

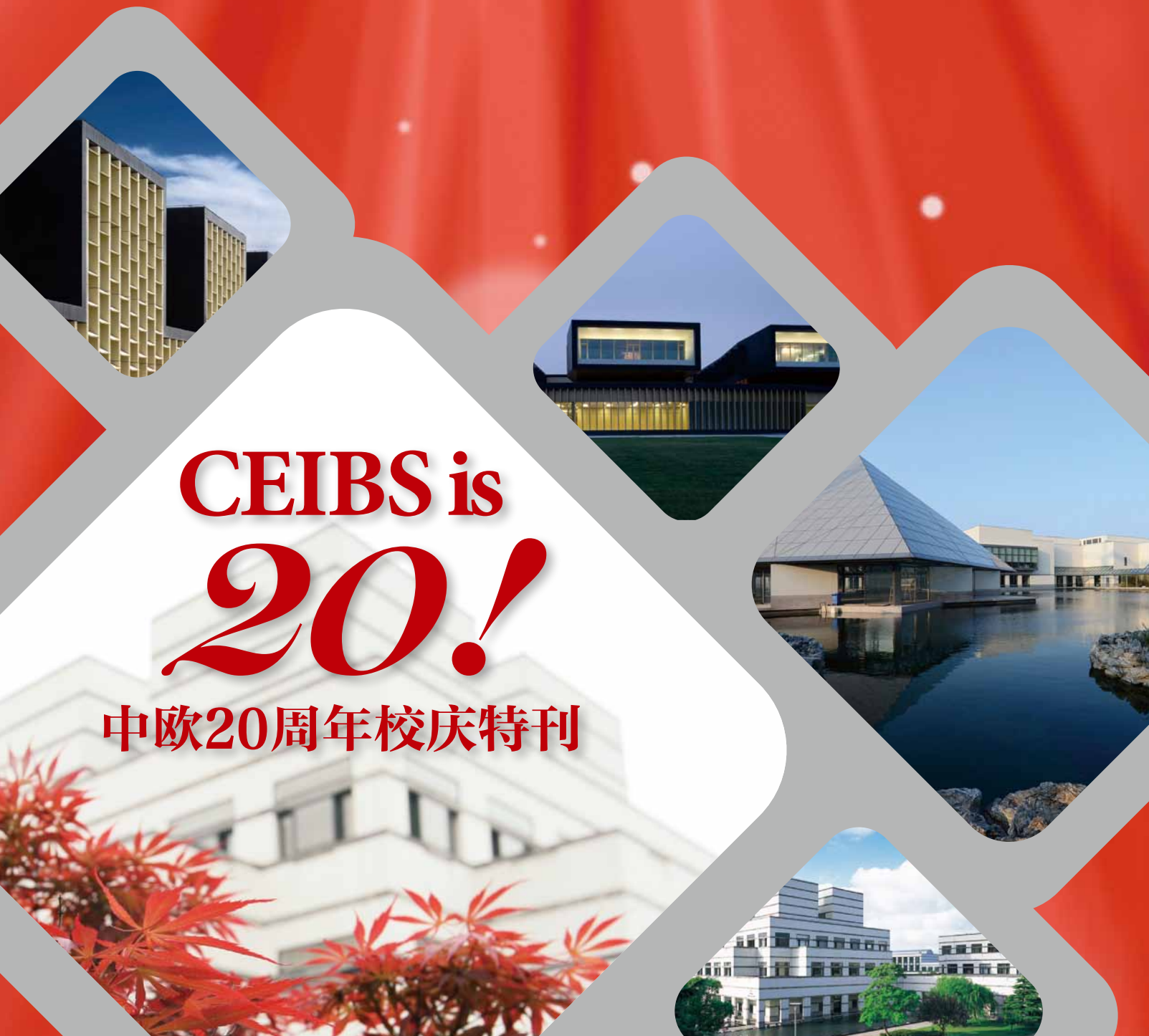
TheLINK

中欧国际工商院校友杂志 CEIBS Alumni Magazine

2014年第五期 Volume 5, 2014

CEIBS is
20!

中欧20周年校庆特刊



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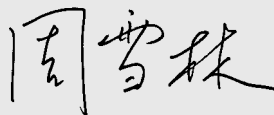
为庆祝中欧国际工商学院20周年校庆，我们回顾往昔，展望未来。来自海内外商界和学界的杰出人物向中欧送上了祝福。我们也梳理了这一年来群星璀璨、精彩纷呈的校庆活动。

生日快乐，中欧！

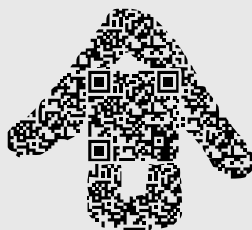
Dear Alumni:

We tip our hats in recognition of CEIBS' 20th Anniversary by taking a look back at the past two decades, and a peek at what's ahead. Luminaries from the business world and academia, from in and outside of China, tell us what CEIBS@20 means to them. Plus we have a wrap-up of the stellar line-up of events staged throughout the year to celebrate.

Happy 20th Anniversary CEIBS!



院长助理、《TheLINK》执行主编
Snow Zhou
CEIBS Assistant President,
Editor-in-Chief, *TheLINK*



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8

要闻 BRIEFING

8 伦敦金融城市长吴斐娜在中欧陆家嘴国际金融研究院参加中英中小企业发展论坛；中欧成立在线学习学术委员会；“大师课堂”闪耀智慧光芒；《中欧国际工商学院MBA 2014就业报告》发布；中欧校友荣登《财富》中国40位40岁以下商界精英排行榜；夏季达沃斯论坛中欧教授聚焦创新……

London's Lord Mayor at China-UK SME Development Forum; Online Learning Academic Council Launched; Great Speakers for Master Class Series; Impressive MBA Career Report 2014; CEIBS Alumni High on *Fortune China's* Top 40 Entrepreneurs; CEIBS Focuses on Innovation at Summer Davos and a round-up of other major events over the past few months.



26

特别报道 FEATURE

- 26 晓雪：我的中欧EMBA生活
Xiao Xue: My EMBA Life at CEIBS
- 34 中欧FMBA：遇见更好的自己
CEIBS FMBA's 1st Batch of Alumni: History in the Making
- 40 郭志雷：从医学院到商学院
From MD to MBA



83

CEO访谈 CEO TALK

- 50** 张瑞敏：平台、创客与互联网时代
Zhang Ruimin: Driving Haier's Innovation

封面故事 COVER STORY

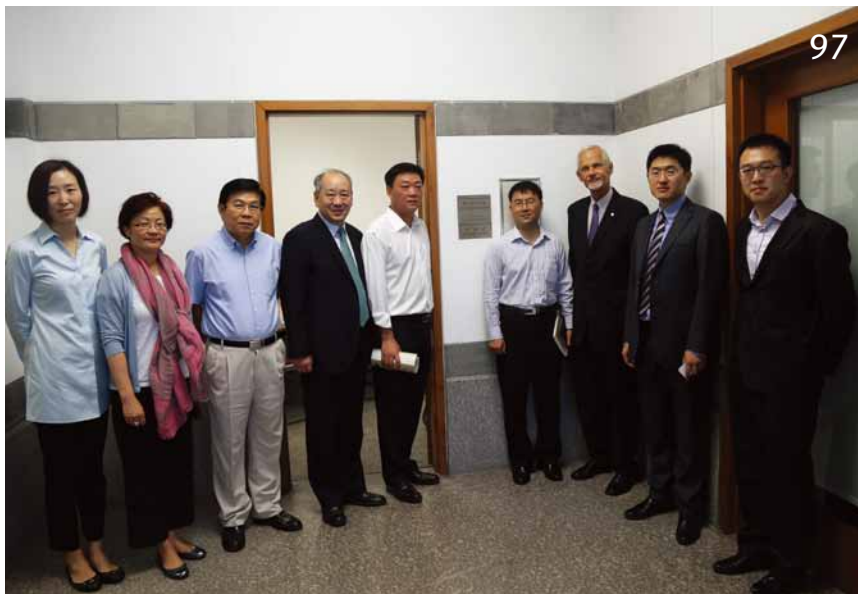
- 58** 中欧20周年校庆特刊
CEIBS is 20!
- 60** 中欧20年：祝福满园自馨香
CEIBS@20 – Messages from Luminaries in China & Abroad
- 64** 中欧的15位杰出人物
The CEIBS 15

- 80** 中欧20周年校庆活动一览
It's a Celebration!

- 84** 展望中欧未来20年
The Next 20 Years

管理前沿 CEIBS KNOWLEDGE

- 88** 中国影业：闪光的未必是金子
China's Movie Industry: All That Glitters Isn't Gold



合作伙伴 CORPORATE SPONSOR

96 基金会新闻

Foundation News

1998级MBA校友集体捐赠冠名
“相约98讨论室”

MBA 1998 Alumni Invest in CEIBS

1997级MBA校友捐赠设立李家镐
院长专项基金

MBA 1997 Alumni Establish Li
Jiahao Fund

校友之声 ALUMNI VOICE

100 校友分会 Alumni Chapters

中欧校友教育行业协会成立
Education Association

Launched

中欧校友旅游行业协会选举
首届理事会

Tourism Association Elects
Council

103 校友活动 Alumni Events

AMP精英挑战极限赛跑

AMP 24-Hour Elite Challenge

104 校友通讯录 Linking in

CEMI往事：我的老师诺·登德科
Recollections of CEMI

– Liu Ximin (CEMI 1986)

remembers his mentor

Nowl Dendoncker



主办: 中欧国际工商学院

执行主编: 周雪林

执行编辑: 夏敏、雷娜

高级编辑: 杜谦

报道与翻译: 柯玟秀、兰安、朱琼敏、
蔡娜、武泽明、徐侠、王晓宏、缪秀娟

中文编辑(实习): 王一帆

美编: 周磊、王晴@时浪快印

图片编辑: 周小娟

封面设计: 郑亚胜

联系我们

电话: +86-21-28905501

传真: +86-21-28905273

电子信箱: alumnimagazine@ceibs.edu

中欧国际工商学院上海校区

地址: 上海市浦东新区红枫路699号

邮政编码: 201206

电话: +86-21-28905890

传真: +86-21-28905678

网址: www.ceibs.edu

北京校区

地址: 北京市海淀区东北旺西路

8号中关村软件园20号楼

邮政编码: 100193

电话: +86-10-82966600

传真: +86-10-82966788

电子信箱: bjo@ceibs.edu

深圳代表处

地址: 深圳市福田区

益田路6003号荣超中心A座8层

邮政编码: 518026

电话: +86-755-33378111

传真: +86-755-33378113

电子信箱: szo@ceibs.edu

文中所述仅为作者个人观点,
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PUBLISHER: CEIBS

EDITOR-IN-CHIEF: Snow Zhou

MANAGING EDITORS: Charmaine N. Clarke, Lei Na

CONTRIBUTING EDITOR: Du Qian

REPORTING & TRANSLATION:

Janine Coughlin, Ana Galán Rodellar, June Zhu, Cai Na,
Richard Wu, Crystal Hsu, Wang Xiaohong, Miu Xiujuan

CHINESE EDITORIAL INTERN: Yolanda Wang

ART EDITOR: Mickey Zhou & Saya Wang @ Snap Printing

PHOTO EDITOR: Juana Zhou

COVER DESIGNER: Zheng Yasheng

CONTACT US:

TEL: +86-21-28905501

FAX: +86-21-28905273

EMAIL: alumnimagazine@ceibs.edu

CEIBS SHANGHAI CAMPUS

699 Hongfeng Road, Pudong

Shanghai 201206, P.R.C.

