

TheLINK

中欧国际工商学院校友杂志 CEIBS Alumni Magazine

2014年第四期 Volume 4, 2014

China's IPO Frenzy 中国公司的上市风潮



IPO

The graphic features the letters 'I', 'P', and 'O' in a bold, sans-serif font. Each letter is contained within a square frame with a white border and a drop shadow. The 'I' is on a light gray background, the 'P' is on a red background, and the 'O' is on a light gray background. The frames are slightly offset and overlapping, creating a sense of depth. The background of the entire cover is a blurred image of a laptop screen displaying a blue grid with white dashed lines and a red line graph.

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亲爱的校友们：

有关阿里巴巴、京东等中国公司上市的消息，在市场上掀起了一股IPO风潮。本期杂志探究了这股“IPO热”，中欧教授和行业分析师阐述了各自见解，京东创始人刘强东也讲述了他自今年5月公司上市以来的经历。

以上只是本期的**封面故事**.....

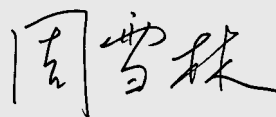
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Dear Alumni:

The IPO buzz surrounding Chinese companies such as Alibaba and JD.com has whipped the market into a frenzy. In this issue, we take a look at IPO fever in China. Our faculty and an industry analyst have their say, and JD.com Founder Liu Qiangdong talks about life after he took his company public this May.

And that's just the **Cover Story**...

Enjoy!



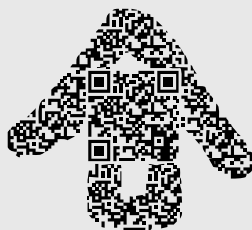
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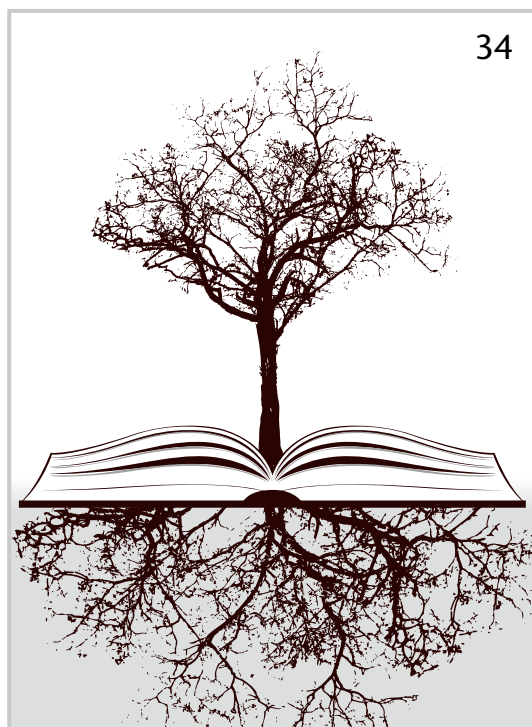
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中欧 2016届 MBA开学典礼隆重举行

CEIBS MBA 2016 Begins!



中欧院长朱晓明教授致开幕辞（右上），默克化工中国董事总经理赵赋斯（Alasdair Jelfs）博士作为嘉宾发言（左下），中欧副教务长兼MBA课程主任陈世敏教授主持典礼（左上）
Above, CEIBS Executive President Prof Zhu Xiaoming during his opening remarks; the day's keynote speaker Dr Alasdair Jelfs, Managing Director of Merck Chemicals China (at left); and MBA Director Prof Chen Shimin, who was the Master of Ceremonies.

8月11日，中欧国际工商学院2016届MBA开学典礼在中欧上海校区石化演讲厅隆重举行。来自24个国家和地区的166名学生将在中欧接受为期18个月的全日制、全英文、系统性的MBA教育。本届MBA学生的背景依旧多元化，有来自哈萨克斯坦、危地马拉和叙利亚的学生首次加入中欧阵营。创业学自今年起正式列入MBA专业方向，吸引了近20位创业新生代前来求学问道。

以下是本次开学典礼的精彩瞬间：

The excitement of setting off on a new journey filled the auditorium at CEIBS Shanghai Campus on August 11 as 166 eager students from 24 countries/regions began their MBA. Thirty-three percent of the class are female and, for the first time ever, there are students from Kazakhstan, Syria, and Guatemala.

Here are some photo highlights from the event:

2016届MBA学生构成 Class profile

海外学生 (包括香港和台湾地区) Overseas (including Hong Kong and Taiwan)	43%
国际学生 International	34%
女性 Female	33%
平均年龄 Average Age	29
平均工作年限 Average Work Experience	5.9
平均GMAT分数 Average GMAT	687
国家/地区分布 Country coverage	24





中欧博士课程主任芮萌教授
PhD Director Professor Oliver Rui



朱天教授
Professor Zhu Tian



赵先德教授
Professor Zhao Xiande



金台烈教授
Professor Tae-Yeol Kim



韩践教授
Professor Han Jian

中欧将自2015年起启动博士课程 CEIBS Offers New PhD Programme in 2015

经上海交通大学批准，中欧国际工商学院博士课程将于2015年正式启动。中欧博士课程是为期四年的全日制课程，将设工商管理和应用经济学两个方向，每年计划招收5-8人。中欧博士课程旨在培养有系统的理论知识、较强的创新和研究能力，能够在国际知名大学或研究机构任职的优秀学术人才。

中欧院长朱晓明教授自2000年起即担任上海交通大学安泰经济与管理学院的兼职教授、博士生导师。此次中欧将新增7名博士生导师，包括：朱天、赵先德、方睿哲（Ramakrishna Velamuri）、陈威如、蔡舒恒、金台烈（Tae-Yeol Kim）和韩践。除朱天教授研究方向为应用经济学之外，其他6位教授的研究方向均为工商管理。每位博士生导师都将有两个前沿的研究主

题，包括中国经济转型、服务创新和设计、商业模式与创业团队、平台战略、中国企业国际化、领导力和组织创新等，这些研究主题将致力于引导学生将世界先进管理理念与中国管理实践有机结合起来。中欧将为博士生提供一流的学习平台、国际化的研究环境和与国际知名大学交换的机会。

中欧副院长兼中方教务长张维炯教授表示：“经过近20年的努力，中欧在高级管理人才的培养上成绩斐然。开设博士课程无疑会进一步加强我院的学术研究氛围，并为进一步拓宽管理教育领域带来附加价值。”

“我非常期待未来和各位博士生导师有更密切的配合，”中欧博士课程主任芮萌教授说，“我们都知道培育一个好的研究环境的重要性，相信中欧培养出来的博士可以为此做出贡献。”



方睿哲教授
Professor Ramakrishna Velamuri



陈威如教授
Professor Chen Weiru



蔡舒恒教授
Professor Terence Tsai

CEIBS will launch a new PhD Programme next year, offering up to seven spots for degrees in either Applied Economics or Business Administration. The four-year full-time programme is being offered with the support of Shanghai Jiaotong University.

“CEIBS has been working steadily, over the past few years, to upgrade our overall research environment while creating added value for the wider field of management education,” said CEIBS Vice President and Co-Dean Professor Zhang Weijiong. “The Shanghai Jiaotong University-CEIBS PhD is a vital part of these efforts.”

The announcement follows two

years of collaboration with IESE for a Coordinated PhD, last year’s launch of the Shanghai MBA Case Development and Sharing Platform, and on-going efforts to revitalise CEIBS Case Development Centre, initiatives that will help strengthen the school’s research capabilities and boost the quality and quantity of research generated by its faculty.

“I look forward to working even more closely with the team of seven CEIBS faculty members who will provide guidance to our students,” said PhD Director Professor Oliver Rui. “We all know the importance of fostering a research environment – both for CEIBS and for other business schools across the world that will

benefit from the skills of programme graduates.”

The first batch of academic advisors includes: Professor Zhu Tian, who will focus on Applied Economics, along with Professors Zhao Xiande, Ramakrishna Velamuri, Chen Weiru, Terence Tsai, Tae-Yeol Kim and Han Jian who will focus on various aspects of Business Administration. Each faculty advisor will focus on two research topics among an impressive list that includes China’s Economic Transition, Service Innovation & Design, Business Models & Entrepreneurial Teams, Platform Strategy, Globalisation of Chinese Enterprises, Leadership, and Innovation Management.



中欧学者刘胜军出席总理
经济形势座谈会
Dr Gary Liu Addresses Premier Li's
Symposium on Economic Issues

7月15日，中共中央政治局常委、国务院总理李克强主持召开座谈会，就当前经济形势和经济工作听取专家学者的意见与建议。中共中央政治局常委、国务院副总理张高丽，国务院副总理刘延东、汪洋、马凯和国务委员杨晶、王勇参加了座谈会。

来自高校、研究机构、行业学会的专家学者在会上围绕着宏观经济、金融、外贸、体制改革、房地产、民营经济等发表了各自观点。中欧国际工商学院经济学者、中欧陆家嘴国际金融研究院执行副院长、上海数字化与互联网金融研究中心执行主任刘胜军博士出席座谈会，并以“经济改革与转型发展”为题发言，就现有增长模式的特点与问题、未来经济增长动力、体制改革如何推进、改革与刺激的关系、刺激方式创新等问题阐述了自己的观点。

On July 18, Chinese Premier Li Keqiang chaired a symposium to explore economic, financial and trade issues with a group of leading scholars and experts from various institutions in China which included Dr Gary Liu, Executive Deputy Director of CEIBS Lujiazui Institute of International Finance (CLIIF). Dr Liu is also Executive Director of the Shanghai Institute of Digitalisation and Internet Finance.

Dr Liu shared his views on the challenges in transforming China's economic growth model in a presentation entitled "Economic Reform and Transitional Development" in which he emphasised the importance of improving the country's institutional environment. He also spoke about the need to reduce restrictions on private capital investment in some sectors to help spur development and pointed out the advantages of public/private investment partnerships.



中欧教授出席国际重要学术会议 CEIBS' Strong Showing at Int'l Conferences

6月18-22日，一些中欧教授参加了在北京举行的第六届中国管理研究国际学会（IACMR）双年会，本次会议的主题为“立足中国实践，创新管理理论”。中国管理研究国际学会是中国管理研究领域最权威的国际学术组织，拥有来自近100个国家的6000多名注册会员。

在为期五天的会议上，由中欧战略与国际商务教授麦克罗（Klaus E Meyer）、金融学与会计学教授芮萌联合撰写的论文获得了会议最佳主题论文奖，这篇题为《地方政策的正面和负面风险：外商对中国直接投资的地域选择研究》的论文合著者还包括中央财经大学的王玉涛。中欧组织行为学与人力资源管理副教授金台烈获得了会议最佳评论家奖。

6月23-26日，中欧国际工商学院的教授们参加了在温哥华举行的2014国际商务学会（AIB）年会。国际商务学会是由国际商务领域的专家学者组成的

全球领先组织，今年的会议主题为“全球商务的当地环境”。中欧副院长兼教务长、国际管理领域的杰出教授苏理达（Hellmut Schütte）、战略与国际商务教授麦克罗、管理学教授叶恩华、战略学教授朴胜虎、经济学与金融学教授许斌、米其林领导力与人力资源管理教席教授李秀娟、管理学助理教授庄汉盟出席了会议。

A delegation of CEIBS faculty participated in the 6th Biennial International Association of Chinese Management Research (IACMR) Conference, themed “Exploring New Concepts and Theories from Chinese Management”, held in Beijing June 18-22. The IACMR has been recognised as the most authoritative, world-class academic research organisation in the area of

Chinese management and has over 6,000 registered members from almost 100 countries. Some of the participants were among the 130+ guests who attended a reception that CEIBS hosted the evening of June 19.

During the 5-day event, a paper co-authored by Professor of Strategy and International Business Klaus E Meyer and CEIBS Professor of Finance and Accounting Oliver Rui received the Conference Theme Best Paper Award. Entitled “The Upside and Downside of Local Political Risk: A study of FDI location choice in China” the paper is co-authored with Yutao Wang of the School of Accountancy at Central University of Finance and Economics. Associate Professor of Organisational Behaviour and Human Resource Management Tae-Yeol Kim received the Conference Best Reviewer Award.

Then from June 23-26, a delegation of CEIBS faculty attended the Academy of International Business 2014 Annual Conference in Vancouver. The AIB is the leading global association of scholars and specialists in the field of international business. The theme of the 2014 Conference was “Local Contexts in Global Business”. Participants included Dean and Vice President Prof Hellmut Schütte along with professors Klaus E Meyer, George Yip, Sam (Seung Ho) Park, Xu Bin, Jean Lee, and Assistant Professor Daniel Han Ming Chng. Among the highlights of CEIBS’ participation at the Conference was a reception hosted by Dean Schütte and faculty on Tuesday June 24 at the Westin Bayshore.

哈佛Din&Tonics清唱团声动中欧 Harvard Din & Tonics Perform at CEIBS

7月13日，哈佛大学最富盛名的男声清唱团Din&Tonics在中欧上海校区举办音乐会，本次活动由中欧艺术人文中心主办。Din&Tonics清唱团成立于1979年，目前由12位平均年龄为20岁的“学霸男”组成，他们演唱水准高超，表演风格灵动幽默。由20多位热爱音乐的中欧学生、校友和员工组成的“中欧红枫合唱社”也在音乐会上展歌喉。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及300多位中欧校友、员工观看了演出。

Harvard University's renowned all-male jazz acappella singing group, The Harvard Din & Tonics, entertained more than 300 CEIBS faculty and students in an afternoon performance at the CEIBS Petrochemical Auditorium on July 13. The CEIBS Maple Choir also performed a few songs during the concert, which was organised by the CEIBS Centre for Arts & Cultural Studies. The importance of cultivating arts and humanities was noted by Executive President Prof Zhu Xiaoming, in his welcome address.

2014第三届中国家族传承论坛成功举行 CEIBS China Family Heritage Forum

7月5日，2014第三届中国家族传承论坛在中欧上海校区举行。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，中欧凯风家族传承研究中心学术主任李秀娟教授、联席主任芮萌教授，上海国际信托有限公司党委书记兼董事长潘卫东先生，森合（上海）投资咨询有限公司董事总经理、穆里耶兹家族代表伯努瓦特·莱克勒克（Benoit Leclercq）先生，新加坡万邦集团董事会主席曹慰德先生等应邀出席论坛并发表演讲。200多位家族企业创始人和传承者参会，10多家中外媒体前来报道。论坛现场发布了中欧-上海信托《继承者的意愿与承诺——中国家族企业接班白皮书》。上海国际信托有限公司是本次论坛的独家战略合作伙伴。

Almost 200 participants attended CEIBS China Family Heritage Forum on July 5 to hear speakers from across Asia & Europe share their views on issues including the apprenticeship experience in Japan, the challenges of passing the baton, family governance, overseas Chinese family businesses, and more.

朱晓明院长出席“中国互联网金融高峰论坛” Prof Zhu Xiaoming Speaks at Internet Finance Forum

6月19日，由上海证券报社主办的“2014中国互联网金融高峰论坛”在上海举行。中欧国际工商学院院长、上海数字化与互联网金融研究中心主任朱晓明教授出席论坛并发表主旨演讲。朱晓明院长以详尽数据分析了互联网金融的发展概貌，并认为，从金融竞合走向金融融合，是所有传统金融企业与互联网金融企业共同面临的一个可持续发展命题。

During a presentation at China Internet Finance Summit 2014, CEIBS Executive President Prof Zhu Xiaoming, who is also Chairman of Shanghai Institute of Digitalisation and Internet Finance, urged traditional and internet-based financial enterprises to shift their focus from financial competition to financial integration in order to maintain sustainable development. The June 19 forum was held in Shanghai and sponsored by *Shanghai Securities News*.



