the CEIBS Master Class series of lectures being held to mark our 20th anniversary; CEIBS and LinkedIn host Influencer Series with Reid Hoffman and Derek Shen; CEIBS & UN Sign Strategic Partnership; CLIF Hosts Sino-US Economist Seminar; TEDxCEIBS 2014; accolades for faculty, students and alumni; professors' speaking engagements; as well as fun-filled moments from around campus; and a lot more...

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## 中欧国际工商学院外国专家出席习近平主席主持的外国专家座谈会 President Xi Hears Innovation Proposal from Nijs

中共中央总书记、国家主席、中央军委主席习近平在上海出席亚洲相互协作与信任措施会议第四次峰会后，于5月22日主持召开外国专家座谈会。中欧国际工商学院副院长兼教务长苏理达（Hellmut Schütte）教授、全球策略执行总监奈斯安（Annette D.S.M. Nijs）女士、米其林领导力和人力资源管理教席教授李秀娟女士出席会议。

奈斯安女士和其他四位在沪的外国专家在座谈会上作了主题发言。奈斯安的发言主题为“全球觅才，成就创新驱动型国家”。作为前荷兰教育、科技与文化内阁大臣，以及负责中欧全球传播和关系拓展的专业人士，奈斯安从自身视角介绍了吸引海外人才加入中国创新事业的几种途径。奈斯安认为，中国应该将自身定位为“全球创新者不能错失的地方”，并致力于构建一个多元主

体的创新平台网络，中欧非常愿意成为这个网络的一部分；除了将人才“请进来”，还可以学习某些跨国公司的做法，将创新项目在网上发布，向全球人才“众筹”创新方案。奈斯安还指出，最好的创新人才并不局限于科学家和学者，工程师、商界高管和连续创业者中也会涌现出颇有执行力的创新者。

2012年12月5日，在习近平主席于北京人民大会堂召开的外国专家座谈会上，中欧国际工商学院院长佩德罗·雷诺（Pedro Nueno）教授作为第一位发言的专家，在会上阐述了中欧在商业教育中的角色，并结合中国的经济环境向习近平主席建言献策。

Annette Nijs, CEIBS Executive Director Global Initiative, made a presentation to

Chinese President Xi Jinping on May 22 on different ways in which China can attract foreigners who can contribute to the country's innovation. She was among five presenters during the Chinese President's second meeting with foreign experts since he took office.

CEIBS Dean and Vice President Hellmut Schütte and Professor Jean Lee also attended the event, which followed one earlier this year where CEIBS President Pedro Nueno made a presentation on the role that the school has played in shaping business education. Nijs drew on her experience as a former Cabinet Minister for Education, Science and Culture in the Netherlands to offer suggestions on the way forward.





## 中欧举办第六届全球传媒商务课程 CEIBS Hosts 6th Training Course for Media

6月18-19日，60余名来自国内外主流媒体的资深传媒人参加了由中欧国际工商学院为他们量身打造的全球传媒商务课程。此前，中欧已在上海、北京和深圳举办过五届该项课程。为媒体人提供管理领域的全面知识和研究成果，这也是中欧社会责任的体现。

中欧国际工商学院副院长兼中方教务长张维炯教授在课程开始前致欢迎辞。他说，在新媒体不断崛起的今天，传统媒体受到了一定的挑战，中欧希望通过举办此次课程为媒体管理层提供新的管理思路。

中欧中坤集团金融学教席教授亨里克 (Henrik Cronqvist)，中欧陆家嘴国际金融研究院执行副院长刘胜军，金融与会计学教授芮萌，经济学兼职教授、中欧卫生管理与政策研究中心主任蔡江南，市场营销学教授王高和创业学助理教授龚炎在课堂上为学员们答疑解惑，

帮助他们更好地从事商业报道。

参加本次课程的媒体有：中央电视台、美国全国广播公司、法新社、南华传媒、《解放日报》、《第一财经日报》、《经济观察报》、《重庆商报》、《福布斯》、《环球企业家》、《中国企业家》、《IT经理世界》、《新民周刊》、新浪网、腾讯网、凤凰网等。

Almost 60 media executives and senior journalists from Chinese and international media participated in the CEIBS Advanced Business Reporting Programme held at the Shanghai Campus on June 18 & 19. The programme featured lectures by CEIBS faculty on a wide range of topics.

Participants also had the opportunity on June 18 to join the Master Class Lecture by Nobel

Laureate Professor Lars Peter Hansen, as well as hear from CEIBS EMBA 2012 alumni Denise Peng, COO of Chinese online travel platform Qunar.com; and Bobby Lee, Co-Founder and CEO of BTC China, the first China-based Bitcoin exchange.

The programme's first day featured lectures on "Nature, Nurture and Financial Decision-making" by CEIBS Zhongkun Group Chair of Finance Professor Henrik Cronqvist; "Chinese Economy: Dilemmas and Solutions" by Dr Gary Liu, Executive Deputy Director of the CEIBS Lujiazui Institute of International Finance (LIIF); "The Chinese IPO Market" by Professor of Finance and Accounting Oliver Rui; and "Health Reform in China" by the Director of the CEIBS Centre for Health Care Management and Policy Professor John Cai. Then during the Master Class Nobel Laureate Professor Lars Peter Hansen spoke about Financial Reform & Risk Control.

On Day Two, there were lectures by Professor of Marketing Wang Gao who spoke on the "Development of E-commerce in China" and by Assistant Professor of Entrepreneurship Gong Yan who lectured on "Business Model Innovation". The course ended with students presented with certificates of participation. This is the sixth time since 2010 that the CEIBS Advanced Business Reporting Programme has been offered in cities across China. The programme is organised by CEIBS Marketing and Communications Department with very strong support from the logistics department.



## 中欧“大师讲坛”名家云集佳篇迭出

### 20th Anniversary Master Class Series Draws Huge Crowds

4-6月，中欧20周年校庆活动“大师讲坛”继续推出精彩讲座。复星集团董事长郭广昌（CEO 2006），复旦大学中国发展模式研究中心主任、上海社科院中国学研究所所长张维为，香港永隆银行董事长、中欧国际工商学院国际顾问委员会中方主席马蔚华，新希望集团董事长刘永好，2013年诺贝尔经济学奖得主、美国宏观经济学家拉尔斯·皮特·汉森（Lars Peter Hansen）先后来到中欧发表演讲，中欧院领导、各界校友和中外媒体参与了论坛。

4月26日，郭广昌以“中国企业的全球化战略：反向整合资源”为题发表演讲。郭广昌表示，目前复星集团定位于“植根中国的全球投资集团”，其发展要借助于“以保险为核心的综合金融能力”和“具有产业深度、植根中国的

全球投资能力”。在企业管理方面，郭广昌建议，为了保持企业的活力，一定要保持适当的开放性和灰度。

5月11日，张维为的演讲主题为“中国模式和文明型国家的制度安排”。张维为教授肯定了中国作为文明型国家的定位。他将文明型国家的制度安排总结为“一国四方”：一国就是一个文明型国家，四方就是四个方面的制度性安排。在我国主要表现为：国家型政党、协商民主、选贤任能和混合经济。张维为教授表达了对于中国发展前景的乐观看法，相信中欧学子可以在这样的大背景下有所作为。

5月22日，马蔚华的演讲主题为“互联网时代下的金融创新”。马蔚华从招行的创新实践谈起，认为创新只有紧跟市场需求，才能获得成功。信息技术对于银行业须臾不可或缺，“互联网

金融与商业银行之间虽有冲突，但同时也可做到优势互补、相辅相成，他们之间具有广阔的合作空间。”

6月12日，刘永好以“活力传承”为题发表演讲。他认为，企业需要传承的是创新基因和企业家精神，“当企业有一大群充满活力、年富力强的年轻人时，想不进步都很难”。同时，传承不仅要保留好的东西，还要敢于舍弃旧的、不合时宜的东西。

6月18日，拉尔斯·皮特·汉森就中国区域经济发展中存在的确定性、小微企业贷款难、民营银行未来发展趋势以及上海自贸区的创新与突破等话题分享了观点。汉森教授指出，中国金融发展可以借鉴美国的成功经验，但也应注意可能出现的问题。他对中国宏观经济政策与未来经济走向持乐观态度。



刘永好  
Liu Yonghao



拉尔斯·皮特·汉森  
Lars Peter Hansen

Thousands of guests have attended the Master Class series of lectures being offered throughout the year as part of CEIBS' 20th anniversary celebrations. Nobel Laureate Lars Peter Hansen; Fosun Group Founder and Chairman Guo Guangchang (CEO 2006); New Hope Group Chairman Liu Yonghao; Director of the Centre for China Development Model Research Professor Zhang Weiwei; and Ma Weihua, Chairman of Wing Lung Bank and former President of China Merchants Bank have been among the latest to speak.

Nobel Laureate Lars Peter Hansen gave a very technical lecture on "Financial Reform & Risk

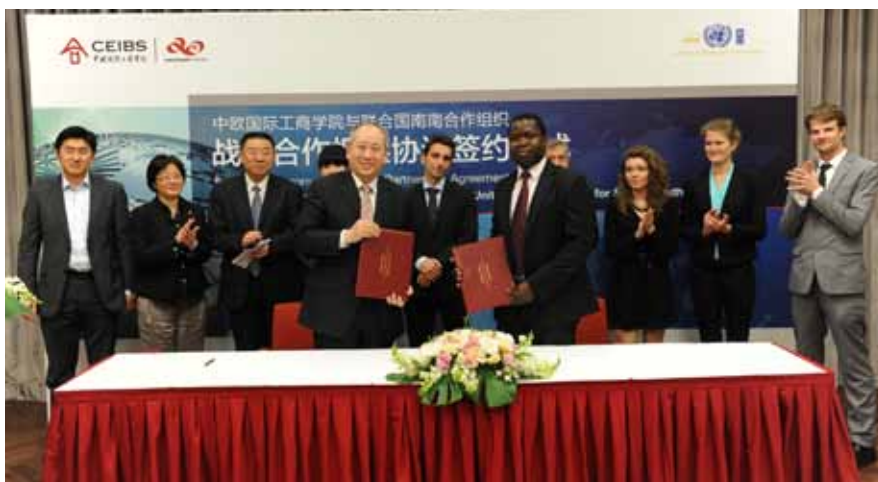
Control" on June 18 then had a less formal discussion with CEIBS Dean & Vice President Hellmut Schutte and Assistant Professor Frank Yu before taking questions. A few days before, on June 12, Liu Yonghao lectured on "Staying Dynamic". He explored the peculiarities of family businesses in China, drawing heavily on examples from his company, as he is currently passing the torch to his daughter, Ms Liu Chang. The dynamic ways that Internet finance is leading innovation in China's banking sector was the focus of Ma's lecture on May 22. He suggested that internet finance platforms and commercial banks can co-exist, since each has its own advantages,

and that each can learn from the other to improve the financial sector overall.

Before that, on May 11, Prof Zhang Weiwei drew on his experiences from the decade he lived in Europe for his lecture, entitled "The China Model and Institutional Arrangements of a Civilisational State". He shared his views about China's development over the years, and what he terms the "China Model" and its unique characteristics.

Chinese companies going global was the focus of Guo's lecture on April 26. Who better to give such advice than the founder of a company that has successfully completed business deals with major companies in the US, France, Italy, Greece, Portugal, Israel, and within South East Asia. "Role reversal in integrating resources is important," he told the audience. "We need Chinese companies to go global and integrate global resources."

Master Class lectures will run throughout the rest of the year.



## 中欧MBA联合国实习项目达成战略合作协议 CEIBS & UN Sign Strategic Partnership

4月25日，中欧国际工商学院与联合国南南合作组织（UNOSSC）就“中欧MBA-南南全球资产和技术交易处（SS-GATE）实习项目”在上海校区签署战略合作协议。中欧院长佩德罗·雷诺（Pedro Nueno）教授、副院长兼中方教务长张维炯教授、副教务长兼MBA课程主任陈世敏教授、联合国南南合作组织该项目顾问金斯利·卡卢沙（Kingsley Kalusha）先生等参加了签字仪式。

雷诺院长表示，“参与这个实习项目对我们的学生来说是一个绝佳的学习经历。”金斯利·卡卢沙先生认为，“中欧与联合国的这一合作让参与者有机会交流知识和信息，以寻求在国际与本土环境下的新机遇。中欧学生在该项目上的工作表现不仅体现了自身价值，也将集中体现中欧的核心价值。”

来自法国的2014届MBA学生阿诺·蒙赫斯（Arnaud Monges）和来自中国的2015届MBA学生顾宪（Elaine

Gu）获得了为期六个月的实习机会，并已在联合国南南合作组织上海代表处展开了第一阶段的实习工作。从6月中旬开始，两位学生将赴联合国南南合作组织纽约总部全职工作两个多月。实习期结束后，他们将获得由联合国签发的证书，也可要求联合国为将来申请工作出具专门的推荐信。

中欧教育发展基金会对该实习项目给予了大力支持，为每位学生提供4万元人民币，以资助其在联合国纽约总部工作期间的生活费用。

On April 25, CEIBS and the United Nations Office for South-South Cooperation (UNOSSC) inked a deal that will pave the way for the school's MBAs to gain vital international work experience through internships at the UN.

Arnaud Monges, a French student from MBA Class of 2014, and Elaine Gu, a Chinese member of MBA 2015, were

selected from among 50 applicants who vied for the prestigious six-month-long internship. They began the first stage, a two-month part-time internship at the UNOSSC's Shanghai office, in April. This was then followed, in mid-June, by at least two months working full-time at the UNOSSC New York office. The final leg will be another stint at the UNOSSC's Shanghai office. After the half-year internship is completed, they will receive a certificate from the United Nations and can also request a specific recommendation letter from the organisation for future job applications.

In an excellent example of cross departmental collaboration, CEIBS Foundation provided sponsorship of RMB40,000 per student to cover living expenses for the interns while they are working at the UN's New York office. Both students expressed their gratitude to the UN, as well as CEIBS MBA and Foundation Departments, for working together to provide them with this opportunity.

Monges, who has long had an interest in the UN's global role, said he was particularly excited about being assigned to the SS-GATE project because it promotes cooperation between developing countries. He is currently working, at the UNOSSC's Shanghai office, on issues related to the environment.

Gu is now working on healthcare related issues. "SS-GATE facilitates the realisation of actual business transactions through a market mechanism," she said enthusiastically. "I'd love to leverage my business knowledge and experience to make a real contribution."



里德·霍夫曼  
Reid Hoffman

朱晓明  
Zhu Xiaoming

沈博阳  
Derek Shen

## LinkedIn创始人里德·霍夫曼访问中欧 LinkedIn & CEIBS Co-host Influencer Forum

5月25日，全球最大的职业社交网站——LinkedIn（领英）联合创始人兼执行董事长里德·霍夫曼（Reid Hoffman）先生访问中欧，并在中欧与LinkedIn共同举办“领英·影响力”论坛上发表演讲。中欧国际工商学院院长朱晓明教授、创业学助理教授龚炎博士、LinkedIn全球副总裁兼中国区总裁沈博阳先生也出席论坛并阐发观点。200多名中欧学员、校友及各界精英参与了活动。

在本次论坛上，朱晓明院长分享了他对构建21世纪商务关系网络（BSNS）的见解（有关朱晓明院长演讲的具体内容可参阅本期“管理前沿”栏目）。里德·霍夫曼先生和沈博阳先生分享了各自在不同的商业规律、创业环境和投资模式下不同的人生履历，其中体现了中西方不同的创投思维。

“Entrepreneurs, Investors, and Global Opportunities” was the title of a LinkedIn Influencers Forum held May 25 at the Shanghai Campus which featured LinkedIn Co-founder Reid Hoffman and its China President Derek Shen, who explained how the company intends to succeed in the

China market where other foreign firms have failed by localising its product and running its business like a high-energy start-up. LinkedIn China already has more than 5 million users. CEIBS Executive President Professor Zhu Xiaoming and Assistant Professor of Entrepreneurship Gong Yan joined them for the discussion.