Tel: +86-21-28905890

Fax: +86-21-28905678

Website: www.ceibs.edu

BEIJING CAMPUS

Building 20, Zhongguancun Software Park

8 Dongbeiwang West Road, Haidian District

Beijing, 100193, China

Tel: +86-10-82966600

Fax: +86-10-82966788

E-mail: bjo@ceibs.edu

SHENZHEN REPRESENTATIVE OFFICE

8/F Block A, Rongchao Business Centre

No.6003, Yitian Rd, Futian CBD

Shenzhen, 518026, P.R.C.

Tel: +86-755-33378111

Fax: +86-755-33378113

E-mail: szo@ceibs.edu

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吴斐娜
Lord Mayor Fiona Woolf

李剑阁
Li Jiange

朱阳
Zhu Yang

伦敦金融城市长做客中英中小企业发展论坛 London's Lord Mayor at China-UK SME Development Forum

10月13日，伦敦金融城市长吴斐娜（Alderman Fiona Woolf）在“2014中英中小企业发展论坛”上发表主旨演讲，就如何在中国寻找正确的商业伙伴、金融机构如何帮助中小企业等问题提供了建议。本次论坛在中欧陆家嘴国际金融研究院举行。上海欧擎资产管理集团董事长朱阳也出席了论坛。上月，欧擎集团表示计划向英国和欧洲的中小型企业投资1.5亿英镑。

中欧国际工商学院院长朱晓明在欢迎辞中指出，在如今的后危机时代，中小企业可以成为创新和创造的源泉，中国正在推行政策以解决中小企业所面临的融资渠道不足等问题。欧擎集团的

新近举措也有望解决融资问题。朱阳表示，欧擎集团已为谋求海外发展的中小企业设立了特别基金，也正在力求利用伦敦作为金融中心的经验与人才优势来推动业务发展。

中欧国际顾问委员会成员、申银万国证券董事长、中央汇金投资有限公司副董事长李剑阁在发言中强调了中小企业在提供就业和推动创新（尤其是金融创新）方面的重要作用，并指出众筹、P2P（Peer-to-Peer，即网络借贷平台）等已经为中小企业提供了新的融资办法。他赞赏了欧擎集团的举措，认为欧擎此举可以推动中、英中小企业的双赢合作。

中小企业在伦敦商务中所占份

额为96%，在英国商务中所占份额为99.6%。吴斐娜市长在论坛中强调，中小企业对英国和中国的经济都做出了很大贡献。她介绍了英国和其他国家推动中小企业发展的众多举措，并相信解决中小企业融资的方法存在于资本市场。

吴斐娜市长表示，中小企业走在技术前沿，在高科技产业、清洁能源、绿色经济等方面都大有作为，当务之急是如何用更少的资源做更多的事情。此次论坛是帮助中小企业构建国际联系的正确一步。

本次论坛由欧擎集团、中欧教育发展基金会、中欧陆家嘴国际金融研究院联合举办，英国贸易投资总署、英中贸易协会和伦敦市提供协助。

Advice on how to find the right partner to work with in China, and how financial institutions can help SMEs were among the items on the agenda during the China-UK SME Development Forum 2014 where Lord Mayor of the City of London Alderman Fiona Woolf gave the keynote speech. The event was held at CEIBS Lujiazui Institute of International Finance on October 13. Also among the participants was President of Nord Engine Group Zhu Yang, whose company last month announced plans to invest £150 million in the British SME market through Shanghai Nord Engine Asset Management Group.

In welcoming participants, CEIBS Executive President Prof Zhu Xiaoming spoke of the role that SMEs, a source of innovation and creativity, can play in today's post-crisis era and the efforts being made in China to implement policies that will address the challenges they face, such as inadequate access to funding. Nord's latest initiative is among the steps anticipated to address this funding issue. Company President Zhu Yang explained that they have set up a special fund for SMEs looking to go abroad. Nord is also trying to help

businesses by tapping into London's experience and expertise as a financial centre.

Chairman of Shenyin & Wanguo Securities and Vice Chairman of Central Huijin Investment Ltd Li Jiange (member of CEIBS International Advisory Board), who spoke of the major role that SMEs play in providing jobs and driving innovation – especially financial innovation – noted initiatives such as crowd funding and Peer-to-Peer lending that have filled the gap left by big banks that typically shy away from investing in SMEs. He lauded Nord Engine as a pioneer, adding that the company's efforts would result in win-win cooperation between small businesses in China and Britain.

With SMEs making up 96% of all business in London and 99.6% of all UK enterprises, it wasn't unusual to see the Lord Mayor championing small business during the forum. She stressed that SMEs have made an "enormous" contribution to the economies of both the UK and China, and reeled off a raft of initiatives taken in the UK and other countries around the world to facilitate small business. But she still questioned

whether enough was being done to help them grow. Traditional banks have decreased lending to SMEs since 2010, she noted, but efforts are being made to push the European Commission to put a framework in place for private placements like those that have been successful in Germany, and also permit securitisation to provide financing. She believes the solution to SME's funding woes lies in the capital market.

SMEs, the Lord Mayor says, will likely provide the answers to challenges such as climate change and how to protect the environment – answers that were provided by big oil and big electricity in the past. Small businesses will be the source of technological advances needed to do more with less, she predicted. The forum, she added, was a step in the right direction in building the bridges needed to help SMEs forge international relationships.

The forum was co-sponsored by Nord Engine Group, CEIBS Education Foundation and CEIBS Lujiazui Institute of International Finance (CLIIF) with support from UK Trade and Investment, China-Britain Business Council and the City of London.



许定波教授
Prof Xu Dingbo



倪科斯教授
Prof Nikos Tsikriktsis



方睿哲教授
Prof Ramakrishna Velamuri

中欧成立在线学习 学术委员会 Online Learning Academic Council Launched

9月19日，中欧国际工商学院成立在线学习学术委员会，并召开首次学术委员会会议，此举是中欧在在线教育领域战略发展的又一重要标志。中欧副院长兼教务长苏理达（Hellmut Schütte）教授、中欧副院长兼中方教务长张维炯教授，以及在线学习学术委员会委员出席会议。

中欧在线学习学术委员会成员包括：中欧副教务长、会计学教授许定波，中欧副教务长、运营管理学教授倪科斯（Nikos Tsikriktsis），中欧战略学及创业学系系主任、创业学教授方睿哲（Ramakrishna Velamuri），中欧战略学副教授陈威如，中欧管理学客座教授杰弗里·桑普勒（Jeff Sampler），中欧院长助理、中欧出版公司总裁周雪林，中欧出版公司首席运营官兼中欧商业在线总经理易学君。方睿哲教授被推选为中欧在线学习学术委员会主席。

苏理达教授表示，在线学习是教

育发展的重要趋势，它已经成为一种必不可少的学习方式。国际一流商学院包括哈佛、沃顿等都已开始在此领域发力，中欧也将加强对此的投入和支持，加快发展在线/混合学习，在竞争中保持优势。中欧成立此学术委员会旨在达到以下三个目的：1）进一步确保中欧在线课程质量；2）为在线/混合学习课程与学习资料开发提供建议；3）促进中欧教授与中欧商业在线的在线课程技术开发团队更为紧密地合作。

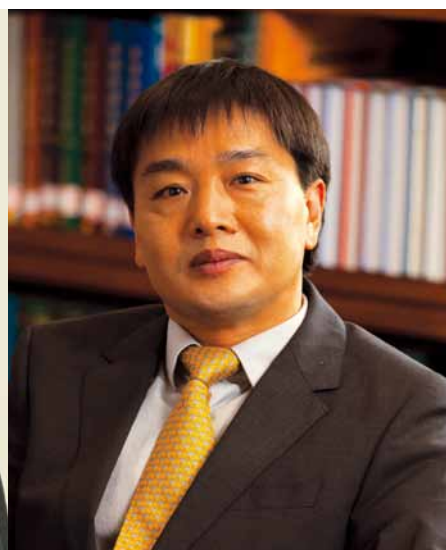
会上，易学君介绍了中欧商业在线的发展现状。2008年中欧出版公司成立，建设融在线学习、商业杂志、商业图书为一体的多媒体平台，致力于管理知识和商业实践的传播。中欧出版公司下属的中欧商业在线（www.eceibs.com）专注于在线学习，开发制作并向市场提供了大量的优质在线管理课程。当前中欧商业在线的业务模式以B2B为主，在线学员逾百万，其中大多为行业领先企业，受到广泛认可。



陈威如教授
Prof Chen Weiru



杰弗里·桑普勒教授
Prof Jeff Sampler



周雪林博士
Dr Snow Zhou

CEIBS has taken yet another significant step forward in the increasingly important area of online education by officially launching the school's Online Learning Academic Council, which convened its first meeting on September 19.

The Academic Council's objectives are: to link individual faculty members closer with the technical expertise within CEIBS Publishing, which has been among those leading the drive towards online learning at the school; to advise on the development of online/blended learning material; to ensure that quality standards are in line with the school's strategy and goals.

Professor of Entrepreneurship, Department Chair (Strategy and Entrepreneurship) Ramakrishna Velamuri will serve as chairman of the Council. Other members include Xu

Dingbo, Professor of Accounting & Associate Dean who is also a Member of the school's Management Committee; Nikos Tsikriktsis, Professor of Operations Management & Associate Dean (GEMBA); Chen Weiru, Associate Professor of Strategy; Jeff Sampler, Adjunct Professor of Management; Dr Snow Zhou, CEIBS Assistant President & CEO of CEIBS Publishing; and Max Yi, General Manager of CEIBS Online.

CEIBS Dean & Vice President Hellmut Schütte pointed out during the Council's first meeting that online learning, which has strong momentum globally, has an essential role to play in education. It's also being tried by leading business schools such as Harvard and Wharton, he said, and in order to remain competitive CEIBS needs to



易学君先生
Max Yi

step up its commitment to the development of online/blended learning. Dean Schütte urged all CEIBS faculty to take an active part in the development and design of online/blended learning courses.

Under the Online Learning Academic Council, CEIBS Business Online will work more closely and effectively with academic departments to provide e-version course materials, blended learning solutions, independent online courses, assessment tools, online platform, and mobile learning.



