商学院与商务关系网络（**BSNS**）
B-Schools and the Business Social Network Service

文/中欧国际工商学院院长朱晓明教授
By Zhu Xiaoming, CEIBS Executive President

5月25日，中欧国际工商学院与LinkedIn（领英）在中欧上海校区共同举办"领英·影响力"论坛，中欧院长朱晓明教授与LinkedIn联合创始人、执行董事长里德·霍夫曼（Reid Hoffman）先生分别在论坛上发表演讲。本文系朱晓明院长根据其演讲内容整理而成。

This is an excerpt from a presentation during the May 25th LinkedIn Influencers Forum Co-hosted with CEIBS.

Impact of information dissymmetry

Among the many lessons MBA and EMBA students learn at business schools, one thing they will likely remember forever is that "the minimisation of transaction costs is the core of the market economy." During the evolution of the modern economy, various systems were invented to lower the cost of transactions: currency, clear demarcations of property, rule of law, modern corporate governance, the stock exchange, etc.

The key to lowering transaction costs is to reduce "information dissymmetry". George Akerlof (1970) first introduced the concept of this mismatch in available data in his essay "The Market for Lemons". After that, *The Long Tail*, *Big Data*, *The World is Flat*, *The Third Industrial Revolution*, *The Big Switch*, etc, were among a long line of must reads for entrepreneurs interested in theoretical innovations in contemporary economics. MBA and EMBA students, maybe you were knowledgeable ten years ago, but if you have not had timely refresher courses, your existing stock of knowledge is now less than the added knowledge available in the digital Internet era. That's information dissymmetry!

> **There is an unprecedented opportunity to solve the problem of information dissymmetry.**

Nowadays, the digital revolution makes data available for mining and resources are there for sharing, so that cost can be lowered and information becomes more symmetrical. There is an unprecedented opportunity to solve the problem of information dissymmetry.

Why is information dissymmetry so undesirable? This is because it results in a lack of adequate financial services such as loans and payments in remote places, and negatively impacts the people who live in these areas. That's why the World Bank and the Chinese government pay such a lot of attention to inclusive financial services. Information

图1：2013年高德纳大数据技术曲线
Pic 1: Gartner Hype Cycle for Big Data 2013

图2: 商学院与商务关系网络（BSNS）
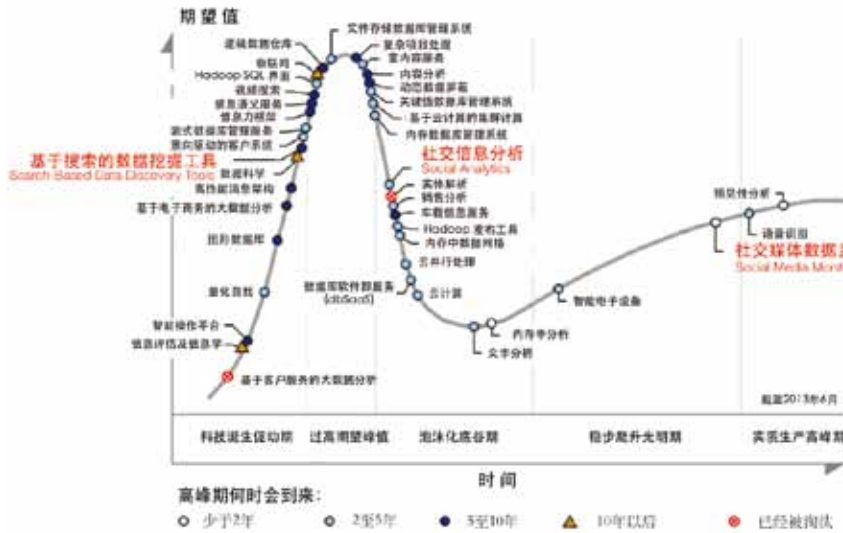
商务关系网络 (BSNS) 与 "信息不对称"原理

　　MBA、EMBA学员在商学院学了无数个知识点，其中有一点必定终身难忘，那就是"交易费用最小化是市场经济的核心。"现代经济在演进中发明了种种制度安排来降低交易费用，如货币、清晰的产权界定、完善的法治、现代企业制度、股票市场等，不一而足。