2



中欧二十年“合”谐之声欢唱会暨合唱比赛圆满落幕 “Sounds of Harmony” at Inaugural Choir Competition

6月22日，中欧二十年“合”谐之声欢唱会暨中欧首届合唱比赛在中欧北京校区吕志和报告厅圆满举行。本次活动由中欧合唱团、中欧校友文化创意产业协会联合主办，东方证券资产管理有限公司赞助，中国流行音乐教父、著名词曲作家李海鹰等担任了大赛评委。中欧2012级EMBA北京2-4班、2013级EMBA北京1-4班参加了比赛。中欧管理委员会成员、副教授许定波教授与中欧北京校区执行主任萧斌等到场观看。

“Sounds of Harmony” filled the Beijing Campus on June 22 during CEIBS EMBA Inaugural Choir Competition (part of the school's 20th anniversary celebrations) and launch of the China B-schools Choir Campaign. Sponsored by Orient Securities Asset Management, the event was co-hosted by the CEIBS Choir and CEIBS Alumni Cultural & Creative Industry Association. It was organised by Styrax Creative Communication. Seven class choirs from EMBA 2012 and EMBA 2013 Beijing competed.

2014第五届中欧私人财富投资论坛成功举行 Wealth Management

6月8日，2014第五届中欧私人财富投资论坛在中欧上海校区成功举办。本次论坛主题为“如何实现私人财富的中国梦”，共有450位中欧校友、企业高管、投资者和媒体人员到场聆听。中欧院长朱晓明教授致开幕辞，上海社科院经济景气与预测研究室主任刘焜松、海通证券副总裁兼首席经济学家李迅雷、中欧金融学教授黄明、交银国际董事总经理兼首席策略师洪灏分别发表演讲。

More than 450 alumni and senior business leaders were at the Shanghai Campus on June 8 to hear renowned scholars and economists share their views on investment and wealth management during the 5th CEIBS Private Wealth Management Forum.

易苏昊先生做客中欧人文艺术讲座

Poly Art Museum Founder Lectures at Beijing Campus

6月7日，瓯江草堂文化艺术有限公司董事长、中国保利艺术博物馆筹建人和资深顾问易苏昊先生做客中欧人文艺术讲座，深入剖析了中国艺术品市场的现状和发展，50多位中欧学员和校友参加了讲座。易苏昊先生从事文物征集和鉴定工作40余年，他在讲座中通过详尽数据展现了中国艺术品拍卖行业的发展史，并表示中国艺术品交易市场已渐成规模并逐步规范，是中国增长速度最快的行业之一。

Legendary stories about Chinese national treasures being reclaimed from abroad and the development of art auctions in China were among the highlights of a June 7 lecture given by Poly Art Museum founder Yi Suhao at the Beijing Campus. The event was attended by more than 50 students and alumni.

3



中欧非洲项目在加纳 举办中非企业家交流会 Chinese Business Leaders Share Insights with Ghana Executives

6月9日，一些来自中国大型企业的代表参加了由中欧非洲项目举办的交流会，分享了他们对于建立成功商业联盟的经验。中国企业（加纳）商会会长丰年、国家开发银行驻阿克拉代表处副首席胡建平（音）博士为组织本次会议提供了帮助。

On June 9, representatives from seven large Chinese companies shared their insights on building successful business alliances at an event organised by the CEIBS Africa Programme in cooperation with Feng Nian, President of the China Enterprises Chamber of Commerce in Ghana and Dr Hu Jianping, Deputy Chief Representative of the China Development Bank in Accra.

朱晓明院长出席上海自贸区与金融创新论坛并发表演讲 Prof Zhu Addresses Financial Innovation Forum

6月3日，由中国（上海）自由贸易试验区管理委员会、新华社上海分社、中国金融信息中心和第一财经共同主办的“国家使命：上海自贸区与金融创新论坛”在上海陆家嘴中国金融信息中心举行。上海市委常委、常务副市长屠光绍，新华社党组成员、副总编辑慎海雄出席论坛并致辞。中欧国际工商学院院长朱晓明教授在论坛上发表了题为“自贸区与金融创新——中欧校友企业调研简述”的演讲。

The role that CEIBS alumni companies can play in the future of the Shanghai Free Trade Zone and new trends in the financial industry was the topic explored by CEIBS Executive President Prof Zhu Xiaoming during a forum on June 3. The event, co-hosted by the management committee of China (Shanghai) Pilot Free Trade Zone, Xinhua News Agency's Shanghai Bureau, China Financial Information Centre and CBN, was the Shanghai Free Trade Zone and Financial Innovation Forum. Also among the list of speakers: Tu Guangshao, Member of the Standing Committee of the CPC Shanghai Municipal Committee and Executive Vice Mayor of Shanghai as well as Shen Haixiong, Party Member and Deputy Editor-in-chief at Xinhua News Agency.

中欧第二届“E13”上海联合论坛聚焦商业地产 EMBA's Real Estate Focus

6月8日，由中欧国际工商学院2013级EMBA上海4-6班联合发起的中欧“E13”上海联合论坛成功举行。本期论坛聚焦“商业地产”，邀请新地集团董事长漆洪波（CEO 2010）与中欧地产界精英展开对话，共同探讨了商业地产目前面临的问题与未来发展机遇。约80位中欧EMBA、MBA学员和校友出席了论坛。

About 80 CEIBS EMBA and MBA students and alumni with an interest in commercial real estate attended the second CEIBS “E13” Shanghai Joint Forum on June 8. Co-organised by EMBA 2013 Class 4-6, the event saw CEO of SunnyWorld Qi Hongbo (CEO 2010) sharing his views on the current status and future prospects of commercial real estate.

中欧第十届中国健康产业高峰论坛举行 Healthy Development

6月14日，第十届中国健康产业高峰论坛在中欧上海校区举办，论坛聚焦健康产业发展过程中的机遇与挑战，主题为“健康产业，健康发展”。中国工程院院士、中国卫生部原副部长王陇德，国务院医改办原副主任徐善长，中国医院协会副秘书长庄一强和礼来中国副总裁邢军等参与论坛并发表演讲。近450位业内人士到场聆听，数十家主流媒体前来报道。

The healthy development of the healthcare industry formed the basis for discussions during CEIBS' 10th annual Health Care Forum, which brought together experts in the field for frank discussions on the way forward. The event, held at CEIBS Shanghai Campus on June 14, attracted about 400 participants.

朱晓明院长出席中国银联“第一届支付产业人才发展论坛” Prof Zhu Opens 1st China UnionPay Forum

6月6-7日，中国银联在上海举办“第一届中国支付产业人才发展论坛”。论坛以“互联时代的支付产业人才发展”为主题，探讨和分享了互联时代支付产业人才发展的新趋势、新思维、新模式。中欧国际工商学院院长朱晓明教授出席论坛并以“支付与时俱进，才识革故鼎新”为题发表开场演讲。

CEIBS Executive President Prof Zhu Xiaoming gave the opening speech during China UnionPay's first forum on "Payment Industry Talent Development", an event during which participants shared their views on new trends, thoughts and models for honing talent in today's innovative internet era. Associate President of China UnionPay Lv Hong gave the opening address. The event was held in Shanghai from June 6-7.

中欧举办首届中国企业论坛 探索MBA职业发展新机遇 Career Matters

6月11日，中欧MBA职业发展中心在中欧上海校区举办首届中国企业论坛。论坛主题为“走进中国企业——当MBA遇到‘土豪’”，旨在探讨中国企业的人才需求和MBA学生的职业发展机遇。出席活动的嘉宾包括：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、米其林领导与人力资源管理教席教授李秀娟、MBA招生和职业发展主任李媛媛、在职金融MBA（FMBA）课程部副主任朱炎、熙可集团董事长朱演铭（EMBA 2006）、东渡国际俱乐部发展有限公司CEO伍德（Peter Wood）、河马动画董事长兼CEO徐克、腾讯战略发展部助理总经理张敏毅（MBA 2007）等。

Career opportunities available in Chinese enterprises was the topic of the first "China Enterprises Forum" organised by the CEIBS Career Development Centre. The June 11 forum brought together Chinese entrepreneurs, executives and human resource professionals to share their views on the structural transformation of China's labour market with CEIBS MBA students and alumni. Dean Hellmut Schütte gave the welcome address.





中欧北京校庆系列论坛第二场聚焦文化产业新机遇

Cultural Focus

6月14日，中欧北京校区二十周年校庆系列论坛第二场隆重举行，论坛主题为“文化产业新机遇”。合润传媒董事长王倩、浙江华策影视总经理赵依芳、蓝色光标传播集团总裁毛宇辉、爱奇艺创始人兼CEO龚宇、中信建投董事总经理徐炯炜、天娱传媒总裁龙丹妮、橙天娱乐集团CEO伊简梅、北京大学文化产业研究院副院长向勇等业内知名企业家、投资人和学者参会并发表演讲。中欧管理委员会成员、副教授许定波教授出席论坛并致欢迎辞。

The opportunities and challenges faced by Chinese cultural industries was the topic of discussion on June 14 at the CEIBS Beijing Campus during the second in a series of “Passion-CEIBS-20 Years” forums that are being held to celebrate the school’s 20th anniversary. CEIBS Associate Dean and Essilor Chair of Accounting Professor Xu Dingbo welcomed attendees, which included CEIBS students, alumni, entrepreneurs, scholars and financiers.

朱晓明院长出席“信息科技1+1俱乐部沙龙”

Prof Zhu at IT Salon

6月12日，来自上海张江（集团）有限公司和张江高科技园区的近百位企业家齐聚一堂，参加由IBM和张江高科技园区共同举办的“信息科技1+1俱乐部沙龙”。上海张江（集团）有限公司副总经理许景琦致开幕辞。中欧院长朱晓明教授携新书《支付革命：互联网时代的第三方支付》参加活动，并发表题为“昨天的预测，点燃今天的创新——O2O闭环的联想”的演讲。

The more than 100 executives and entrepreneurs from ZJ Group and ZJ InnoPark who attended the Information Technology 1+1 Club Salon on June 12 had a chance to hear CEIBS Executive President Prof Zhu Xiaoming share his thoughts on closed-loop O2O and learn about his new book *Payment Revolution: Third-Party Payment in the Internet Era*. The event was co-hosted by IBM and ZJ InnoPark. Vice president of ZJ Group Xu Jingqi gave the opening address.

第五期中欧-克莱斯勒创业点将台成功举办

Entrepreneurship Sharing Session

6月17日，第五期中欧-克莱斯勒创业点将台在中欧上海校区石化演讲厅成功举行。本次点将台以“智能硬件@未来”为主题，邀请高榕资本合伙人高翔、中欧创业学助理教授龚焱、墨迹天气创始人金犁、Camera360创始人徐灏、庆科科技创始人王永虹和人人猎头创始人王雨豪前来参加，共同畅想在互联网3.0时代智能硬件的发展趋势。

On June 17, the fifth CEIBS-Chrysler Successful Entrepreneurship Sharing Session was held at CEIBS Shanghai Campus. Themed “Intelligent Hardware in the Future”, the event saw CEIBS Assistant Professor of Entrepreneurship Gong Yan and several successful entrepreneurs sharing their insights on the future development trends of intelligent hardware in the Internet 3.0 era. Speakers included Banyan Capital’s Gao Xiang, Moji China’s Jin Li, Camera 360’s Xu Hao, MXCHIP’s Wang Yonghong and rrlt.com’s Wang Yuhao.

苏锡嘉教授宜昌探讨企业家的困惑与出路

Advice for Entrepreneurs

7月6日，中欧会计学教授、EMBA学术副主任苏锡嘉在宜昌做了题为“企业家的困惑与出路”的演讲，200余名当地企业家和中欧校友前来聆听。苏锡嘉教授认为，企业家是市场的脊梁，当挣快钱的时代一去不复返之后，“今天的企业家不仅要思考如何做企业，更应该思考如何成为一个让社会尊重、理解、同情和赞赏的企业家。”

On July 6, CEIBS Professor of Accounting and Academic Deputy Director of the EMBA Programme Su Xijia delivered a speech entitled “Entrepreneurs’ Dilemma and Corresponding Remedies” during an event that focused on “Promoting Yichang’s Modern Service Industry”.

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亨理克教授讲授2014年第二期“博闻课堂”

Voice of the Professor Lecture

6月14日，2014年“博闻课堂”第二讲在中欧北京校区举办。本次课程由中欧中坤集团金融学教席教授亨理克（Henrik Cronqvist）讲授“天性、培养与金融决策”。亨理克教授从天性和后天培养的角度探究了造成金融行为差异的根本性原因。博闻课堂是中欧北京校区为学员和校友搭建的学术交流平台，今年将陆续举办五期。

On June 14, Zhongkun Group Chair of Finance Prof Henrik Cronqvist was the lecturer during the second of five Voice of the Professor Lectures planned for the CEIBS Beijing Campus this year. He shared his insights on the roles that nature and nurture play in financial decision-making. These events are an opportunity for students and alumni to hear faculty speak on current issues linked to the economy, corporate development, etc while enhancing the academic atmosphere on campus.

忻榕教授合肥解析企业成长与守恒之道

Talent Tips for Hefei

6月5日，中欧管理论坛在合肥举行。中欧副教务长、管理学教授、拜耳领导力教席教授忻榕在论坛上发表了题为“人才发展：企业成长与守恒之道”的演讲。本次论坛共吸引了近600位当地商界精英、中欧校友和多家主流媒体前来参加。

The importance of developing and retaining talent was the focus of a June 5 lecture by CEIBS Associate Dean (Executive Education) and Bayer Chair in Leadership Professor of Management Katherine Xin at a CEIBS Executive Forum. More than 600 alumni, media and senior business leaders turned out for the Hefei event.

黄明教授江阴讲授经济形势、企业挑战与资本市场

Prof Huang Ming Analyses Capital Markets

6月10日，中欧管理论坛登陆江阴。中欧金融学教授、西班牙巴塞罗那储蓄银行金融学教席教授黄明就当前经济形势、企业挑战与资本市场作了专题讲座。无锡市委常委、江阴市委书记周铁根（EMBA 2013），江阴市政协副主席黄丽泰参加论坛，近400位当地企业家、金融机构负责人和主流媒体前来聆听了讲座。

On June 10, la Caixa Chair in Finance Professor Huang Ming gave a lecture on the impact that the domestic and global economies are having on the capital markets during a CEIBS Executive Forum in Jiangyin, Jiangsu Province. Party Secretary of Jiangyin City and Municipal Standing Committee of Wuxi City Zhou Tiegeng (EMBA 2013), and Deputy Secretary of the CPC Jiangyin City Committee Huang Litai were among the 400 people who attended.