“大师课堂” 闪耀智慧光芒 Great Speakers for Master Class Series

7-8月，中欧国际工商学院20周年校庆系列活动“大师课堂”继续推出精彩讲座。原摩根士丹利亚洲主席、首席经济学家史蒂芬·罗奇（Stephen S. Roach），东软集团股份有限公司董事长兼首席执行官刘积仁，海尔集团董事局主席兼首席执行官张瑞敏先后做客大师课堂，奉献了三场极富洞见的演讲，为众多校友带来了智慧启迪。

7月22日，史蒂芬·罗奇在中欧上海校园发表了题为“失衡：美国与中国的相互依存”的精彩演讲，近800位嘉宾到场聆听。史蒂芬·罗奇在演讲伊始回顾了他与中欧的渊源。他说，十多年前他与佩德罗·雷诺（Pedro Nueno）教授在巴塞罗那的会面让他

终身难忘。“他（雷诺教授）的活力、远见和热情极具感染力。从那一刻起，我们保持定期交流，友谊一直延续到了现在。”随后，他以1978年、1997年、2013年三个时间节点的史实表明，中国经济发展的道路是独一无二的，目前中国面临着从世界终极生产商转型成为一个更加平衡的经济体的巨大挑战。他也具体分析了美国的经济现状，认为中美两国应当建立一种新型的相互依赖关系。

8月17日，中欧国际工商学院国际顾问委员会成员刘积仁来到中欧上海校园，为近300名嘉宾带来题为“东软的国际化实践”的演讲。刘积仁在演讲中回顾自己的创业历程，并分享了东软的国际化实践。刘积仁强调，“人才是东

软最宝贵的资产”，东软未来将继续加速全球经管人才的培养、加速全球化管理与运营团队的融合，营造以人才为核心的生态系统，推动自身可持续发展。

8月23日，海尔集团董事局主席兼首席执行官张瑞敏在青岛为近600名嘉宾带来了题为“互联网时代的管理模式创新探索”的演讲。张瑞敏对海尔集团目前的管理模式进行了详细介绍和深入分析。并表示，海尔在商业模式创新中的目标是“三化”，即企业平台化、员工创客化和用户个性化。在演讲结尾，张瑞敏引用了《易经》中的一句话，“倾否，而非否倾，倾否，先否后喜。”鼓励人们在互联网时代主动打破封闭的局面，虽然过程艰难，但最后一定会得到欣喜的结果。

Management innovation, globalisation of Chinese companies, and the dysfunctional relationship between China and the US were the most recent topics featured in the popular Master Class series of lectures being offered throughout the year as part of CEIBS' 20th anniversary celebrations. Renowned economist Stephen Roach, Neusoft Chairman and CEO Liu Jiren, and Haier Group Chairman and CEO Zhang Ruimin were among the latest speakers whose insights on top business issues of the day have drawn large audiences.

Roach, former Morgan Stanley Chief Economist and a well-respected China hand, gave a lecture entitled "Rebalancing the US-China Economic Relationship" on July 22. He explained why, in his view, the two countries are locked in an unhealthy, co-dependent relationship, and he offered two possible outcomes. The first he termed an asymmetrical rebalance. In this scenario China continues its economic rebalancing while the US fails to change. The second, a symmetrical rebalance, would be the more preferred outcome for the world economy – both sides change and everyone wins.

Integrating both Chinese and international management practices has been the secret to Neusoft's global success, according to Liu, who founded the company in 1991. Today Neusoft is the largest IT solutions and services provider in China and Liu's talk on August 17 focused on how the company developed its global



footprint. It now has a presence in 60 countries and regions abroad. "At the beginning we thought Chinese companies should be managed in the Chinese way, but we have drastically changed our mind," he said. "Now we combine different leadership and management styles. . . This is a global company with global knowledge."

"Innovative Management Models in the Internet Age" was the

theme of the Master Class lecture given by Zhang on August 23 in Qingdao, where his Haier Group is headquartered. The company is the world's leading major appliances brand and manufacturer, and Zhang explained how it began exploring and implementing changes to its business strategies when it realised the big impact that the Internet was having on traditional business models.



8月28日,《中欧国际工商学院MBA 2014就业报告》正式发布。2013-2014 招聘季中,共有340家公司通过中欧职业发展中心向189名毕业生发布了1087个职位,102家企业成功招聘。截至毕业后三个月,95.6%的毕业生收到了至少一份工作邀约,签约率为91.9%。毕业生平均薪资涨幅为95.5%,职业转换率为74.4%。

16.8%的毕业生选择到海外发展,其中9名毕业生选择在欧洲继续自己的职业生涯。77.1%的海外学生选择在亚太地区发展,其中55.9%的海外学生毕业后留在中国工作。

金融、制造和科技仍是就业率排名前三的行业,共吸引了55.5%的毕业生。超过半数的毕业生年薪在30-50万人民币之间。近七成同学通过学院资源就业。

近年来,企业对高端人才的需求

增长迅速。越来越多针对MBA学生的企业领导力发展项目(LDP)来到中欧招聘。毕业生进入LDP之后,会在该公司不同地区或部门轮岗,快速成长为公司的中坚力量。今年共有60家公司向中欧学生提供了77个LDP职位,其中相当一部分是全球项目。

今年招聘了三个以上毕业生的企业有:福特、大众点评、三星电子、印孚瑟斯、阿斯利康、杜邦、罗氏、英孚教育、拜耳、复星集团。

During the past recruitment season, 340 companies made 1,087 positions available to 189 CEIBS MBA students through the school's Career Development Centre (CDC), according to the CEIBS MBA Career Report for 2014 which was released by the MBA Office on August 29. Within

three months after graduation, 95.6% of the graduates reported having received at least one offer and 91.9% accepted. The average salary increase was 95.5% and 74.4% of graduates switched career.

Among the other highlights of the report: 16.8% of graduates chose to start their career overseas and nine of them stayed in Europe; 77.1% of overseas students remained in the Asia Pacific Region, among them 55.9% remained in China. And as in past years, the top three industries that attracted graduates are Financial Services (21.9%), Manufacturing (17.5%) and Technology (16.1%).

Salaries have also been impressive this year, with more than half of the graduates landing jobs with annual salaries ranging from RMB300,000 to RMB500,000. School resources were the source of 65.4% of the student job opportunities.

An increasing number of businesses are offering leadership development programmes (LDP) to MBA students from CEIBS. After entering an LDP, graduates usually find themselves rotated between different geographic areas and/or different departments in the company and quickly become an essential resource for the organisation. Sixty companies made 77 LDP opportunities available to CEIBS graduates this year.

Ford, AstraZeneca, Bayer, Dianping.com, DuPont, Education First, Fosun Group, Infosys, Roche and Samsung all hired more than three students each.



刘强东
Liu Qiangdong



姚劲波
Yao Jingbo



李明远
Li Mingyuan

中欧校友荣登《财富》中国40位40岁以下商界精英排行榜 CEIBS Alumni High on *Fortune China's* Top 40 Entrepreneurs

9月2日,《财富》(中文版)公布了2014年“中国40位40岁以下的商界精英”榜单,有多位中欧校友入选。京东商城CEO刘强东(EMBA 2009)蝉联榜首;58同城CEO姚劲波(EMBA 2010)名列前三甲;百度副总裁李明远(EMBA 2010)名列第七。格瓦拉生活网CEO刘勇、厦门美柚信息科技有限公司创始人兼CEO陈方毅、墨迹天气CEO金犁等三位中欧创业营校友也榜上有名。

39岁的刘强东今年蝉联榜首,他一手打造的京东商城于今年5月在纳斯达克上市。37岁的姚劲波今年作为“黑马”首次登陆榜单并名列前三甲,他创立的“学大教育”和“58同城”都是美国上市公司。30岁的李明远则谱写了职场传奇,他用不到十年的时间从基层员工迅速成长为百度核心管理层成员。

据统计,目前中欧EMBA学员的

平均年龄为40.5岁,正处于事业发展的黄金时期。中欧EMBA课程的使命是帮助他们成为兼具中国深度和全球广度、积极承担社会责任的领导者。他们不仅能实战,而且懂专业、懂管理、懂国际惯例;有思想深度、有人格力量,有比成功更高的追求。

Three CEIBS EMBA alumni were in the Top 10 of *Fortune China's* fourth list of Top 40 Chinese Entrepreneurs Under 40, which was announced in September, with one taking the top spot. They are:

- #1 Liu Qiangdong (EMBA 2009), CEO of JD.com
- #3 Yao Jinbo (EMBA 2010), CEO of 58.com
- #7 Li Mingyuan (EMBA 2010), General Manager, Mobile and Cloud Computing Division of Baidu.

This is the second consecutive year that Liu Qiangdong has topped the list. The trio are excellent examples of the calibre of CEIBS graduates. Both Liu Qiangdong and Yao Jinbo recently led their companies in launching IPOs in the US markets, which the magazine noted was a growing trend among Chinese technology companies.

In its introduction to the list, *Fortune China* also noted that this generation of Chinese entrepreneurs is “notable for their ability to grasp the conditions of the business environment with the courage and skill to explore and expand”. The magazine said that in making its selections for the list, it focused on those who encourage innovation and risk taking. It excluded anyone who had inherited their family business.



夏季达沃斯论坛中欧教授聚焦创新

CEIBS Focuses on Innovation at Summer Davos

9月10-12日，2014世界经济论坛·新领军者年会（又称“夏季达沃斯论坛”）在天津举办，盛会汇聚了来自全球90多个国家的逾1500名嘉宾，从广泛层面探讨了“推动创新，创造价值”的主题。9月11日，中欧国际工商学院中国创新中心（CCI）在“构建创新型全球商务”主题研讨会中展示了其关于中国企业如何推动创新的最新研究成果。中欧教授和多位知名企业高管共同出席了这一历时两小时的会议。

中欧中国创新中心联合主任叶恩华（George Yip）教授在会上展示了中心的研究成果，另一位联合主任韩践副教授主持了有关“如何培育中国创新人才库”的讨论环节。其他小组讨论深入探究了如何重新制定研发和投资战略，

如何采用在线解决方案等问题。中欧国际工商学院副院长兼教务长苏理达（Hellmut Schütte）教授也参加了此次会议。

除本次主题会议之外，中欧教授也参与了此次世界经济论坛的其他活动。韩践副教授在专为全球议程委员会（GAC）中国成员举办的非公开研讨会上就“中国创新态势”这一主题发表了演讲。此外，她还参与了“投资中国创新”“全球化中的创新——中国全球化者的新兴最佳实践”“洞察企业性别差异”等研讨会。叶恩华教授主持了“全球成长型公司商业委员会：21世纪人才”研讨会，会议研讨成果将用于制定论坛的倡议与方案。他还主持了“FBC知识交流系列：可持续的代际传承”研讨会，参与了“全球化中的创新——中

国全球化者的新兴最佳实践”研讨会。苏理达教授作为小组发言嘉宾出席了“全球成长型公司商业委员会：创新与企业家精神”研讨会；并参加了“欧亚大陆：下一个边界的景象”“全球化中的创新——中国全球化者的新兴最佳实践”等研讨会。

在过去几年里，中欧国际工商学院与世界经济论坛在不同地区的多个会议中开展合作。2012年1月的瑞士冬季达沃斯论坛上，中欧是首个举办“创意实验室（IdeasLab）”活动的亚洲商学院。2013年，中欧教授参加了大连夏季达沃斯论坛的工作空间会议，之后中欧在上海校区举办了“中欧-达沃斯论坛全球中国课程”。今年9月13-16日，中欧同样为世界经济论坛成员及负责人举办了这一特设课程。

The CEIBS Centre on China Innovation's (CCI) latest research findings on how Chinese businesses are enhancing their innovation edge were the basis for a September 11 session at the World Economic Forum Annual Meeting of the New Champions that was led by CEIBS faculty and an impressive list of business executives. The two-hour session was entitled "Building an Innovative Global Business".

CCI Co-Director Prof George Yip presented the Centre's findings, and Co-Director Prof Han Jian facilitated a discussion on how to cultivate China's innovative talent pool. Other break-out sessions delved into re-strategising R&D investments, and how to adopt Internet-driven solutions. CEIBS Dean & Vice President Hellmut Schütte also participated in the session.