朱晓明  
Zhu Xiaoming



吴敬琏  
Wu Jinglian



吴晓灵  
Wu Xiaoling



曹远征  
Cao Yuanzheng

## 中欧举办中美经济学家上海研讨会 CLIIF Hosts Sino-US Economist Seminar

5月23日，中欧陆家嘴国际金融研究院与美国顶尖智库——彼得森国际经济研究所（Peterson Institute）再度联合举办“中美经济学家上海研讨会”。此次会议由中欧教育发展基金会、吴敬琏学术基金提供学术支持。彼得森国际经济研究所代表团成员包括研究所所长亚当·博森（Adam Posen）、著名中国问题专家尼古拉斯·拉迪（Nicholas Lardy）等六人。彼得森国际经济研究所成立于1981年，是非营利、无党派的美商两大智库之一。

本次研讨会主题为“十八届三中全会改革：从蓝图到执行”。中欧院长、中欧陆家嘴国际金融研究院理事长朱晓明教授在致辞中表示，“中共中央《关于全面深化改革若干重大问题的决定》提出，‘加强中国特色新型智库建设，

建立健全决策咨询制度。’成立于2008年的中欧陆家嘴国际金融研究院还是一个年轻的智库，在吴晓灵院长的带领下，研究院已经具备一定的影响力。”

中欧国际工商学院宝钢经济学教授吴敬琏在研讨会上指出，“过去改革中出现的局部市场化导致了特殊既得利益者的出现，他们的阻挠和反对正是目前全面深化改革所遇到的最根本阻碍，克服阻碍的措施除了舆论动员之外，还在于通过坚定有序的改革，铲除既得利益者安身立命的制度基础。”

全国人大常委、财经委副主任委员、中欧陆家嘴国际金融研究院院长吴晓灵女士在演讲中指出，要推动金融体制改革，在一行三会的格局下，很好地发挥它们之间的协调机制，形成合力非常重要。

中欧陆家嘴国际金融研究院联席院长曹远征博士指出，利率管制的放开并不意味着利率市场的形成。利率市场化要求“放得开、形得成、调得了”。利率市场化只是第一步，下一步应该是跨市场的收益率曲线，形成国债长期收益率曲线。

彼得森研究所中国问题专家尼古拉斯·拉迪指出，最近的数据显示，中国民营企业的资产回报率约为15%，而国有企业的资产回报率只有5%。中国应该将更多行业向民营企业开放；利率放开和去除垄断将有利于未来经济增长。高级研究员尼古拉斯·韦龙（Nicolas Veron）则强调了中国应关注自身在全球金融监管体系中的地位。

中欧陆家嘴国际金融研究院执行副院长刘胜军主持了研讨会。



亚当·博森  
Adam Posen



尼古拉斯·拉迪  
Nicholas Lardy

Thought leaders from China and the US gathered on May 23 for the Sino-US Economist Shanghai Seminar hosted by CEIBS Lujiazui Institute of International Finance (CLIIF) and the Peterson Institute for International Economics. The CEIBS Education Development Foundation and the Wu Jinglian Academic Fund provided academic support for the event. Among the six members in the Peterson Institute delegation were its director Adam Posen and well-known China expert Nicholas Lardy.

Founded in 1981, the Peterson Institute is a renowned non-partisan, non-profit think tank, one of the two leading ones in the US. And, as CEIBS Executive President and Chairman of the CLIIF Board of Directors Professor Zhu Xiaoming noted in his welcome speech, CLIIF was established in 2008 in response to calls from the Chinese leadership for a new type of think tank that would ‘establish and optimise consultation during decision-making.’ The seminar focused on the implementation of reforms outlined at the Third Plenary Session of the 18th CPC Central Committee.

During his presentation, Baosteel Chair Professor of Economics at CEIBS Wu Jinglian spoke of the need for change, and how hard it would be to implement. “The obstacles and opposition vested interests create are the most fundamental resistance that we have encountered in our efforts at a comprehensive deepening of reforms,” he said. “To remove these obstacles, we have to root out the

systematic foundation onto which vested interests cling. We have to do this through staunch and orderly reforms, in addition to rallying public opinion.”

One of the steps that are crucial to deepening the reform of China’s financial system is a mechanism that coordinates the “one bank and three commissions (People’s Bank of China, CSRC, CBRC and CIRC)” system and taps its collective potential. That was the view of CLIIF Director, member of the Standing Committee and Vice Chairman of the Financial and Economic Committee of the National People’s Congress Ms Wu Xiaoling.

China’s interest rate was the focus for CLIIF Co-Director Dr Cao Yuanzheng who pointed out that loosening control is not the only factor needed for the formation of an interest rate market. There is also a need for a market to actually be formed, and interest rates need to be adjustable, he urged.

In his presentation, Nicholas Lardy urged China to open up more of its industries to private enterprises, citing data to back up his point. The sources for China’s future growth, he said, will be the loosening of interest rate control, the breakup of monopolies and the encouragement of competition. Meanwhile, the Institute’s Senior Researcher Nicolas Veron stressed that China should pay attention to its own role in the global financial regulatory system.

CLIIF Executive Deputy Director Dr Gary Liu moderated throughout the event.



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### TEDxCEIBS大会在中欧金字塔成功举行

#### IMAGINE: TEDxCEIBS 2014

4月19日，TEDxCEIBS大会在中欧上海校区玻璃金字塔内举办。本次TEDxCEIBS大会邀请了来自商业、教育、文化、科技、医疗、社会服务等不同领域的八位先锋人物，以“IMAGINE-想象”为主题，通过18分钟的演讲，向社会传播有价值的思想，并与现场精英人士碰撞智慧的火花。这次的八位演讲嘉宾分别为：奥美集团中国区首席创意长樊克明（Graham Fink）、弘毅投资董事总经理邓喜红、北京大学全球卫生研究中心常务副主任鲁新、著名电视节目主持人兼策划人曲向东、新车间创始人李大维、恩派（NPI）公益组织发展中心创始人吕朝、丁香园创始人李天和和黄太吉传统美食创始人赫畅。

The world-renowned TEDx Talks came to CEIBS on April 19 as eight dynamic thought leaders from various industries across China shared their ideas, insights and inspirations with CEIBS staff, students and alumni through 18-minute talks that challenged the audience to unleash their imagination. Organised by CEIBS MBA 2015 students, the independent TEDx Conference was officially authorised by TED and focused on the theme “Imagine”. This was the second time CEIBS hosted a TEDx event.

### 中欧校友企业凯辉私募与国开金融、法投行共同设立“中法（并购）基金”

#### Alumnus Company Launches Sino-French Fund

3月26日，由中欧校友蔡明波（EMBA 2004、CEO 2009）任董事长的凯辉私募股权投资基金与国开行下属国开金融有限责任公司、法国国家投资银行共同签署三方谅解备忘录，以设立“中法（并购）基金”。该基金旨在促进中国、法国乃至欧洲的中型企业的成长和国际化发展，目标规模为5亿欧元。国开金融和法投行意愿成为基石投资人，分别对中法（并购）基金投资1亿欧元，凯辉将作为该基金的管理公司。

On March 26 Cathay Capital President Cai Mingpo (EMBA 2004 & CEO 2009) signed an MOU on behalf of his company with China Development Bank (CDB) and the French Investment Bank. The signing for the Sino-French Fund took place at the Elysee Palace in Paris in the presence of government officials from the highest levels of both countries.

### 中欧20周年北京校庆论坛首场聚焦“创新源动力”

#### 20th Anniversary Forum in Beijing

5月10日，中欧国际工商学院“爱·中欧·二十年”校庆系列论坛在北京校区拉开帷幕，首场论坛以“创新源动力”为主题，邀请了阿里巴巴集团副总裁叶朋、特斯拉全球副总裁兼中国区负责人吴碧瑄、58同城总裁兼CEO姚劲波（EMBA 2010）、中科招商创业投资管理有限公司总裁单祥双等商业领袖参与探讨。中欧管理学副教授韩践和创业学助理教授龚焱也在论坛上发表了观点。“爱·中欧·二十年”校庆系列论坛将贯穿2014年全年，力求多角度地展现中欧20年成长历程中所积累和传递的智慧能量。

Senior executives from Alibaba Group, Tesla China, 58.com and CSC Group headlined a forum on innovation at the CEIBS Beijing Campus on May 10. It was the first in a series of “Passion-CEIBS-20 Years” forums that will be held throughout the year to celebrate the school’s 20th anniversary in Beijing. The speakers were Vice President of Chinese internet giant Alibaba Group, Ye Peng; Global Vice President of Tesla in charge of the company’s China business, Veronica Wu; CEO and President of online platform 58.com, Yao Jinbo (EMBA 2010); and President of CSC Group Shan Xiangshuang. The forum was moderated by Co-Director of the Centre on China Innovation at CEIBS Associate Professor of Management Han Jian, along with CEIBS Assistant Professor of Entrepreneurship Gong Yan.



## 中欧举办2014第三届中国国际农商高峰论坛 Agri-Business Forum

5月25日，2014第三届中国国际农商高峰论坛在中欧北京校区举行。本次论坛由中欧国际工商学院和联合国教科文组织-熙可生物圈城乡统筹研究院共同主办，全国工商联农业产业商会、中国优质农产品开发服务协会协办，主题为“拥抱转型：农业现代化与生态农业新突破”。主要发言嘉宾包括：中国国务院发展研究中心副主任韩俊、中国农业部总经济师钱克明、中国农业部农村经济体制与经营管理司司长张红宇、加州州长办公室国际商务经济部部长布莱恩·派克（Brian Peck）、重庆市巴南区区委书记李建春等。论坛共吸引了400多位中外嘉宾及媒体到场聆听。

The challenges in modernising China's agriculture were the focus of discussions at the CEIBS-UNESCO-CHIC 3rd International Agri-Business Forum held on May 25 at the CEIBS Beijing Campus. An international audience of more than 400 people, including government officials, industry leaders and agricultural experts, turned out to explore innovative solutions. Speakers addressed the potential impact of China's new urbanisation policy and provided suggestions on how to build a cooperative partnership between government, educational institutions, and agri-businesses in order to foster innovation.

## 中欧中国创新研究中心举办交流活动 Innovation Centre Presents Findings, Hosts Salon

5月13日，中欧国际工商学院中国创新研究中心在上海校区举办首届研究成果交流会。主要议题包括：外资企业科技创新、跨国公司如何立足中国并服务全球市场、在华研发中心的发展，等等。近130名企业高管、知名学者和媒体伙伴参与会议。

4月1日，中欧创新研究中心在北京校区图书馆举办零售行业“创新·动力沙龙”。中欧创新研究中心联合主任、中欧管理学副教授韩践主持活动。北京大学光华管理学院彭泗清教授、国美电器集团有限公司副总裁兼执行董事魏秋立女士（EMBA 2011）、中欧校友李滨先生（EMBA 2010）与零售电商行业的学员、校友们共同探讨了当前行业的变革与创新。

The CEIBS Centre on China Innovation (CCI) presented the results of its three-year study on innovation in China during a conference at the Shanghai Campus on May 13. Sponsored by AkzoNobel, Bosch, DSM, Philips and Shell, the study explored how both Chinese and foreign companies are approaching innovation in China, and how they are applying these innovations both in China and globally. Then on April 1, it organised the first Retail Industry Innovation Salon at CEIBS Beijing Campus where the recent challenges and innovations in the retail sector were discussed. The event gave CEIBS students and alumni the chance to exchange ideas with scholars and senior business leaders who have extensive insight and experience in this sector.

## 中欧携手保利文化推出中国当代艺术展 Art Exhibit at Beijing Campus

5月10日，中欧携手保利文化集团推出“艺术·传承”中国当代艺术展。本次艺术展旨在梳理中国当代艺术的脉络和传承，不仅展出了陈丹青、方力钧、岳敏君、刘小东、叶永青等当代艺术大师的作品，也呈现何文诀、杨黎明、何杰等优秀中青年艺术家的力作。当晚，成都当代美术馆馆长吕澎也应邀来到中欧北京校区，向中欧师生讲述了中国当代艺术的发展史。

“Art and Inheritance” is the theme of an exhibition of contemporary Chinese art that opened May 10 at CEIBS Beijing Campus, a joint initiative by the school and Poly Culture Group to celebrate CEIBS' 20th anniversary. The exhibit features works by renowned artists including Chen Danqing, Fang Lijun, Yue Minjun, Liu Xiaodong and Ye Yongqing alongside works from up-and-coming young artists such as He Wenjue, Yang Liming and He Jie. Professor Lv Peng gave a lecture on Chinese art in the 21st century on the exhibit's opening day.





### 朱晓明院长出席校友企业WIND资讯总部大厦项目奠基仪式 Wind Info's Milestone Event

3月31日，中欧院长朱晓明教授、副院长兼中方教务长张维炯教授出席了校友企业上海万得信息技术股份有限公司（又称“WIND资讯”）总部大厦项目奠基仪式。WIND资讯是中欧校友陆风（EMBA 2002）于1994年创办的中国首家金融信息服务提供商，在金融行业拥有良好口碑和持续增长的市场占有率。CEIBS Executive President Prof Zhu Xiaoming, and Vice President and Co-Dean Prof Zhang Weijiong participated in a colourful ceremony to mark a milestone for alumnus-led company WIND Information on March 31. Prof Zhu gave a brief address and also helped the company's founder Lu Feng (EMBA 2002) with the traditional painting of the dancing dragons' eyes during a Foundation Stone Laying Ceremony for the company's headquarters.

### 中欧沙龙书友汇举办“实战大数据”高峰论坛 Big Data Summit

4月25日，中欧沙龙书友汇与湛卢文化在中欧北京校区联合主办“实战大数据”高峰论坛。阿里巴巴集团副总裁、数据委员会会长车品觉以“决战大数据”为题发表演讲。随后的圆桌对话环节由京东集团高级副总裁徐雷主持，安客诚公司客户咨询分析业务全球副总裁程杰、前当当网首席运营官黄若、华院数据技术（上海）有限公司董事长宣晓华等担任讨论嘉宾，对数据化运营的热点问题进行了探讨。

Alibaba Group Vice President Che Pinjue, who heads his company's Data Committee, gave a talk about his newly published book *The Business Revolution: Big Data*, at a summit on big data held at the CEIBS Beijing Campus on April 25. A roundtable discussion moderated by Jingdong Group Senior Vice President Xu Lei followed, in which panellists Cheng Jie, Acxiom Vice President and Data Scientist; Huang Ruo, former COO of dangdang.com; and Xuan Xiaohua, President of the China Academy of Technology, Shanghai discussed various aspects of the big data revolution.

