

# 大师课堂 盛夏绽放

## Master Classes

### Continue to Thrill

今年6至7月，中欧国际工商学院二十周年校庆系列活动“大师课堂”迎来了来自中国商界的重量级嘉宾。TCL集团董事长兼首席执行官李东生（CEO 2003）、中国工商银行董事长姜建清、万科集团董事长王石、京东创始人兼首席执行官刘强东（EMBA 2009）先后来到中欧上海校区发表精彩演讲。在演讲之中，他们分享了各自在不同领域多年砥砺奋进的宝贵经验，吸引了众多校友和嘉宾前来聆听。

6月21日，中欧校友李东生在中欧上海校区发表了题为“TCL国际化道路：是胆略，更是创新”的演说。他介绍了TCL集团国际化历程的四个阶段：探索阶段，跨国并购和全国布局阶段，成长阶段、新的转型发展阶段；同时表达了TCL在转型发展阶段的新目标。

李东生提出，在中国在加入世贸组织之后，货物进出口贸易总额逐年递升，国际化是中国企业的必由之路。国际化需要胆略，战略上要清晰，但战术上可以灵活。与其他战略相比，国际化更需要创新，建议先易后难、由近及远，在进行跨国并购时保持自信，“以我为主”，同时相互尊重、相互融合。

6月29日，中国工商银行董事长姜建清来到“大师课堂”发表了题为“互联网金融和信息化银行”的演讲。姜建清在演讲中回顾了他所经历的中国银行



# 信仰与价值：京东在互联网时代的战略思考

## Faith & Values: JD's Strategic Thinking in the Internet Era



JD.com's Liu Qiangdong, Vanke's Wang Shi, ICBC's Jiang Jianqing, and TCL's Li Dongsheng were among the list of impressive businessmen that graced CEIBS' Shanghai Campus over the past few months with the continuation of a series of Master Classes being staged to mark the school's 20th anniversary. They drew on their years of experience to cover a wide range of topics that attracted large audiences.

On July 26, ahead of his hour-long lecture on "Faith & Values: JD's Strategic Thinking in the Internet Era", Founder Liu Qiangdong signed a strategic agreement with CEIBS that will see his company sending another 60 senior managers and 350 high-potential management candidates to the school over the next decade. As CEIBS Executive President Prof Zhu Xiaoming explained, the agreement will pave the way for JD.com to bolster two of CEIBS' very important research centres: the Shanghai Institute of Digitalisation and Internet Finance, and CEIBS-World Bank China Centre for Inclusive Finance. CEIBS and JD.com will work together on issues

such as financial and technological innovation. "CEIBS will provide strong academic support for the future development of JD.com," said Prof Zhu.

During his speech, Liu explained that he had turned to CEIBS in 2009 for the strong theoretical knowledge he needed to run his company. After he finished his CEIBS EMBA, his first decision was to make sure all his senior managers also benefitted from studying at China's top international business school. "Since 2011, eleven of my senior managers have been to CEIBS and about six of them are still enrolled," he said. "They all say, since they began their professional career, CEIBS has provided them with the best and most valuable training." (See the **Cover Story** for excerpts from Liu's speech.)

On the first day of July, 1,300 people braved the rain to hear Vanke Chairman Wang Shi share his views about Integrity & Honour. The spry 63 year-old began by jokingly warning that those who had come to hear about his private



王石  
Wang Shi



刘强东  
Liu Qiangdong

业发展史。留学美国的经历引发了他对于将信息技术引入中国的深刻思考，经过数十年励精图治，目前中国工商银行的数据中心已达到国际最高水平。姜建清表示，“银行是一个变化的行业，因时而变或因需而变是银行业千百年来生存和发展的根本要点。银行业是一个以消费者的选择为中心的市场，只有不断适应消费者的需求才能保持生存和发展。”