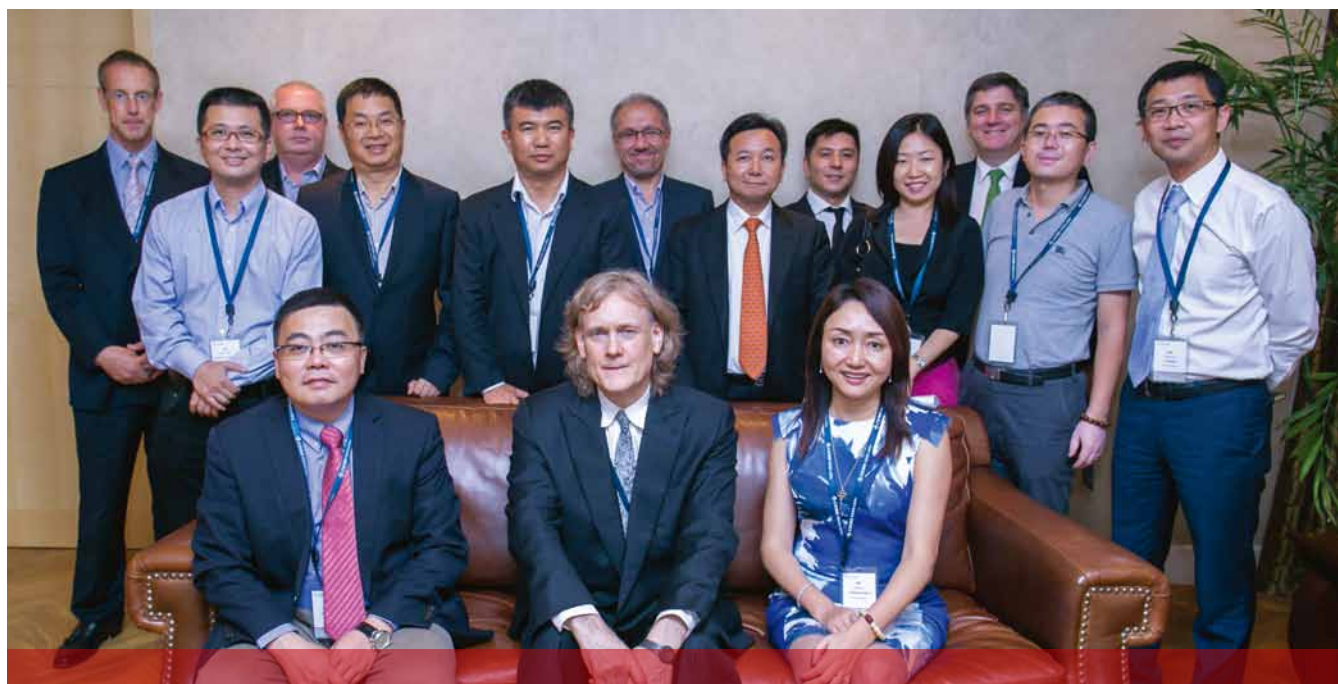
Also known as Summer Davos, this WEF Forum saw more than 1,500 participants from 90 countries around the world gather in Tianjin from September 10 to 12 to discuss

the broader theme of "Creating Value through Innovation". CEIBS faculty were also involved in other aspects of WEF Tianjin. Prof Han Jian spoke at a workshop on the State of Innovation in China, a private event for Global Agenda Councils (GAC) China members. She also participated in workshops on "Investing in Creativity in China", "Innovation in Globalisation - Emerging Best Practice of Chinese Globalisers" and a WorkSpace session titled "Insights on Corporate Gender Gaps". Prof Yip moderated the workshop "Global Growth Companies (GGC) Business Council on Talent in the 21st Century". The findings will be used to shape several of the forum's initiatives and projects. He also moderated "FBC Knowledge Exchange Series: Sustainable Generational Transitions" where participants discussed how family businesses can successfully empower the next generation to preserve family wealth. In addition, he participated in a session on "Innovation in

Globalisation - Emerging Best Practice of Chinese Globalisers". Dean Schütte was a panellist during the "GGC Business Council on Innovation & Intrapreneurship". He also participated in "Eurasia: Scenarios for the Next Frontier", as well the workshop on "Innovation in Globalisation - Emerging Best Practice of Chinese Globalisers".

CEIBS has collaborated with the WEF on numerous events in various locations over the past few years. In January 2012 CEIBS became the first Asian business school to do an IdeasLab session at Winter Davos in Switzerland; in 2013 CEIBS faculty participated in a WorkSpace Session at Summer Davos in Dalian which was complemented by the CEIBS-Davos Forum Global China Programme held at the school's Shanghai Campus. This year CEIBS also organised a programme for WEF Fellows & Directors, which ran from September 13-16 at the school's Shanghai Campus.





汤森路透集团董事长做客中欧陆家嘴国际金融研究院 *Thomson Reuters Chairman Visits CLIIF*

8月14日，汤森路透集团董事长大卫·汤姆森（David Thomson）做客中欧陆家嘴国际金融研究院，与20多位校友和嘉宾进行交流，并共进午餐。中欧院长朱晓明教授出席活动，中欧院长助理、中欧教育发展基金会秘书长葛俊主持了活动。

朱晓明院长在欢迎辞中表示，汤森路透集团是全球领先的专业信息服务提供商。在如今的信息时代，以互联网为核心的第三次产业革命方兴未艾，中国经济正经历深刻的转型，中国企业必须放眼未来，拥抱第三次产业革命，才能在未来的竞争中占据有利位置。因此，无论是中欧国际工商学院，还是中欧校友企业，都非常期待与汤森路透集团的深度交流与合作。大卫·汤姆森在致辞中向嘉宾们介绍了汤森路透集团未来发展的三大目标：简化、优化流程管理；

重视人力资本，最大限度发挥人才优势；目光长远，不因眼前利益而忽略长期利益；并表示中欧与汤森路透可以在教学系统、内容等方面进行合作，培养出优秀的企业家。

陪同出席的还有汤森路透全球战略市场总裁冈萨罗·利萨拉格（Gonzalo Lissarrague）、全球战略市场总监丹尼尔·罗德里格斯·万诺（Daniel Rodriguez Vanner）、中国区总裁刘煜及中欧陆家嘴国际金融研究院执行副院长刘胜军。本次活动由中欧教育发展基金会与中欧陆家嘴国际金融研究院联合主办。

Thomson Reuters Chairman David Thomson visited the CEIBS Lujiiazui Institute of International Finance (CLIIF)

on August 14 and met with more than 20 CEIBS alumni and guests. Thomson Reuters is a leading global news and information service provider. During his visit the company's chairman shared the three main objectives of its future development strategy: streamlining procedures, maximising quality of information, and focusing on the long-term. In his welcome address CEIBS Executive President Zhu Xiaoming said that the school looks forward to more opportunities to cooperate with Thomson Reuters. Gonzalo Lissarrague, President of Global Growth & Operations for Thomson Reuters and Dr Gary Liu, Executive Deputy Director of CLIIF, also attended.

中欧举办MBA主题专场答谢晚宴 Donor Appreciation Banquet

9月3日，中欧国际工商学院2014答谢晚宴MBA主题专场在中欧上海校园举办。近百位向中欧捐赠MBA奖学金及支持中欧发展的校友们重返母校，欢聚盛宴。中欧院长朱晓明教授，中欧名誉院长、中欧教育发展基金会理事长刘吉教授，中欧副院长兼教务长苏理达（Hellmut Schütte）教授，中欧副院长兼中方教务长张维炯教授，学院各部门负责人和教授代表共同出席了晚宴。

朱晓明院长、苏理达副院长、张维炯副院长分别在答谢晚宴上发表了精彩演讲。蒋锦志（CEO 2008）、马爽（MBA 2001）、谢震（MBA 2000）作为捐赠校友代表发表感言。MBA奖学金获得者邓琴（MBA 2016）作为受益学生代表致感谢辞。刘吉名誉院长在晚宴结束时发表了热情洋溢的演讲，号召企业家们在积累财富的同时不忘社会责任，勉励校友们对学院多做贡献，为中欧成为世界名校而共同努力。

此次答谢晚宴由中欧教育发展基金会和MBA课程部共同主办。晚宴现场，学院领导还为捐赠冠名石化演讲厅及会议中心座椅的校友们颁发了纪念证书。

The CEIBS Education Foundation and MBA Office hosted the 2014 Donor Appreciation Banquet September 3 to thank those who have generously invested in the school's continued development

by funding MBA scholarships and other initiatives. Around 100 alumni turned out for the event, which coincided with the arrival of China's Mid-Autumn Festival. School leaders, faculty and department heads also attended.

CEIBS Executive President Professor Zhu Xiaoming, Chairman of the CEIBS Education Foundation and Honorary President Liu Ji, Dean and Vice President Professor Hellmut Schütte, and Vice President and Co-Dean Professor Zhang Weijiong addressed the gathering. They collectively expressed their appreciation to all those who have generously supported the continued development of the school. They also spoke about the key role that alumni investment and other support has played in the great progress that the school has made since its founding 20 years ago.

Jiang Jinzhi (CEO 2008), Ma Shuang (MBA 2001) and Xie Zhen (MBA 2000) spoke on behalf of alumni who have invested in CEIBS. They encouraged alumni to work together to build a culture that promotes investment in the school, and encouraged MBA students to cherish their many opportunities and work hard to contribute towards developing CEIBS and the wider society.



蒋锦志 Jiang Jinzhi



马爽 Ma Shuang



谢震 Xie Zheng



中欧举办2014第八届中国银行家高峰论坛 8th China Bankers Forum

9月13日，由中欧国际工商学院与新华社《财经国家周刊》联合主办的2014第八届中国银行家高峰论坛在中欧北京校区隆重举行，共有200余名银行业人士和近40家主流媒体前来参加。论坛以“中国银行业：因势而变”为主题，汇聚业界精英，共同把脉新形势下中国银行业面临的机遇和挑战。国际货币基金组织（IMF）副总裁朱民、中国人民银行调查统计司巡视员徐诺金、中国人民银行条法司司长穆怀朋等在论坛上发表演讲。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，中欧陆家嘴国际金融研究院院长吴晓灵教授，副教授长、会计学教授许定波，副教授长、经济学与金融学教授许斌，金融学教授亨里克（Henrik Cronqvist）等也出席了论坛。

The impact of new government policies and new entrants in China's financial sector such as Internet giants Baidu, Alibaba and Tencent were the focus of discussions at the 8th Annual China Banker's Forum held on September 13 at the school's Beijing Campus. Speakers addressed the potential impact of interest rate liberalisation in China and the challenges for establishing an effective framework for inclusive finance. They also offered possible co-competition scenarios in which traditional banks and Internet companies could cooperate to ensure the healthy development of Internet finance in China.

第四届中欧“当中国遇见非洲”年会成功举办 When China Meets Africa

7月20日，第四届中欧“当中国遇见非洲”年会在中欧陆家嘴国际金融研究院举行，来自中国和非洲的校友们围绕“为什么合作战略对于中非商务发展至关重要”这一主题展开了小组讨论。36位在上海完成最后课程模块的非洲2013级EMBA学员和50多位来自中国和欧洲的商业高管和学者出席了会议。

The 36 CEIBS Africa EMBA 2013 class participants completing their final programme module in Shanghai were joined by more than 50 senior business executives and academics from both China and Europe on July 20 for the 4th Annual CEIBS When China Meets Africa Conference. The event featured a panel discussion between CEIBS alumni from both Africa and China on “Why Collaborative Strategies are Essential for China Africa Business Development”.