### 中欧国信艺术金融研究中心揭牌成立 Art Centre Launch

4月26日，中欧国信艺术金融研究中心在中欧上海校区举行了隆重的揭牌仪式。中欧国际工商学院院长朱晓明教授、名誉院长刘吉教授、副院长兼教务长苏理达（Hellmut Schütte）教授、香港盖亚当代艺术中心有限公司CEO庄群先生和多位知名艺术家、艺术评论家出席仪式。中欧副院长兼中方教务长张维炯教授主持了仪式。中欧国信艺术金融研究中心由中欧艺术人文研究中心、国信证券股份有限公司、盖亚当代艺术中心联合发起，是国内首个由全球领先商学院、一流证券公司和艺术中心三方共同发起的艺术品金融研究平台。

Renowned artists Su Chunsheng and Ding Weiming, along with art critics including Pi Daojian, Wang Lin, Wang Duanyan and Zhang Qiang were among the guests at the launch of CEIBS-Guosen Centre for Art Finance at the school's Shanghai Campus on April 26. They were joined by representatives from CEIBS, Guosen Securities and GAFA Art Centre. Vice President and Co-Dean Prof Zhang Weijiong hosted the ceremony.

### 忻榕教授南宁讲授“企业发展中的人才战略”

#### Talent Strategy Tips

4月17日，中欧副教务长、拜耳领导力管理学教席教授忻榕来到广西南宁，为当地企业家带来了一场主题为“企业发展中的人才战略”的讲座，吸引了近600位当地企业家和高管前来聆听。忻榕教授在演讲中介绍了其研究成果——“人才发展五星模型”。该模型涵盖企业文化、团队建设、知识分享、绩效管理 and 组织发展五个方面，有助于企业打造差异化的人才战略，提升企业组织能力，激发企业竞争优势。

Talent is the key to an enterprise's competitive edge, explained CEIBS Associate Dean of Executive Education Programmes, Bayer Chair in Leadership and Professor of Management Katherine Xin during a lecture she gave on April 17 to 600 senior managers from businesses in Guangxi.



### 陈威如教授厦门、天津畅谈平台战略

#### Tianjin & Xiamen Explore Platform Strategy

3月28日，中欧国际工商学院战略学副教授陈威如在厦门以“商业模式创新与组织转型”为题发表演讲，与当地企业家和高管分享了他在平台战略和互联网精神方面的研究成果。马可金融董事长苏继挺（EMBA 2000）先生也在论坛上以“大数据时代的金融变革”为题发表演讲。该论坛由中欧高层经理培训部主办，共有600余位嘉宾出席。

4月27日，中欧国际工商学院管理论坛暨天津市工商联四季创新大讲堂在天津举办。陈威如教授在论坛上发表有关平台战略的演讲。共有400余位嘉宾、校友到场聆听。中欧管理论坛是中欧国际工商学院的系列品牌活动，每年在全国重点城市轮流举办，旨在为各地企业家提供学习和交流的平台。

The ecosystem created by the platform business model was the topic of a lecture by CEIBS Associate Professor of Strategy Chen Weiru that was organised by CEIBS and the Tianjin Federation of Industry and Commerce on April 27. More than 400 CEIBS alumni and other senior business executives in Tianjin attended. This followed a March 28 CEIBS Executive Forum in Xiamen during which Prof Chen spoke to more than 600 local entrepreneurs and senior managers about “Business Model Innovation and Organisational Transformation”.

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### 中欧非洲代表处举办女性商务论坛

#### Women's Business Forum in Africa

3月28日，为庆祝中欧高层经理培训课程“非洲女性创业与领导力（WELA）”所取得的成果，中欧非洲代表处在加纳首都阿克拉举办女性商务论坛。论坛以“跨越成长的障碍”为主题，旨在为中欧非洲校友提供交流企业发展信息和获取金融支持的平台，让领先女企业家之间能够相互支持，彼此分享发展与创新之道。

On March 28, in Accra, CEIBS Africa celebrated the end of International Women's Month with the launch of the Women's Business Forum, a bi-annual event celebrating the achievements of the Women Entrepreneurship and Leadership for Africa (WELA) Programme – one of CEIBS Africa's flagship executive education programmes.

### 黄明教授深圳讲授行为金融学与中国股市改革

#### Behavioural Finance Lecture in Shenzhen

5月17日，中欧国际工商学院金融学教授、西班牙巴塞罗那储蓄银行金融学教席教授、美国康奈尔大学金融学教授黄明在深圳发表了主题为“行为金融学与中国股市改革”的讲座，共400余位当地企业家与高管前来聆听。

On May 17, more than 400 entrepreneurs in Shenzhen turned out for a lecture by la Caixa Chair in Finance Huang Ming on Behavioural Finance and Stock Market Reform. He explained how investors can apply behavioural finance to their investment strategies.

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### 芮萌教授受邀参与“2014福布斯·智享会”

#### Prof Oliver Rui Headlines Forbes Event

4月28日，中欧凯风家族传承研究中心联席主任芮萌教授受邀参加由《福布斯》中文版举办“2014福布斯·智享会”，本次智享会主题为“听泉问道——由富及贵，中国财富品质的进阶”。芮萌教授在会上发表了有关家族企业发展的主题演讲，并参加了之后举行的圆桌讨论。

The value and legacy of family wealth in China was the topic of a keynote speech entitled “Family Businesses: China’s Future” given on April 28 by Co-Director of CEIBS Kaifeng Centre for Family Heritage Professor Oliver Rui at the 2014 *Forbes* Mind Share Network. Organised by *Forbes China*, the event focused on exploring the evolution of the rich in China from “wealthy” into “elite” in both business success and culture.

### 欧丽娟教授探讨“尊贵者的义务”

#### Classical Novel Explored

4月12日，台湾大学中国文学系教授欧丽娟来到中欧上海校区，以“镜花水月探红楼”为题发表演讲。欧丽娟教授从《红楼梦》谈起，广泛探讨了“尊贵者的义务”。她表示，尊贵者既有平常的生活层面，也有代代相传内化的优雅。共有150多位中欧EMBA学员、校友前来聆听讲座。

Prof Ou Lijuan from Taiwan University lectured on one of China’s greatest classical novels *Dream of the Red Chamber* on April 12. More than 150 CEIBS EMBA students and alumni attended the lecture at the school’s Shanghai Campus.

### 中欧党支部举办“从上海自贸区看中国的经济战略”主题讲座

#### Lessons from Shanghai Free Trade Zone

4月23日，为加深广大党员和入党积极分子对中国（上海）自由贸易试验区这一我国政府重要战略布局的了解，中欧国际工商学院党支部在上海校区并连线北京校区举办了由中欧副教务长、经济学和金融学教授许斌主讲的“从上海自贸区看中国的经济战略”主题讲座。

CEIBS Associate Dean and Professor of Economics and Finance Xu Bin lectured on “China’s economic strategies from the perspective of the Shanghai Free Trade Zone” on April 23. The event, organised by CEIBS CPC branch, was streamed live to the Beijing Campus. Prof Xu gave an update on the Shanghai Free Trade Zone since its six-month launch, public reactions to the Zone and its influence on China’s economy.

### 徐晋如教授讲授“雅道传统与人心的安顿”

#### Poetic Lecture

3月29日，深圳大学文学院教授徐晋如来到中欧北京校区，在中欧人文艺术讲坛发表了题为“兴于诗：雅道传统与人心的安顿”的演讲，中欧副教务长、会计学教授许定波出席讲座。徐晋如教授认为，雅言是中国文化的根本，只有人人服雅崇雅，生命才得安顿，礼乐文明才得重彰，社会才会有真正的和谐。他提倡恪守孔子“兴于诗，立于礼，成于乐”的圣训，认为诗教可以作为国学入门的第一阶梯。

Professor Xu Jinru, from Shenzhen University’s College of Arts, was the latest presenter in CEIBS Humanities and Arts Lecture Series. He gave a lecture on CEIBS Beijing campus on March 29 entitled “Uplifting through Poetry: the Tradition of Literary Pursuits and the Settlement of Souls”.





### 中欧国际工商学院院长佩德罗·雷诺教授获授“功勋外教”奖章

#### Prof Nueno Lauded

4月27日，在北京举行的国家外国专家局60周年活动上，中欧国际工商学院院长、成为基金创业学教席教授佩德罗·雷诺（Pedro Nueno）被授予“功勋外教”奖章，并在当天举办的“国际化人才之路”论坛上发表了有关培养国际化人才的见解。此次“功勋外教”颁奖活动由国家外国专家局组织，旨在表彰在推动中国教育事业发展中成就斐然的外籍教授，并以此优化教学环境从而吸引更多优秀国际师资。雷诺教授以其过去30年里对中国工商管理教育所做的卓越贡献被评选为十大“功勋外教”之一。

CEIBS President Pedro Nueno was among 60 foreign experts honoured for their exceptional contributions to education and culture in China at an awards ceremony on April 27. President Nueno was among the 10 award recipients in the education field who were selected by *International Talent Exchange* magazine and the China Society for Research on International Professional Personnel Exchange and Development. The judges recognised President Nueno for his exceptional contribution to management education in China and his role in developing the high-level, internationally recognised academic standards at CEIBS.

### 五位中欧校友当选“中航租赁·第二届浦东年度经济人物”

#### Economic Luminaries

4月16日，“中航租赁·第二届浦东年度经济人物”颁奖典礼在中国浦东干部学院报告厅举行。中欧国际工商学院院长朱晓明教授担任本届“浦东年度经济人物”评选委员会主席，宝钢经济学教席教授吴敬琏任评委会委员。此次共有五位中欧校友获得殊荣，他们分别是：上海外高桥（集团）有限公司副总经理刘宏（EMBA 1999）、上海三一重机有限公司董事长兼总经理俞宏福（EMBA 2008）、上海中心大厦建设发展有限公司总经理顾建平（EMBA 1999）、卡特彼勒亚太区总经理李征宇（DIMP 1999）、多利农庄董事长张同贵（EMBA 2005）。

Five CEIBS alumni were among those who received awards at the 2nd Annual Economic Figures of Pudong Awards Ceremony in April. They are Liu Hong (EMBA 1999), Deputy General Manager of Shanghai Waigaoqiao Group; Yu Hongfu (EMBA 2008), President and General Manager of Sany Heavy Machinery; Gu Jianping (EMBA 1999), General Manager of the Shanghai Tower Construction Company; Li Zhengyu (DIMP 1999), General Manager of Caterpillar Global Mining and Asia Pacific Remanufacturing; and Tony Zhang (EMBA 2005), President of Tony's Farm.

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### 中欧校友乔健、汪静波、刘伟当选“2014年度商界木兰”

#### China's Top Businesswomen

近日，由《中国企业家》杂志主办的“2014年度商界木兰”评选活动落下帷幕。三位中欧女性校友荣登“中国最具影响力的商界女性30强”名单，她们分别是：联想集团高级副总裁乔健（EMBA 2004）、诺亚（中国）控股有限公司董事局主席兼CEO汪静波（AMP 2006）、上海巨人网络科技有限公司总裁刘伟（EMBA 2004）。目前，中欧女性校友的比例已达到20%左右，最新一届MBA班女性比例为41%。

Three CEIBS alumni were named among the 2014 Top 30 Most Influential Businesswomen in China by *China Entrepreneur* magazine. They are Senior Vice President, Lenovo Group, Qiao Jian (EMBA 2004); CEO and Board Chairman of the Board, Noah Holdings, Wang Jingbo (AMP2006); and CEO and Board Director of Giant Interactive Group, Liu Wei (EMBA2004).

### 中欧校友高臻荣获“意大利团结之星”奖章 Italy Lauds Alum

4月7日，中欧校友、曼达林基金执行合伙人高臻（CEO 2008）女士荣获由意大利总统乔治·纳波利塔诺（Giorgio Napolitano）颁发的“意大利团结之星”奖章，以表彰她为中意两国合作和友好关系所作出的杰出贡献。表彰仪式在意大利驻北京大使馆举行，意驻华大使白达宁（Alberto Bradanini）先生向高臻女士授予了奖章。“意大利团结之星”是意大利政府表彰加深意大利与世界各国友谊的人士的重要荣誉。奖章候选人由意大利外交部推荐，意大利总统在听取了海外领事的意见之后决定奖章获得者。

Italian President Giorgio Napolitano awarded the “Star of Italy” to Managing Partner at Mandarin Capital Partners, Jenny Gao (CEO 2008) on April 7. The “Star of Italy” is one of the highest awards conferred by the Italian Republic on eminent Italians or foreign individuals who have significantly contributed to collaborative relationships or friendship between Italy and the countries in which they operate (in this case, China). Italian Ambassador to China Alberto Bradanini presented Gao with the award.

### 中欧校友何毅荣获“法兰西国家功绩军官勋章” Alum Honoured by France

4月14日，法国驻华大使白林（Sylvie Bermann）女士在北京的大使官邸向中欧校友、依视路（中国）投资有限公司总裁何毅（CEO 2009）颁发了“法兰西国家功绩军官勋章”，以表彰其为促进中法关系所做出的突出贡献。依视路国际集团总裁兼首席执行官孙余沛（Hubert Sagnieres）代表法国总统向何毅授予勋章。中欧管理委员会成员、副教授长许定波教授受朱晓明院长委托参加授勋仪式，并代表中欧管理委员会送上祝贺。“法兰西国家功绩军官勋章”由戴高乐将军于1963年设立，主要颁发给在各领域取得杰出成就的人士。

Chairman of Essilor Holding Company (China) He Yi (CEO 2009) was conferred with France's National Order of Merit (Ordre national du Mérite) at the Officier rank at a ceremony held on April 14 at the residence of the French Ambassador to China H.E. Sylvie Bermann. Chairman and Chief Executive Officer of Essilor Hubert Sagnières presented the medal to He Yi on behalf of French President François Hollande.

## 中欧举办第九届中欧全球企业社会责任论坛 MBA Students Host 9th BGRC

5月17日，第九届中欧全球企业社会责任论坛（BGRC）在中欧上海校区举办。本次论坛聚焦“影响力”，关注互联网时代下的企业社会责任（CSR）和公益实践，得到了中欧教育发展基金会和腾讯基金的大力支持。腾讯、宝马、IBM、国际标准协会（BSI）、利洁时、雷励中国、百特中国等十多家积极履行社会责任的企业在论坛上发表演讲，分享了他们在CSR实践方面的心得体会。来自国内顶级院校共百余位MBA学生、各大公益组织成员及公司代表参与论坛，观众总数达300多人。

The impact of the internet and digital media on corporate social responsibility (CSR) practices was the focus of discussions at Asia's largest student-organised CSR conference held May 17 at the CEIBS Shanghai Campus. The 9th CEIBS Being Globally Responsible Conference (BGRC) attracted 200 participants including MBA students, business executives and various philanthropic organisations. Attendees turned out to hear senior executives from more than a dozen enterprises, including Tencent, BMW, IBM, BSI, Reckitt Benckiser, Raleigh China and Baxter China, share examples of innovative ways that CSR has become integrated into their companies' strategy.



## 中欧总经理课程20班毕业生筹集善款 回馈社会

### AMP Class 20 Donates RMB 300,000

3月28-29日，中欧国际工商学院总经理课程（AMP）20班毕业典礼——“绽放20”在浙江宁波举行，有近60位中欧师生出席。在本次毕业典礼上，20班学员们以“奉献爱·中欧情”为主题举行了一场别开生面的慈善义卖活动，共筹集善款逾31万元人民币，用于帮扶衢州市衢江区康复中心，以特别的方式向中欧和社会交出了一份令人满意的毕业答卷。

Graduates of CEIBS AMP Class 20 did their alma mater proud by raising RMB 300,000 during a charity bazaar held as part of their graduation ceremony towards the end of March. Many of the 60+ professors and students who were in Ningbo for the graduation gala were at the bazaar aptly themed “Love at CEIBS”. The funds raised will be donated to Qujiang Rehabilitation Centre in Quzhou, Zhejiang Province.