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赵先德教授获欧洲案例交流中心最佳案例奖 Prof Zhao's Winning Case

由中欧运营和供应链管理教授赵先德联合撰写的案例《格兰仕的运营战略》获得了欧洲案例交流中心（The Case Centre, 原ECCH）“生产和运营管理领域2014年最佳案例奖”。欧洲案例交流中心致力于收集全球各大商学院发表的管理学案例、论文和书籍，是该领域全球最大的知识传播机构，其奖项用于表彰过去一年在全球机构得到最广泛应用的案例。这是赵先德教授与其合著者第二次凭借该案例获此殊荣。2012年，该案例在欧洲案例交流中心生产和运营管理领域畅销排行榜上名列前15强。

该案例叙述了格兰仕在从一家小型羽绒产品制造企业转型成为全球微波炉生产商的过程中所运用的竞争和运营策略。2003年，格兰仕生产了全球50%的微波炉产品。该案例呈现了中国生产和供应链管理实践中所蕴藏的巨大机遇与挑战。

The case "Operations Strategy at Galanz" co-authored by CEIBS Professor of Operations and Supply Chain Management Zhao Xiande has won the 2014 Best Case in Production and Operations Management Award from the Case Centre. The Case Centre is the distributor of the world's largest collection of management case studies, articles and books on behalf of all major business schools worldwide and its awards recognise cases that have been used in the largest number of organisations around the world in the past year. This is the second time that Prof Zhao and his co-authors received special recognition from the Case Centre for this Galanz case. In 2012, it was among the Case Centre's top 15 best-selling cases in Production and Operations Management.

The case explains the competitive and operational strategies that Galanz used to transform itself from a small manufacturer of down feather products into a world-class manufacturer of microwave ovens, producing about 50% of the global output in 2003. Among the concepts it aims to highlight is the tremendous opportunities and challenges of managing operations and supply chain activities in China.

2014中欧MBA雇主答谢会成功举行 Thanks for hiring our grads!

5月28日，由中欧MBA职业发展中心主办的中欧MBA 2014雇主答谢年会暨工作坊在中欧上海校区举行。麦肯锡、百威英博、亚马逊、阿斯利康、科尔尼、拜耳、诺华、BP、中金、宜信、美国国际集团、上海迪斯尼、陶氏化学、杜邦、英孚教育、IBM、捷豹路虎、麦当劳、微软、启明创投、平安、罗氏、腾讯等90余家国内外知名企业参加活动。中欧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、MBA招生和职业发展主任李媛媛、EMBA课程部副主任赵筱蕾、在职金融MBA（FMBA）课程部副主任朱炎等出席答谢会。

On May 28 CEIBS said thanks to multinationals and Chinese companies that have hired its MBA graduates over the years. The MBA Recruiters' Appreciation Workshop & Cocktail Reception, organised by the CEIBS MBA Career Development Centre, drew more than 100 executives from about 90 companies, including AB InBev, Amazon, AstraZeneca, A. T. Kearney, Bayer, AIG, CIOCC, Apple, Dow Chemical, DuPont, Education First, IBM, Jaguar Land Rover, PayPal, McDonalds, Microsoft, Ping An, Roche, and Tencent. Thirty recruiters were presented with awards.

五位中欧校友入选《福布斯》中文版“2014中国上市公司最佳CEO”

CEIBS Alum Among China's Best CEOs

7月7日,《福布斯》中文版发布“2014年中国上市公司最佳CEO”榜单,共有50位CEO当选,其中5位中欧校友和学员名列榜单。他们分别是:申洲国际执行董事兼总经理黄关林(CEO 2012)、合生元董事长罗飞(EMBA 2006)、瀚宇药业总裁袁建成(EMBA 2013)、万达信息董事长兼总裁史一兵(EMBA 1997)、瑞声科技行政总裁潘政民(CEO 2011)。以上所涉及的五家校友企业,其中三家在香港上市,两家在内地上市。

Four CEIBS alumni and one student make up 10% of the *Forbes China* 2014 Best CEOs list. Released on June 6, the list evaluates three consecutive years of companies' sales performance. It includes fifty CEOs. Those with ties to CEIBS are Huang Guanlin (CEO 2012) from Shenzhen International Group Holdings Limited; Luo Fei (EMBA 2006) from BiosTime Inc; Yuan Jiancheng (currently enrolled in EMBA 2013) from Hybio Pharmaceutical Co, Ltd; Shi Yibing (EMBA 1997) from Wonders Information Co, Ltd; and Pan Zhengmin (CEO 2011) from AAC Acoustic Technologies Holdings Inc. This is the second year in a row that Pan has made the list.

Of the five companies they lead, three have been listed in Hong Kong and two in mainland China. This year, the stock prices of the 50 Best CEOs' companies have performed better than last year.

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中欧举办2014“创意中国”MBA创业大赛 INNOVATEChina 2014

6月15日,由中欧国际工商学院主办的2014“创意中国”MBA创业大赛在中欧上海校区拉开帷幕,来自中欧国际工商学院、耶鲁大学商学院、欧洲工商管理学院、香港科技大学商学院、印度商学院、多伦多大学商学院的选手们以“颠覆式创新——移动互联网与新型生活”为主题在决赛中展开角逐,展示了他们各自开发的APP(手机应用程序),最后香港科技大学商学院代表队摘得桂冠。

CEIBS MBA student Cassie Yang received the “Audience Choice” award during the final round of the CEIBS-Vanke INNOVATEChina 2014 Entrepreneurship Challenge held at the Shanghai Campus on June 15. After attracting almost 40 outstanding entries from top MBA schools around the world with proposals for disruptive innovations utilising the mobile Internet to create new lifestyles, six teams were chosen to present their ideas in person to judges in the final round of competition. The finalists were Hong Kong University of Science and Technology (HKUST), INSEAD, ISB, CEIBS, Yale School of Management, and Rotman School of Management. The winning idea, a software sensor that detects indoor air pollution, came from the HKUST team.

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中欧2013级EMBA国际班学员北京之旅 GEMBA's Beijing Trek

6月7-8日，中欧2013级EMBA国际班学员赴北京展开了一次“中国深度学习之旅”，不少学员借此机会首度造访了位于中关村软件园的中欧北京校园。在为期两天的课程中，国际班学员们聆听了中欧创业学助理教授龚炎有关“颠覆式创新”的课程；访问了中欧校友企业京东，并与京东高管进行了深度交流。

The Global EMBA class of 2013 made its way to Beijing for a China Depth Study Tour on June 7 & 8 where innovation was the theme of the weekend. For many of the participants it was their first chance to visit CEIBS Beijing Campus, situated in the Zhongguancun Software Park. With the programme's core modules all completed and just the electives and group projects remaining in the schedule, these study tours allow students to continue their learning on hot topics while engaging with industry leaders.



2014级中欧EMBA台湾文化修学之旅 Taiwan Cultural Study Tour

6月，逾450位中欧EMBA学员参加了台湾文化修学课程。学员们赴台湾地区聆听了台北市市长郝龙斌、台湾“立法院”副院长洪秀柱、台湾公益平台文化基金会董事长严长寿的精彩演讲，参观了佛教胜地法鼓山。本次修学课程也延续了往年的经典内容，如台湾大学教授苑举正诠释“科学哲学”、台湾美学大师蒋勋赏析“清明上河图”、台湾故宫博物院专场导览和慈心有机农场参访。

In early June, more than 450 EMBA students enjoyed a study trip to Taiwan during which they benefited from the views of prominent figures such as Taipei Mayor Hao Longbin, Vice President of Taipei Legislature Hong Xiuzhu, and President of the Alliance Cultural Foundation Yan Changshou. The students also visited the Buddhist resort Fa Gu Mountain. This year's study trip also retained classic courses from previous years, such as Prof Yuan Juzheng's explanation of "scientific philosophy", the appreciation and analysis of the famous ancient Chinese painting "Riverside Scene at Qingming Festival" by aesthetic master Jiang Xun, special tours to Taipei's National Palace Museum and visits to Tse-Xin Organic Agricultural Foundation.

中欧陆家嘴国际金融研究院为上海法官提供金融法律培训课程 CLIF Trains Shanghai Judges

6月26-27日，中欧陆家嘴国际金融研究院2014年金融法律高级培训课程之法官培训（第二期）第二模块启动，来自上海市高级人民法院及各区级法院的41位法官参加了本次学习。该模块的培训课题围绕自贸区的新型金融业务及法律问题展开，由上海市金融服务办公室主任郑杨、上海银监局副局长马立新、交通银行首席经济学家连平等担任授课老师。学员们在培训期间还参加了证监会前副主席、中国投资有限责任公司原总经理高西庆主讲的“金融家沙龙”，对中国经济与金融改革、IPO注册制等问题进行了深入探讨。中欧陆家嘴国际金融研究院执行副院长刘胜军主持了课程与沙龙。

Forty-one judges from Shanghai high court and district courts attended CEIBS Lujiazui Institute of International Finance's (CLIF) second session of Financial Law Advanced Judges' Training Course from June 26-27. They had lectures on financial innovations and legal issues related to the Shanghai Free Trade Zone, from Director-General of Shanghai Financial Services Office Zheng Yang, Deputy Director-General of CBRC Shanghai Office Ma Lixin and Chief Economist of Bank of Communications Prof Lian Ping. They also attended the Financier Salon during which Gao Qingxi, former Deputy Director-General of CSRC and former President of China Investment Corporation, shared his insights on China's economy and financial reform as well as the IPO registration system. Dr Gary Liu, CLIF Executive Deputy Director, hosted the training session and the salon.

2013级中欧创业营毕业典礼圆满举行 Entrepreneurs Graduate!

6月1日，中欧创业营二期学员们迎来以“让创新发芽，让实战发言”为主题的颠覆式创新实战先锋大赛暨2013级创业营毕业典礼。经过为期14个月、7大必修模块、6大选修模块的历练，学员们在北京、上海和美国硅谷留下了足迹，与众多杰出企业家和投资人进行了深入交流。中欧院长朱晓明教授、副院长兼中方教务长张维炯教授、中欧创业学兼职教授李善友、中欧创业与投资中心学术主任方睿哲（Ramakrishna Velamuri）教授等出席毕业典礼，中欧创业学助理教授龚焱担任颠覆式创新实战先锋大赛主持。

The graduation ceremony for the 2013 CEIBS Entrepreneurial Leadership Camp was combined with the Disruptive Innovation Contest on June 1 with great success. Among the attendees were CEIBS Executive President Prof Zhu Xiaoming, Vice President and Co-Dean Prof Zhang Weijiong, Adjunct Professor of Entrepreneurship Prof Kevin Li and Professor of Entrepreneurship Ramakrishna Velamuri. Assistant Professor of Entrepreneurship Gong Yan and Deputy Director of CEIBS Entrepreneurial Leadership Camp Christine Li were respectively the hosts of the contest and the graduation ceremony.

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中欧教授参访上海耀客传媒 Faculty Visit Shanghai Youhug Media

6月25日，中欧国际工商学院市场营销学教授白诗莉（Lydia Price）、管理实践教授陈少晦、战略学访问教授杰·阿南德（Jay Anand）、院长助理兼教务长办公室主任徐惠娟等来到校友企业上海耀客文化传媒有限公司，进行了为期半天的文化创意参访活动。耀客传媒创始人兼总经理吕超（EMBA 2008，创业营2013期学员）就公司的业务模式、项目储备和未来创新方向做了详细介绍。耀客传媒签约编剧、著名作家六六（EMBA 2012）也发表了对于中国文化产业和电视剧市场的看法，并与中欧教授进行了深入交流。

Youhug Media founder Lv Chao (EMBA 2008, Entrepreneur Boot Camp 2013) shared some of the company's recent efforts in creating programmes for online and mobile Internet platforms during a meeting with CEIBS faculty who visited his company's Shanghai headquarters on June 25. Founded in 2013, the company has already produced and distributed many popular Chinese-language programmes with renowned screenwriter Zhang Xin, an EMBA 2012 alumnus known as Liu Liu, who was also in attendance.

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 breath 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.

郭广昌： 从三次争论 中学到的

Guo Guangchang: What I've Learnt from Other Masters

4月26日，复星集团董事长郭广昌做客中欧国际工商学院20周年校庆系列活动“大师课堂”，发表了题为“中国企业全球化战略：反向整合资源”的演讲，并在演讲中分享了自己与一些中国知名企业家的交往。本文系根据演讲内容整理而成。



做 企业这些年来，我觉得最重要的是倾听别人的声音。最近我时常回想，这二十多年来，在与中国企业界的交流中，我其实从其他企业家身上学到很多东西，这里借其中三次比较深入的讨论，与大家分享我一下从中得到的启发。

第一次比较大的讨论是与王石的所谓“专业化与多元化之争”。从我个人来说，这次讨论非常重要。它让我意识到，一个企业如果做多产业的运营，就已经是在做投资了。你可以请这个行业最优秀的人来做，是能做到很专业的。最重要的决定是如何分散资源。复星已经意识到自己是一个投资集团。作为一个投资集团，资金、人才、项目等都很重要的，但是精力的分配也非常重要。如果你的核心团队还沉浸在单个行业的运营中，陷在里面的话，就会把最重要的工作给忘了。

也有一种说法叫做“同心多元化”，认为将一个行业做得特别优秀之后再去做别的，结果会更好。但我觉得，如果把一个行业做得很强，那种固有的观念和想法恰恰会阻碍你在别的行业投资。所以我觉得多行业作为投资来说是可行的，但作为运营来说可能不行，你必须要有专业团队去做，这就是与王石争论后我思考得出的结论。



On April 26, Fosun Chairman Guo Guangchang spoke about “Strategies for Chinese Companies Going Global: Role Reversal in Integrating Resources” during a Master Class, one of a series of lectures being held to mark CEIBS’ 20th anniversary. He drew heavily on lessons he’s learned from some of China’s best known business figures. Here are excerpts from his speech.

“Looking back on my path as an entrepreneur, I think it’s been important to listen to others and try to learn lessons during conversations. During the past 20 years I’ve learned a lot from conversations with many major business figures, and I’d like to share with you my thoughts about three of these discussions.

The first conversation was with Vanke’s Wang Shi. We talked about specialised operations vs diversified operations. The conversation made me realise that an enterprise can do well in multiple industries, through investment, and it won’t necessarily be unprofessional, because it can hire the best teams in those industries to handle operations. What’s most important

is that it should properly allocate its resources, like Fosun has done as an investment group. So in my view, for an investment group, the source of capital is very important. Of course talented employees and project knowledge are also important, but knowing how to allocate resources is crucial. An investor should always ensure that he makes the right decision about these important factors, instead of having the core team being stuck operating one single industry.

Based on the theory of diversification, extraordinary success in one industry may be a huge help for new investment in another. But those fixed mind-sets and stereotypes brought by success might instead block the new investment. So while it’s worthwhile to be a good multi-

industrial investor, it might not be possible to be a good multi-industrial operator. To be a good multi-industrial investor we have to hire industry professionals to handle the job and look at it as an investment – that’s what I learnt from my conversation with Wang Shi. That’s why Fosun now clearly defines itself as an investment group.