　　降低交易费用的关键在于减少信息不对称。1970年乔治·阿克尔洛夫（George A. Akerlof）在《柠檬市场》中首次提出了"信息不对称理论"；此后，《长尾理论》《大数据时代》《世界是平的》《第三次工业革命》《IT不再重要》等当代经济学理论创新的重要著作相继问世，其核心理念之一就是解决信息的不对称。这些著作企业家们不可不读。中欧校友们，也许十年前您学得不错，但如果不与时俱进更新知识的话，您的存量知识和今天数字化互联网时代的增量知识之间，就已经产生了信息不对称！

　　当今时代，数字化革命向我们展示了一幅令人振奋的画面：数据可以挖掘、资源可以共享，从而成本得以降低、信息趋于对称。解决信息不对称问题将迎来前所未有的机遇。

　　信息不对称使得偏远地区和普通居民无法充分享受贷款、支付等金融服务，这就是普惠金融受到世界银行和中国政府重视的原因所在，也就是互联网金融兴起的重要因素；信息不对称缘于当今社会的人们因工作繁忙而缺乏沟通、疏于联络，这就是微信这类社交媒体迅速走红的原因所在；信息不对称使得打车信息与出租车位置信息不匹配，造成高峰时段打车困难而夜间出租车频频空驶，这就是打车软件风行的原因所在。

　　如今职业发展市场同样存在着信息严重不对称所带来的困惑。例如：企业

Q&A excerpt:
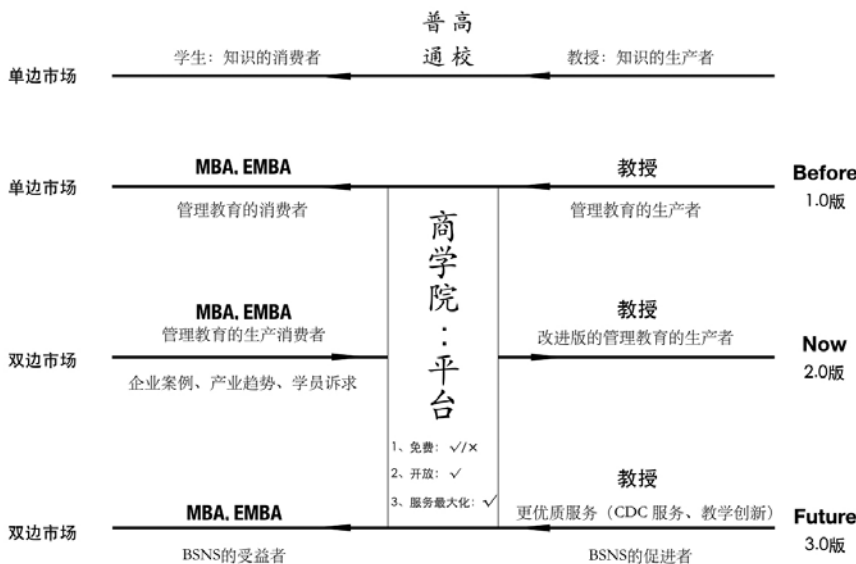
Q: When do you think the founder of a startup should consider hiring a professional executive to be CEO?

A: We can divide successful startup founders into two categories – those who can also do a good job at corporate management, such as Liu Chuanzhi (though he eventually took the high road to hand over the CEO position to Yang Yuanqing) and those who are not that good at corporate management, just as an excellent composer is not necessarily an excellent singer because the latter requires different talent and expertise. Some IT company founders are so young that they don't have much management experience. In that case, some of them, such as Apple and Google, will hire professional executives to do their jobs.

Deciding on the exact time to hire a professional executive to be CEO also depends on the founders' mindset. Some founders are unwilling to hand over the CEO position to a professional executive because they want everything under their own control. Thus, for them, the handover period is impossible to decide. But for those who enjoy challenges, are satisfied with their entrepreneurial success and are willing to hand over the CEO position to a professional executive, the perfect handover time is when the founders have achieved entrepreneurial success.