## 中欧MBA课程推出首个国际学生助学 贷款计划

### New International Student Loan Available

4月11日，中欧国际工商学院MBA课程推出了首个国际学生助学贷款计划。一直以来，海外学生从中国国内银行获取助学贷款限制颇多，该贷款则专门针对非中国大陆籍（包括中国港澳台地区）学生，由中欧携手招商银行以创新的方式联合推出，有效提升了对国际学生的资金支持。该助学贷款每年最多发放15笔，每位学生最高可申请人民币20万元的贷款，还款期限为5年。根据中欧的规定，每位学生获得的资助总额（包括各类奖学金在内）不超过人民币20万元。有关助学贷款申请和合同条款的更多信息可在中欧网站上查询。

The CEIBS MBA Office has launched its first International Student Loan Programme – a breakthrough for international students who wish to do their MBA at CEIBS. The loan programme is specifically tailored to all students who do not hold Mainland China passports.

The loan can cover up to RMB 200,000 per student, with a maximum of 15 loans offered every year. The repayment period will be five years. The maximum sum of financing available per student, including any possible scholarships received is RMB 200,000.

## “与红枫会VC/PE投资精英面对面”交流活动成功举行

### Top Investors Meet MBAs

4月20日，“与红枫会VC/PE投资精英面对面”交流活动在中欧上海校区举行，本次活动由中欧红枫会和中欧MBA职业发展中心主办、中欧投资俱乐部协办。红枫会会长、琨玉资本董事长杨戈，锴明投资执行董事蔡昱晨等七位资深的投资行业校友来到中欧，与60多位MBA学生分享了从业感悟。

Seven CEIBS alumni who are currently senior investment industry executives spoke about their careers with MBA students at an April 20 event organised by the CEIBS Maple Club and the CEIBS MBA Career Development Centre. Around 60 MBA students attended.

## 中欧勇夺2014全国MBA龙舟邀请赛冠军

### CEIBS Wins National MBA Dragon Boat Race

5月18日，2014第二届全国MBA龙舟邀请赛在华东理工大学奉贤校区举行，本次龙舟赛由华东理工大学和上海MBA联合会共同主办，共有中欧国际工商学院、华东理工大学、中国科学技术大学、上海财经大学、交大安泰等14支MBA代表队参赛。中欧代表队“Power Stroke（动力挥桨）”勇夺本次大赛冠军。中欧代表队由20名队员和3名啦啦队员组成，成员分别来自德国、西班牙、美国、中国大陆和中国香港。

In a great display of teamwork, camaraderie and dedication, the CEIBS Dragon Boat Team “Power Stroke”, led by Felicia Nan, defeated 12 others to win the National MBA Dragon Boat Race on May 18. Hosted by the East China University of Science and Technology (ECUST) and the Shanghai MBA Networking Association, the 200-metre racecourse was located on ECUST’s Fengxian Campus Tonghai Lake. The CEIBS team crossed the finish line in the final race far ahead of the other teams, posting a race time of 1:00:29.

## 金融精英相聚中欧参加“FMBA六小时”活动

### FMBA Introductory Course

5月18日，60位金融行业精英以“临时FMBA（在职金融MBA）学员”的身份相聚中欧，通过“FMBA六小时”活动全程体验了FMBA课堂内外的精彩。他们聆听了中欧会计学教授苏锡嘉有关会计课程的精彩讲座，在分组讨论中感受了中欧独特的案例教学法，并与9位FMBA学长进行了交流，对中欧FMBA课程有了全面的了解。

Sixty senior finance executives spent May 18 immersed in the coursework typical of the CEIBS Part-time Finance MBA (FMBA), in order to better understand what participating in the programme will be like. They had an accounting class with Academic Director of the EMBA Programme, Professor of Accounting Su Xijia and took part in a case study discussion. They also listened to current FMBA students share their experiences.



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### 中欧首次在欧洲举办校友聚会 CEIBS First European Alumni Reunion

6月6-7日，中欧国际工商学院首次在西班牙巴塞罗那举办校友聚会，共有逾50名欧洲及海外校友前来参加。中欧院长、成为基金创业学教席教授佩德罗·雷诺（Pedro Nueno），中欧副院长兼教务长苏理达（Hellmut Schütte），中欧欧盟教席教授罗马诺·普罗迪（Romano Prodi）在活动上发表了精彩观点。

More than 50 alumni from across Europe and beyond came together in Barcelona, Spain June 6 and 7 for the first Alumni Reunion the school has held in Europe. Participants enjoyed a weekend of networking and thought provoking discussions from highly regarded senior business leaders and academics, including CEIBS President and Chengwei Ventures Chair Professor of Entrepreneurship Pedro Nueno, CEIBS Dean and Vice President Hellmut Schütte and CEIBS Sino-Europe Dialogue Chair Professor Romano Prodi.

### 2007、2009级MBA校友 参加返校日活动 MBA Reunions

4月19日，70多位中欧2007级MBA校友和90多位2009级MBA校友回到母校，分别参加了毕业五周年和三周年返校日活动。中欧副院长兼教务长苏理达（Hellmut Schütte）教授、副教务长兼MBA课程主任陈世敏教授出席了两场返校活动。

Nearly 80 MBA 2009 alumni and more than 90 MBA 2011 grads gathered at the Shanghai Campus on April 19 to reconnect with one another and CEIBS and celebrate all they have accomplished since graduation.

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### 2014中欧EMBA国际班校友返校 日活动 GEMBA Reunion 2014

4月12日，70余位中欧EMBA国际班校友回到中欧上海校区参加2014中欧EMBA国际班校友返校日活动，并参观了中欧三期新校园。中欧副院长兼教务长苏理达（Hellmut Schütte）教授出席活动，组织行为学教授穆恩发表了题为“战略领导力和有效绩效管理”的演讲。

More than 70 Global EMBA alumni returned to CEIBS Shanghai Campus on April 12 for the much-anticipated "Global EMBA Reunion 2014". For most, this was their first visit to the newly expanded campus. Besides enjoying the chance to catch up with old friends, they also sat in on an insightful lecture by CEIBS Professor of Organisational Behaviour Henry Moon, who focused on Strategic Leadership and Effective Performance Management.



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**中欧2012级MBA毕业典礼  
隆重举行  
CEIBS MBA 2012  
Graduates!**

4月27日，中欧国际工商学院2012级MBA毕业典礼在上海校区石化厅隆重举行，为186名毕业生在中欧18个月的学习生活画上了圆满的句号，并开启了事业的新征程。中欧院长朱晓明教授、副院长兼教务长苏理达（Hellmut Schütte）教授、副院长兼中方教务长张维炯教授、副教授兼MBA课程主任陈世敏教授等出席典礼。前西门子中国区首席执行官程美玮先生应邀发表主题演讲。

The 18-month MBA journey for the CEIBS MBA Class of 2012 came to a close on April 27 as its 186 students graduated in a ceremony at the school's Shanghai Campus.

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**中欧在肯尼亚推出“非洲女性创业与领导力（WELA）”课程  
WELA Launched in Nairobi**

5月13日，中欧携手肯尼亚女企业家协会在肯尼亚首都内罗毕推出“非洲女性创业与领导力（WELA）”课程，这是继该课程于2012、2013年先后在加纳首都阿克拉和尼日利亚的德拉格斯推出后的又一重要举措。“非洲女性创业与领导力”课程旨在帮助非洲女企业家寻找商业机遇，保持企业可持续发展。中欧将为该课程提供核心教员。

CEIBS and the Kenya Association of Women Business Owners (KAWBO) jointly launched the Women Entrepreneurship and Leadership for Africa (WELA) training programme in Nairobi on May 13. WELA was first launched in Accra, Ghana in 2012 and then in Lagos, Nigeria in 2013. CEIBS Professor of Management Practice in Accounting Matthew Tsamenyi spoke at the Nairobi launch, along with KAWBO Chairwoman Eva Muraya. The keynote speaker was CEO of Brand Kenya Mary Kimonye.

2

**中欧-佳士得美术学院合作课程举办首届毕业典礼  
CEIBS-Christie's Programme Graduation**

4月26日，中欧与佳士得美术学院首次合作课程——“全球艺术市场：艺术品收藏与投资课程”毕业典礼在伦敦佳士得公司总部举行。该课程历时一年，横跨四个国际大都市，融汇国际化和专业化的优质高端艺术资源，由华人专家以中文授课，受到学员们的一致好评。

The graduation ceremony for the first CEIBS-Christie's Education Programme, titled The Global Art Market: Artwork Collection & Investment, was held at Christie's London headquarters on April 26. The one-year programme saw students travel to Beijing, Taipei, Hong Kong, and London to visit top museums, galleries and artists' studios. They also attended an art auction. These visits plus classes with expert faculty enabled them to learn more about the works of many artists, and better understand the global art market.

3

## 朱晓明院长赴珠海调研格力电器

### Gree Visit

4月14日，中欧国际工商学院院长朱晓明教授来到珠海实地考察校友企业格力电器。格力集团董事长兼格力电器总裁董明珠（CEO 2006）接待了朱院长一行。中欧深圳代表处副首席代表孔飏、中欧案例中心助理主任许雷平等参与了本次调研。

CEIBS Executive President Prof Zhu Xiaoming was warmly received by President and CEO of Gree Dong Mingzhu (CEO 2006) when he visited the company's Zhuhai headquarters on April 14. Assistant Director of CEIBS Case Centre Raymond Xu and Deputy Chief Representative of CEIBS Shenzhen Office Brian Kong also joined in the visit.

## 朱晓明院长赴深圳调研普惠金融与数字金融

### Researchers Learn About Shenzhen Giants

近期，朱晓明院长赴深圳开展密集调研，探索普惠金融的理论与实践。南方科技大学副校长覃正、中欧深圳代表处副首席代表孔飏、中欧陆家嘴国际金融研究院执行副院长刘胜军等全程参与了调研。本次调研的机构包括：大族激光、腾讯集团、南方科技大学、深圳农商行、华为集团和平安集团等。

Huawei, Tencent, Ping An Group, Han Laser Technology and the Shenzhen Rural Commercial Bank were among the companies visited in March by a research delegation led by CEIBS Executive President Professor Zhu Xiaoming, who is also Director of the Shanghai Institute of Digitalisation and Internet Finance (SIDIF). The researchers are studying innovations in digital and inclusive finance, which will play an important role in the recently announced economic development goals that China's leadership has set for the country.

## 中欧MBA学生参观亚马逊昆山运营中心

### Amazon Adventure

4月17日，25名中欧MBA学生前往参观亚马逊昆山运营中心，深入了解亚马逊的运营、电商和物流部门，亚马逊中国区的资深高管向学生们介绍了公司的物流创新、经营哲学和全球市场定位。此次活动由中欧IT俱乐部和电商俱乐部组织。

Innovation was the theme of the day on April 17 as 25 MBA students visited the Amazon Fulfillment Centre (AFC) in Kunshan with the aim of deepening their understanding of the company's operations, as well as the e-commerce and logistics sectors. The visit was organised by the CEIBS IT and E-commerce Clubs.



# 解密万达执行力

## Secrets to Wanda Group's Success

在中欧20周年校庆活动“大师讲坛”系列讲座上，大连万达集团董事长王健林是最受欢迎的演讲嘉宾之一。本文依据王健林在“大师讲坛”上的演讲编辑而成，相关视频可通过中欧iTunes U和YouTube网站观看。

The CEIBS 20th Anniversary Master Class with Wanda Group Chairman Wang Jianlin was one of the most popular events in the series. For all who've been asking, here's a shortened version of his April 12 presentation. The video is also available on CEIBS iTunes U and YouTube sites.

“Wanda Group has grown rapidly in recent years and, because of its strong execution skills, has a great reputation in China. By last year we had gained annual growth of over 30% for eight successive years, and one year it was as high as 45%. With our strong execution skills, we’ve finished many projects quickly and efficiently.

People may wonder how we’ve achieved such legendarily fast growth and how we’ve managed to become so strong at execution. That’s why today I’ll decode our execution strategy for you.

There are four major planks in Wanda’s execution strategy: strong execution, building a culture of execution, having an effective management model and relying on

technology to drive execution.

Wanda’s strong execution can be clearly seen in two aspects. First, we never fail to meet project deadlines. At the very beginning of each project, our internal document will have a schedule for the exact date when the project will be open for business no matter if it’s a plaza, hotel or cinema.

We’ve never postponed any project during the past 16 years we’ve been in the real estate industry. It’s this tradition of sticking to the schedule that ensures that we have no problems in attracting business.

Second, we can effectively control costs. The production cycle of a real estate project is normally long. It usually takes us over two years from negotiation to accessing the land, and for many other companies it might take more than three or four years. With such a long time to complete a project, it’s hard for us operators to control costs. Also, real estate construction has no unified standards because we have to adjust the designs and merchants’ layout requirements to meet different tastes and preferences in different regions. This also makes it hard to

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**All the 100+ projects Wanda has invested in within the last 10+ years, have had below-target costs and above-target net profit**

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control costs. Normally most operators will spend 15% to 20% more than their budgets. But all the 100+ projects Wanda has invested in within the last 10+ years, have had below-target costs and above-target net profit. As a real estate operator, we have to effectively control costs. That’s our competitive edge.

The second plank in our strategy is to nurture a culture of execution, which means to flawlessly execute decisions and strategies within the company. First of all we should set examples so that others can follow. This, in fact, has something to do with me growing up in the army which shaped my character. I always stick to the principle that whatever I ask my employees to do and however I ask them to behave, I will first do the same thing and behave the same way myself.