中欧-世界经济论坛全球中国课程成功举行 CEIBS-WEF Global China Programme

9月16日，中欧-世界经济论坛全球中国课程“中国的迷人之处”在中欧上海校区成功举行。在为期四天的课程中，通过课堂学习和企业参访，世界经济论坛的负责人和成员们对中国的商业和社会加深了理论和实践认识。本次课程由中欧国际工商学院中欧文苑主任高大伟（David Gosset）和世界经济论坛全球领导力项目主管吉尔伯特·普罗布斯特（Gilbert Probst）共同设计。

The Fellows and Directors of the World Economic Forum attended the four-day CEIBS-World Economic Forum Global China Programme at the school's Shanghai Campus September 13-16. Entitled “Engaging Constituents in China”, the programme provided participants with theoretical and practical insights into Chinese business and society through a combination of company visits and lectures. It was co-designed by David Gosset, Director of the Academia Sinica Europaea at CEIBS and Gilbert Probst, Director of the World Economic Forum Global Leadership Programme.



中欧联合举办“2014中国最佳创新企业”评选 Best Innovator China 2014 Awards

7月，中欧国际工商学院、科尔尼管理咨询公司和《商业周刊/中文版》共同发起了“2014中国最佳创新企业”评选。最佳创新企业评选活动已有十余年历史，在全球多个国家展开，今年是首次登陆中国。评选的目的是提高参选企业的创新能力，展现创新成果和优秀的管理实践，从而推动可持续创新。无论获奖与否，所有参赛企业都会收到一份定制化的反馈报告。

In an effort to boost innovation and recognise achievements in innovation as well as management practices that lead to sustainable innovation success, CEIBS has partnered with global management consultancy AT Kearney and *Bloomberg/Businessweek China* for the inaugural Best Innovator China 2014 awards. Participating companies will receive a customised feedback report that benchmarks their achievements and capabilities against aggregated peer companies and suggests areas for improvement.

中欧举办“上海MBA课程案例库”初始库专家会评 Progress for Shanghai MBA Case Library

9月6日，由中欧案例中心主办的“上海MBA课程案例库”初始库专家会评会议在上海校区举行。来自中欧国际工商学院、上海交通大学、同济大学、华东理工大学、华东师范大学、上海财经大学、上海大学和浦东干部学院的九位资深案例评审专家参加了此次会议。会议评审对象是224篇盲审意见不统一的案例和被拒绝的案例。会评专家分为三个小组，基于每篇案例的三位盲审专家评估意见以及对案例本身的阅读，进行小组讨论并做出了接受或拒绝的判断，以避免误评的可能。经过会评专家认真、热烈的讨论，最终共有100篇案例被评为“接受”。加上之前盲审一致接受的60篇案例和中欧6篇国际获奖案例，“上海MBA课程案例库”初始库将由166篇质量较优的案例组成。本次会评为案例库的质量提供了重要保障，也为“上海MBA课程案例库”的正式开通打下了扎实基础。

Following a rigorous group review process, 166 high-quality cases have been entered into the database of the Shanghai MBA Case Library. The collection includes six CEIBS cases that have received international awards. Case assessment experts from CEIBS, Shanghai Jiaotong University, Tongji University, East China University of Science and Technology, East China Normal University, Shanghai University of Finance and Economics, Shanghai University and the China Executive Leadership Academy Pudong met September 6 at the CEIBS Shanghai Campus to conclude the group review process and officially accept the cases for the Library.

加纳小姐参加2014中欧“非洲女性创业和领导力”课程 Miss Universe Ghana Joins WELA

8月29日，阿比娜·阿皮亚（Abena Appiah）从十位佳丽中脱颖而出，加冕今年“加纳小姐”选美比赛冠军，她将代表加纳参加今年12月在巴西举行的环球小姐总决赛。作为奖励的一部分，阿比娜·阿皮亚将参加2014中欧“非洲女性创业与领导力（WELA）”课程。中欧“非洲女性创业与领导力”课程旨在培养女性企业家发现商机，实现企业可持续发展。

Abena Appiah, this year's winner of the Miss Universe Ghana pageant, will be joining the 2014 cohort of CEIBS Africa's Women Entrepreneurship and Leadership Programme for Africa (WELA) as part of her prize package. Abena was crowned the winner of the pageant, from a field of 10 ladies, at the La Palm Royal Beach Hotel on Friday August 29. She will be representing Ghana at the Miss Universe pageant in Brazil in December. The WELA Programme trains female entrepreneurs to identify business opportunities and sustain viable enterprises.

朱晓明院长讲授银联博士后工作站首场公开课

Prof Zhu Xiaoming Lectures on Innovation

2013年，中国银联博士后工作站经国家人事部批准成立，并在中欧设立工作室，由中欧院长朱晓明教授担任指导老师。今年7月22日，朱晓明教授为新招收的博士后和100余名来自金融行业和第三方支付行业的企业家讲授中国银联博士后工作站的首场公开课，解读了“支付领域最前沿的40项科技创新”。

8月15日，中欧院长朱晓明教授与上海纽约大学校长俞立中教授在上海书展现场参加了由文汇出版社、文汇讲堂联合主办的“拥抱跨界创新：全球化与移动互联网下中国创新和教育优势”论坛。朱晓明教授在演讲中再次展示了他在创新领域的真知灼见。

With innovation in Chinese companies a hot topic lately, CEIBS Executive President Zhu Xiaoming has been in demand to speak on this topic. More than 100 senior business executives, government officials, and academics attended his July 22 lecture in Shanghai that focused on Chinese innovation in banking and how Chinese payment services such as China UnionPay, Alipay and WeChat Payment are shaping the development of Internet finance both in China and the rest of the world. During the Shanghai Book Fair, on August 15, he gave a lecture on Cross-border Innovation during a session hosted by Wenhui Press.

麦克罗教授在布达佩斯EACES双年会上发表演讲

Prof Klaus Meyer Headlines Budapest Event

9月6日，中欧战略与国际商务教授麦克罗（Klaus E. Meyer）在第13届欧洲比较经济研究协会（EACES）双年会上发表主题演讲，探讨了新兴经济体中的跨国企业战略。欧洲比较经济研究协会是顶级学术机构，学者们在此探讨东欧经济转型，比较不同国家和地区的体制和改革。麦克罗是中欧新兴市场研究中心主任和国际商务学会副主席。

Professor of Strategy and International Business Klaus E Meyer outlined the strategies of multinational companies from emerging economies in a keynote address at the 13th EACES (European Association of Comparative Economic Studies) Biennial Conference on September 6 in Budapest. The EACES is the foremost forum for scholars discussing economic transition in Eastern Europe, and comparing systems and reforms across countries and regions. Prof Meyer is Director of the CEIBS Research Centre for Emerging Market Studies and Vice President of the Academy of International Business.

李善友教授在蓉畅谈移动互联网时代的颠覆式创新

Prof Kevin Li Gives Keynote at Chengdu Forum

9月17日，中欧国际工商学院管理论坛在成都举行。中欧创业学兼职教授李善友在论坛上畅谈了“移动互联网时代的颠覆式创新”，为企业如何抓住移动互联网时代的机遇支招。本次论坛吸引了1000余位当地校友和企业家出席，多家当地主流媒体参会报道。

“Disruptive Innovation in the Internet Age” was the topic of the keynote speech given by Executive Director of the CEIBS Centre for Entrepreneurship and Investment Adjunct Professor of Entrepreneurship Kevin Li during the CEIBS Management Forum in Chengdu on September 17. More than 1,000 senior business executives turned out for the event. In his speech, Prof Li used Chinese mobile phone maker Xiaomi as an example to illustrate how the Internet offers entrepreneurs a tool for developing innovations that can disrupt traditional business models.

2



中欧管理论坛保定、大庆、广州三地行 Prof Oliver Rui Speaks in Baoding, Daqing & Guangzhou

7-9月，中欧管理论坛先后在保定、大庆和广州三地举行，中欧金融与会计学教授、IESE-中欧合作博士课程主任、中欧凯风家族传承研究中心联席主任芮萌在三地发表了不同主题的演讲。

7月24日，芮萌教授在保定论坛发表了有关城市功能的演讲，他结合东京都市圈的案例对保定城市发展规划进行了对比分析。保定市市长马誉峰，中欧教务长、EMBA课程主任陈杰平教授出席论坛并致辞。300多位当地企业家和中欧校友到场聆听。

9月11日，芮萌教授在大庆论坛中探讨了“东北振兴之路”，并将东北与德国鲁尔工业区的共性和差异进行了对比分析，对东北振兴给予了新的启示。200余位当地企业家和中欧校友出席论坛。

9月17日，芮萌教授在广州论坛以“互联网金融的大时代”为题发表演讲，300余位当地企业家和中欧校友参加论坛。

Internet finance, the revitalisation of Northeast China, and the potential benefits of a new government plan to integrate Beijing, Hebei and Tianjin were the focus of recent CEIBS Forums held in cities across China. Director of the CEIBS-World Bank China Centre for Inclusive Finance & Professor of Finance and Accounting Oliver Rui gave the keynote address at all three. In Baoding on July 24 he explained how that city might benefit from a newly announced government plan to integrate Beijing, Hebei and Tianjin in the same way that areas on the outskirts of Tokyo benefited when that city sought to relocate some of its industries. Speaking in Daqing on September 11 at the CEIBS Executive Forum entitled “Observations on the Chinese Economy: How to Revitalise Northeast Asia” he made comparisons between Northeast China and Germany’s Ruhr region, which has seen a successful economic revitalisation after a significant decline in prosperity. The forum was hosted by CEIBS and co-organised by the Daqing Federation of Industry & Commerce, Daqing Youth Federation, Daqing Association of Small and Medium Enterprises and the CEIBS Alumni Association Heilongjiang Chapter. The Guangzhou forum was entitled “The Big Era of Internet Finance”. It was sponsored by the Cantonese Business Alliance, *Fast Company Magazine*, the Guangzhou Enterprise Confederation, the Guangzhou Branch of Baidu and the CEIBS Alumni Association Guangzhou Chapter.

1



中欧教授赴费城参加管理学会年会

CEIBS Faculty Attend AOM Annual Meeting

8月1-5日，第74届管理学会年会在美国费城举行，中欧教授团队与全球学者共同参与了这一以“文字的力量”为主题的大型年会。一年一度的管理学会年会聚集了一万多名管理学和组织学领域的专家学者。此次参会的中欧教授有：教务长、拜耳领导力管理学教授忻榕，战略学及创业学系主任、创业学教授方睿哲，管理学会全球管理部前主席、战略学教授朴胜虎，中欧中国创新中心联合主任、管理学副教授韩践，组织行为学与人力资源管理学副教授金台烈，创业学助理教授龚焱，管理学助理教授庄汉盟，战略学副教授陈威如。他们在此次年会上围绕着战略学、创业学、人力资源、领导力、家族企业等多个话题进行探讨并发表了论文。

A team of CEIBS faculty were among the thousands of global scholars discussing “The Power of Words” during the 74th Annual Meeting of the Academy of Management (AOM) in Philadelphia from August 1-5.