7月1日，约有1300名听众来到中

欧聆听万科董事长王石关于“底线和荣誉”的演讲。王石分享了自己在经营万科的过程中对于“底线”的思考。由于对“不行贿”的坚持，使得万科拿出全部精力来服务于消费者，并研究市场，从而形成了独特的竞争力，这使得万科在进军海外市场时如鱼得水。王石认为，人一出生就受到诸多限制，唯一不受限制的是个人选择荣誉的自由，这决定了一个人的为人处事。商学院教的是做事的方法，但在毕业之后，人们所获得的

改变人生的机会，可能比具体的方法论更加重要。

7月25日，京东创始人刘强东在“大师课堂”为千余位听众带来题为“信仰与价值：京东在互联网时代的战略思考”的演讲。在演讲现场，刘强东和中欧院长朱晓明教授分别代表京东和中欧国际工商学院正式签署了双方战略合作协议。根据协议，今后十年京东将每年向中欧输送数名高管及优秀的管培生攻读EMBA课程，学习先进的管理知识并形成统一的管理语言；同时，京东也将为中欧MBA学生提供实习和工作机会，表现优异者将有机会纳入京东的“管培生计划”。中欧将为京东设计适合中低管理层的Mini-MBA课程；开设京东班及面向各层级、各部门员工的网络学习平台。双方将在数字化和互联网金融等多个学术领域建立长期合作。朱晓明院长对此表示：“中欧期望与京东携手，为京东的持续、跨越式发展提供重要的人才和智力保障。同时，京东集团是多元化发展企业，在推动传统企业向互联网化转型方面走在业界前沿。京东有很多创新、优质的商业案例，具备极高的学术研究价值。”

刘强东在演讲中表示，在中欧为期两年的学习经历为他提供了管理公司所需要的丰富理论知识，因此他在毕业之后的第一个决定就是将京东的所有高管都送到中欧来就读。“自2011年至今，我们先后输送了11位高管来中欧学习，有的已经毕业了，现在有五六位高管仍在中欧学习。所有就读过中欧的高管都表示，这是他们职业生涯开始以来所得到的最好、最有价值的培训。”（有关刘强东演讲的精彩内容请参阅本期“封面故事”）

中欧“大师课堂”系列讲座将一直延续至11月底，邀请顶尖学者与商界领袖发表演讲，与广大校友激荡思想、共飨智慧，敬请关注。



life would be disappointed. In fact, they weren't. Much of Wang's presentation drew on the personal experiences that have shaped his fascinating life and impressive career. He often invited comments from the audience and skilfully engaged them until almost three hours had passed without many noticing. His lecture showed the breadth of his knowledge beyond China's boundaries as he drew on references from Japan (he admires their approach to business management), Germany, the US and Taiwan. Throughout his speech, his message was clear, "I'm not telling you what to do. But think how you can be a person with integrity. Integrity may not give you immediate return but it can give you long-term reassurance."

The timely topic of Internet Finance & Information-Based Banking was the focus of ICBC Chairman Jiang Jianqing's Master Class on June 29. He told the audience of about 400 that

he'd been thinking about the value of information since the 1990s when he went to the US to study. While there, as the Internet changed the world, he realised that China had to seriously start thinking about the role information technology should play in its banking system. "Only by constantly adapting to the needs of consumers will the banking industry survive and thrive," he noted, adding that ICBC's data centre meets the highest international standards. What's needed now, he believes, is the integration of data among China's major banks.

A few days before Jiang's lecture, on June 21, TCL Founder, Chairman and CEO Li Dongsheng (CEO 2003) was the one sharing his insights. He explained that innovation and courage had been two key elements in his company's journey towards internationalisation. He emphasised the importance of having a clear and rational strategy

when going global. "Despite the potential losses, a clear strategy should keep you determined to move ahead and take risks," he said. He also stressed that making tactical mistakes does not mean that a strategy is faulty. "During difficult times you need to persevere; multinational operation requires courage," he said.

Li is convinced that increasing multinational operation is an inevitable trend for Chinese companies, which are becoming major players in cross-border mergers and acquisitions. Although TCL's operations are already global on many fronts, including R&D, production, service, and sales, the company wants to further expand its global scope. "Our goal is the global market and our target is to have more than US\$ 100 billion in overseas revenue," Li said.

CEIBS Master Class series continues until the end of November.