Having an effective management model, the third key plank, also plays



**在**中国，万达的执行力可以说是名闻遐迩的。这些年来，万达集团取得了飞速发展，很多工程的建设速度非常快。去年我们总结走过的历程时说，万达已经连续八年环比增长超过 30%，年度增长率最高时达 45%，发展速度堪称业界神话。也许人们会很好奇，万达是如何形成超强执行力，取得这样快的发展速度的呢？

今天，我想从四个方面解读万达的执行力：

第一，万达的执行力表现在两个方面。首先是“说到做到”。万达所有的广场、酒店和院线等，在开工时我们就会确定未来开业的时间，并以内部文件的形式明确下来。我们会提前公布开业时间，百分之百开业，绝不拖延。从事不动产 16 年来，我们的项目无一延期。之所以一定要准时开业，是为了让入驻商家有所准备，方便他们节省成本；这也为我们赢得了良好声誉，因此万达项目的开业招商不存在问题，有很多商家追随。其次是“算到拿到”。房地产行业，特别是不动产领域的运作周期比较长，一般建设周期需要三至四年，我们可以两年做一个项目；但从谈判到拿地的时间更长。而且不动产项目是非标准化生产，不同的地段要设计不同的形式，不同的区域要安排不同的商家。这些因素使得成本控制十分困难。多数企业从开工到竣工决算，很难做到不超支，超支 15-20% 是正常的。但万达这么多年来，所有的不动产项目，包括广场、酒店在内大约 100 多个项目，决算成本都低于预算，也就是说净利润高于目标。

第二，万达如何在企业内部形成执行文化。首先要以身作则。也许和我的性格形成期是在部队里度过的有关，我的身上有深深的军人烙印。直到现在，我在公司要求员工做到的，自己一定先做到。多年来，我都敢说一句话，那就是“向我看齐”。而且，万达有一种文化，只要是大家经过反复斟酌确立的目标，没有人会说不可能，大家都觉得完不成任务是件可耻的事。此外，还要有严格的奖惩机制。

第三，万达的执行管理模式。成就好的执行力，还是要看

管理和执行的模式如何。我们确立的是高度总部集权的模式，权力向总部集中，弱化总经理的个人作为。在万达，总经理和副总经理经常是轮换的。不存在不服从，不服从就解雇。其次是垂直扁平管理模式。我们的成本部门，如财务系统、人力资源系统、质量监督系统、安全系统都直接隶属于总部。最后是强化监督，人的天性都有弱点，因此要靠严格的制度来保障执行。

第四，科技保障执行。要形成很强的执行力，一个非常重要的办法就是依靠科技化、信息化来保障执行，即实现高度信息化。十几年前，当很多人还没有这个意识的时候，我们就成立了自己的信息中心。现在信息中心经理的级别很高，相当于副总裁，部门里有很多员工，也聘用了很多海归、海外人员。很多年前我们就在移动终端实现了所有办公系统的自动化，员工可以在手机上审阅文件。此外，计划模块化也很重要。万达特别强调计划，我们有专门的计划部，每年都会制定财务计划、成本计划、现金流计划、利润计划、人力成本计划、招聘计划等，具体到每月、每周、每天。每年 11 月底，所有总经理都要知道下一年该招多少人、花多少钱、赚多少钱。

总而言之，万达的执行力是靠我们的制度、文化、奖惩机制和科技手段训练出来的，不敢说在世界上，至少在中国是首屈一指的执行力，再加上很重要的商业模式，保证了万达连续八年逾 30% 的环比增长，而且过了千亿规模之后还能保持 30% 的增长。去年全球经济下滑，我们依然保持这样的增长速度，资产达到了 3800 亿元人民币。即便 2015 年之后减速到 15%，2020 年我们依然可以实现一千多亿美元的年收入，上万亿元人民币的资产。到那时候，万达绝对会成为全球名列前茅的超级企业，而且我们要求 20% 的收入来自海外，成为一流的跨国企业。

为什么我们有这样的雄心壮志？因为我觉得要用实践证明，民营企业完全依靠市场配置资源，也可以成为全球赫赫有名的企业，要为中国企业，特别是民营企业争光。

“ We rely on the best technology to ensure execution. ”



an important role in Wanda's execution strategy. The structure in Wanda is clear. We centralise authority at HQ and weaken the individual authority of general managers. In Wanda, general managers and deputy general managers take turns working in different cities in a regular rotation and that's a rule that everyone has to obey. Anyone who disobeys the rule will be fired. That's our culture of execution that we have to stick to. If we let every manager stay in the big cities such as Beijing and Shanghai as they wish, we can't achieve sustainable development. Of course exceptions can be made if senior employees have some family-related reason that needs us to be flexible.

And the last plank: we rely on the best technology to ensure execution. Technology and information serves as a vital complement to our management system, culture of execution, reward and penalty system and supervision to ensure execution. We established our own information centre more than a decade ago when many companies still didn't realize the importance of information. The information centre plays an essential role in corporate

operations, and the centre manager is at the same level as a vice president. Over the years we've engaged many overseas returnees and overseas professionals in the information centre and achieved the goal of having a mobile office by automatically synchronizing information. Now, at Wanda, we can deal with office documents using our mobile phones.

Apart from the four vital planks, I also want emphasize the power of our modularized and integrated work plan system. In Wanda, we attach great importance to plans. We established a planning department to make monthly, weekly and daily plans and annual plans for finance, cost control, cash flow management, profit, staffing and recruitment. Thus by the end of every November, all department heads know their planned targets for the next year regarding employment, costs and profits.

I'm proud and confident to say that Wanda is the company with the strongest execution skills in China. I believe we are the only company in China that never fails to meet project deadlines and always has complete control of our costs and budget. Our strong execution relies on the integrated

strategy of our management model, our culture of execution, clear system of rewards and penalties and advanced technologies. Of course our unique business model also plays an important part in all of this. It is all these efforts that have propelled us to annual growth of over 30% over eight successive years and keeping the growth rate at 30% after achieving hundreds of billions of dollars in asset value. Last year we had 30% growth and \$380 billion in asset value, despite the global economic downturn. If we can maintain the growth momentum, we can have over \$100 billion in annual income by 2020 and thousands of billions of dollars in assets even if the annual growth rate slows down to 15% after 2015. If so, Wanda by then will definitely become an international megacorporation, and we expect that by then we would be the top transnational enterprise with 20% of our income coming from overseas.

We hold this great ambition because we want to prove that, by using the mechanisms of the market, we can be one of the best companies in the world and be a credit to Chinese companies, especially Chinese private companies.”



# 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**不止**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。

## 你为什么会选择来中欧就读 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。



**W**hen 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.



**In a competitive business environment there is a difference between getting things done and getting them done well.**



### 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



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。

“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

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.

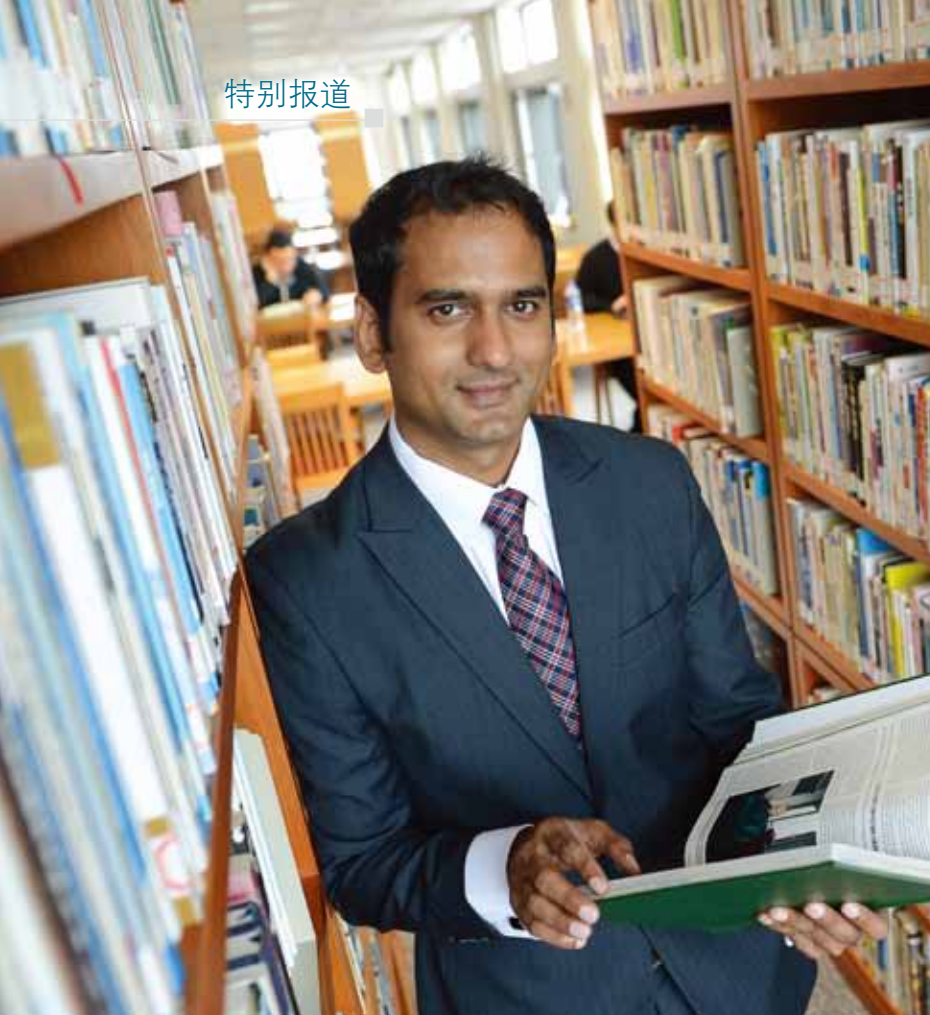
### **What kinds of future opportunities do you see for Chinese enterprises, especially those in the Internet sector?**

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.



# 魏杰的 MBA 长征路

## Vijay's Long MBA Trek

文/朱琼敏 By June Zhu

3个月前，魏杰（Vijay Nadipineni）搬到了上海市中心的一栋酒店公寓。从他18楼的阳台看上去，这座城市最知名的地标之一——新天地近在咫尺；眺望远方，错落有致的楼宇间一座高架桥正奋力彰显着自己的存在，如玩具般大小的汽车在上面排成一溜，缓慢地爬行，它们的车头灯光刺破了这座不眠之城的夜幕。这般的喧嚣竟不曾抵达魏杰的阳台，下面的熙熙攘攘幻化成了一幕美丽的默剧。“我喜欢这个地方。”他说。

当时，他还是学生，依然是中欧2014届MBA学生会主席。今年4月毕业后，他开始担任东渡国际集团物业管理总监。每天清晨六点半，当这座城市的许多人还在酣睡时，魏杰已经开始练习瑜伽与冥想。除了这样的身心训练，魏杰更醉心于古代印度哲学著作。书中

阐释的哲学理念——“世上本无好坏，事物皆有两面”深刻地影响了她处理人际关系的方式，也影响了他在探索世界时对待困难与机遇的态度。

### 📍 远离家乡

魏杰在印度出生长大，整个青少年时代，他都浸淫在这个国家的文化中。18岁那年取得了酒店管理学士学位之后，他曾在印度最大的连锁酒店工作过一阵子。但是，作为一个对未知充满探索精神的小男孩，他渴望去异域大展身手。“那时候我家乡的许多人不是去美国就是去英国，但我想去一个没那么多人去的地方。”当时，刚好有熟人在坦桑尼亚，于是19岁的魏杰决心启程前往非洲。

“在非洲时，最好的一点是我没有

什么可以失去的，而且肩上也并没有太多责任。”然而，这个骄傲的年轻人也并非无忧无虑，当时他最大的恐惧是怕自己有一天会一事无成、无功返乡。在非洲的前5个月，他换了4份工作，最终守得云开见月明——在一家酒店找到了一份餐厅经理的工作，一待便是3年，这也标志着他长达13年餐厅管理事业的开端。在非洲的那几年，他从一个腼腆的小男生成长为一个可以得心应手照顾客人的人，并逐渐形成了自己的管理风格。“非洲的自然美景和人们的慷慨大方都给我留下了深刻印象，我开始理解生活的本质其实与财富无关，重要的是我们追求幸福的自然本能。”

### 📍 英国：迟来之梦

那时，他的目标是在3年后读

Three months ago, Vijay Nadipineni moved into a service apartment nestled in the heart of bustling Shanghai. Not far away from his 18th floor balcony is one of the city's most well-known landmarks, Xintiandi. In the distance, an overpass that battles sleek buildings for attention transports cars, like toys, in a slow-moving line. Their headlights pierce the darkness in a city that never seems to sleep. The din doesn't reach Vijay's balcony, transforming the hustle and bustle below into a beautiful but silent show. "I like this place," he says.

Then, he was still a student, still President of CEIBS MBA 2014 Student Committee. He graduated in April and he's now Director of Property Management at DongDu International Leisure. So these days, at 6:30 in the morning when many people are still asleep, Vijay is up doing yoga and meditating. This attention to his physical and spiritual health has been combined with reading a book on ancient Indian philosophy. The book has had a profound effect on him, leaving him with the certainty that "there's no good or evil; everything has two sides." This has shaped the way he tackles interpersonal relationships and his perspective of the difficulties and opportunities encountered during his adventures around the world.

### A long way from home

Born and raised in India, Vijay immersed himself in the country's culture during his teenage years. Then,

at 18, after earning a bachelor's degree in hospitality management, he worked briefly with one of the biggest hotel chains in India. However, as a young boy with a passion for the unknown, he hungered for an adventure in a foreign land. "Most people where I'm from either went to the US or the UK, but I wanted to go to someplace not many people had been," he says. It happened that he knew someone in Tanzania and, when he was 19, Vijay embarked on a journey to Africa.

"The best part of being in Africa was that I had nothing to lose, and I didn't have a lot of responsibilities," he explains. But the proud young man wasn't totally carefree. His biggest fear was of going back home as a loser. In his first five months in Africa, he had four different jobs. Then his luck changed. He landed a job in a hotel and this turned into a three-year stint as restaurant manager. It was also the beginning of his 13-year career managing restaurants. He grew up during those years, from a boy who shied away from making eye contact with strangers to a man who could effortlessly engage his customers. He also developed his own style of management. "The beauty of nature as well as the generosity of the people in Africa impressed me and I started to understand that life was not about wealth, but about our natural instinct to pursue happiness," he says.

### Building a delayed dream in the UK

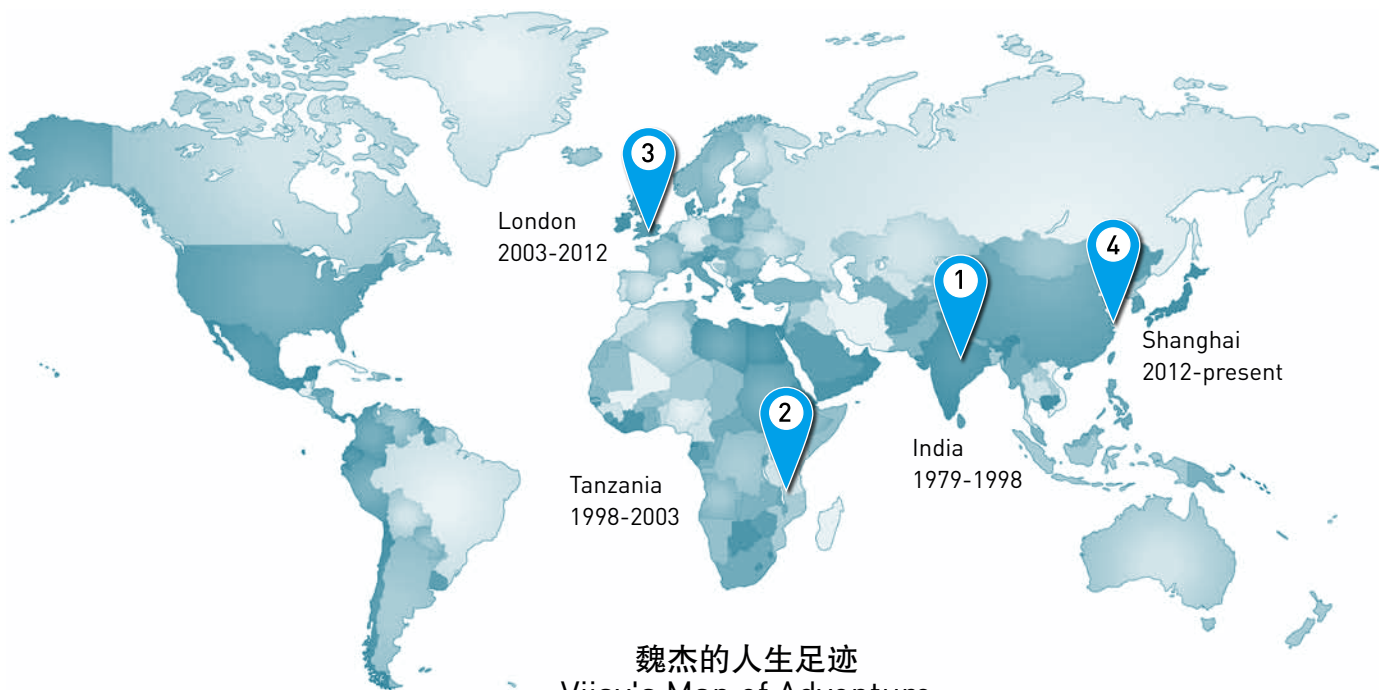
His goal had always been to do an MBA after working for three years. In



**Most people where I'm from either went to the US or the UK, but I wanted to go to someplace not many people had been.**



fact it took him 13 years to fulfil his dream. After five years in Africa Vijay flew to the UK, eager to begin studying. It was only then that he realized he didn't have enough experience to get into the top universities. He had to change his plan. He did a postgraduate diploma at Greenwich School of Management, then later worked as a restaurant manager in Bolton. After completing a mandatory five-year stint as a restaurant manager as stipulated under the terms of his immigration status, he became a permanent resident and was free to do any job he liked. But while waiting for his residency papers he joined his former boss to open a modest specialty restaurant. They called it Flavours. "At the beginning, it ran brilliantly. As the partner and manager, I had more opportunity to make my own mark on business, and within the first eight months we successfully recovered our investment," he remembers. But, it didn't last long.