The annual AOM brings together more than 10,000 students, academics, scholars and professionals from the fields of scholarly management and organisation. CEIBS faculty weighed in on discussions and presented papers on a variety of topics including strategy, entrepreneurship, HR, leadership, family businesses, how harmony affects group performances, how CEOs in Chinese firms develop top management teams, network ties and performance, team learning and why.

Faculty who attended were: Prof of Management, Bayer Chair in Leadership and Associate Dean of Executive Education Katherine Xin; Prof of Entrepreneurship, Department Chair (Strategy and Entrepreneurship) and Academic Director of the Centre for Entrepreneurship and Investment Rama Velamuri; Prof of Strategy Sam Park, who is former Chair of the International Management Division of AOM; Associate Prof of Management and Co-Director, CEIBS Centre on China Innovation Han Jian; Associate Prof of Organisational Behaviour and Human Resource Management Tae-Yeol Kim; Assistant Prof of Entrepreneurship Gong Yan; Assistant Prof of Management Daniel Han Ming Chng; and Associate Prof of Strategy Chen Weiru.

陈威如教授合著论文荣获管理学会年会最佳论文奖

Prof Chen Weiru's Work Lauded

2014年8月4日在美国费城举办的全球管理学会年会上，中欧战略学副教授陈威如联合撰写的论文《情感教导：中国企业的CEO如何发展高层管理团队》获得了美国管理类研究生教育最佳论文奖。该奖项由美国管理类研究生入学委员会（GMAC）颁发。该文用了三年时间观察中国企业的CEO如何利用情感管理和亲身教导在组织中构建和发展高层管理团队，让他们取得快速成长。论文合著者为中欧研究助理唐淦琦和欧洲工商管理学院阮贵辉。

CEIBS Associate Professor of Strategy, Weiru Chen and his co-authors received the MED Best Paper in Graduate Management Education Award on August 4 at the Academy of Management's (AOM) Annual Meeting in Philadelphia. The paper is entitled "Emotional Teaching: How CEOs Develop Top Management Teams in Chinese Firms" and the award was sponsored by the Graduate Management Admission Council. The paper provides results of a three-year study that looks at how the CEOs of Chinese firms develop their top management teams through personal teaching and emotion management actions. Prof Chen's co-authors on this paper are CEIBS Research Assistant Gage Tang and Quy Nguyen Huy of INSEAD.



《商业伦理期刊》收录丁远、张华教授论文

JBE to Publish Profs Ding & Zhang

近日，由中欧国际工商学院会计学教授丁远、金融学助理教授张华共同撰写的论文被《商业伦理期刊》刊用。这是两位作者在过去一年中第三次在著名的FT45杂志（由英国《金融时报》评选的45种最权威的经管类杂志）上发表文章。该论文以《是什么推动了管理层在职消费？竞争理论视角的实证检验》为题，探讨了在中国企业环境下，在职消费对于管理人员的激励行为，抑或只是一种有利于管理层却有损公司利益的开销。该论文已获得由爱墨瑞得（Emerald）和中国管理研究国际学会（IACMR）共同颁发的中国管理研究基金奖。另一位合著者宋渊洋在撰文期间是中欧国际工商学院研究助理，现任职于华东理工大学工商学院。

A paper co-authored by CEIBS Cathay Capital Chair in Accounting Professor Ding Yuan and Assistant Professor of Finance Zhang Hua has been accepted for publication in the *Journal of Business Ethics*. This marks the third time in the past 12 months that the pair has had a paper accepted by a prestigious FT45 publication.

This paper, entitled "What Drives Managerial Perks? An Empirical Test of Competing Theoretical Perspectives" explores the conditions in Chinese firms under which perks serve as an incentive for managers and when they are merely a cost that benefits managers while detracting from the firm's value. The paper has already received the Chinese Management Research Fund Award from Emerald and the International Association for Chinese Management Research (IACMR). The third co-author on the paper is Yuanyang Song, who was a research assistant at CEIBS when the paper was written and is now with the School of Business at East China University of Science and Technology.

中欧MBA代表队在布莱德战略案例比赛中名列第二

CEIBS MBA 2015

Team Shines in Case Competition

9月，三名中欧2015届MBA学生石林、杨飞和潘旦寅组队参加由斯洛文尼亚政府组织的布莱德战略案例比赛，并夺得了第二名。比赛要求参赛队伍就如何发展斯洛文尼亚丰富的森林资源提出创新的可行性方案。凭借深入的分析、扎实的财务预测及良好的临场表现，中欧代表队获得了包括学者、企业家和政府官员在内的评委团的一致好评。比赛之后举行了为期一周的“青年领袖营”和“布莱德战略论坛”。青年领袖营邀请了21位来自全球的青年领袖，与参赛的21名选手组队共同完成以“信任”为主题的研讨会。“布莱德战略论坛”则广邀斯洛文尼亚国内外的政坛、商界精英，探讨欧洲经济形势、挑战与机遇。在这个国际平台上，中欧团队广结善缘，传播了中欧的文化与影响力。

MBA 2015 students Daniel Shi, Richard Yang and Danyin Pan took second place in the Bled Strategy Case Competition, which was organised by the Slovenian Government and hosted by the IEDC Bled School of Management. The CEIBS team was chosen from among more than 100 teams from top global B-schools that were vying for one of the seven spots in the final round of competition, which was held in Slovenia on September 2. Following the competition the CEIBS team participated in the week-long Young Leaders' Camp (YLC) and BLED Strategic Forum (BSF). The YLC provides a platform for young leaders from around the world to discuss innovative ways for building trust in a variety of real-life situations. The BSF brings together government officials, business leaders and academics from both Slovenia and abroad to share their insights into emerging business trends, challenges and opportunities for Europe.

中欧校友剧社相守十年纪念大戏

中欧校友自编自导自演大型原创话剧

见信如晤

旧货市场上偶然发现的一堆家书，一个落款为『山』的男人写给妻子『庆』的信。四百多通，从民国写到共和，从暗恋写到执手，从相守又写到分离。这份隔了岁月的凝视突然在今天找到了历史的出口。胡爽，秦是楚，小青，姜凤，赵建国，白文琦，中欧人熟悉的角色又一次登场。



艺术指导：方旭

演出时间：2014年11月21-22日 演出地点：上海梅赛德斯·奔驰文化中心

在微信的时代
在孤单的日子
在无常的年代
我们重温书信的温暖
我们仰赖简单的方式
我们寻找平常的意义



EDP

周坚 饰 胡爽



EMBA03

范柳 饰 小苹果



EMBA06

方静静 饰 白文琦



EMBA95

李建平 饰 山



DIPLOMA

徐瑛 饰 庆



EMBA01

卢荣 饰 姜凤



EMBA06

章建华 饰 赵建国



MBA01

王蕾 饰 小青



EMBA01

王昀 饰 秦是楚



中欧校友剧社
CEIBS Alumni Drama Club





去

年9月，我从中欧 EMBA 毕业了。读书，对我这个拥有两个孩子、京沪两地上班、无休止加班和出国的中年女人来说，是一件很奢侈的事。两年里，数次想过放弃……但两年很快就过去了，学习是一件容易上瘾的事，毕业后我又报名了后 EMBA，目前还在后 E 学习之中。我一直想认真记录过去两年商学院的真实经历，数次提笔，又不知从何写起。中欧 EMBA 的记忆，琐碎而难忘……

入学

有再读书的念头时，我40岁。对 EMBA 和商学院一无所知的我，本来并不了解中欧。后来数位精通商学院的人士指点，中国最好的商学院是中欧，既然要上，就上最好的吧。

晓雪：我的中欧 EMBA 生活

Xiao Xue: My EMBA Life at CEIBS

I graduated from the CEIBS EMBA programme last September. Studying was a luxury for me, a middle-aged mother with two children, commuting between Beijing and Shanghai and working many hours overtime and overseas. Several times over the past two years I thought of giving up. However, study proved to be so addictive that the two years went by quickly. After graduation, I enrolled in the post-EMBA programme, which I am still participating in. I have wanted to write about my EMBA study experience many times over the past two years, but I hesitated in putting my pen to paper. How should I start? I have so many wonderful memories of my CEIBS EMBA life!

ENROLLMENT

I first got the idea of returning to school when I was 40 years old. I knew

nothing about an EMBA or business schools. People who were very familiar with business school study suggested that since I wanted to go to a Chinese business school, I should apply to CEIBS, which they said is the best in China.

I first needed to pass the entrance examination. The written examination came first. The week before, every evening as I was preparing to face questions about mathematics, I suddenly felt myself reliving the time when I was preparing for the college entrance examination. As I continued studying, I found that most of the test questions were more about logic than purely mathematics, which gave me some hope.

I had heard that two-thirds of examinees fail the written examination. Fortunately, I was among those who passed, and I proceeded to the interview. I was asked by Professor Terence Tsai: Why do you want to do an EMBA? To get

a promotion? A salary increase? Frankly, I hadn't thought that much about why I wanted to go back to school; I was merely feeling an emptiness and wanted to fill my heart with something while I was still young. So I told him that my reason for pursuing an EMBA was simply to make myself stronger and more skilled so my professional life would be less difficult. The professor laughed when he heard this, because no one else he had interviewed had given that answer. On my 41st birthday, September 17, 2011, my classes at CEIBS and my two-year life as a weekend student began.

TAKING CLASSES

During the programme's opening ceremony, the Dean gave a powerful speech: "Welcome to the CEIBS EMBA. For business leaders, this is a new platform for thinking, where experiences and



“

I have so many wonderful memories of my CEIBS EMBA life!

”



“ 只是为了让自己更强大、更有准，工作时找到游刃有余的感觉。 ”

最好的学校要考试，先是笔试。拿到复习题时，我有些懵，竟然还有数学。考试前一周每天晚上抱着大纲研读，忽然有种当年高考的感觉。认真读了几天，发现大部分题目考的是逻辑，并不是纯粹的数学，本来绝望的我有了一点信心，试试吧。

据说笔试会刷掉了三分之二考生，我幸运地成为了进入面试阶段的三分之一学生。

面试我的是蔡舒恒教授。面试官几乎都会问一个问题：你为什么要读EMBA？

为了人脉？圈子？升职？加薪？说实话，决定再读书时，真没想那么多。

只是觉得自己要被掏空了，想趁年轻赶紧给内心填些东西。我向往游刃有余的工作状态，于是跟面试官说，我只是为了让自己更强大、更有准，工作时找到游刃有余的感觉。蔡教授一听就乐了，面试了这么多人，还没有一个学生为了“游刃有余”来读EMBA。

2011年9月17日，我41岁，那天刚好是中欧开学的日子。从那个生日之后，我开始了两年的周末读书生涯。

上课

中欧EMBA的课程一共两年，必修

课14门，选修课5-6门，学分制，每门课都有作业、测验和考试，毕业时需要做论文答辩。

开学典礼上，学院教务长铿锵有力地发言：欢迎您加入中欧国际工商学院EMBA课程，这里是商界领袖的思想健身房，经验激荡智慧，传统交融新知……接着教务长又说，无论你是谁，到这里都是学生，在学校请互相称谓大名，严禁称李总张总，这里是学校，你们只有一个身份，就是学生。

中欧素以治学严谨而闻名。我本来觉得自己是个勤奋的人，但是对于周末七点起床这件事，还是很焦虑。有时出差加班的夜里，忽然想到即将到来的周



traditions are combined with knowledge.” He then added, “No matter who you have been elsewhere, you are only a student here. Please address each other by name instead of title because in school you have only one identity: student.”