In the future, we will move ahead on two “tracks”, one is to be a financial group with the insurance business at the core, while the other track is to be a China-rooted global investment group with a multi-industrial foundation. Those are our two goals, which were inspired by the conversation with Wang Shi. I really appreciate that he was willing to share his insights with me, though he’s more well-known than

“企业要有活力，哪怕有一点混乱都不怕。最怕的是看上去完美，其实已经完了。”

因此，复星集团现在非常明确地提出，我们是一个投资集团。

复星未来有两个轮子：我们要打造以保险产业为核心的金融集团，我们还希望成为具有深厚产业基础、植根于中国的全球投资集团。这是我们设定的目标。一步步走到今天，与那场争论很有关系。因此我从心底感谢王石先生。当时他的声望比我高很多，但我觉得中国企业界最让我佩服的一批人都是这样，他们可以放下身段和大家讨论一些问题，而不是用权威去打压别人。

另一个看上去跟企业管理毫无关系的争论，对我的影响也很大。我跟马云都练太极拳。马云的师父是非常正宗的门派传人，再加上马云天生聪明，因此他直接从高处落手，一开始就讲究神气相通、流畅，等等。而我练的叫易太极，讲究准确性，每个动作都要到位，就像写毛笔字一样，从一撇一捺开始学。马云认为我太认真了，而我也反击，他不是用身体在练，是用思想在练。

我和马云关于怎样练太极的争论，让我想起佛教界很有名的争论：顿悟和渐悟。有些人也许上辈子做了很多修行，哪怕没怎么读过书，但他有慧根，可以走顿悟的道路，突然哪一天明白了，就成了佛。另一种人天性比较愚钝，上辈子没有好好修行，就像我这样的人，目标应该怎么设定呢？我可以每天悟一点点，就算这辈子成不了佛，下辈子也有希望。

太极就是这样，其中没有对错，只与一个人的禀赋和天性有关。其实做企业也一样，有些人可以走顿悟的道路，比如马云、马化腾，找到一个商业模式，一下子就一千多亿美元的市值。但不是所有人都能学。复星起步就是一个三无企业，没资金，没技术，没人才。我这样的人，虽然成功的速度和程度跟他们不能比，但毕竟可以一步步去做。

走向全球

2004年，我们下决心一定要将资金渠道打开，否则成不了一流的投资集团，因此我们用了三年的时间实现上市。2007年复星国际在香港上市，这至少帮助我们解决了两个问题：一是我们拥有了一个全球化的融资平台，二是为此后复

星的全球化打下了良好的基础。

但即使在这种情况下还是有问题，那就是我们想做的事情跟我们拥有的资金之间还有差距。复星上市之后，我们就在思考一个问题，复星未来到底要走什么模式，我们要从哪些方面去突破。

我们要从两个方面着手。第一，在投资能力方面，我们已经有香港这个平台，一定要往全球化的方向去走。那时候复星在投资方面面临的竞争已不仅来自中国企业，很多项目是在跟黑石（编者注：黑石集团是全球最大的独立另类资产管理机构之一）竞争。他们具有全球整合资源的能力，而复星没有，在竞争中我们就处于劣势了。我们必须把劣势变成优势，因此我们提出了一个战略，叫“中国动力嫁接全球资源”。我们当时设想，要跟黑石竞争的话，我们的优势在哪里？那就是我们懂中国，能够帮助全球投资型企业在中国发展。

但我们的劣势在哪里？劣势就是我们的全球眼光、全球组织资源的能力还不够，因此提出“中国动力嫁接全球资源”，用我们的优势去打击别人的劣势。

适度混乱

第三次争论是私下发生的。李彦宏最近跟我说，未来机器会比你聪明。而我的观点是，机器永远不可能代替人，因为人是有自由意志的，可以做未必完全出于自身利益的选择，没有被设定的程序。我最近看了马化腾的内部演讲稿《打造一个可以进化的生物组织》。大家开始关注一个问题：企业组织是不是应该像计算机一样准确，没有混乱，还是更像一个生物体，可能里面有灰度和混乱？答案是后者。有些人跟我说，要打造一个百年组织，确定一套一百年都管用的东西。怎么可能呢？我更倾向于认为，企业要有活力，哪怕有一点混乱都不怕。最怕的是看上去完美，其实已经完了。

复星一路走来，每一个来到复星的人都会问这样一句话，怎么这么乱啊。可能过了一个月还不知道向谁汇报。我现在在大概有三分之一的时间花在招人上。最后我会问招来的人，你还有什么要问我的。他也许会问，你觉得这个项目的KPI（关键绩效指标）应该怎么定，你有什么宏伟目标。我就对他说，我的特点是这样的，我会告诉你我提供的一些什么，资金我会保证，平台、资源，包括我的个人资源，你都可以用。你叫我做什么，我就帮你做什么。但你能做多少也请告诉我，如果你不告诉我，没有一个很好的目标的话，我觉得你也别做了。很多人会跟我说，有个项目我去谈了，复星的另外一个团队也去谈过了。我说蛮好的，你们两个一起。我这么做是因为开放性能够保证企业永久的活力。



I am. I've found that those Chinese business figures that I admire most are all willing to share their thoughts with and listen to each other, instead of exerting power over others. That's really important.

The second thought-provoking conversation is one I had with Alibaba's Jack Ma. It was about *tai chi*, which may seem to have nothing to do with corporate management. Jack Ma introduced me to my *tai chi* teacher, who he actually thought isn't a good teacher. But I worked very hard with my teacher to learn *Yi tai chi* – even though Ma said I didn't have to. *Yi tai chi* focuses on the accuracy of every motion, by which one can facilitate the circulation of *chi* and blood, and be fully vitalised through this process. However, with the help of his *tai chi* teacher, who is an authentic master,

and relying on his gifted high-level perception, Ma focuses more on spirit enlightenment and *chi* circulation than on accuracy. In my view, he's practicing with his mind instead of his body.

Talking with Ma reminded me of two well-known concepts in Buddhism – sudden enlightenment and enlightenment in meditation. People with high-level perception and who are gifted with wisdom, even if they're not educated, might achieve success by sudden enlightenment. But for those who are not that gifted and intelligent, like me, what shall we do to get enlightened and achieve success? We need to believe in enlightenment in meditation.

The same goes for *tai chi* – it's not about right or wrong. It's about gift, natural talent. And it also applies to entrepreneurship. Entrepreneurs such as Jack Ma and Tencent's Ma

Huateng can achieve success by sudden enlightenment. They suddenly found a successful business model and received a market value of over a hundred billion. However if we think it through, we will know that their stories are legends that cannot be learnt and created by everyone. But you can learn from me. Why? Because Fosun began from scratch in 1994. At that time we had no money, no technology, no MBA. Though we didn't achieve a quick and huge success as Alibaba and Tencent did, we took it step by step and also became successful.

Going global

In 2004, we were determined to open up the financing channels; that was the only way we could be a top-ranked investment group. So what did

“ Our advantage came from knowing China better than any outside company could. ”



we do? We spent three years getting listed in Hong Kong. Fosun International was listed in Hong Kong in 2007, and it had a positive impact. At the very least, it solved the financing problems because by going public we could enjoy the global financing platform. Besides, it laid a solid foundation for us to go global.

However, gaps still existed, and our capital was still insufficient for what we needed for future development. So after the company was listed in 2007, we began to think about which future path we were going to take, and where we should look for breakthroughs.

Then we decided on our main areas of focus for the future. One focus is to enhance our investment capability. Because we had already listed in Hong Kong, I thought it was time to go global. At that time we faced fierce investment competition, and our competitors were not just Chinese companies. Blackrock was also a competitor then. They were good at integrating global resources, which was exactly what Fosun lacked. We were at a disadvantage in competition, and we had to reverse the situation. So we came up with a strategy, which needed other Chinese companies to go global and integrate global resources. We all knew that to win the competition, we had to be clear about our strengths and weaknesses. Our advantage came from knowing China better than any outside company could, and our capability to help global companies develop in China.

But what about our weakness?

Our weakness was the lack of a truly global vision and organising capability when it came to global resources. So we needed Chinese companies to go global

and integrate global resources, and through this we could give full play to our advantages.

Method to the madness

Some people have advised me to establish a corporation with a set of clearly defined systems which we can successfully apply forever. But I think that's absolutely impossible. I prefer to establish a corporation with a lot of vitality, even if it's a bit messy in its organisational structure. This kind of corporation is much better than one that seems perfectly organised but is really going downhill. Many companies fail even when they seem perfectly organised.

Throughout Fosun's history, every new employee feels the disorder within the company and might not even know whom they should report to after one month on the job. I now spend a third of my time on recruitment. At the end of job interviews, I usually ask candidates if they have any questions. Some ask me about the project, our KPIs, our goals and their future prospects. Then I will tell them how Fosun rolls. In Fosun you tell me what I need to provide for you, and I will provide the money, our platforms, and our resources, whatever you need. You can even ask me to assist you, and I'll always be ready to help, but only if you tell me your goal. If you can't tell me your goal, or your goal doesn't seem like a good one to me, then I won't let you go ahead with the project. Sometimes when two of my teams separately tell me their plans to do the same project, I will encourage the two teams to work together on it. The point I'm making is that openness ensures a company's lasting vitality.”



2014第十二届中国汽车产业高峰论坛

CEIBS 12th Annual China Automotive Industry Forum 2014

10月25日 | 中欧国际工商学院上海校园

智能城市与汽车产业: 中国与世界

随着全球城市化进程的推进, 城市规划和管理将从根本上影响其宜居程度。中国的城市交通问题尤甚于世界其他任何国家, 要予以纾解, 唯有多管齐下: 让公交担纲主力, 鼓励人们以多种方式拼车出行, 出台各种私车限行措施等等。市政府和消费者固然是推动这一大势的主力军, 汽车产业包括乘用车和商用车更是一股不可或缺的关键力量。汽车产业必须与其他利益相关者持续对话, 才能为城市提供恰当的交通运输工具, 而城市也应致力于为新点子和新技术的涌现提供一个适宜的环境。中国目前已发展成为全球最大的汽车市场, 并已接近发达国家的先进技术水平。全球性的发展趋势为中国市场带来了冲击, 而中国也应当有能力在城市化和交通运输维度上塑造或影响这一趋势。

拟邀请演讲嘉宾



Carlos GHOSN
日产汽车董事长兼首席执行官、雷诺汽车总裁兼首席执行官、欧洲汽车工业协会会长



尹同跃
奇瑞汽车股份有限公司董事长兼总经理



Daniel Calleja CRESPO
欧盟委员会企业和工业总局局长



董扬
中国汽车工业协会常务副会长、秘书长



朱晓明
中欧国际工商学院中方院长、管理学教授、中天集团管理学教授



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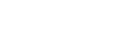
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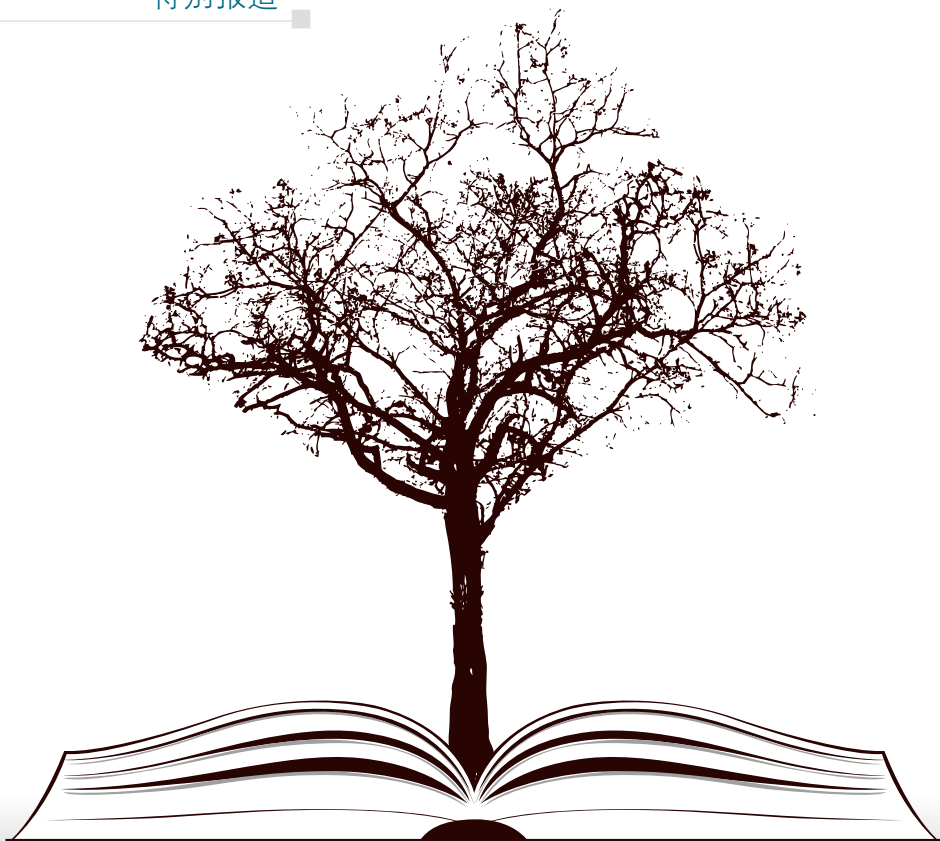


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中欧 MBA 奖学金： 一份意义深远的投资 CEIBS MBA Scholarship: A Worthwhile Investment

中欧校友捐赠奖学金
Alumni-donated
scholarships:

文/雷娜 By Lei Na

前些日子，一段由中欧 MBA 学生拍摄的“我爱中欧”视频在网上悄然传播开来。在上海校园的粉墙黛瓦、潋滟水光之间，一群来自全球各地的年轻人讲述着各自热爱中欧的理由，传递出满满的正能量。中欧 MBA 课程招生与职业发展主任李媛媛从事招生工作已有九年，当她谈起自己心爱的学生时，也不禁赞誉有加，“他们

是一群志向远大、眼界开阔的年轻人，融合中西方特质，有着国际化视野，跨文化交流的能力很强，充分体现了‘中国深度、全球广度’。”

目前，中欧 MBA 课程招生面临着激烈的竞争。“我们是站在世界的舞台上，与一些有着百年历史沉淀和雄厚资金积累的名校争夺人才。”李媛媛坦言，“优秀的学生一旦被中欧录取，无论其经济

安越奖学金

由中欧 MBA 校友马爽以上海安越企业管理咨询有限公司的名义捐赠设立

“从你迈入商学院的那一刻开始，就展开了一段终身学习的旅程，希望大家充分利用中欧的平台和资源，从这里取得更大的收获。”

——马爽

Anyue scholarship

Donated by CEIBS MBA alumnus Ma Shuang, on behalf of Shanghai Anyue Management

When you enter a business school, you start a life-long learning journey. I hope students can completely utilise the CEIBS platform and resources, and get bigger rewards from here.

- Ma Shuang

Some time ago, a video called “I Love CEIBS” quietly spread over the Internet. Shot by CEIBS MBA students, it showed a group of young people from around the world explaining why CEIBS has a special place in their hearts. The backdrop for their positive energy was the white walls, colourful tiles and serene lakes of the school’s Shanghai Campus. When Yvonne Li, Director of CEIBS MBA Admissions and Career Services, recalls the video and talks about her students, her love for them is clear. “They’re an ambitious and broad-minded group of young people from all over the world. They have an international scope, strong abilities in cross-cultural communication, and they are a full embodiment of CEIBS’ tag line China Depth, Global Breadth,” says Li.

The MBA market has always been tough as schools vie for the best students to groom into being tomorrow’s business leaders. “We’re pursuing talented individuals, on a global stage, and competing with some really renowned business schools that have hundreds of years of history and solid funding,” Li explains. “Once they’ve enrolled at CEIBS, these excellent students expect to feel the warmth of our vast but close-knit community and its will to nurture them no matter what their financial status. For students who need financial support,

the CEIBS MBA scholarship comes to their aid. It not only relieves their financial pressure, but also strengthens the programme’s competitiveness.”