CEIBS professors Liang Neng, Kevin Li and Gong Yan are doing excellent research in this field, they are always available to answer your questions.

dissymmetry also leaves people who are busy with their jobs within contemporary society hungering for communication, contact and interaction with each other. That's why social media like WeChat have become so instantly popular. Information dissymmetry results in the disparity between taxi demand and taxi location information, making it difficult for passengers to get a cab during rush hour while many taxi drivers can't get passengers at night. That's why taxi apps are so popular.

There is also the current predicament caused by serious information dissymmetry in the career development market. For example, entrepreneurs feel that there are few talented individuals to be found, while excellent employees complain that there are "no good jobs". There is also the problem of a lack of mastery of basic data mining tools which are key to the exploitation of big data, and there are no technical tools for precise assessment. Now, Business Social Network Service (BSNS) rises to the challenge of striving to reduce information dissymmetry in the field of career development.

Online version of BSNS: LinkedIn

LinkedIn has clearly showed that it is "a great innovation that can solve the problem of information dissymmetry". How does it do this? Its success lies in its ample use of a combination of "big data, cloud service, platform, and mobile Internet" in today's digital era. It builds a web-based networking platform, making full use of

问答精萃

> **"**
>
> ## LinkedIn的成功之处就在于充分运用数字化时代的大云平移。
>
> **"**

家感叹"无才可觅",优秀人才却面临"求职无门";投放的求职简历时常缺乏真实性,而猎头公司获得的信息又缺乏准确性;虽坐拥海量信息,却不谙熟数据精准挖掘这一大数据的入门功夫,人力资源公司缺乏精准评估的技术手段。因此,商务网络关系(Business Social Network Service,简称BSNS)在致力于改善职场信息不对称的创新中应运而生。

商务关系网络 (BSNS) 的线上版: LinkedIn

LinkedIn无可争辩地证明了它是"为解决信息不对称而实现的伟大创新"。它是如何做到的呢?其成功之处就在于充分运用数字化时代的大(大数据)、云(云计算)、平(平台)、移(移动互联网)。具体包括:打造关系网络平台,发挥网络外部性;通过网络价值提高撒谎的成本,从而改善求职信息的质量;随着用户数量的增加,积累数据金矿,利用大数据和云计算来提高数据挖掘的精确性,并增强信息存储和运算能力;通过移动互联网改善沟通体验,等等。

论坛开始前,有嘉宾向我们提出了关于"社交网络未来走向"的问题。里德先生是这方面的专家,他的回答会让您满意。现在我想谈谈对这个问题的几点见解:

(1)站在技术的角度,我们可以借助"2013年高德纳(Gartner)大数据技术曲线"一窥社交网络的发展走势(注:高德纳是全球最著名的科技预测公司,每年发布大数据技术曲线,如图1所示)。从这条曲线上可以清晰地看到"社交信息分析"和"社交媒体数据监控"这两类大数据技术发展得很快,预示着社交网络包括商务关系网络(BSNS)不久将进入主流市场。

(2)站在经营的角度,笔者认为商务网络未来会呈现三个趋势。第一是"可以做交易":例如,微信5.0版发布以后,使用微信进行电子支付的效率较其他方式更高,社交网络的功能未来能否拓展到其他交易方式,我觉得似乎是可以
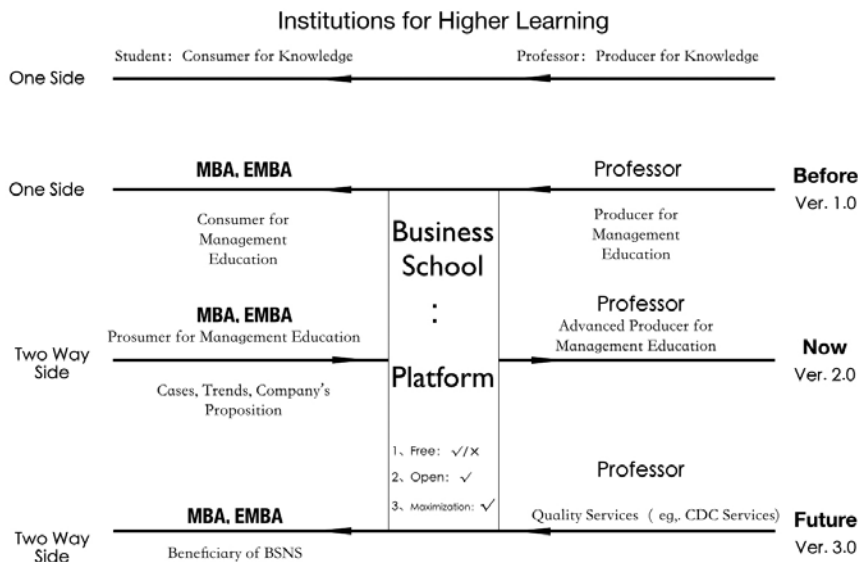
Q: 对创业公司而言,到了哪个时间节点,创始人应该考虑将CEO工作交给职业经理人来做?