CEIBS is famous for its rigorous academic standards. The two-year CEIBS EMBA has 14 required courses and 5-6 elective courses, each involving assignments and examinations. Students must also pass an oral thesis defense in order to graduate.

Although I felt I was diligent, I was really anxious about getting up for class at 7 am every weekend, especially when on an overnight business trip or when working overtime. Occasionally when I was late, I would tiptoe guiltily into the classroom. The average age of my classmates was about 40. Whereas before, in my earlier school days, the classroom had been full of boys and girls full of youthful exuberance, sporting ponytails, shoulder-length hair or crew cuts, our business school classroom was now all wrinkles and white hair. Many carried hot drinks and mobile phones. It all meant one thing: years of experience.

TAKING EXAMINATIONS

Strategic Management Accounting is taught by Professor Xu Dingbo. He’s from Hunan Province, and his cases and test questions often mention Xiangsi Mountain, which is where his hometown is located. Prof Xu is very good at presenting the profound in a simple way. He is very knowledgeable about Chinese traditional literature, and occasionally shares a classic Chinese poem or lyric in his presentations. Prof Xu also assigns extremely difficult papers with complex calculation problems.

“Though you yourselves are not accountants, through four days’ study in my class, you will learn how the accountants in your companies do their accounts. You should learn it yourselves first,” Prof Xu told us.



晓雪和她的中欧同学们为远郊小学捐赠了“流动美术馆”

Xiao Xue and her CEIBS classmates donated a portable art gallery that can be enjoyed by students at primary schools in rural areas.

末要七点起床去上课，就委屈得想捶胸顿足。

偶尔迟到，垫着脚尖一脸内疚地蹭进教室。教室还是教室的样子，只是学生们大多是中年人，班级平均年龄40岁。从前教室里都是少男少女，如果坐在后排，满眼都是散发着青春气息的马尾辫、小刷子和小平头；在商学院的课堂里，放眼一看，有皱纹，有白发，有各种各样的热饮，有手机一片——有的，就是“岁月”二字。

考试

《战略管理会计》是中欧著名教授许定波的课程。许教授是湖南人，家乡

在湖南一个叫相思山的地方，许教授的案例和试题，总以相思山为例。许教授是性情中人，课讲得深入浅出，古文也好，时不时在课堂PPT里放一首诗词与大家赏析，即使对经济学毫无兴趣的人，也可以听得津津有味。但许教授的试题奇难，全是计算题。

许教授对考题是这样介绍的，“就算你们自己不是会计，好歹上了我四天课，总要知道公司会计的帐是怎么算出来？那么自己要先学会算一算。”

许教授用手指敲着黑板上一段长长的公式，用湖南口音的普通话说：“哪里难嘛？这不过是小学数学水平！我相信，这难不倒我们中欧的精英们！”在座位上咬笔头的我长叹一声，看来以后女儿的小学数学，我是绝对没有能力辅导的。

另一位许教授的课是《宏观经济学》。听课时是享受，教授风度翩翩，讲课时

云流水。这位许教授就是许小年，当代中国最杰出的经济学家之一。

小年教授上课的时候，正好那天的节气是“小雪”，班里有位才华横溢的同学，当天在班群里做了个对子：

上联：小年教授小年教授课程

下联：小雪编辑小雪编辑文章

横批：小年飘雪

所有同学如醉如痴地听小年教授讲了四天“宏观经济”，心想这位许教授的考试应该好过吧，都是经济概念。结果，许小年教授的考题堪称中欧两年最难的考卷之一，各种概念加计算。考卷一发下来，同学们面面相觑，不是说“宏观”么，这考题全是“微观”计算啊！

想起教授开玩笑时所说的话：文字和数字，本来就是一家子，文字形成概念，但是需要数字来解读和证明所有的文字概念。


四合缘

我所在的班级是中欧2011级

“

**It took me a year to be able
to learn everyone's name.**

”



Then, he would write a long formula on the board and in his Hunan-accented Chinese he would say, “How can this stump you? It is only at the level of primary school mathematics! I am quite sure it should be a piece of cake for you elites at CEIBS!” I would let out a deep sigh, certain that in the future I will not be able to tutor my daughter in mathematics.

There is another Professor Xu, Prof Xu Xiaonian, one of the most renowned economists in China today. He taught us macroeconomics and listening to him lecture over the course of four days, we were enraptured.

We thought the exam for this course might be easy to pass, since it would be about economic concepts. However it proved to be one of the most difficult in our two years at CEIBS. It covered both concepts and calculations. We all wondered why there were so many micro calculation questions in a macroeconomics exam!

Prof Xu Xiaonian once joked that words and numbers were originally a couple, because words formulated concepts, which should be interpreted and proven by numbers.

FOUR BROUGHT TOGETHER BY FATE

I belonged to CEIBS 2011 Beijing Class 4 which had 68 students, most of whom were from Beijing, though some were from many other cities across China. It took me a year to be able to learn everyone's name. However, we nicknamed our class Four United by Fate. The word Four indicated our class number, CEIBS brought together China and Europe, and fate had taken us from all over the world to our classroom.

Perhaps only those who are middle-aged romantics will

EMBA 北京四班，68 名同学，大半来自北京，其他同学来自祖国各地。刚开学时大家彼此不熟悉，像我这样慢热的人，直到第二年，才叫得出班里所有同学的名字。我们给自己取了个名叫“四合缘”，“四”为四班，“合”取中欧“合”之意，“缘”自然就是大家从五湖四海聚到一个课堂，遇见就是缘分。

读书本身是一件浪漫的事。犹如让自己“出走”，六七十人一起听课、讨论、考试、分享，浪漫至极。

两年里，有很多浪漫的小回忆，这些“浪漫”，大概只有中年人能懂。

一个初秋的夜里，大家相约一起看烟火。发现原来彩色的夜空是那么美，每一朵烟花都如同年轻时一个美丽的梦想；原来北京也有很美的星星。那一刻非常安静，大家都想说点什么，但一时都说不出话来。青春已过，从前是为赋新词强说愁，现在每个人都已识得愁滋味，却终有机缘发现，原来头顶上的夜空可以这么美。

还有一次周六放学后，同学们相约一起爬香山，金融学张逸民教授也跟我们一起。我最怕爬山，但禁不起大家劝说，勉强去了。只爬到了一半高度，我就喘不上气了，有一票同学一直陪着我。下山的时候下雨了，路很滑，大家手拉着手，小心翼翼地走。已经多年不习惯牵手，那个黄昏的温暖，让大家想起了大学时代。

我在 EMBA 学到了什么

首先是认识到自己是井底之蛙。商学院，是藏龙卧虎之地。中欧，是低调龙虎之地。有本事的人很多，张扬的人很少。开学时，课程主任说，在商学院读书最好的状态是让自己成为一块海绵，柔软而有弹性，可以随时吸收来自教授和同学的精神营养。

我所在的行业叫“时尚圈”，这小

小的圈子，不管我甘心与否，外表看起来，是虚荣的、浮躁的、光鲜亮丽的。我在很多个时候，有看似杞人忧天的担心，担心自己是不是高跟鞋穿多了就以为自己很高，是不是工作中接触了太多的大牌已经开始不知不觉爱慕虚荣，是不是还记得初心的纯粹，还认得清生活的本质……



本文作者晓雪（EMBA 2011）
是《ELLE 世界时装之苑》
杂志出版人兼编辑总监
Xiao Xue is the Publisher
and Editorial Director of
ELLE magazine China

两年 EMBA 课程，给予了我特别好的答案。我终于清醒地意识到，自己和自己的行业，不过都是井底之蛙。班里的同学，让我了解了那些平时远离我生活的国企、民企、制造、金融、房地产、医疗、IT 行业，等等。他们五彩缤纷的才华让我折服，顿觉世界好大，能人很多，自己很渺小。

其次是学会了一种思维方式。我是纯粹学文科的人，过去 20 年，我已经习

惯了用文字和图片思维，早就将数字抛诸九霄云外。EMBA 的很多课程，强迫你学会运用数字思维。一开始很抗拒，被逼着计算了两年，才懂得计算和算计是两回事。数字思维是一种在实际工作中非常有用的思维技巧。

尽管我一直抱怨计算，但课程耳濡目染、循序渐进，数字渐渐地在脑子里生了根。我并没有觉察到自己的变化，但是朋友们会对我说：“雪，你变了，你考虑问题的方式和以前不一样了，非常不一样。”

打个比方说，如果每件事都是一个多面的球体，以前是逐个面去看；现在是从各个侧面了解整个球体。

最后是努力做一个有理想、有良知、有社会责任感的人。

两年里，我有幸遇到了很多才华横溢、满腹经纶的教授。我深切地感受到，一个优秀知识分子的魅力，不仅是学识渊博，还在于洁身自好、关注民生、以天下兴亡为己任。

从点滴做起，从自己做起。有抱怨世风日下的时间，不如做几件让生活美好的小事。

“四合缘”有个公益项目叫“流动美术馆”，我是热心参与者。在一些远郊区学校或打工子弟学校的走廊里，为孩子们做个小小的美术馆。请资深的美学教育老师，选一些中外名画，好品质复制，加上文字说明，让孩子们每天上课下课时，都可以在这些名画中得到熏陶。计划每年给孩子们换一批画，因此叫“流动美术馆”。每个学期再请美院的老师为孩子们上一堂深入浅出的美学教育课。执行起来不复杂，也不需要很多钱，去年和今年已经做了两个小学的流动美术馆。班级成立的第一个流动美术馆是在呼家楼小学青青分校，在开展仪式上，一群孩子系着红领巾向我们敬礼，不禁使我们心里涌起了难言的感动。

be moved by the fact that 60 to 70 people came together for two years to take classes, do examinations, hold discussions and share ideas.

One evening in early autumn we got together to watch fireworks. The colourful night sky was beautiful; every firework was like a wonderful dream from our younger days. There were so many beautiful stars twinkling above Beijing. We were suddenly all very quiet; it was a bittersweet moment. As we appreciated the beauty of the night sky overhead we also became acutely aware that our youthfulness had slipped away.

One Saturday we climbed Xiangshan Hill together after class with Professor of Finance Zhang Yimin. Though climbing is one of the things I fear most, I was persuaded to go. Halfway to the top, I was already out of breath. Fortunately some classmates stopped to keep me company. It rained as we made our way downhill. The path was very slippery, so we walked slowly, hand in hand. After so many years, we had become unaccustomed to holding hands with others. But in that twilight, it gave us a warm feeling that reminded everyone of their school days.

WHAT I GAINED FROM MY EMBA STUDY

I gained many things from my EMBA study. First, it made me aware of how narrow my views were. Every business school, including CEIBS, is full of hidden talents. There are so many capable people yet so few of them are assertive. When our study began, we were advised to be like sponges, soft, flexible, and ready to absorb ideas and knowledge

shared by the faculty and our fellow classmates.

I work in the fashion industry. It is a small, colourful world full of vanity and glamour. I have often felt anxious: Was I mistaken in thinking that my high heels might actually make me taller? Had I worked with too many well-known names too often to avoid becoming unconsciously vain? Could I still recapture the purity of what had originally inspired me?