MBA，事实上，他花了整整 13 年才实现了自己的梦想。在非洲待了 5 年后，魏杰来到了英国，期待开始学习。但他很快意识到现有的经历并不足以保证他进入顶尖大学，因此他不得不改变计划。在格林威治大学管理学院取得硕士学位后，他在博尔顿重操旧业，开始担任一家餐厅的经理。由于英国的移民管制，魏杰连续做 5 年的餐厅经理，才将自己变为常住居民，取得了选择工作的自由。在等待身份转换的期间，他和前上司创办了一家风味餐厅，取名 Flavours（味道）。“一开始，餐厅运营状况非常好。作为合伙人兼经理，我在生意上有自己的话语权，在最初的 8 个月我们就成功收回了成本。”但好景不长，2008 年的金融危机让餐厅生意遭受沉重打击，魏杰与他的合伙人不得不缩减成本、惨淡经营。“当时压力比较大，我们的营业额一落千丈。”但从另一方面看，他也借机学到了许多，“我的合伙人比我年长，

比我有阅历，从他身上我学到一些策略，比如，如何节约成本，如何改变计划继续前行，让损失最小化。”

在拯救餐厅的过程中，读 MBA 的念头再次浮现在魏杰的脑海。但是，他觉得自己的简历还不够有说服力，“我必须在一家顶尖的跨国公司找到一份工作。”第一封录取函来自于 Queensway 集团——肯德基的一家主要的特许经营商。于是，他离开了 Flavours，开始新的征程。从管理一家风味餐厅到进入快餐行业，变化巨大。虽然这意味着收入减少、管理范围缩小，但也是个学习良机。6 个月的工作之后，事实证明他当初的选择是正确的。在魏杰的领导下，连续 3 年亏损的肯德基餐厅获得新生，开始重新盈利。鉴于他的出色表现，魏杰被转至另一家营业状况不错的肯德基分店。尽管这家店获利不菲，但问题也显而易见——连续 33 次检查中，它都没能符合公司的运营规范。“本地员工很难合作。

他们就是不遵守规则。最初的 3 个月简直就是地狱！”回忆当初，魏杰仍然心有余悸。他不得不学着变严厉，并留心保障自己的人身安全——因为一些愤怒的员工时常会报复他，比如放光他车胎的气或刮花他的车。“有时候，我开车去餐厅，却没有勇气直接进去；于是我就绕着它开一圈，再进去。”纵然有接踵而来的压力与挑战，魏杰依然成功带领餐厅连续 3 次达标，而他也因优异的表现被公司授予“冠军俱乐部奖”。

这是 2011 年 11 月，他来英国的第 8 个年头。

### 📍 下一站：中欧 MBA

在大大小小的公司中，魏杰当过创业者，也当过员工，这都让他获益匪浅。之后他继续奋战，考过了 GMAT 并开始申请 MBA 项目。作为一个远离祖国数十年的印度人，他希望能借机回

The recession of 2008 took its toll on the business, and Vijay and his partner had to trim costs. “It was stressful, our revenue dropped sharply,” he explains. But it was also an opportunity to learn. “My investor was much older and more experienced than I was, and I learnt business strategies such as cost saving and how to move on with minimum loss.”

Struggling to keep the business afloat, he remembered his original idea of doing an MBA. But he still felt that his CV wasn’t impressive enough. “I needed to find a job in a top multinational, a well-known company,” he says. The first offer came from Queensway Hospitality, a lead franchisee for KFC, and he left Flavours. This was a huge change from managing specialty restaurants to the fast food industry. Even though it meant he would have to take a pay cut and that he would be managing a much smaller operation, he knew he could learn a lot. Within six months of taking the job, he knew he had made the right decision. With Vijay at the helm, the KFC restaurant that had been racking up losses for three consecutive years finally turned a profit. He had simply applied the cost-management skills he had learnt from running Flavours. He was soon rewarded with a transfer to a high-revenue-generating KFC franchise. However, even though it was profitable, the new location had its own problems – for 33 consecutive times it had failed to meet the company’s operational standards. “The local staff were not easy to work with. They just didn’t follow standards. The first three

months were hell!” recalls Vijay. He had to learn how to be tough, and how to keep safe even when irate employees slashed his tyres or scratched his car. “Sometimes I drove to the restaurant and didn’t have the courage to get in; so I drove around it, and then went in,” he says. Despite the stress and constant challenges, Vijay led the restaurant to meet operational standards three consecutive times, and received the “Champions Club Award” for his overall accomplishments.

This was in November 2011, eight years after he had first arrived in the UK.

### Next stop: MBA

He had gained a lot of experience as an entrepreneur, as well as an employee at both small and large organisations. Next he conquered the GMAT and began applying to MBA programmes. As an Indian who had lived abroad for more than a decade, he wished he could go back to his homeland, and his first choice then was the best business school in the country – India School of Business (ISB). He failed the recruitment interview the first year, and the next year he drove to London to attend MBA fairs, hoping to talk to ISB recruiters. However, this time he was fascinated by a business school located in China – CEIBS.

“CEIBS was among the top 20, and it’s located in China; everyone wanted to go to China. I had the feeling that my strength is international exposure, and China would definitely add to that. Though there were negative media comments about the country, I had met and liked Chinese people over the

## 人物档案

**年龄:** 35

### 教育经历:

1995 – 2008 酒店管理学士，酒店行政 / 酒店管理方向

2003 – 2003 格林威治大学管理学院管理研究硕士，综合性商务行政及管理方向

2012 – 2014 中欧国际工商学院 MBA

**最喜爱的食物:** 任何家常菜

**爱好:** 阅读、冥想、健身

**最崇拜的人:** 父亲——他在 50 多岁时完成了 MBA 学习，接着又攻读博士学位，目前正在研究法律

**最喜爱的景点:** 从外滩看浦东风景

**座右铭:** 活到老，学到老

## Fast Facts

**Age:** 35

### Education:

Bachelor in Hospitality Management, Hospitality Administration/Management 1995 – 2008

PG Diploma in Management Studies, Business Administration and Management, General, Greenwich School of Management 2003 – 2003

China Europe International Business School 2012 – 2014

Favourite food: Anything home-made

**Hobbies:** Reading, meditation, fitness

### The person he most admires:

His father who did his MBA in his 50s, then a PhD, and is now in law school.

**Favourite scenic site:** The view of Pudong from the Bund

**Motto:** Live and learn



国，他的第一选择自然是全印最好的商学院——印度商学院。第一年他败北了，第二年他选择前往伦敦商学院参加 MBA 巡展，希望能与印度商学院招生人员面谈。然而，他却被同样出席巡展的一所中国商学院深深吸引了，那就是中欧国际工商学院。

“中欧是全球排名前 20 位的商学院，而且它就位于中国——人人都想去中国。我觉得我的长处在于国际化的经历，而中国必将为我锦上添花。当时有一些关于这个国家的负面舆论，但我在读硕士时曾接触过一些中国人，与希望留在英国发展的印度人不同，中国人都选择了回国，因为那里的机会比英国还多。”魏杰说。其实，早在坦桑尼亚时，非洲的中国投资者就让他印象深刻。“在我离开坦桑尼亚前，我听说中国公司正在附近的城镇投资。那大概是 13 年之前，中国人在非洲的投资才刚刚开始。但几年后我重访坦桑尼亚，我发现中国公司的投资已日渐取代欧洲和南非的公司。”种种因素让他最终决定来中欧追寻自己耽搁已久的梦想。

2012 年，魏杰和来自不同国家的 200 多名同学共同踏上了中欧 MBA 征程。凭借多年磨砺而成的人际交往能力，他被推选为 2014 届 MBA 学生会主席。“在正式开学前，我参加了预备课程，期间认识了大约 80% 的同学，取得了他们的尊重与信任。”在两年任期上，魏杰致力于提升班级和学院的自豪感。如今他依然在为增强来自不同文化及行业的学生之间的凝聚力而不懈努力着。就在 4 月毕业之前，魏杰提出了“校友联络群”计划——尽管同学们在毕业后各奔东西了，但至少会有 10 位校友负责团结整个班级。他们会在成员间利用社交媒体和邮件等进行交流互动，目的是让生活在同一地区的成员们能每三个月聚一次。魏杰认为“校友联络群”是一个很好的平台，将有助于 MBA 校友交流商业机会并回报母校。

回顾他的中欧时光，魏杰的记忆中充满了欣喜与感恩。“芮博澜教授、许斌教授和倪科斯教授等都让我印象深刻，单坐在他们的课堂里就让人觉得如沐春风。”他说。中国同学也让他惊喜连连，“他们的处事技巧让我眼界大开。在我来中欧之前，我总是觉得自己是最聪明的人，但事实是大多数中欧学生都要比我聪明。”在中欧，他还第一次学习了舞蹈，“之前我从来没有跳过舞，也许是因为重回了学生生活，也许是因为在这里结交的朋友，我得以在人生中第一次起舞。”他笑着说道。

课堂之外，魏杰还关注企业社会责任，参加了由中欧校友发起的杉树计划，并负责指导三位大学新生。新生们都来自上海以外的地区，他们会在每三个月见一次面。“我喜欢将自己在世界各地的经历中所学习到的东西传递给他人。”如今，他在工作中也扮演着同样的角色，“员工们觉得和我说话比较自在，有些人会来找我聊天并征求建议。”

然而，作为一个在中国公司工作的印度人，魏杰依然有许多需要学习的地方，但他现在已经准备好面对任何问题。“在我眼里，世上并没有挑战——只有机遇，它们是同一枚硬币的两面。我要做的就是翻转硬币，只看正面。”在工作中，他还将发挥自己在跨文化交流、一对一互动及中西方思维理解等方面的优势，“如果你能表现出开放的心态，人们就会乐于和你交流，并指导你。”他说道。求知欲无疑将帮助他达到自己的长期目标。“我会呆在上海直到中文水平有所提高，也许要两三年时间。在此之后，我可以去任何地方。我的目标是能为人类做出一点贡献。”此外，他还说：“我的终极目标是有一天自己不需要只为了谋生而工作，而是做一些真正想做的事情，以及能让我回馈社会的事情。我开始得比较晚，所以如果我能 在 50 岁前达成目标，我会很高兴。”



years. Unlike Indians who were willing to stay in the UK because they thought it offered more opportunities, many Chinese preferred to go back home since there were even more opportunities in China,” says Vijay. He had also been impressed by Chinese investment in Africa during his time in Tanzania. “Just before I left Tanzania, I heard about Chinese companies investing in a nearby town. That was about 13 years ago, and it had just begun. But after several years, when I visited the country again, I saw that Chinese companies were overtaking the Europeans and South Africans in investing in the country.” All of these factors shaped his decision to pursue his delayed MBA dream at CEIBS.

In 2012 Vijay and more than 200 classmates from various countries began their CEIBS MBA. Thanks to strong interpersonal skills honed over years, he was elected Student Committee President of MBA 2014. “Before the school officially opened, I participated in the pre-course. Within two months, I got to know 80% of my classmates, earning their respect and trust,” he says. In his two years of service, Vijay was devoted to boosting pride in their class – and in CEIBS. He’s still working on strengthening the bonds between groups of students not only from different cultures but also different industries. Just before graduation in April, Vijay proposed the idea of an Alumni Liaison Community, which means there will be at least 10 students working to keep their entire class together even though they are scattered all across the world. They have agreed to interact with and pass information among members of the community by using social media

and emails. The aim is for students in various regions, for example Europe, to meet every three months. Vijay sees the Alumni Liaison Community as a great platform through which classmates can explore professional and business opportunities as well as give back to their alma mater.



**Maybe it was because of the friends I made here; I was able to dance for the first time in my life.**




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Looking back at his time at CEIBS, Vijay has fond memories and a lot of gratitude. “Some professors such as Prof Bala Ramasamy, Prof Xu Bin, and Prof Nikos Tsirikriktis, just sitting in their classes was fun and insightful,” he says. His Chinese classmates were also a pleasant surprise. “Their soft skills, the way they deal with other people, opened my eyes. I always thought I was the smartest guy before coming to CEIBS, but most CEIBS students were actually smarter than I am,” he says. At CEIBS, he also learnt how to dance. “I never danced before CEIBS. Maybe it was because I was back in school, maybe it was because of the friends I made here; I was able to dance for the first time in my life,” he says with a smile.

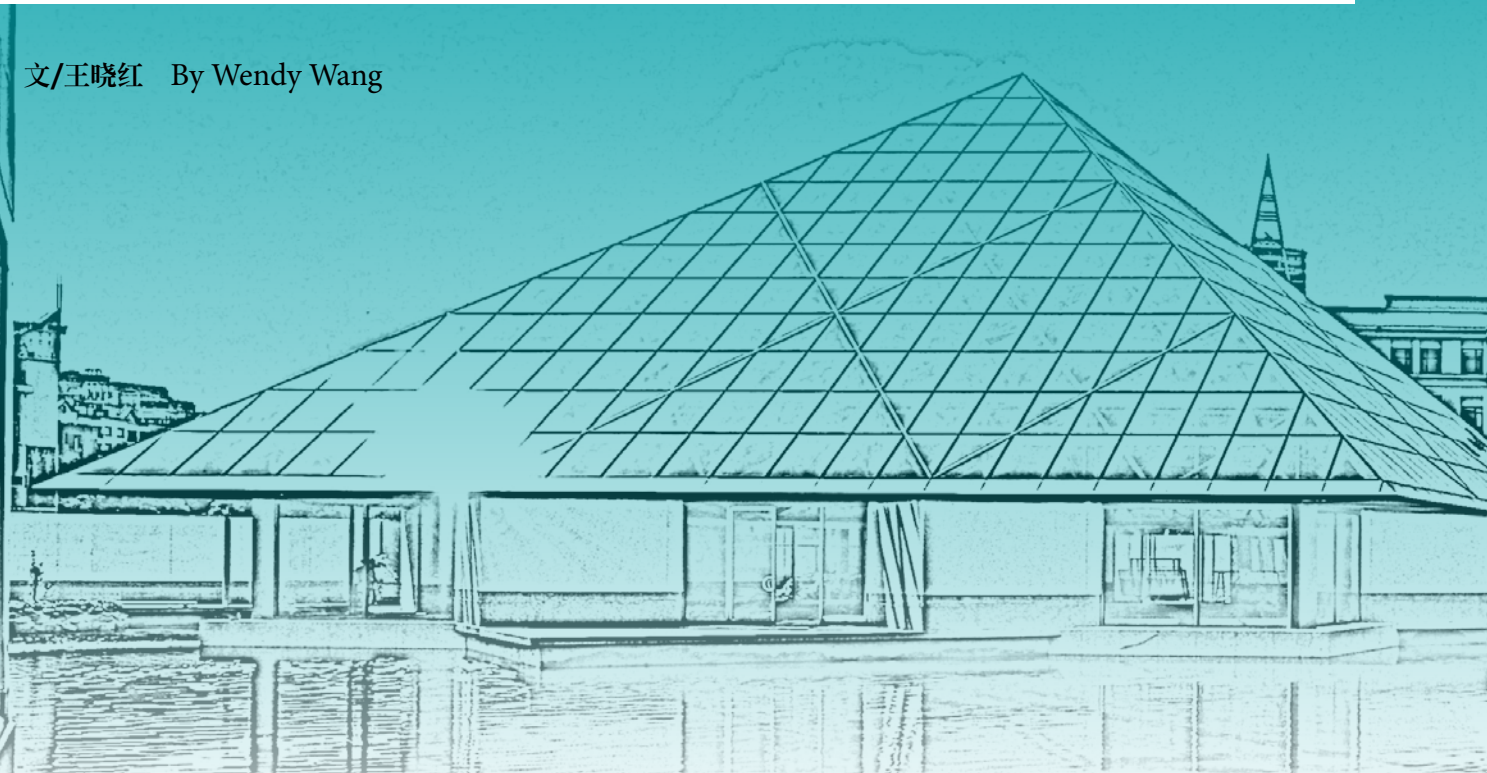
When he wasn’t in class, studying, or leading his fellow classmates, Vijay was mentoring three university freshmen as part of his commitment to the CSR alumni club’s CEDAR programme. The sessions took place every three months and the students were always from outside Shanghai. “I enjoyed passing on what I had learned from being exposed to the wider world,” he says. Today, he uses these same skills on the job. “I think employees find it easy to talk to me. Some people look to me for advice.”