A: 我们对创业者和CEO两种身份是否重合有两个判断:第一,优秀的创业者同时也是优秀的管理者,比如柳传志,他最终高风亮节地将CEO一职让位于杨元庆。第二,是优秀的创业者但不是优秀的管理者,好像一个优秀的作曲家未必是优秀的歌唱家一样,因为写出一首好歌与把一首好歌唱遍、唱红全国,需要的才能是不一样的。有些IT企业创始人很年轻,不擅长管理,在创业上升时期,他们就聘请了职业经理人,苹果、谷歌就是这样的例子。刚才,LinkedIn的创始人里德先生讲述了他通过偶然机会发现杰夫·韦纳(Jeff Weiner)或可胜任LinkedIn的CEO一职,于是邀请杰夫·韦纳喝咖啡,闲聊中他果断地做出了决策。MBA学员们,如果哪天有创业者请你喝茶、喝咖啡,你可千万要抓住机遇啊!

至于在哪个时间节点让位给职业经理人,我觉得也有两个判断:第一,创始人始终不肯让出CEO位置,怕失权,不到临终绝不言交,所以,交接没有时间表。第二,有些创业者很享受创业过程中的挑战,满足于创业成功的结果,但并不愿意为他一手创建且日渐成熟的企业当保姆。在这种情况下,创业者与CEO交接的时间节点是:创业成功之日,就是创业者决心将CEO职务交给职业经理人之时!

中欧的梁能教授、李善友教授、龚炎教授在这方面都有很好的研究,各位学员可以请教他们。

Pic 2: Business schools and BSNS

Institutions for Higher Learning

One Side	Student: Consumer for Knowledge	Professor: Producer for Knowledge

One Side	**MBA, EMBA** Consumer for Management Education	**Business School**	Professor Producer for Management Education	**Before** Ver. 1.0
Two Way Side	**MBA, EMBA** Prosumer for Management Education Cases, Trends, Company's Proposition	**:** **Platform**	Professor Advanced Producer for Management Education	**Now** Ver. 2.0
Two Way Side	**MBA, EMBA** Beneficiary of BSNS	1、Free: ✓/✗ 2、Open: ✓ 3、Maximization: ✓	Professor Quality Services (eg,. CDC Services)	**Future** Ver. 3.0

the worldwide web; it makes it harder to get away with being dishonest about job history, thus improving the quality of job-hunting information; with the accumulation of users, data goldmines are found, and precision of data mining is improved with big data and cloud computing, in addition information storage and computing capacity are enlarged; the communicating experience is improved with the mobile Internet, etc.

So, what's ahead for BSNS?

From a technological perspective, we can look at the development of BSNS using Gartner Hype Cycle for Big Data 2013. Gartner is the world's most famous tech forecaster, releasing hype cycles each year, like the one for 2013 that's shown in Pic 1. On this

curve, we can clearly see that the two main types of data technology – social information analysis and social media data monitoring – develop quickly, foreshadowing the entry into the mainstream market of social networks, including BSNS, in the near future.