There are three broad categories for CEIBS scholarships and student subsidies. First, there are those provided under the school’s budget including the Excellence Scholarship, Women Leadership Scholarship, Young Talent Scholarship, etc. Second, there are those provided by the government and third-party foundations, including the Shanghai Municipal Government Scholarship, Liu Ji Education Fund, and Wu Jinglian Education Fund. Third, there are those donated by CEIBS alumni and enterprises, including the Anyue Scholarship, Greenwood Scholarship, Morningside Scholarship, etc. In 2014, 43% of students benefitted from CEIBS

MBA scholarships, with 16% of the total scholarships coming from alumni donations. In addition, CEIBS students may access aid from financial institutions.

Gratitude and Expectations

Each scholarship donated is a crystallisation of thanks being given to CEIBS, and expectations for its future. They often come from grateful alumni such as Ma Shuang (MBA 2001). After he graduated from CEIBS, the former pilot launched the financial management consultancy Shanghai Anyue with a few partners. In the company’s ninth year, Ma donated the Anyue Scholarship to his alma mater. As he explains, “My gesture was aimed at inspiring CEIBS students. They can use my case to see that an MBA student learned business management



东渡国际·上海城市 & 乡村俱乐部奖学金

由中欧校友、东渡国际集团主席李海林捐赠设立

“支持教育是企业的一种社会责任，也是企业家精神的延续。中欧是中国最早的商学院，培养出了许多优秀的企业家和经理人，能够捐资给这样一所商学院，我深感荣幸。”

——李海林

DDI Shanghai Urban & Rural Club Scholarship

Donated by CEIBS alumnus,
Chairman of DDI Li Hailin

It’s our social responsibility, and an extension of the entrepreneurial spirit, to support education. CEIBS is China’s earliest business school, and it has nurtured numerous outstanding entrepreneurs and managers.

It’s a great honour to donate to such a great institution.

- Li Hailin

状况如何，我们都希望让他们感受到这个大社区的温暖，以及中欧想要栽培他们的意愿。这个时候，中欧的 MBA 奖学金和助学金就提供了重要的一臂之力，它不仅缓解了学生的经济压力，也增强了我们的 MBA 课程竞争力。”

目前中欧 MBA 奖学金、助学金项目大致可分为三大类：第一类由学院预算提供，包括卓越奖学金、女性领导力奖学金、青年才俊创业奖学金等；第二类由政府 and 第三方基金会提供，包括上海市外国留学生政府奖学金、刘吉管理教育基金助学金、吴敬琏管理教育基金助学金；第三类则是由校友和企业捐赠，包括安越奖学金、景林奖学金、晨兴资本奖学金等。2014 年，

中欧 MBA 奖学金在学生中的覆盖率为 40%，由校友捐赠的奖学金在奖学金总额中所占比例为 16%。此外，中欧还向学生提供财力支持项目（Financial Aid Program），有需要的中外学生都可以向相关银行申请贷款。

感恩与期待

每一份奖学金捐赠背后，都凝聚着对于中欧的感激、信任和期待。马爽（MBA 2001）曾经是一名飞行员，自中欧毕业以后，他与合伙人共同创立了上海安越企业管理有限公司。创业后的第九年，他以公司名义向母校捐赠了安越奖学金。马爽曾经表示，“我希望通过这个举动，给中欧 MBA 学生一些信心，提供给他们一个实例：一个 MBA 学生通过在中欧学习管理知识，毕业后自主创业，若干年以后，他也有能力回报中欧、回馈社会。”

东渡国际集团主席李海林（EMBA 2003，CEO 2003）在就读中欧之前已经是一位成功的企业家了。如何让自己的

企业走向国际化，他坦言从中欧获益良多，“中欧是我人生道路上的重要一站，我在这里获得了国际化视野，聆听了著名教授的课程，也结识了众多商界精英校友，这些都对我发生了深刻影响。”晨兴资本联合创始人刘芹（MBA 1998）则表示，捐赠是为了激发学生们的创业热情，“创业对于社会发展具有积极的推动作用。我们希望通过捐赠奖学金的方式回报母校，在学生中培养创业理念，分享创业经验，帮助创业者获得成功，从而为推动社会进步贡献力量。”

捐赠企业也参与到奖学金获得者的选拔之中。李媛媛解释道：“商学院讲求教学相长，在教学过程中体会企业的需求也格外重要。校友们既有系统的管理知识，也了解市场需求，让他们参与甄选奖学金获得者，客观上增加了公开性、透明性，增进了企业和 MBA 学生的交流，整个过程也显得更有效率、更有内涵。”

“捐赠企业可以推动商学院的发展，”中欧教育发展基金会秘书长葛俊



龙旗 - 中欧奖学金

由龙旗控股有限公司捐赠设立，龙旗集团主席杜军红（EMBA 2008）、首席执行官邓华（EMBA 2006）均为中欧校友

“希望奖学金获得者珍惜光阴、好好学习，多和 EMBA 校友和企业接触，等到力所能及的时候，去回报父母、回报中欧、回报社会。”

——邓华

Longcheer-CEIBS Scholarship

Donated by Longcheer Holdings Limited, Longcheer Group Chairman Du Junhong (EMBA 2008) and CEO Deng Hua (EMBA 2006).

We hope that recipients of our scholarship cherish their time at CEIBS, study hard, and interact more with EMBA alumni and enterprises. When they are able, they can repay their parents, CEIBS and the society.

- Deng Hua

景林奖学金

由中欧校友、景林资产管理公司董事长蒋锦志（CEO 2008）捐赠成立

“我和我的同仁一直关注和支持教育事业的发展。因为像我们这样的人，能够走到今天的位置，都是依靠教育改变了命运。”

——蒋锦志

Greenwoods Scholarship

Donated by Greenwood Assents Management Chairman Jiang Jinzhi (CEO 2008)

My colleagues and I care about and always do what we can to support educational development, because people like us depended heavily on education in our efforts to get where we are in life.

- Jiang Jinzhi



skills at CEIBS, started a business after graduation, and after several years he was able to repay CEIBS and the wider society.”

For Chairman of DDI Group Li Hailin (EMBA 2003, CEO 2003), providing a scholarship was a way of giving back. He'd been a successful entrepreneur before doing a CEIBS EMBA but he's well aware of how being a part of the CEIBS community has helped his business go international. “CEIBS was an important stop in my life. I acquired an international vision here, listened to lectures by famous professors, and got to know many elite businessmen and women who are part of the CEIBS alumni network. These are all events that had a deep influence on me,” he says.

An entrepreneurial joint venture, CEIBS places a strong emphasis on start-ups. That dovetails with Liu Qin's efforts to stimulate students' enthusiasm for launching businesses. The MBA 1998 alumnus and Co-founder of venture capital firm Morningside

sees “entrepreneurship as an active facilitator in social development. By donating a scholarship we hope to repay our alma mater, to cultivate the concept of entrepreneurship among students, share related experience, and help entrepreneurs to succeed, thus contributing our share to social progress,” he explains.

Donors usually participate in the scholarship recipients' selection process, something that MBA Director Li welcomes. “Business schools facilitate teaching and learning, and it's particularly important, during the teaching process, to look at what companies need. Our alumni are both systematically knowledgeable in management and aware of market demands, and their participation in the selection process adds to its objectivity and transparency and facilitates communication between companies and MBA students. This way, the whole process is more efficient and more meaningful.”

CEIBS Assistant President and

Secretary General of the CEIBS Education Foundation Ge Jun agrees. “Donating companies can push forward the development of business schools,” he says. “Business schools need to be more firmly grounded by listening to what entrepreneurs and the various industries have to say. No matter whether it's traditional teaching, Internet-based teaching, or the latest type of ‘revolutionary teaching’, we have to listen to the voice of the market. The donation process is one way the market and business schools listen to each other.”

Value of Goodwill

There has been strong support from the CEIBS community over the years. For example, the two-year MBA scholarship was established in 2012 when MBA 2001 donated RMB 270,000, and the class of 2000 donated RMB 260,000. This year, CEIBS professors donated RMB 180,000 to support international MBA students, and EMBA alumnus Zhou Zongming



晨兴资本奖学金

由晨兴资本捐赠设立，晨兴资本董事总经理刘芹、石建明（MBA 1998）、投资合伙人张斐（MBA 1997）均为中欧校友

“晨兴创投的三位合伙人都是中欧校友，中欧的教育给予了我们入行的机会，奠定了我们今天事业发展的基础。”

——刘芹

Morningside Scholarship

Donated by Morningside Capital, its GM Liu Qin (MBA 1998), Shi Jianming (MBA 1998), and its investment partner Zhang Fei (MBA 1997).

The three partners of Morningside are all CEIBS alumni, and it's our CEIBS education that opened the door for us to enter the industry, it's what laid the foundation for our success today.

- Liu Qin

说，“商学院需要接地气，需要聆听企业家和行业的声音。无论是传统式教学、基于互联网平台的教学，还是最新的颠覆式教学，都要倾听市场的声音。捐赠过程就是市场聆听商学院的过程，也是商学院聆听市场的过程。”

善念等价

2001级、2000级MBA校友曾经分别向母校捐赠27万元和26万元，用于设立为期两年的MBA奖学金。今年，中欧教授们也共同捐赠了18万元，用于资助2014级MBA海外学生。中欧校友周宗明先生（EMBA 2003）捐赠了为期十年的MBA奖学金。曾经的奖学金受益者、艺龙网首席运营官谢震先生（MBA 2000）向母校捐赠了20万元。在中欧二十周年华诞来临之际，这样的故事似乎每天都在发生着。除了大额捐赠之外，中欧教育发展基金会也开发了小额捐赠和定期捐赠等多种渠道，让处于不同发展阶段的校友都有机会支持中欧。得到了校友的鼎力相助，基金会对

于学生的资助也日趋多样化，前不久赴联合国南南合作组织纽约总部实习的两位MBA学生的海外生活费用，就是由基金会提供的。校友捐赠正日益成为中欧发展的催化剂。

中欧名誉院长刘吉教授曾经说过，“慈善事业是不求留名，只求心灵的净化。企业家没钱的时候，捐一元钱就是慈善；企业家有钱的时候，捐一百万也是慈善。在慈善事业中，一和一百万是等价的，因为是心灵的追求是相同的，向善的念想是等价的。”

“在中国的捐赠文化中，人们往往会把教育发展、慈善救助和市场营销混为一谈。人们通常认为扶危济困是刚性需求，市场营销是有产出的投入，但对教育发展的关注度不够。”葛俊表示，“目前中国的经济不断发展，在全球500强企业中国，中国企业已经占了近20%。希望企业家们在从事慈善事业时，能够更加关注教育的发展，因为推动一所好的商学院发展，能够对经济社会产生极大的影响力。”

在中国，与中国，为全球

中欧、校友、学生，三者之间有着不可分割、荣辱与共的情感联系；中欧、中国、世界，三者之间有着生生不息、超越国界的价值传递。正如李媛媛所说的，“中欧虽然只有短短二十年历史，却能够跻身世界商学院前二十强，这个成绩堪称奇迹。我们希望吸引全球最优秀的人才利用中欧的平台和资源实现职业抱负，也希望中欧能够完成自己的宏伟愿景——在中国，与中国，为全球。感谢为中欧MBA课程捐赠奖学金的校友，因为你们的帮助，中欧招收到了更优秀的学生。他们未来的成就将让学院更卓越，让中国和世界的未来更有希望。我想告诉捐赠校友，这是一份意义深远的投资。”

MBA 2001 班级奖学金

由中欧 2001 级 MBA 的 127 名校友共同捐赠设立

“我们希望为 MBA 学生创造一个好的、宽松的学习环境，让未来的中欧人更出色、更成功，中欧在这样的良性循环下也会获得更快的发展。”

——李柏洲 (MBA 2001)

MBA 2001 Class Scholarship

Donated by 127 CEIBS MBA 2001 alumni

We hope to create a good, open learning environment for MBA students, making future CEIBS students more outstanding and more successful, and that CEIBS will enjoy faster development with such a virtuous cycle.

- Li Baizhou (MBA 2001)

周宗明奖学金

由中欧 2003 级 EMBA 校友周宗明捐赠设立

Zhou Zongming Scholarship

Donated by CEIBS EMBA 2003 Zhou Zongming

中欧奖学金捐赠咨询电话：
CEIBS Scholarship Donation Hotline:
+86 21 2890 5898

MBA 2000 班级奖学金

由中欧 2000 级 MBA 全体校友捐赠设立

MBA 2000 Class Scholarship

Donated by CEIBS MBA 2000 alumni

感谢曾经和正在向中欧捐赠奖学金的企业

Thanks to the following companies for their consistent support to CEIBS MBA scholarships

艾默生

宏盟

熙可集团

浙江第一银行

欧莱雅

华侨银行

私募股权奖学金

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联合利华

Emerson

Omnicom

CHIC Group

Chekiang First Bank Limited

L'Oreal

OCBC Bank

A Capital-CEIBS Private Equity Scholarship

Hana bank

Baosteel

Bosch

Hovione

LVMH

Unilever

donated RMB 1,000,000 to establish a ten-year MBA scholarship. Xie Zhen (MBA 2000), COO of elong.com, a former scholarship recipient, donated RMB 200,000 to CEIBS. As the November 8 date for CEIBS' 20th Anniversary approaches, there are many similar stories of donations being made. In addition to large, regularly scheduled investments, CEIBS Education Foundation has also developed various channels for smaller donations and periodic ones. This provides opportunities for the school's alumni at different stages of their development to support their alma mater. With the staunch support of CEIBS alumni, the Foundation has been increasingly able to provide students with varied forms of help. Not long ago, CEIBS

covered the living expenses for two MBA students doing internships at the United Nations' Office for South-South Cooperation's New York headquarters. Alumni donations are becoming a catalyst for CEIBS' development.

Chairman of CEIBS Foundation and the school's Honorary President Liu Ji sees it this way, "Charity is for the purification of the soul, not for fame. When an entrepreneur doesn't have a lot of money, a RMB 1 donation is charity; when he becomes rich, a RMB 1 million donation is also charity. One and one million are the same in charity, because the aim in both cases is pursuit of purification, and the will to do good is the same."

But China doesn't have a very strong donation culture when it comes

to education. CEIBS has been trying to change that among its alumni, students and staff. "In China's donation culture, people tend to mix up educational development, charity & aid, and marketing expenses. People usually think that helping the poor and needy is urgent, that marketing is an investment that has a return, but they don't pay enough attention to educational development," says Ge Jun. "With China's economy constantly growing, nearly 20% of the world's Top 500 companies are Chinese. We hope that entrepreneurs can focus on educational development when they do charity work, because the development of a good business school will be hugely influential to the development of the entire society."



“冒险女王”南君白 Adventure Queen Felicia Nan

她曾从美国飞到台湾，只为追寻音乐梦想，她的粉丝们亲切地称她为“冒险女王”。如今这段逐梦之旅已然落下帷幕，而她的冒险生涯仍在继续。今天，作为中欧国际工商学院的MBA学生，她正胸有成竹，准备迎接商业世界向她发起的每一项挑战。





文/朱琼敏 By June Zhu

Her fans gave her the name “Adventure Queen” when she moved from the US to Taiwan to follow her dream of being a singer. That dream ended but her adventure continues. Today, with a CEIBS MBA under her belt, Felicia Nan is ready for anything the world of business throws at her.