He still has a lot to learn as an Indian working for a Chinese company, but he’s ready for anything. “In my eyes, there are no challenges – only opportunities. They are just two sides of the same coin. I just need to flip the coin and look at the positive side,” he says. He will rely on his strengths in cross cultural communication, his ability to interact with people one-on-one, and his understanding of both the eastern and western ways of thinking. “If you are able to demonstrate that you are open, people are happy to explain things to you and teach you,” he says. This eagerness to learn should come in handy for his long-term goals. “I will stay in China until my Mandarin improves, it may take me another two to three years. After that, I’m open to being anywhere. My goal is to contribute to humanity.” He adds, “Ultimately I hope I don’t have to work *just* to earn a living, but actually do something that I truly want to do, something that makes it possible for me to give back to society. I started late, so if I can get there before 50, I would be happy.”

# 在中欧，书写新的人生剧本

## Building a Family Legacy at CEIBS

文/王晓红 By Wendy Wang



李唯全家在美国弗吉尼亚大学  
Li Wei with family at the University of Virginia

2002年4月，高一学生李唯来到中欧国际工商学院，参加了母亲李媛文的EMBA毕业典礼。母亲在读书期间经常往返于广州和上海，李唯也来过学院几次，他很喜欢红枫路上这座美丽幽静而充满现代气息的校园。但他并没有想到，有一天自己也会在这里完成MBA学业。

当年7月，李唯去了美国读高中。十年后的夏天，他放弃报考美国的商学院，选择了中欧的MBA课程。这里既是母亲的首选，也是他向往的地方。母子相隔13年成为校友，如果以营销学上的“净推荐值（NPS）”来衡量，无疑意味着中欧具有极高的客户忠诚度。

### 在美国，学会坚持不懈、自我探索

李唯在年少时去了美国，开始了“头悬梁、锥刺股”的苦读生涯。首先要攻克的是英语难关，通常留学生要花半年到一年时间上语言学校，而他只提前两个月在美国上了暑期英语班，之后便在私立寄宿学校就读，一边学习美国高中的常规课程，一边通过大量阅读准备SAT考试。



2002年，李媛文在中欧EMBA毕业典礼上  
Li Yuanwen at her CEIBS EMBA graduation ceremony in 2002

2014年春，李唯在中欧上海校园  
Li Wei at CEIBS Shanghai Campus in Spring 2014



Li Wei was still a high school freshman when he first visited CEIBS Shanghai Campus. He would sometimes be with his mother, Li Yuanwen, when she travelled to Shanghai from Guangzhou to attend her EMBA classes. Though he took an immediate liking to the quietly beautiful and modern campus on Hongfeng Road, when his mother completed her EMBA studies in April 2002, he never imagined he would one day become a CEIBS alumnus himself. A decade on, Li Wei is following in his mother's footsteps. He's enrolled at CEIBS in the MBA Class of 2015 and will graduate in 2017.

### Coming of Age in the US

Li Wei and his mother have a lot more than CEIBS in common. Some of his focus and tenacity was obviously inherited from her. Li Yuanwen joined the army at age 14, taught herself Chinese medicine, and attended the No. 1 Military

Medical University as one of the first group of university students to enrol after the restoration of the national college entrance examination in China. She went on to become an accomplished doctor and was awarded a scholarship by Harvard Medical School to participate in clinical research on diabetes, but unfortunately her military service made her ineligible for a visa. Eventually she decided to transition into a new career in sales, working her way up to become the Sales Director for Baxter, a multinational medical product and services company.

Li Wei's life is just as inspirational. He left China in the summer of 2002 to finish high school in the US. He began a six-month English course, but after two months of study over the summer he became fluent enough that he could enrol in a private boarding school and follow the same curriculum as the American students. He also began preparing for the SAT, a standardized test required for admission by most US colleges and universities.

周围有很多家境富裕的同学，为了避免干扰，李唯不仅会将房门紧闭，还会用毯子将门缝塞严。他何尝不想自由自在地玩耍，但是他知道，缺乏自制力的人，也无法获得真正的自由。他的这份拼搏和进取之心也许是缘于母亲。母亲李媛文在 14 岁入伍，自学完成中学学业，在恢复高考后考入第一军医大学。作为一名优秀的医生，李媛文曾经获得哈佛医学院提供的奖学金，并受邀参加糖尿病的临床研究，但因为军人身份签证受阻。后来，她放弃了安稳的工作毅然下海，从一名普通销售一直做到了美国百特医疗中国区销售总监，并以优异的成绩考取了中欧 EMBA。李唯继承了母亲坚韧、上进、豁达的品格，他相信美国第 30 任总统卡文·柯立芝的名言——“在这个世界上，没有什么可以代替坚持不懈。”

中学毕业后，李唯顺利地考上了当时在美国公立大学中排名第一的弗吉尼亚大学。美国同学勇于探索和创新的精神给了他很大启发，也激励着他不断发掘自己的兴趣和特长。毕业后，他进入泰科电子工作，当时公司有一个为期两年的管理培训生项目，一般培训生会在四个相关岗位

上轮岗，而他争取在两年中换了八个岗位——从技术操作到产品开发，从采购到 OEM 供应商管理。通过这些锻炼，他发现了自己在管理方面的天分：他常常在完成一些技术性的常规任务后，再从管理与流程的角度提出改进方案，提交给上司和同事参考，这让他获益颇多。

### 回中国，规划新的人生版图

李唯的勤奋和才干给上司留下了深刻印象，也让他赢得了回国发展的机会。2012 年 2 月，李唯来到上海，担任泰科电子上海公司版图战略规划（Footprint Strategy）部经理，负责公司在亚洲地区的版图规划工作。公司非常看好中国业务，不断将亚洲的一些生产线引入中国，并让李唯负责厂房绿地项目的选址、规划和谈判工作。只有在中国，像他这样的年轻人才能获得如此宝贵的机会。

回顾自己的人生经历，李唯表示，“美国环境舒适、生活优越，经济发展已经相当成熟，大多数美国人的职业发展都是沿着既定的道路前进；而中国蕴藏着很多机会，从 2010 年起中国的 GDP 全球排名第二，这是一个具有重大意义的转折点。

现在的中国和十年前完全不同，中国人的勤奋和聪明是有目共睹的，像腾讯、小米这样的创新企业也让人印象深刻。”

为了成为一名更优秀的管理者，李唯选择了中欧，不仅因为这里是母亲的母校，还因为中欧优秀的教学质量和为学生提供的职业机遇。“中欧的影响力越来越大，由 70 多家著名跨国公司发起的‘全球领导力发展项目（GLDP）’将中欧作为其在亚洲或中国的唯一合作院校；像杜邦、百特、百威英博、施贵宝等公司，在中国大陆只录用中欧学生。”李唯对未来充满期待，这种期待化为学习的动力，在过去九个多月 MBA 生活中，他常有新的收获：他知道了该如何更好地设定目标、激励下属；认识到了心理学在管理中的重要性，以及如何从人性的角度领导下属、挖掘潜力。

除了课程学习之外，他还通过竞选当上了学生会副主席。他和其他成员一起，在学生会进行了一些创新尝试，例如让同学们对学生会成员定期打分，以促进学生会更加高效地运作；他还利用自己的关系网络积极促成美国一些著名大学的人士和中欧 MBA 学生建立联系。

在上海的工作经历和在中欧的学习生活，让李唯感到自己回国的选择非常正确，他正在对人生版图重新做出规划与探索，但有一点他非常肯定，“回国三年，我获得了在美国可能十年也无法得到的机会。”



He was so focused on his studies that he not only kept his dorm room door closed, he would sound-proof it with blankets. When describing his study habits during this time, he likes to quote a saying by former US President John Calvin Coolidge, Jr., “Nothing in the world can take the place of persistence”.

After finishing high school, Li Wei entered the top-ranked University of Virginia. He says his American classmates had a spirit of exploration and innovation that inspired him to discover his own interests and talents. After graduation, he got a job with Tyco Electronics and joined their two-year management trainee programme in the US. Trainees normally rotated between four relevant positions, however Li Wei rotated between eight, gaining experience in areas such as technical operations, product development, purchasing and OEM supplier management. Through this, he found he had an affinity for management. In fact, he often went beyond the scope of his job requirements to suggest improvements in management and procedures, and would submit his ideas to colleagues and managers for feedback.

## Re-establishing Roots in China

Impressed by his efforts, Tyco sent him to Shanghai in February 2012 to oversee the company’s strategic planning for Asia. In his role as Footprint Strategy Manager for Tyco Electronics in Shanghai, he was responsible for choosing locations for new assembly line projects and negotiating deals.



“China, on the other hand, is a land of unprecedented opportunities.”

Reflecting on the differences in lifestyles and opportunities in the US and China, Li Wei says, “The US has a pleasant environment and a comfortable lifestyle. It has a fairly mature economy, where most people pursue pre-set career paths. China, on the other hand, is a land of unprecedented opportunities. In 2010, China’s GDP was the second highest in the world – that is a significant turning point. Today’s China is completely different from what it was when I left ten years ago. The Chinese are well-known for their diligence and intelligence; innovative Chinese enterprises like Tencent and Xiaomi have made impressive progress.”

The desire to become a better manager led Li Wei to study at CEIBS, not only because it is his mother’s alma mater, but also because of its excellent track record in educating globally-minded business leaders. “CEIBS is becoming more influential; it is the exclusive partner or one of a handful of partners in Asia, for many prestigious multinational corporations and companies like DuPont, Baxter, AB InBev and Squibb that source talent from the Leadership Development Programme,” he says. He adds that within the first nine months of his MBA studies

he had already learned a lot and made some exciting discoveries: he learned the value of setting goals and better ways of motivating subordinates; he also came to appreciate the importance of psychology in management, which has helped him improve his soft skills and make him a better leader.

Li Wei has also found plenty of opportunities at CEIBS to practice his leadership and management skills outside the classroom. He was elected vice president of the student committee, and together with fellow committee members has tried to introduce some innovations in the organisation. He has also been able to leverage his network to build connections between CEIBS MBA students and noted professors and executives from the US.

“In the three years since I returned to China, I have been given opportunities that I wouldn’t get in the US until I had ten more years of experience,” he says. This makes him confident that he made the right decision in coming to Shanghai and studying at CEIBS. Though he doesn’t yet know where his career will take him, he is certain that what he is learning at CEIBS has given him a solid foundation from which to face the future.



# 熊帆：做最有价值的媒体供应商

文/雷娜 刘曦

**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。







**Shenzhen has been at the forefront of China's economic reform, and the outdoors ads here seem to be high-end, graceful and classical."**

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.”



# 汪妹玲：向善的力量

## Wang Meiling: The Power of Good

文/雷娜 by Lei Na

在 创立“好屋中国”之前，汪妹玲(EMBA 2006)已经是一位成功的企业家了。她曾连续三年担任苏州青年商会会长，作为新博集团董事长，旗下拥有博思堂、博济堂等多家企业，业务的触角涉及与地产营销、产业服务相关的方方面面。但是在“大云平移(大数据、云计算、平台、移动互联网)”的时代，她依然有能力为事业注入创新的因子。创立不过两年，“好屋中国”已经以苏州和上海为中心，进入了中国40个省会及一线城市，开辟了加拿大、澳大利亚、美国和英国4个海外市场，并于今年2月与美国领先地产经纪公司瑞麦(RE/MAX)、盈泰罗(Intero)、莱纳(Lennar)等建立了合作，展现出如虹的发展势头。

Wang Meiling was a successful entrepreneur even before launching Haowu.cn, China's first nationwide real estate online-to-offline (O2O) marketing platform, in 2012. In 2007 she was named Chairwoman of Xinbo Group, the parent company for several subsidiaries linked to the real estate sector including Best-team, a real estate services provider, and Boji Park, which provides technology services to businesses and cultural enterprises. She has also served as President of the Business Association of Suzhou Youth in 2010. But Haowu.cn was a turning point in her career. It's a one-stop platform solution for homebuyers, bringing together brokers – for whom it also provides training – brokerage agencies, property managers, listings and even financing.

Within two years after Wang added Haowu.cn to Xinbo Group's portfolio, the marketing platform had expanded its base of operations from Shanghai and Suzhou into 40 cities across the country. Over the years, it expanded overseas into Canada, Australia, the US and the UK, and in February of this year it began cooperating with leading international real estate companies such as RE/MAX, Intero and Lennar.

But one thing hasn't changed. At the company's core is still Wang's business philosophy of "creating, winning and enjoying together". It's reflected in the fact that many of her competitors, who once worried they would be 'enveloped' by her platform, have now become her partners. She's also proud that her efforts to develop Haowu.cn have created jobs for many ordinary people. A big fan of the renowned Japanese entrepreneur and philanthropist Kazuo Inamori, who founded what is now the Kyocera Corporation, Wang tries to incorporate his Buddhist-oriented philosophies into her company culture. Every morning at 8 she shares a few proverbs with staff members in her WeChat Friends' Circle; they're often from Inamori. This may be the power of good that Kazuo Inamori terms "Respect for the Heavens and Love for People", and it is likely part of the reason for Wang's success.

In this exclusive interview, *TheLINK* speaks with Haowu.cn founder and Xinbo Group Chairwoman Wang Meiling about innovation, technology, the real estate sector, and her unique business philosophy.

***TheLINK: What are the different business models of some of the companies that are part of Xinbo Group, in particular Haowu.cn, Best Team and Boji Park?***

**Wang Meiling:** All three subsidiaries you mention follow the platform business model.

Best-team offers comprehensive real estate related services such as urban investment promotion, land assessment for real estate developers, and market data on residential and commercial property. Boji Park is a platform that provides comprehensive technology services, mostly in the areas of big data, cloud, and mobile Internet, to businesses and cultural enterprises. Haowu.cn is a real estate marketing platform that leverages the convenience of the mobile Internet to enable everyone to sell a house from anywhere in the world.