From an operational perspective, I think BSNS will see three trends in the future. First: it will be "tradable". For example, the release of the 5.0 version of WeChat has made it much easier to develop digital payment on that platform than others. It's safe to assume that other transaction types can be developed there as well. Second: "lower cost". In the past there was "limited data *vs* complex models". Now there is "big data *vs* a simple model". So obviously costs will be lower. Third: "greater profit as the objective". According to Alibaba Group's Big Data Committee, a

behavioural analysis of social network users can help predict what cars they are most probably inclined to buy. This kind of information is exactly what car brand promoters need for precision marketing. In the future, social networking products that provide services that sift through target customers for brand promoters, talent recommendation for enterprises, predictions of economic trends for the government, and personal credit ratings for banks will generate a lot of revenue.

Offline version of BSNS: business schools

For many years, college professors have been producers of knowledge and students have been their consumers. Students are presented with diplomas after completing their studies, and do not interact with their alma mater for years. Their relationship is just like the shopkeeper and customer in the traditional one-direction market, who have nothing to do with each other after the deal is done. Business schools should change this old approach. In today's world, they should regard themselves as platforms, and stick to opening up and the maximisation of services. More than 30 years ago, Alvin Toffler wrote *The Third Wave*, from which people usually remember the definitions of the first, second and third wave as the revolutions of agriculture, industrialisation, and informatisation. However, one remark in the book is often forgotten: in the future, consumers will be "prosumers". If we take business school students as "prosumers" of

期待的。第二是"成本会降低"：过去是"有限数据、复杂模型"，现在是"海量数据、简单模型"，显然成本会降低。第三是"目标多盈利"：阿里大数据委员会披露，通过对社交网络用户行为的分析，能够预判其最有可能购买哪种汽车。这种预判分析，是汽车品牌商进行精准营销所迫切需要的数据。在未来，为品牌商做人群筛选、为企业做人才推荐、为政府做经济趋势预判、为银行提供个人信用评级等的社交网络产品将成为商务关系网络（BSNS）的盈利点。

商务关系网络（BSNS）的线下版：商学院

教授一直以来是高等院校中"知识的生产者"，而学生是"知识的消费者"。学生念完书捧走文凭，也许会多年不与母校联系，有点像单边市场中店主与消费者的关系，银货两讫不相干。在今天这个年代，商学院应该改变传统高校的思路，把自己看成一个平台，坚持开放和服务最大化。30多年前，阿尔文·托夫勒（Alvin Toffler）写了一本书叫《第三次浪潮》，人们往往记住了书中的"三次浪潮"分别代表着农业革命、工业革命、信息化革命，却没记住书中的一句话——"未来消费者将成为生产消费者。"如果把商学院的学员视为管理知识的"生产消费者"，将他们对未来产业趋势的把握、管理的实践和对商学院的具体诉求变成商学院案例编写和教学服务改进的一部分，就必将推动商学院从1.0版升级到2.0版，从而具备双边市场的特点（详见图2）。

商务关系网络（BSNS）的O2O版：中欧国际工商学院的新目标

中欧的现状
CEIBS facilitating BSNS

1　信任度高

2　含金量高

3　扩展性高

4　存在一定的封闭性
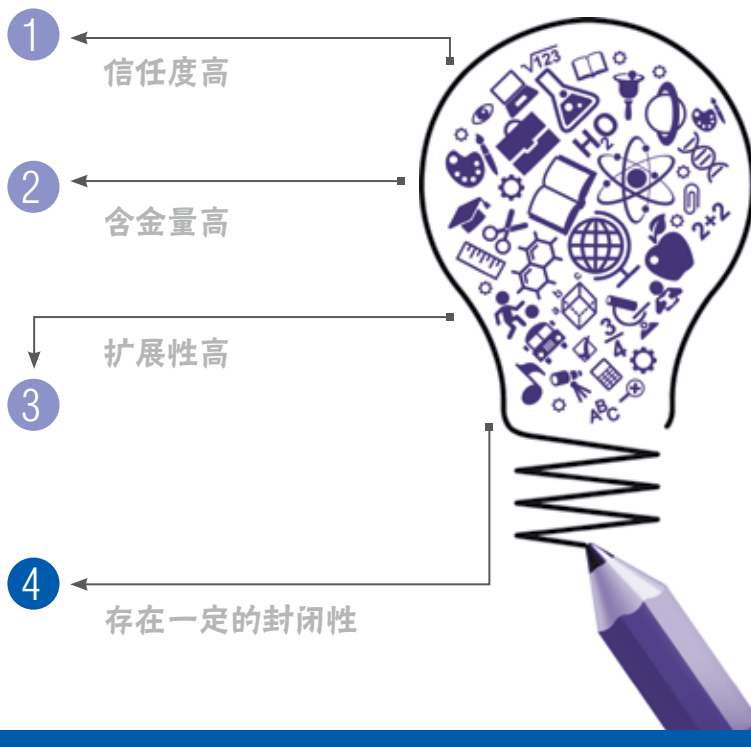
今天，当我们更多地了解社交网络后，就会发现，如果将MBA、EMBA毕业生看作中欧的主产品，那么商务关系网络（BSNS）或许就是其孪生产品。在商学院的3.0版中，教授应当是商务关系网络（BSNS）的促进者，而MBA、EMBA学员必定是该网络的受益者。或许我们可以将这一模式称之为商务关系网络（BSNS）的O2O版。