“

她为在中欧遇到同道中人而欣喜——他们看待世界的方式、他们想要完成的梦想都很相似。

”



7月，当《TheLINK》杂志采访南君白（MBA 2015）时，她正在全球著名金融机构瑞银集团位于香港的办公室实习。在那里的每一天，她清晨7点20分准时到达办公室，一直工作到深夜才离开，但她对此毫无怨言——她拥抱这次挑战，将其视作一次全新的历险和学习的良机。

“毕业以后，我想换行到金融业。但是，我并没有学过金融，所以知道自己一定要努力。”现年28岁的南君白说。这次实习，连同她在中欧MBA课程的学习与她能广泛接触到的中欧校友网络，都将为她的职业转换增加筹码。那些了解她的人并不会觉得意外，多年来，南君白从来不曾让恐惧阻挡她前进的步伐。

南君白出生在美国的一个台湾移民家庭。她从小接受正规的美国教育，但她的父母也鼓励她学习普通话和亚洲文化。“小时候，我经常有机会去亚洲，而我对那个地方的兴趣也日渐浓厚。”南君白说。在哈佛穆德学院攻读工程专业时，她终于在2005年获得前往香港大学交流学习的机会，得以在亚洲长住一段时间。“那时候，我发现除了美国之外，还有那么多美妙的人和物等待我去了解。在香港，我交到了五湖四海的朋友，有来自澳洲的、英国的，还有韩国的，等等。大约十年过去了，我们依然是挚友。”南君白说。她对这个地方如此情有独钟，在离开时告诉自己，“总有一天，我会再回亚洲。”

逐梦

2007年，从哈佛穆德毕业后，南君白加入全球医疗科技公司迈心诺。因为工作与医疗健康事业息息相关，让她觉得自己是在为人类谋福利，因此充满了成就感。可是，她的心头还有一个牵挂，一个年少时

When *TheLINK* caught up with Felicia Nan (MBA 2015) in July, she was capping off her CEIBS study with an internship at a downtown Hong Kong office of the prestigious global financing firm UBS. Her days typically begin at 7:20am and she works late into the evening. But she doesn't mind; she embraces this challenge as a new adventure and an opportunity to learn.

"I want to shift to the finance industry after graduation, but I know I have to work hard because I didn't come from a finance background," says 28-year old Nan. The internship, along with the classes she did during her MBA, and CEIBS' extensive alumni network that she can tap into, are all part of her plan to make her career switch. Those who know her are not surprised. Over the years, Nan hasn't let fear of change hold her back.

Born in the US to a Taiwanese family, she had the typical American education, but her parents also encouraged her to study Mandarin and learn about Asian culture. "I used to travel to Asia very often, and my interest in this region just grew," says Nan. As an engineering student at Harvey Mudd College, she finally had an extended stay in Asia when she was an exchange student at the

University of Hong Kong in 2005. "That's when I realised that there were so many fascinating things and people outside of the US that I wanted to learn even more from. In Hong Kong I made friends from Australia, Britain, South Korea, etc. Almost 10 years have passed and we are all still extremely good friends," Nan says. Fascinated by the region, she told herself, "Someday I'll be back in Asia."

Childhood dream

After graduating from Harvey Mudd in 2007, Nan worked with global medical technology firm Masimo Corporation.

It was rewarding, and she felt that she was contributing to the well-being of mankind. But she had another passion. Ever since she was a child, she had loved to sing and her dream of being a singer had simmered over the years while she dutifully applied herself to studying science and engineering. "I'm an outdoors person and I like adventure, I like to do things like skydiving and driving fast cars," she says. After three years at Masimo, that spirit of adventure led her to do something even "crazier" than skydiving: she gave up a stable job





就有的梦想。从小她便热爱歌唱，希望自己有一天能成为真正的歌手，但年复一年，她在科学与工程学上的刻苦钻研让这个浪漫的梦想变得越来越骨感。“我是个喜欢户外运动与冒险的人，我喜欢高空跳伞，也喜欢飙车。”在迈心诺工作了三年后，冒险精神蠢蠢欲动，让她不禁想做一些比跳伞更“疯狂”的事：放弃稳定的工作，离开舒适的生活环境，成为一名专业歌手。“时光一去不复返。如果当时我不追梦，总有一天我会后悔。”

ABC(出生在美国的华人)明星曾经一度在亚洲风靡，这让南君白下定决心奔赴台湾。“每个人面前最大的阻碍都是自己的恐惧。许多人不愿意冒险，只是因为他们惧怕不确定，惧怕可能的失败将导致的后果，而我尝试着不让恐惧左右我的人生选择。”她说。

她是个幸运的女孩。善解人意的老板破例让她连续几个月采用灵活的上班时间来追逐音乐梦想，也让她有时间做出最后抉择，看是否真的要为此离开迈心诺。最后，尽管公司很有诚意，她依然决定离开她的事业与家人。

在台湾地区，她的艺人生涯起始于一场风行全岛的歌唱大赛——“超级偶像”。上了半年的节目后，她吸引了众多粉丝，他们亲切地称她为“冒险女王”。她过关斩将、一路晋级，最终止步前20强。但是，这段经历并没有像当初她所期待的那样让她欢喜。恰恰相反，这场比赛让她完全确信自己并不适合做艺人。拥有着一颗自由灵魂的南君白发现自己并不想被当成一种商品，包装起来，放到市场上去出售。最终，她与自己和解，接受了无法实现童年梦想这一事实。

“这是我生命中最具挑战的一段日子。”南君白并不讳言。挫折与幻灭让她背负了沉重压力——她迷失了。她一次又一次问自己：“我到底在做什么？”她在台湾有亲戚，但初来乍到的她还找不到一个亲密的朋友可以倾诉心事，孤独感侵蚀着她的内心。语言障碍与文化差异也是一个问题，“我的中文还不流利，正在努力适应环境。我花了一段时间摆脱这些困境。”

天无绝人之路。当她正准备放弃希望、打道回府的时候，台湾领航资本管理

公司向她抛出了橄榄枝。南君白抓住了这次学习良机，这是六个月以来第一个让人欣喜的转机，使得她一扫梦想受挫的阴霾，“那时，我只是告诉自己，好好珍惜工作的每个时刻，尽可能地去学习。”在老板的悉心调教下，她最终克服了所有挑战。

中欧生活

在领航待满三年后，南君白决定接受另一项挑战：读MBA。她对公司外汇市场的相关工作很感兴趣，对金融业也产生了更多的期待，这让她意识到自己若想在这个领域有所作为，就必须进一步深造。2013年，她来到上海并踏入中欧，她对这座城市一见倾心。“在我来到中欧后，我爱上了上海。它将国际化与中国文化那么完美地结合在一起。”南君白感慨道。

这回她又“变形”了，她不再是艺人或工程师，而是一名中欧新生，渴盼着从学习中汲取尽可能多的知识养分。和她的同学们一样，南君白被中国大陆广阔的市场所吸引。“对我来说，回美国读MBA意义不大，因为我对美国已经非常

and comfortable life to try and become a professional singer. “You can’t regain time once it’s lost. I knew I would regret it if I didn’t pursue my dream then,” she says.

At one time, American Born Chinese (ABC) stars were especially popular in Asia, so Nan decided to head to Taiwan. “I think the biggest obstacle for people to overcome is fear. Many people don’t take a chance simply because they fear uncertainty, or the consequences of a possible failure. I try not to have fear dictate my life choices,” she says.

She was lucky enough to have an understanding boss who gave her a more flexible schedule for a few months so she could pursue her musical dream and decide if she really wanted to leave Masimo. In the end, despite how great her team was, she decided to leave it all behind – her career and her family. She was 24 years old.

In Taiwan, she began her career as an artist by participating in “Super Idol”, a singing competition. After about half a year on the show, she had built up a fan base that had dubbed her “The Adventure Queen” and she ended up in the Top 20. But the experience didn’t make her as happy as she thought it would. In fact, it left her 100% sure that she wasn’t cut out to be an artist. A free spirit, she also

found herself uncomfortable with the feeling of being a commodity packaged for the industry. She finally accepted that she had failed to live up to her childhood dream.

“This was the most challenging time ever in my life,” admits Nan. Frustrated and disillusioned, she was stressed, and lost. Again and again, she asked herself, “What am I doing?” She had relatives in Taiwan, but she didn’t really have any close friends when she first moved there. The language barrier and cultural differences were also a problem for her. “My Chinese wasn’t yet fluent, and I was still trying to get used to living in this new environment. It took me a while to tough everything out,” she recalls.

But just as she was planning to give up all hope of being in Asia and going back to the US, she got a job with Navigator Capital Management Ltd in Taiwan and seized it as an opportunity to learn something new. It was a welcome distraction during the six months it took her to gradually shake off the gloom that came with failing to achieve her musical dream. “At that time, I just told myself to make the best of every moment on the job and learn as much as possible,” she recalls. With guidance from her boss, she eventually mastered all the challenges she

had to face.

Life at CEIBS

After 3 years at Navigator, Nan decided to take on a new challenge: getting her MBA. She loved working with the FX market at Navigator, but her aspirations to see even more of the financial industry made it clear that a higher level of education was necessary. From the moment she landed in Shanghai in 2013 to enrol at CEIBS, she was fascinated by the city. “I really fell in love with Shanghai after I came to CEIBS. It’s a city with the perfect combination of internationalisation and Chinese culture,” says Nan.

She had transformed herself yet again. She was no longer an artist, or an engineer, but a fresh-faced CEIBS student eager to obtain as much as possible from her MBA study. Like many of her fellow students, Nan was attracted by the vast market that mainland China has to offer. “It didn’t make any sense to me to go back to the US to do an MBA, since I’m already familiar with the states, and it wouldn’t help me develop a career in Asia. In addition to its reputation, I chose CEIBS because I wanted to get a better first-hand understanding of China,” she



南君白是“中欧好声音”MBA组三强选手(上图);南君白在“台湾之夜”晚会上表演
Nan during a singing contest (top) and performing for Taiwan Night.

熟悉,在那里读MBA并不会为我在亚洲发展事业带来优势。我选择中欧,是因为仰慕它的声誉,更是因为我想更好地获得有关中国的第一手信息。”她解释道。中欧领先的国际排名、强大的校友网络和彼此互助的友好氛围吸引了南君白。“在我看来,正是这三点让中欧卓尔不群。”

从办公室到教室的转变也并非易事。为了完成教授布置的作业,她常常晚上睡不足五个钟头。“我知道我一定要在短时间内学到尽可能多的东西。”她说。但是,她也深知要劳逸结合。在班级同学共同完成项目的过程中,在讨论和聚餐中,她和他们相识相知。她为在中欧遇到同道中人而欣喜——他们看待世界的方式、他们想要完成的梦想都很相似。南君白喜欢取人所长,“我的许多同学都有创业经历,我非常钦佩他们。”在不断学习的过程中,她也与MBA办公室的工作人员、对她倾力相助的校友导师颜尔俊(EMBA 2006)以及EMBA学员建立起了良好的关系。

纵然MBA课程繁重,南君白也会在学习之余抽空娱乐。她在MBA学生会中担任社交活动部长。她成功地组织了2013年盛大的“上海之夜”晚会,而在第二届“中欧好声音”大赛中,她勇夺MBA组前三甲。她还自告奋勇,负责指导第二届全国MBA龙舟邀请赛18位中欧参赛选手,并担当鼓手这一重任。“在洛杉矶,许多人都喜欢划龙舟,而我十几岁时,就已经敲鼓划桨了,因此,我能够

为队伍提供建议。在比赛当天,我们表现出强大的团队精神,只在一起训练了一小时左右,就夺得了冠军!每一个人都团结在一起,这种感觉无以言表!”在中欧,她还开发了一种新的兴趣——户外攀岩。

“我有个朋友是攀岩发烧友。他曾组织一支队伍去临安和阳朔的山中攀岩。”说到这里,她的兴奋之情溢于言表。

乡愁

或许,她目前所面临的挑战要比攀岩更为艰难:远离家人,想要与他们时时保持联系并非易事。在网上搜一搜,也许你能找到一个名为《聚散》的音乐视频。这是南君白为纪念她的祖父——弘扬中华文化的大师南怀瑾先生而作的。“我甚至都没有读过他的书,因为它们多数都是中文的,”她的言语间充满歉意,“我一定会努力跟上。”她也因远离家乡而备受煎熬。每年,她都会回美国一两趟,去探望家人,但这并不足以抚平心中的乡愁,尤其是当母亲在西藏度假时发生车祸受伤之后。“我和妈妈非常亲近。我十分难过自己不能花更多的时间和她在一起,”南君白说,“像这种时候,我就会问自己,为什么我在中国?当初离开家乡、独自漂泊是不是正确的选择?纵然如此,我还是会牢记自己已经有了一个清晰的目标,一个未来的规划,我们一定能再次相聚。”正是这个信念让她重获力量,再一次勇敢踏上冒险之旅。

explains. CEIBS, with its global ranking, strong alumni network, and people who are always ready to help, got Felicia's attention. "For me, those three points are what makes CEIBS so great," she says.

The transformation from work life to the classroom was challenging. To keep up with assignments she often had to get by on less than 5 hours of sleep per night "I knew I had to learn as much as possible within a relatively short period," she says. But it wasn't all work and no play. She got to know her classmates as they worked together on projects, during group discussions and over shared meals. "Those moments are really sweet and truly valuable," says Nan. She was happy to meet like-minded people at CEIBS – they were similar in the way they look at the world, the things they want to accomplish. "Many of my classmates have entrepreneurship experience, and I admire them so much," says Nan who loves to learn from people around her. She's also forged strong bonds with MBA staff, her very supportive mentor and CEIBS alumnus Albert Yen (EMBA 2006) and EMBA students.

Despite the heavy MBA course load, Nan carved out time for fun while studying. It was part of her role as Social Activities Director for her MBA

class' Student Committee. She led the team that successfully staged the annual Shanghai Night in 2013 and she was among the MBA's Top 3 in the CEIBS Voice singing competition organised by her peers. She also coached the 18-member team and worked as drummer in this year's National MBA Dragon Boat Race. "Many people in Los Angeles love dragon boating, and I have been drumming and paddling for years, so I was able to help advise our team. The day of the competition, our team exhibited strong teamwork and after practicing for only an hour or so, we ended up being the champions! Everyone worked together so well. It felt incredibly good!" she says. Now she's also found a new passion – outdoor rock-climbing. "I have a friend who loves rock-climbing. He put a team together to climb mountains in Lin'An and Yang Shuo," Nan says excitedly.

Family focus

Her next challenge is even more difficult than scaling mountains: it's hard to remain true to her roots and keep in touch with her family when they're so far away. An online search may lead you to a music video called

““

I knew I had to learn as much as possible within a relatively short period.

””

"Meeting and Parting". It's Nan's way of honouring her late grandfather, the highly-regarded proponent of Chinese culture Nan Huaijin. "I haven't even read his books, since most of them are in Chinese," confesses Nan guiltily. "I will definitely make the effort to catch up." She's also torn about being so far away from her family. She visits them in the US one or two times a year, but feels that's not enough, especially after her mother was injured in a bus accident while vacationing in Tibet last year. "My mother and I are very close, and I'm so sorry I can't spend more time with her," says Nan. "At times like that I ask myself why I'm here in China and if it was right to leave my family back home. But then I remember that I have a clear goal now, I have a plan for the future and we'll be together again." That gives her the energy she needs to be ready for her next adventure.