***TheLINK: Haowu.cn is the first O2O (online-to-offline) real estate marketing platform in China built on the premise that "everyone is a broker". What exactly does that mean?***

After completing a simple registration process which includes real-name verification and providing the specs of the property they want to market, visitors to our website can sell their real estate. Once the property is sold they receive our commission (normally 0.1% of the sum of the deal). We developed this business model after looking closely at international real estate trends. In the US and the UK, for example, 80% to 90% of real estate transactions are done through independent brokers. Now that we are entering the era of big data, cloud computing and mobile Internet, it is the perfect time for our business model. We want to break away from the traditional methods for selling houses through retail sales offices. We'll do this by aggregating the huge amount of available data to build a national public real estate marketing platform. The Haowu.cn O2O model uses advanced technology to promote properties, register brokers, and look for target customers. It also recruits brokers and provides offline assistance to homebuyers.

关于好屋中国

好屋中国成立于2012年,是中国国内首家全民地产O2O营销平台,通过海量真实、优惠的新房信息和覆盖全面的线下服务,为购房者提供一站式服务。目前好屋中国的产品系列包括:好屋经纪人(社会经纪人、专业经纪人和经纪机构)、云服务平台(官网、APP、微信等互联网工具)、业主管理群(为业主提供增值服务)、好屋金融(为购房者提供金融服务)、好屋学院(对地产经纪人进行培训)和好屋整合传媒(帮助开发商传播信息和购房者获取信息)。

About Haowu.cn

Founded in 2012, Haowu.cn is China's first nationwide real estate O2O marketing platform. By providing housing information and comprehensive offline services, the website offers one-stop solutions to home buyers. Haowu.cn's products currently include:-

- Haowu Brokers: social brokers, professional brokers, and brokerage agencies;
- cloud service platform: official website, an APP, WeChat public accounts;
- proprietors' management group: provides value-added service to proprietors;
- Haowu Finance: offers financing services to home buyers;
- Haowu Academy: provides training to real estate brokers;
- and Haowu Integrated Media: helps developers publicise products and provides information for home buyers.

采访汪妹玲是一件非常愉悦的事情,除了感受到她言语中的周到和热情之外,还惊讶于她的商业与人生智慧。她从好屋中国的商业模式创新,谈到了稻盛和夫的理念、商业介入文化的逻辑,以及对于中欧的期待。她思维周密、灵感时现,展现出一位女企业家的细腻与聪慧。她的创新不是那种锐利的、藏着狠劲的创新,而有一种博爱、宽厚的女性精神。通过打造好屋中国的平台,她为普通人增加了就业机会;那些曾经担心被她“围剿”的竞争对手,很多也都融入了她的平台,成为了她的合作伙伴。她正在通过“好屋中国”实践着自己“共创、共赢、共享”的商业理想。

每天早晨8点,汪妹玲会在微信中与员工分享几段人生箴言,其中有一些来自她所欣赏的稻盛和夫。从她的商业理念与实践,我们能感受到一种向善的力量,这种力量温柔、坚韧、圆融,能够在自省中保持澄澈,因此总可以迎着正道而上。这种向善的力量,也许就是稻盛和夫所说的“敬天爱人”,是商业的智慧,人生的境界,或许也是他们成功的奥秘。

下文是好屋中国董事长汪妹玲女士接受《TheLINK》杂志独家专访。

### 《TheLINK》:好屋中国、博思堂、博济堂都是新博集团旗下的企业,请问它们的业务范畴有什么不同?

这三家企业都属于平台经济。博思堂是做地产综合服务的,如城市产业定位、招商,开发商拿地的评估,住宅与商业地产的市场定位、广告策划、销售执行等。博济堂科技园是企业综合服务平台,专注于为科技类企业、智慧类企业(主要是指与“大云平移”相关的企业)、文化类企业提供服务。好屋中国是移动互联网时代下的全民地产营销平台,即从理论上来说,所有人都可以卖房子,所有的地方都是售楼处。

### 《TheLINK》:好屋中国是国内首家引入了“全民经纪人”概念的O2O地产营销平台,能否向我们具体介绍一下?

“全民经纪人”是好屋中国的主导模式。普通人登陆我们的网站后,经过简单注册成为经纪人,提供精确的购房信息,待项目成交之后,通过实名认证和审核即可获得佣金(一般为成交价的0.1%)。之所以提出“全民经纪人”模式,首先是基于对国际化趋势的观察,在美国和英国,80-90%的地产交易都是由独立经纪人完成的;而“大云平移”的时代也为发展该模



式提供了契机;此外,我们希望突破传统售楼处营销模式的局限性,打造一个全民地产营销平台,通过云平台实现精准化服务,让大量碎片化的信息有价值。简而言之,好屋中国的O2O模式是在线上推广楼盘、注册经纪人、运用云服务手段精准地寻找目标顾客;同时在线下发展大批经纪人,为客户买房提供帮助,以增强线上用户的黏性。

### 《TheLINK》:在发展全民经纪人的同时,好屋中国如何解决民间经纪人资质不足的问题?

我们所说的“全民经纪人”,事实上可分为社会经纪人和专业经纪人两种。社会经纪人只负责提供信息,将有购买意愿的客户的准确信息提交到网上,待客户享受了“好屋中国”所提供的服务和优惠之后,就可收取佣金;但交易还是通过专业经纪人帮助客户完成的。我们也非常注重培养专业经纪人的职业道德、专业技能和综合素质,帮助他们不断提升能力,成为客户的终身“置业顾问”。

### 《TheLINK》:好屋中国在地产营销方面还有哪些创新之举?

好屋中国有一个涵盖全面的产品系列,除经纪人之外,还有云服务平台、业主管理群、好屋金融、好屋学院和好屋整合传媒等。例如,我们推出了“业主管理群”服务,客户在购房之后就进入了业主管理系统,通过我们的互联网技术获取后续服务。我们将与开发商共同提供购房后的增值服务,如施工进度、装修用材、房屋交付等,以增强客户对好屋中国和开发商的黏性,从而推荐更多的客户来买房。在交房之后,我们会将业主管理服务转交给物业公司,由他们以更低的成本和更高的效率为业主服务。应该说,我们提供了很多此类的创新服务。

***TheLINK: How does Haowu.cn solve the problem of poorly qualified private brokers?***

Our “everyone is a broker” philosophy actually divides brokers into two types: social and professional. Social brokers are responsible for providing information. For example they can submit sales leads about potential property buyers to the website, and get a commission after these customers enjoy the website’s services. Actual real estate transactions are conducted by professional brokers. We attach great importance on training our brokers in professional ethics and other skills.

***TheLINK: What are some of the marketing innovations Haowu.cn has introduced into the real estate sector?***

Apart from broker services, we offer a cloud service platform, a proprietors’ management group, Haowu Finance, Haowu Academy, and Haowu Integrated Media. For example, we offer the “proprietors’ management group” service, by which our customers enter the proprietor management system after the purchase, and can access our after-sales services online. We’ll provide value-added services in collaboration with developers, such as construction progress, decoration products, house delivery, etc to keep customers more closely linked to our services, and get them to recommend more customers. After the delivery of the house, we’ll hand over the proprietor management service to the property management company, which will provide efficient service at reasonable prices. We have been very innovative in the services we offer.

***TheLINK: Buying a house is the biggest investment that many Chinese will make. How does Haowu.cn choose real estate developers who will help ensure the quality of the buildings you promote? How do you keep costs down so that you can provide more inexpensive options to customers?***

Eighty percent of Haowu.cn’s real estate partners rank among the top 30 nationwide, which helps ensure the quality of our projects. We hope to form a mutually beneficial platform through which brokers can communicate directly with developers, which helps improve transaction efficiency (see Figure 1 below). The platform also helps developers find a way to spend significantly less money on advertising, and reduces the length of the capital-return cycle, while buyers get more and better housing information. Haowu.cn also provides customer services such as discounts on building materials and home decoration products. Broadly speaking, Haowu.cn wants everyone – customers, developers, and private brokers – to share equally in the benefits of our platform.

***TheLINK: Haowu.cn has enjoyed rapid development and is now operating in 40 cities in China, plus four overseas markets. What are some of the challenges you have found in such rapid expansion?***

In 2014 we opened in Canada, Australia, the US and the UK, and our efforts have been well received. Now there is a huge demand, from Chinese, for overseas real estate. This is partly due to emigration or overseas study. Our global business caters to this need. The biggest challenge in the company’s rapid growth has been how to attract and manage talents, but we have put systems in place for this.



表1: 好屋中国的经纪模式

Figure 1: Haowu.cn's brokerage model

《TheLINK》:对于大多数中国人来说,买到质优价廉的房子可能是人生中最重要事情之一。请问好屋中国如何挑选地产商,以确保所推销楼盘的质量?又如何节约成本,从而真正让利给消费者?

在好屋中国合作的房地产企业中,有80%是全国排名前30强的房企,这样就保证了我们推荐楼盘的质量。好屋中国期望打造一个共赢的平台,由经纪人通过平台直接对接开发商,提高客户的购房效率(表1:好屋中国的经纪模式)。通过好屋中国的平台,开发商大幅降低了广告成本,缩短了资金回笼周期;消费者也获得了更多、更优惠的房讯。此外,好屋中国还向客户提供试住、装修、建材优惠等一系列增值服务。从广义上来说,好屋中国是致力于推动房地产“均利时代”的到来,让消费者、开发商和来自民间的经纪人都能享受利益、得到共赢。

《TheLINK》:好屋中国的发展速度非常快,已在国内覆盖了40个城市,并开辟了4个海外市场。作为公司董事长,您觉得一个企业在快速扩张的同时,应该注意哪些问题?

今年我们开辟了加拿大、澳大利亚、美国、英国4个海外市场,并且收到了良好反响。如今中国人出于留学、移民等原因,配置海外资产的需求很大,我们的海外业务就顺应了这一趋势。在企业迅速发展过程中,如何培养和管理人才是最大的挑战,为此我们也在机制和培养方式上做了较充足的准备。

《TheLINK》:好屋中国任命了一位非常年轻的CEO,她只有28岁,是位女性,这在中国的企业中并不多见,能否谈谈您在企业经营和管理方面的心得体会?

我从事地产营销很多年了,创立好屋中国,其实是在“大云平移”的时代对地产营销进行了一次转型升级。我觉得在企业经营中,要注重商业的逻辑,因为商业的逻辑也是生命和财富的逻辑。好屋中国的理念是打造一个“共创、共赢、共享”的平台,像代理公司、中介公司等曾经将我们视为竞争对手的机构,后来都成了我们的合作伙伴,有了他们的加入,我们的发展速度自然就快了。

新博集团一直注重培养年轻的创业团队,这也是我们的企业文化。我们一直用稻盛和夫的理念

建设企业的文化体系,稻盛和夫强调企业员工一致的价值观、从事工作和渴望成功的激情,然后才是个人的能力。年轻人可能在阅历上略有不足,但只要有正确的价值观,能够对事业全情投入,大多都能取得很好的业绩。我想,未来的创业是属于85后的,我们对年轻人的培养也是为社会创造价值。

《TheLINK》:作为一位成功的职业女性,您觉得您成功的秘诀是什么?

我想,我事业的发展与身为女性乐于奉献的特质有关。2006年,我经朋友介绍到美国学习女性和儿童教育,发现女性天生很适合一些岗位,但是由于社会、文化、教育等因素,女性的潜能没有发挥到极致;但女性很有责任感,思维细致周密,最重要的是她们乐于无私奉献,发挥出这些特质,对于女性成功创业非常重要。

《TheLINK》:您在工作之余有些什么爱好?

我一直对文化艺术情有独钟,为此还创办了民间艺术品电商平台“墨意文化”。墨意致力于发掘全球民间艺术品,通过现代美学进行再创作,将深藏于民间的艺术品重新带回当代生活,让民间手工艺与文化得以传承。我想,到了人生的某个阶段,墨意会成为我生活的重心。我喜欢文化的方式,是源于民间又回归民间,将艺术变成老百姓的生活方式。就像乔布斯那样,让每个人都感受到他的艺术,这才是真正的大师所为。

《TheLINK》:您在中欧学习最大的收获和感触是什么?

在中欧学习的经历开阔了我的眼界,中欧在获取资源方面也给予了我很大的帮助。我一直认为,中欧有助于塑造一个人的企业家精神,因此一直推荐我们各个产业模块的总经理来这里就读。

如果说对中欧的未来有一些期待的话,那就是希望中欧能够增设一些人文素养和商业伦理方面的课程。其实中国传统的儒家、道家文化都是很值得学习的;现在我们采用稻盛和夫的理念建设自己的企业文化,但他的很多观念是根植于佛学的。商业伦理对于企业,乃至整个社会的发展都非常重要,如果中欧能进行一些这方面的研究和教育,就能够从本质上引导企业家和管理者去做正确的事情,则善莫大焉。





*TheLINK: Haowu.cn appointed a very young CEO, a 28-year-old woman. This is very rare in Chinese companies. Can you tell us something about your ideas on corporate management?*

I've been in the real estate marketing business for many years, and the founding of Haowu.cn is just an updating of the business to keep up with the era of big data, cloud computing, platform, and mobile Internet. I think we have to pay attention to business logic in operating an enterprise. This is the same as the logic of life and fortunes. Haowu.cn's philosophy is to build a platform through which people "create, win and share together". Real estate brokers and intermediary companies once regarded us as their enemy, but later became our collaborators. As they have joined with us, our pace of development has increased organically.

Xinbo Group has always focused on cultivating young entrepreneurial teams; it is part of our corporate culture, which includes the philosophy of Kazuo Inamori. Kazuo emphasizes the inherent value of the employees of an enterprise and their passion for work and success, and puts personal abilities after all these. Young people may be inexperienced, but they often do things really well as long as they have the right values and devote themselves wholeheartedly to the cause. I think the future belongs to the post-1985 generation, and our cultivation of young talents is also creating value for society.

*TheLINK: As a successful career woman, what do you think is the secret to your success?*

I think the development of my business is due to my willingness to contribute to society. Women are a natural fit for some roles, but because of social, cultural or educational factors their potential is not often fully tapped. Women are responsible, are capable of deep thought and, most importantly, they are willing to contribute. It is crucial to women's success to put these qualities into full play.

*TheLINK: Work/life balance is important; so what are your hobbies?*

I've always loved culture, and as an outlet for this, I founded an e-business platform called "Mo-Yi Culture" which deals in folk art. (Mo-Yi literally means the grace of the ink). Mo-Yi Culture is focused on the discovery of folk art around the world, and makes it accessible to modern



society by reinterpreting it with modern aesthetic philosophy and techniques. It also offers a channel for promoting and preserving folk art techniques and culture. I think Mo-Yi will become my priority in the next phase of my life. I like the way art can be derived from folkways, and become part of our modern life style. Look at Steve Jobs, whose designs can be enjoyed by everyone. This is what true masters do.

*TheLINK: What did you gain the most from your studies at CEIBS?*

My learning experience at CEIBS broadened my horizon, and CEIBS gave me tremendous help in securing resources. I think CEIBS helps a lot in fostering one's entrepreneurial spirit. I've been recommending CEIBS programmes to the general managers of many of our business modules.

I would love to see CEIBS add some courses in humanities and business ethics. In fact, traditional Confucian and Taoist cultures are worth studying. We have been incorporating Kazuo Inamori's philosophy into the development of our own corporate culture, and many of his ideas are rooted in Buddhism. Business ethics are very important for companies, and for the development of the whole society. I think CEIBS can help lead entrepreneurs and managers to do the right things, and that would benefit all of us.