那么中欧的现状如何呢？我总结了三个优点和一个缺点。一、信任度高：我们有着很多由中欧校友共同创办的企业，有些校友合伙人还共同走过戈壁挑战之旅，他们相互信任、彼此合作。二、含金量高：中欧EMBA校友中，副总以上级别达到60%；中欧创业营学员全部是公司第一创始人，创业企业的平均资产达2.1亿元人民币。三、扩展性高：目前中欧校友总数近14000人，每年增加近1100位校友；中欧在北京、上海、深圳和其他省市的校友分会举办的论坛从之前的每年200场增加到今年的500场。

相较于网络世界中的LinkedIn，商学院确实还存在一定的封闭性，能不能借鉴LinkedIn的做法，突破封闭性，变得更开放呢？我想是可行的。

从这个意义上说，中欧国际工商学院可以与LinkedIn在以下三个方面开展合作：让MBA毕业生拥有终生的职业发展平台；用商务关系网络（BSNS）拓展校友网络平台，创造更多商业机遇；将LinkedIn作为案例，编入上海市MBA课程案例库等。

我想，未来，商务关系网络（BSNS）的O2O版将是中欧国际工商学院的新目标。

management knowledge and turn their understanding of future industrial trends, their management practices and their ideas about business education into part of the case writing and improvement of teaching methods at business schools, we will be able to facilitate its upgrade from Version 1.0 to Version 2.0, which is more like a dual-direction market.

BSNS as O2O: CEIBS' New Objective

In the 3.0 version of business schools, professors should be the facilitators of BSNS; MBA and EMBA students will definitely benefit from it. Maybe we can call this model the O2O version of BSNS.

So, how is CEIBS facilitating BSNS? First: there is deep trust among CEIBS alumni. A lot of companies were founded by CEIBS alumni, some of whom were members of the Gobi Desert Challenge Team. They trust each other

deeply and work well together. Fangdd. com sells real estate online and is now a leading company in the field across China, with total business volume of RMB 40 billion in 2013. Second: high level of CEIBS alumni. Sixty percent of CEIBS EMBA alumni are at vice president level or higher, and 100% of the members of CEIBS Entrepreneurial Camp are primary founders, with RMB 210 million in assets, on average. Third: the CEIBS community's capacity for growth. There are currently nearly 14,000 CEIBS alumni, with 1,100 added each year. CEIBS now holds 500 forums each year in Beijing, Shanghai and Shenzhen, compared to the previous 200 per year.

Compared to LinkedIn in the cyberspace, business schools are still closed entities, in a sense. Can they borrow from LinkedIn's methods to become more open? I think it's possible.

In this sense, CEIBS can collaborate with LinkedIn in the following ways: build a life-long career

> **In the 3.0 version of business schools, professors should be the facilitators of BSNS.**

development platform for MBA graduates; expand the alumni network platform with BSNS and create more business opportunities; as well as use LinkedIn as a case in the Shanghai MBA Case Development and Sharing Platform that's managed by CEIBS.

In the future, BSNS' O2O version will be the new objective for CEIBS.