张强：蜻蜓成为时

文/雷娜

打造蜻蜓

在创办蜻蜓之前,张强(EMBA 2002)已经见惯了互联网江湖的传奇。1997年,他在上海电信参与了名噪一时的门户网站“上海热线”的创建;他也是后来在美国纳斯达克上市的游戏网站“第九城市”的创始人之一。成功对于他来说并不陌生。“我觉得声音会有机会。传统媒体中的文字、视频和音频三大板块,前两者已经得到了很好的开发,但音频却一直停滞不前。我觉得在移动互联网时代,声音伴随性很强的特质能够发挥出优势来。”谈及创业初衷,张强显得很平淡,但言语中有一种让人信服的力量。

于是就有了蜻蜓的诞生。这款音频APP于2011年10月正式上线,经过两年多的发展,目前已在国内同类市场上处于领先地位,拥有8000万用户。在这个移动音频平台上,汇集了3000多家电台,以及海量的各类有声内容。不仅如此,蜻蜓还拥有自己的录音棚,与百家唱片公司共同录制节目,也与千所高校的校园广播建立了合作。

“创造一个好的APP,要遵循几个要点,即操作简单、极致体验、个性化和社交化,为此我们不断地在界面上做减法,使之简洁;在内容上做加法,使之丰富。”张强说道。蜻蜓的方法论是先以优质的产品体验聚集用户、形成平台,再通过用户的力量产生更加丰富多彩的内容和互动,最终成为移动端音频内容和娱乐的入口。

结缘成为

完善的商业计划让蜻蜓赢得了“中欧成为创业基金”的青睐。与其他世界领先的商学院一样,中欧国际工商学院也一直与创业活动保持着紧密联系,学院从学员和校友的创业实践中汲取知识养分,也通过自身的优质师资为创业者提供帮助。目前,中欧的创业学课程在全部课程中所占比例已达到十分之一。

2012年“中欧成为创业基金”正式成立,该基金由中欧国际工商学院和成为资本共同发起,旨在为中欧学员和校友中的优秀创业者提供融资帮助。中欧国际工商学院中方院长朱晓明教授、欧方院长佩德罗·雷诺(Pedro Nueno)教授、中欧名誉院长刘吉教授、中欧副院长兼中方教务长张维炯教授、成为资本联合创始人李世默先生组成了该创业基金的顾问和投资委员会。雷诺教授曾经表示,商学院成立一支创业基金,不仅能让年轻的创业者直接从学院拿到创业资本,而且有着丰富理论知识和案例分析经验的教授也可以全程追踪创业过程,帮助创业者取得成功。

在中欧求学的经历,让张强与中欧成为创业基金结缘。“他们有着完善的商业计划,因此能够成功融资。”雷诺教授表示。实力雄厚的员工团队也为他们赢得加分。“这是

Qingting.fm Gets Vote of Confidence from CEIBS-Chengwei Venture Capital Fund

By Lei Na

Zhang Qiang (CEIBS EMBA 2002) is no stranger to success in the Internet Age. In 1997 he was among the co-founders of online.sh.cn, one of China's first websites to offer news and local services, then went on to found the gaming site the9.com; both listed in the US on the Nasdaq stock exchange. He then turned his attention to developing a Chinese audio streaming service, and it seems that his skill at creating successful start-ups has produced yet another winner.

Launched in October 2011, Qingting.fm provides a platform that pulls together a wide variety of audio content from around the world, including broadcasts from more than 3,000 radio stations, audio books, magazines and newspapers, as well as some original programming. Besides making its App available on multiple digital devices, the company is now working with leading automakers to take its service into passenger cars.

"Among traditional media, print and video have been very well developed for digital," said Zhang, President of Qingting.fm, explaining how the idea for the platform came about. "I thought there was still a lot of room left to develop audio, particularly as we move into the mobile Internet era, as mobile offers many unique advantages for audio platforms."

The aim of providing the best user experience guided development of the App. "We believe the ideal App combines simplicity and personalisation with a wide range of functions, including a way for users to interact with one another," he said. "We aim to develop an integrated audio platform for mobile phones, automobiles, wearable devices and so on. We are devoted to providing the best voice to our users."

Zhang's philosophy has paid off so far; the company says it currently has 80 million users, making Qingting.fm China's largest audio streaming platform. That's twice the user base of Spotify, the globally popular music streaming service that was launched by a Swedish start-up in 2008 and is now estimated to be worth around US\$ 4 billion. It's also significantly more users than Beats Music, a streaming music service created by



中欧成为创业基金

2012年6月28日,“中欧成为创业基金”由中欧国际工商学院和成为资本共同发起。该基金的成立旨在鼓励中欧学员和校友中的创业者,并为他们的创业和发展提供融资帮助,第一期基金规模达一亿美元,专注于投资中欧校友创建或管理的初期及成长期企业,单笔投资最高可达1500万美元,基金所获得的部分财务收益亦将与中欧教育发展基金分享,以支持中欧开展日常教学科研运作,不断提高研究和教育质量,以此形成良性循环促进中欧的资源优势得到最大限度的发挥。

有融资意向的中欧学员和校友创业者可将商业计划书发送至lamanda@ceibs.edu,或致电+86 21 2890 5269咨询,有关中欧成为创业基金的更多信息可参阅网页<http://www.ceibs.edu/fund/>。

CEIBS-CHENGWEI Venture Capital

The first tranche of the CEIBS-Chengwei Venture Capital Fund has US\$ 100 million available to invest in early or growth stage businesses founded or managed by CEIBS alumni. The size of each investment can range from a minimum of US\$ 500,000 to a maximum of US\$ 15 million.

Any CEIBS students and alumni entrepreneurs who are looking to raise investment funds for their start-up can submit a copy of their business plan to lamanda@ceibs.edu, or call +86 21 2890 5269 for a consultation. For more information about the CEIBS-Chengwei Venture Capital Fund visit the school website at: <http://www.ceibs.edu/fund/>

一个有着知识、技术、经验和快速学习能力的精英团队。”成为资本的投资经理王昊说，“在几乎没有花费一分钱宣传费的情况下，蜻蜓赢得了500万日活跃用户，并在同类产品中处于领先地位。”

放眼未来

蜻蜓的首席执行官杨廷皓曾是美国著名视频网站HULU的首席技术官，在仅仅与张强见了两面之后，他便卖掉了北京的别墅，带着妻子和三个孩子搬到了上海。“只能说是缘分吧。”张强笑道，“我们现在的团队比较多元化，有海龟也有土鳖，团队信任度很高，大家都不计个人得失，只想着将一个设想变成现实，将一个行业发展起来。”

如今蜻蜓的员工们在浦东陆家嘴软件园的一幢办公楼中工作，近百位员工分别负责内容、技术、运营和市场等方面，在为这款精益求精的APP而努力着。在蜻蜓的办公室，除了设备先进的直播间是单独隔开的，所有员工都在一间大办公室中工作，包括董事长张强和首席执行官杨廷皓。“我们公司的结构是很扁平的，不设立复杂的结构，公司整体团队都很优秀，有名校毕业生，也有百度、谷歌过来的人才，无论有没有经验，每个人都有展示才华的机会，都有可能成为一个Leader（领导者）。”

当穿着T恤衫和牛仔裤的张强从员工身旁走过，却没有在工作氛围中激成任何波澜时，他的身上也显露出一种硅谷客的感觉，曾经的国企背景似乎已经很淡了，只有多年浸淫于互联网行业在一个人身上留下的痕迹，心无旁骛，专注于事，世界是平等而广阔的，时时刻刻在酝酿奇迹，“目前我们已经8000万用户，未来，我们的目标是在移动互联网时代成为手机、汽车、可穿戴式设备等的跨平台综合音频入口，把最优质的声音传递给用户。”

但愿蜻蜓可以携手中欧成为创业基金飞得更高更远。

什么是蜻蜓？

蜻蜓是目前中国排名第一的音频APP，致力于融合创新、媒体和科技，为用户带来最佳听觉体验。

蜻蜓在内容上有什么特点？

蜻蜓的内容大致可以分为电台直播、有声内容、自制节目和校园广播。

电台直播：打开蜻蜓，可以任意选择收听3000多个电台。蜻蜓打破了传统电台的时效性，提供48小时回听功能，并增强了主播和听友间的互动功能。

有声内容：蜻蜓提供海量的新闻、娱乐、小说、财经、科技、曲艺等有声内容，并将音频内容进行细分，用户可以方便地找到自己感兴趣的内容，并进行收藏。对于收听小说的用户来说，智能的断点续听功能尤为方便，这使得人们可以利用碎片时间听完音频内容。

自制节目：蜻蜓有先进的录音棚来制作节目。蜻蜓与近百家唱片、演艺公司进行合作，已与近200位明星携手制作节目。蜻蜓还与《彭博商业周刊》等纸媒进行合作，让用户可以收听报纸和杂志。

校园广播：蜻蜓已与近千所高校签订协议，将校园广播引向更广阔的平台。

蜻蜓耗流量吗？耗电吗？蜻蜓播放广播的音效如何？

蜻蜓的技术团队一直致力于为用户节省流量。点播的内容可以下载，就直播内容而言，最值得一提的是蜻蜓采用了先进的音频压缩技术，帮助实时收听的用户大幅节省流量。目前，使用蜻蜓收听一小时，所需流量不足12M，相当于在线收听两首歌。此外，蜻蜓还与一些运营商合作推出定向的流量套餐，如每月花5-10元畅听蜻蜓的所有内容。

蜻蜓不是很耗电，因为收听的时候手机屏幕是暗的。蜻蜓的技术团队也针对不同机型做了省电的优化处理。

手机收听广播时的音效可能更多取决于手机本身，但蜻蜓在对音频进行压缩时并没有损伤它的音效。

目前蜻蜓在车载方面有哪些应用？

蜻蜓已经率先进入了车载音频领域，是与新浪、百度等一同首批进入福特车载的品牌，并与沃尔沃等八家车厂建立了合作。在未来车联网时代来临之时，也许蜻蜓会在所有车系上出现。此外，可穿戴设备也是蜻蜓的研究重点。

蜻蜓有着怎样的市场机会和合作方向？

基于互联网的移动性和音频的伴随性，目前音频媒体的渗透率高且用户质量佳。随着智能手机、车载和可穿戴设备的进一步发展，音频媒体在广告方面将会产生不菲的收入。当大数据日趋完善，蜻蜓的广告投放也会更加精准。

除了现有的与汽车厂商、传统电台、演艺公司的合作之外，蜻蜓未来还会为品牌打造具有专属DNA的电台，根据用户大数据制作更优质的内容，颠覆传统电台广告的旧形式，并结合LBS（Location Based Services，即定位服务）进行更精准的投放。结合语言识别技术打造无缝听觉生活。所谓“无缝听觉生活”，就是在任何时间、任何场景，面对任何听友，蜻蜓都能提供合适的内容。



They have the perfect business plan, so they can raise funds successfully.”



Beats Electronics which drew a US \$3 billion buyout offer from Apple in a deal announced this May.

The platform also caught the attention of the CEIBS-Chengwei Venture Capital Fund. Established in 2012, the fund aims to help CEIBS students and alumni with early-stage start-up companies to raise funds. It has three primary aims: providing equity financing for CEIBS students and alumni, promoting student and alumni entrepreneurial activities by leveraging business resources inside and outside of the CEIBS community, and supporting the school's teaching and research by investing in projects that will deliver a return on capital invested. The Fund's investment committee includes CEIBS Executive President Prof Zhu Xiaoming, President Prof Pedro Nueno, Honorary President and Chairman of the CEIBS Education Foundation Liu Ji, Vice President and Co-Dean Prof Zhang Weijiong and the co-founder of Chengwei Venture Capital Fund Mr Li Shimo.

“They have the perfect business plan, so they can raise funds successfully,” President Nueno said of Qingting.fm. When asked to explain what factors influenced the fund's decision to invest in the company Wang Hao the investment manager for Chengwei Venture Capital Fund said, “When it launched, Qingting.fm quickly managed to attract 5 million active users without spending a jiao on advertising.” They were also impressed by the fledgling venture's knowledgeable staff,

technological expertise, wealth of experience and penchant for quickly picking up new skills. Headquartered in the Pudong Lujiazui Software Park, the company now has hundreds of employees working on content and technology development, operations and marketing. Everyone sits together in a large open-plan office, including Zhang and company CEO Yang Tinghao. The only private space in the office is the broadcasting studio, where the company produces original programming for the platform, often with well-known Chinese personalities. “Qingting.fm has a flat and horizontal management structure,” explains Zhang. “Some of the staff studied at top universities. Some have previous experience at companies such as Baidu and Google. No matter what their prior experience is, all have an equal chance to showcase their talents and leadership skills here.”

Yang previously worked as Chief Technology Officer (CTO) of the US-based online video platform Hulu. After just two meetings with Zhang he sold his house in Beijing and moved his wife and three children to Shanghai to be CEO of Qingting.fm. “It was destiny that enabled Yang to make such a decision,” Zhang said with a smile. “Our team members are quite diverse: some of them have returned from studying and working overseas, while others graduated from top domestic universities. We trust each other and are not concerned about individual, personal gain. We share one common goal: to bring our vision into reality, and enhance the audio industry!”



张思路：商学院与教育梦

Zhang Silu: Business School and the Drama Dream

文/雷娜 by Lei Na



Birth of DreaMaker

The birth of DreaMaker is linked to a few key moments in Zhang Silu's life. First, he did his EMBA at CEIBS between 2007 and 2009; then his son, Zhang Jiajun, appeared in *After Shock*, a Feng Xiaogang film; and the final piece of the puzzle was when he met Ying Tong (then co-director of the movie and later his partner). Over the years Zhang had been in high-tech industries, he was a shareholder of multiple companies, but he had no links to business education until he met Ying. "CEIBS sharpened my business acumen. When Ying found me and talked about dreams of starting a new business, at first I was only going to provide him with some help in business planning and some networking; but as we talked more, I began to incorporate what I learnt at CEIBS into how I looked at the problem. Finally I decided to work with him to create an English-language drama training centre for children," says Zhang.

He was very clear about his long-term goal. He didn't want to create an incubator for child stars, "because the chance for a child to become a star is really slim, and we must focus on all the children, not just the handful that may become stars." He was also convinced that he shouldn't spend a lot of time trying to reinvent the wheel by developing new courses for the Centre. "That would require a whole long process of experimentation, of sketching, practicing, improving and theorising," he explains. He was determined to leverage existing domestic and foreign courses and, after consulting many channels, Helen O'Grady Drama Academy caught his eye. Founded in 1979, with its headquarters in England, the Academy has over 1,500 branches in 27 countries and regions, and has trained 6,000,000 kids over the years.

"Helen O'Grady Drama Academy satisfies customers' needs," notes Zhang. "This brand has a few key characteristics: first, it has history, which means value and credibility; second, it operates in so many countries, testament to its ability to work across cultures and boundaries. In the process of project planning, I used Porter's Five Forces Model which I learnt at CEIBS, carefully weighed the risks of potential competitors and

replacement products. From this analysis I insisted on being the sole agency for Helen O'Grady in China. That was the precondition of the talks then. If what I learnt at CEIBS hadn't helped me sort out my train of thought, I wouldn't have been able to think through that entire process."

In 2010, Zhang's entrepreneurial project in education officially started. He gave it a catchy name: DreaMaker.

“In DreaMaker classes, imagination is a big deal. It's not unusual for teachers to have students act out scenes as they imagine them.”

Letting Children Direct Their Own Lives

In DreaMaker classes, imagination is a big deal. It's not unusual for teachers to have students act out scenes as they imagine them. They picture themselves, for example, playing on the beach, the waves splashing their bodies, and their imagination is so vivid they can smell the saltiness of sea water. Then they must act out these scenes. "This is a kind of warm-up activity, and an exploration of nature through acting," explains Zhang. "Children are very happy in class, like they're playing house."

DreaMaker trains children aged 4 to 18. They're subdivided into pre-school workshops for 4 to 6 year olds, junior primary courses for those aged 7 to 9, senior primary courses for the ones between 10 and 12, and acting courses for those aged 13 to 18. Each lesson includes two drama classes and a stage art class. Stage art classes teach prop making, costume design, vocals, dancing, and chorus – usually to support plays being put on. Drama classes are made up of six parts. In addition to the basics, there's 1) speech which includes exercises for standard English pronunciation and

卓美诞生

卓美教育的诞生与张思路(EMBA 2007)生命中的一些机缘巧合有关。首先,2007-2009年他在中欧国际工商学院学习EMBA课程;其次,他的儿子张家骏参与了冯小刚导演的电影《唐山大地震》的拍摄,他也因此结识了后来的创业伙伴、当时的电影副导演英童。在此之前,张思路从事的是高科技行业,已是几家公司的股东,与教育行业并无交集。“中欧锤炼了我的商业感觉,当时英童找我聊创业理想,起初我只想为他做些商业策划、提供些人脉资源,但是在一次次讨论中,我开始运用从中欧学到的理论知识去思考这个问题,最终决定与他共同创办一家少儿英语戏剧培训中心。”

首先,他不愿去创办一个打造童星的机构,“因为成为童星的概率是微乎其微的,我们要将关注点放在大多数孩子身上。”而企业家的理性也让他不会去尝试自主研发课程,“因为教育课程从诞生、实践、改良到形成理论,是一个漫长的摸索过程”。那么就必须要借鉴国内外一些优秀的东西,经过多方考察,海伦·奥格雷迪国际戏剧学院(Helen O'Grady Drama Academy)进入了他的视野。这家教育机构成立于1979年,总部位于英国,在英、美、澳、加、日、新等27个国家和地区设有1500多家分支机构,迄今接受相关课程培训的孩子累计达600多万名。

“海伦·奥格雷迪戏剧学院满足了消费者的需求。”张思路分析道,“这个品牌有几个特性:第一,它有历史,有历史传统的东西就有存在价值,不需要太多论证;第二,它在全球那么多国家推广,证明它是可以跨文化、跨地域的。在项目策划的过程中,我运用了中欧课堂上学到的‘波特五力模型’来思考问题,认真权衡了潜在竞争者和替代品等方面的风险,因此我坚持要取得海伦·奥格雷迪在中国的独家代理权,这是当时谈判的先决条件。如果不是中欧将我的思路梳理清晰,我自己肯定想不到这些。”

2010年,张思路在教育领域的创业项目正式启动,他给了它一个朗朗上口的名字——卓美教育。

让孩子做自己的人生导演

在空旷的教室里,由老师带领一群孩子进行场景想象,是卓美课堂上经常发生的情景。例如,让孩子们想象在沙滩上玩耍,海浪泼溅到身上,闻到海水腥咸的味道,孩子们要将这些细节表演出来。“这是一种热身运动,从表演的角度来说就是打开天性。”张思路解释道,“孩子们在课堂上非常开心,他们就像过家家一样。”



卓美的授课对象是4-18岁的孩子,因为各年龄段孩子的接受能力不同,又细分为4-6岁学前工作坊、7-9岁小学低年级课程、10-12岁小学高年级课程、13-18岁表演课程。每次课程包含两节戏剧课和一节舞台艺术课。戏剧课包括六个部分,除了热身运动之外,还有发音练习,即练习英文标准发音和演讲技巧;形体韵律,即通过肢体动作训练孩子的专注力、观察力和想象力;戏剧表演,即融合表演、英语听说和团队协作的综合能力训练;情景对话,即练习英文口语表达、想象力、创造力和沟通能力;以及幽默游戏。舞台艺术课包括道具制作、服装设计、声乐、舞蹈、合唱等,通常是要配合演出的剧目。

在期末时孩子们会有一个短剧汇演。在这场文艺汇演中,演员是不分AB角的,每个孩子的戏份都差不多,“这不是一场呈现结果的大戏,重要的是潜移默化的学习过程。”张思路表示,“长久以来,我们中国人喜欢将素质教育等同于艺术教育,其实不尽然。卓美的教育理念,是让孩子通过戏剧学习变得更加自信,拥有良好的沟通技巧、充沛的想象力和创造力。尽管我们也是一家英文教育机构,但我们的课程是让孩子们在未来更加懂得把握自己,做自己的人生导演。”

speech skills; 2) movement which involves training the children in areas such as being focused, observation skills, and imagination through physical actions; 3) improvisation which includes comprehensive exercises including acting, English listening and speaking as well as teamwork; 4) scene starter, which involves training of oral expression, imagination, creativity, and communicative ability; and 5) an overall course that pulls all these together.

At the end of the term there's a performance of short plays during which each child's role is equally important. "This is not a grand play presenting the final results, but a process of subtle learning, which is more important," explains Zhang. "For a long time, we Chinese have tended to interpret quality-oriented education as art education. In fact that's not necessarily the case. DreaMaker's philosophy on education is to make children more confident through the learning of drama, and they should have good communication skills, boundless imagination and ample creativity. We are an agency that teaches English, but our courses are designed to help children become the directors of their own lives by teaching them how to know and conduct themselves better in the future."

Businessman & Educator

It's clear that Zhang has his own firm beliefs in education through drama, and that his studies at CEIBS helped to shape his pragmatic business style. "The transformation of my career has everything to do with my studies at CEIBS. When I began planning DreaMaker, I was beginning my CEIBS EMBA. The lessons I learned in class helped me sort out my entrepreneurial experience, gave me systematic and theoretical training in business matters, and changed my way of thinking and planning from an entrepreneurial perspective," he says.

"Now I have two roles: I founded DreaMaker and, as a businessman, have been nurturing its development. I have to analyse the profit model for our products, and ensure that our company enjoys strong growth. At the same time, I'm an educator, and in the process of promoting our

school I earned a lot of respect. Because of DreaMaker, many children have grown from being timid kids to confident and graceful actors standing on the stage, and the transformation has been really moving."

So what's next for the company?

"In the years ahead I will develop DreaMaker step by step. First I will cultivate the Beijing market, and then enter other cities. I'm making other business plans as well. Now I'm planning to build a children's theme-experience-centre with a famous children's TV host. This is a very promising development project in commercial real estate, and DreaMaker's training centres can move in there." At this point, he pauses and adds with a laugh, "See? This shows you that I'm not an idealistic educator, but a practical businessman. Yet, at the back of my mind is the thought that if DreaMaker becomes more successful, more people will come to realise that drama is good for children, and the kids will thank DreaMaker when they grow up."

Read on for more.

TheLINK: DreaMaker's lessons are now all delivered in English. Are there any plans to teach the courses in Chinese?

Zhang: We're now teaching solely in English to ensure that Helen O'Grady Drama Academy's courses can be presented in their original form. But DreaMaker has made certain changes in the curriculum for Asian kids, particularly Chinese kids, making it less difficult without compromising the integrity of the course. In fact, many children have a good command of English, and language learning is just part of our courses. Our main objective is, after all, to enhance kids' overall qualities through learning drama. Of course, drama is a good way of learning English. It teaches through entertainment, and is vivid and lively. Many parents have this aim in mind when they send their children to our centre.

As for courses in Chinese, they have these courses in Taiwan and in the future, when demand is greater, we'll consider developing them. We won't simply translate English courses into Chinese, but will develop courses most suitable for Chinese kids, and we'll invite Chinese teachers for them. However, I feel we haven't reached that level of demand yet.

生意人or教育者

当张思路如数家珍地谈起卓美的教育理念时，他俨然是一位教育工作者了。或者说，他的身上兼具了生意人的精明和教育者的虔诚，他对于戏剧教育有着坚定的信念，而商学院的学习给予了他务实的风格和清晰的视野。“我事业的转型与中欧息息相关。在着手策划卓美时，我刚开始在中欧学习，中欧帮助我梳理了创业经验，给了我系统化、理论化的商业训练，改变了我的思维方式和对创业模式的构想。”

“现在我对自己的定位是双重的：我从一个生意人的角度去创造和发展卓美，我要分析产品的盈利模式，确保公司发展；然而我也是个教育者，在推广的过程中收获了很多尊重。因为卓美，很多孩子从胆怯拘谨到落落大方地站上舞台，其间的改变令人感动。”

“未来我想一步一个脚印地将卓美发展好，将北京的市场做透，再向其他城市拓展。我也在勾画别的商业蓝图，现在正与一位著名少儿节目主持人策划筹建儿童主题体验中心，这是商业地产中很有前景的发展项目，而卓美的培训中心也可以入驻那里。”谈到这里，张思路笑道，“你看，这就表明我不是一个理想化的教育工作者，还是一个生意人。但如果卓美做得好的话，就会有更多人知道，戏剧确实能够为孩子带来益处，我想那些孩子长大后也会感谢卓美的。”

《TheLINK》：目前卓美教育的所有课程均采用英文授课，既然是以素质教育为出发点，那么未来是否会考虑突破语言的藩篱，以中文来教授课程呢？

目前我们采取全英文授课，是为了确保海伦·奥格雷迪国际戏剧学院的课程能够原汁原味被推广出来，但卓美为亚洲孩子，尤其是中国孩子在教程上进行了一些调整，减少了语言上的障碍。其实，现在很多孩子的英文都很棒，语言只是学习的一部分，我们的目的还是通过戏剧来拓宽孩子各方面的素质。戏剧是学习英语的好方式，它寓教于乐、形象生动，很多家长也是怀着这个目的送孩子过来的。

至于中文教程，目前中国台湾地区是有的，未来一旦需求被激发出来，我们也会考虑开发中文课程。我们不会简单地将英文教材翻译成中文，而是会研发出最适合中国孩子的课程，并请中国老师来教。但我感觉目前整个市场的需求还没有那么强烈。

《TheLINK》：卓美的戏剧教育理念应该说是“舶来品”，而近些年来，中国的主流教育界有“国学复兴”的势头，如提倡学生们去背诵《论语》《弟子规》等国学经典，您个人如何看待这股风潮，它是否会对卓美的发展有不利影响？

国学中有很多经典的内容，它们能够陶冶性情、培养品格，是值得传承的。学习中国国学与学习西方戏剧是不同的教育方法，但目的是相同的，都是希望从内在引导孩子朝好的方向发展，从某种意义上来说是殊途同归。因此我认为国学教育与卓美的戏剧教育并不冲突，只是家长针对孩子的发展做出的不同选择。从事教育培训行业这些年，我也看到了一些做得很好的国学培训机构，我认为国学对于孩子的发展很有积极意义。

《TheLINK》：既懂外语又懂戏剧的人才是非常稀少的，卓美在吸纳人才方面有什么高招？

在中国的主流教育界，真正缺乏的还是优秀的教师。就我们这个领域而言，寻找到既懂外语、又懂管理和戏剧的人才确实很难，这也是卓美起步几年发展得比较艰辛的原因。好在我们的海外合作伙伴在教师方面给予了大力支持，他们有海外培训总监对课程和教师进行整体培训和指导。目前我们最需要的其实是对产品进行准确定位并发现目标客户的市场营销人员。

做少儿戏剧教育跨界幅度很大，行业门槛很高，但我认为这是件好事，使得我们培养出的人才更加专注于行业。明年我打算在北京开第十家培训中心，因为通过这些年的积累，我们在人才方面更加自信一些了。我相信随着时间的推移，会有越来越多的人加入卓美，吸纳人才的问题将迎刃而解。

《TheLINK》：卓美在2012年获得了著名导演冯小刚的投资，您觉得卓美赢得大导演青睐的主要原因是什么？

冯小刚导演很睿智，他丰富的人生经历和对于戏剧的深刻了解，让他非常认可卓美的教育理念和发展前景。他曾经说过，每个人都需要在不同的人生阶段扮演好自己的角色。那么在孩童时代学一点戏剧表演是大有裨益的。2012年，当我向他介绍卓美的教育理念和成功案例时，他当即表示决定投资；不仅如此，他还送自己的小女儿来卓美学习，他的太太徐帆也经常将我们介绍给她的朋友。

《TheLINK》：卓美教育未来有怎样的发展愿景？

目前我们打算先将北京市场做好，将一座城市纳入整体的市场规划，构造一个立体的布局，这样既能降低市场成本，也有利于精耕细作。但专注于北京市场并不妨碍我考察和发现潜在的新市场。例如，上海市场也很广阔，一旦市场规划合理，人才准备充分，我们就会着手进军上海市场。



***TheLINK:* DreaMaker's philosophy of drama education, as I see it, is an "import". But in recent years, mainstream Chinese education has seen a trend towards neo-national-studies, such as the encouragement of the recitation of Di Zi Gui and Lun Yu, among other traditional Chinese classics, by children. What's your opinion of this trend, and will it have an adverse effect on DreaMaker's development?**

There's a lot in national studies that's good for the cultivation of admirable qualities, and is worth passing on to future generations. Learning traditional Chinese classics and learning Western drama are different approaches in education, but their aims are the same: to guide children in their growth towards being better persons. So they have the same aim in mind, though they may take different paths. I think national studies education and DreaMaker's drama education do not contradict one another. It's only a matter of choice on the part of parents. Over the years that I've been in the education business, I've seen some national studies training agencies that have done it quite well. I think national studies are positive for children's development.

***TheLINK:* There are really only a few teachers who know foreign languages and how to act at the same time. What measures have DreaMaker taken to attract such talents?**

In mainstream Chinese education, truly outstanding teachers are still scarce. For our industry, it's really difficult to find talents that know foreign languages, and also have mastery over management and drama. That's been one of the challenges for DreaMaker over the past few years. Luckily, our foreign partner gave us staunch support in this, providing comprehensive training and guidance for courses and teachers. At present what we need most is marketing

personnel that can position our products in precise locations and reach our target customers.

At the same time, my experience has grown over the years and now I'm more confident in talent cultivation. Next year we're opening our tenth training centre in Beijing. I believe that as time goes by, more and more people will join DreaMaker and the talent shortage problem will be solved.

***TheLINK:* In 2012, DreaMaker received an investment from famous director Feng Xiaogang. What do you think motivated him to do this?**

Feng is a wise man, with rich life experience and a profound understanding of drama that led him to approve of DreaMaker's philosophy on education and believe in its viability. He once said that everyone needs to play his own part well in different stages of life, so it's good for kids to learn something about acting and drama. In 2012, when I explained DreaMaker's philosophy on education and gave him a few examples of our successful cases, he immediately decided to invest. More than that, he sent his own young daughter here to study at DreaMaker, and his wife Xu Fan often recommends us to her friends.

***TheLINK:* What's ahead for DreaMaker?**

Now we're planning to dig deep into the Beijing market. We're going to incorporate the city into our overall market plan, constructing a comprehensive framework, which both lowers market costs and is beneficial to our overall operations. Yet a focus on the Beijing market does not mean we won't consider other potential markets. For example, the Shanghai market is just as promising as Beijing, and if we have a reasonable market plan, and if there are enough talents, we'll get ready to enter Shanghai.