Having completed two years of EMBA study, I now have a good answer. I have finally realised that both my industry and I have merely been frogs in a well. My classmates helped me to better understand state-owned enterprises, private enterprises, manufacturing, finance, real estate, healthcare, IT industry, and so on. Their wisdom impressed me, and I suddenly feel I am very small, in a big world full of many talents.

My EMBA study also helped me learn a new way of thinking. In my college days I had majored in liberal arts, and over the past 20 years I have been accustomed to thinking with words and pictures, having left numbers far behind. But many of the EMBA courses forced me to use numbers. At first, I was resistant. I hadn't been aware of my gap in calculation until I was forced to use numbers during my two years of study. Yet this way of thinking is quite an important skill.

Though I kept complaining about having to work with numbers, as the courses proceeded, my mind gradually became more open to them. I didn't realise the change until my friends remarked on the changes in my way of

thinking.

I also decided to make an effort to be a person with ideals and a conscience, who cares about social responsibility.

I have been fortunate to meet many talented, learned professors over the past two years. I really feel that a person's intellectual charisma comes not only from a breadth of knowledge, but also from honesty and self-control, concern about the lives of others, and a strong sense of social responsibility.

We must begin by taking small steps. We can do something small to improve life rather than complain that the world is getting worse. I am an avid participant in the charity project our class launched; it's called Portable Art Gallery.

We have established art galleries in the small corridors of some schools for children of migrant workers. We have hung reproductions of Chinese and foreign masterpieces chosen by teachers who are experienced in aesthetic education. The images are captioned and the children can enjoy them every day when they attend classes. The word 'portable' refers to the fact that every year the images will change. We also invite teachers from colleges of art to give a lecture on aesthetic education every term. This project is neither complicated nor expensive to implement. Over the past two years we have set up portable art galleries in two primary schools. Our first was in Hujialou Primary School's Qingqing Branch. We were all moved beyond words at the launch ceremony when we were saluted by a group of children, each wearing a red scarf.



中欧 FMBA：遇见更好的自己 CEIBS FMBA's 1st Batch of Alumni: History in the Making

2014年中秋节，中欧国际工商学院2012级在职金融MBA（FMBA）学员迎来了自己的毕业季。在两年的学习生涯中，他们收获了丰厚的知识，结识了一生的挚友，有人得到了创业的资源，也有人领略了生命更深的意义。临别时分，我们撷取四位FMBA学员的毕业感言，从他们朴素、生动的文字之中，我们感受到了中国新一代金融才俊的蓬勃朝气。作为兼具“金融深度、管理广度”的高端人才，他们将为中国金融行业的发展注入别样的活力。

The first cohort of students from CEIBS Part-time Finance MBA (FMBA) graduated earlier this year, an extraordinary moment in the school's history. During the 21-month programme, some found the resources to start their own business while others gained a clearer understanding of the next steps in their career path. *TheLINK* recently caught up with four of these newly-minted FMBAs and asked them to share some of their experiences from the programme, and what's ahead as they embark on the next chapter in their career. This generation of young Chinese financial talents obviously have the energy and enthusiasm as well as the “financial depth” and “management breadth” to make important contributions to the continued development of China's financial industry.

陈刚 Chen Gang

天津银行上海分行营业部总经理
General Manager, Bank of Tianjin
Shanghai Branch



“将时钟拨回两年前，我在银行从事市场工作 15 年，在不同的机构领导过不同的团队，鲜花掌声下，难免有些自我膨胀。来中欧之后，发现班级里的牛人比比皆是，有些同学专业功底很强，课堂上他们的观点如抽丝剥茧、犀利透彻，这让我不得不脱下骄傲的外衣，意识到了自己视野的盲点。

“中欧教授授人以渔，不仅从‘术’的层面提供管理工具，更从‘道’的层面提供思维方式，让我以一种全局的视角看待整个金融行业。连续两年的周末上课虽很辛苦，却提升了我的求知欲，让我始终处于一种不饱

“在进中欧之前，我的人生是一个不停装载的过程，我用超负荷换来职场上的发展，牺牲了健康和家庭时光。来中欧两年，我的人生却放慢了脚步，每个周末回校园读书，都是一次安静思考的过程。一年前，我跟朋友打赌：我说要争取一年之内练出八块腹肌。为了这个誓言，我告别了之前不规律的生活，勤加锻炼，甚至运用 FMBA 课堂上学到的项目管理工具来制定健身计划，最后用半年时间减脂 20 斤。在这个过程中，收获的不仅是八块腹肌，而是一种安静的心态、一种健康的生活。

“我亲爱的朋友们，请放慢匆忙赶路脚步，人生最重要的投资是自己。”

“After spending 15 years working in marketing at a bank and leading teams in different organisations, I was quite proud of my accomplishments and the accolades I’d received for them. However when I arrived at CEIBS two years ago, I found that there were many successful high achievers in our class. Some had strong backgrounds in academics, and in class they expressed smart, thoughtful ideas. I had to put aside my pride and face my own shortcomings.

CEIBS professors not only provide management tools and techniques, but also teach you how to develop your thinking. This has enabled me to step back and see the entire financial industry from a ‘big-picture’ perspective.

It was hard work to have classes on the weekend for two years, but it increased my appetite for knowledge, and now I’m in a constant state of hunger for it.

Before I began the CEIBS programme, I lived my life

at a fast, non-stop pace. I traded my health and family time for career development. During my two years at CEIBS, however, I slowed my pace. Each time I went to the campus for classes became a period for quiet thinking. A year ago I made a bet with a friend: I said I would try to improve my physical fitness and build up my muscles within a year. In order to achieve this I said goodbye to my former lifestyle and plunged into a new life of diligent exercise. I even put the project management tools that I learned in the FMBA programme to use when designing my fitness programme. The result is that I lost 10 kilos within six months, and not only developed my muscles but also a peaceful state of mind and a healthy lifestyle.

If I had any advice to offer it would be this: slow down; the most important investment you can make in life is to invest in yourself.”

林洁 Lin Jie

沃尔沃建筑设备有限公司财务总监
Director of Finance,
Volvo Construction Equipment



“在进化成领军人物的路上可能并非一帆风顺，但只要能成为更好的自己，就已然足够。

“在中欧读书注定是艰难的旅行，路上少不了低于预期的分数，但中欧也让我遇见了更好的自己，看到了自己的潜力，知道了自己的底气，让我更关注自己的价值，并懂得如何提升价值。

“关于未来，我想要成为更生动的人，会赚钱，会经营人生，做自己真正喜欢的事情，定要背起行囊走天下饱览胜景，也要三五好友聚案头共谋学术。希望身边的亲人、同事、朋友都能够因为自己的存在而倍感温暖。”

“It’s not an easy road to travel when evolving into a leader; but as long as you can emerge a better person, it’s worth the effort.

My studies at CEIBS were destined to be a difficult journey, with many unexpected bumps. However CEIBS helped me discover my better self, see my potential, understand my strengths, and teach myself how to focus more on my own value, and to improve it.

In the future, I’d like to be a more vibrant person who can be financially successful while also enjoying life and doing the things that I really love. I’m determined to travel and see the wonders of the world, and keep on learning with my friends. It’s also important that my relatives, colleagues, and friends enjoy being around me.”

赵磊 Zhao Lei

中建投信托绍兴财富中心
部门总经理
General Manager, JIC Trust's
Shaoxing Fortune Centre



“来中欧之前，我在中国人民银行杭州中心支行外汇检查处和货币信贷处工作，在人民银行工作的八年，我的职能一直是‘裁判’，虽然这是一份外人看来很艳羡的工作，但我内心十分想尝试一下做‘球员’的滋味。”

“两年前，怀着明确的目标，我进入中欧学习。工作多年重回教室的感觉，就好像一个孩子走在浩瀚大海的沙滩上，欣喜地捡拾贝壳。”

“我的中欧伙伴们是一群心怀梦想、脚踏实地、活泼有趣的人，是一群值得信任、志同道合的 Life-long Partner（一生伙伴）。而立之年能遇到他们，收获不可谓不丰硕。”

“班里有三位同学都来自杭州，每个月我们一同驱车往返上海求学，旅途中难免‘劈情操’，聊聊生活、理想和未来……在同学的鼓励下，在中欧的第二年，我决定打破安全圈，离开人民银行，加入中建投信托，开始了杭州绍兴的双城生活。”

“在新的公司，我担任财富中心部门总经理，相比以前相对宏观的工作性质，现在的工作微观而具体，职能方面也转为全面管理，每天带领团队‘沙里淘金’，找到合适的交易对手并完成交易。”

“中欧 FMBA 的学习从管理方面对我的知识体系做了补充，使我的综合战斗力迅速提升。而同学们的相互影响，是我

做出这一转变的加速器和信心源泉。61 位同学就像 61 面镜子，通过他们照见自己，消除了未知的‘恐惧’。”

“两年后的我，最大的改变是敢于追求变化，看清楚自己想要的是什么，并学着如何取舍。回头看走过的人生轨迹，之前是一条单行道上，中欧 FMBA 的学习之旅，就像忽然打开了一扇门，门后有无限可能……”

“Before I came to CEIBS, I worked in the Foreign Currency Check and Credit department at the People's Bank of China's Hangzhou Central Branch Office. During my eight years there, my job was to be a 'referee'. Although that's a job many people would covet, I wanted very much to try being a 'player'.”

Two years ago, with clear goals in mind, I began the CEIBS FMBA Programme. Being in a classroom again after so many years spent working in an office made me feel like a child walking on the beach along the wide-open sea, happily picking up shells along the way.

My CEIBS classmates have profound, heart-felt dreams, and are down-to-earth, lively and interesting. They're trustworthy, life-long friends.

Three students, including me, are from Hangzhou. Every month we would drive together to Shanghai for our classes at CEIBS. Along the way we inevitably discussed our values, our lives, our dreams and our future. Encouraged by my classmates, I decided to break away from my circle of security and leave People's Bank of China to join JIC Trust, thus beginning my own tale of two cities: Hangzhou and Shaoxing.

At the new company, I'm General Manager of the Fortune Centre. At my previous job I was a generalist, my new position requires minute attention to detail, and my function is overall management, leading the team in 'sifting gold out of sand' – identifying appropriate trading partners and conducting transactions with them.

The CEIBS FMBA programme added management skills and tools to my existing knowledge, and my overall abilities quickly improved. The interaction between students facilitated this change and it was the source of my confidence. The 61 students in the class were like 61 mirrors; I saw myself through their reflection and lost my fear of the unknown.

After the two years at CEIBS I saw great changes in myself. I became braver in pursuing change, saw more clearly what I really wanted, and learned how to choose. Looking back at the course of my life, I can see that before I'd been travelling down a one-way street. Now, after the CEIBS FMBA programme, a door has opened for me and there are infinite possibilities behind it.”



陆斯惟 Lu Siwei

上海喔噻互联网科技有限公司
首席财务官
Lu Siwei, Chief Financial Officer
at WOSAI.cn

“还记得两年前刚入校时，我用了几个标签来定义当时的自己：四大、土鳖私募、单身非公害、折腾、公益 NGO、一个人的游历、中国三明治、正能量、篮球。

“两年之后，站在毕业的临界线上，我再次审视这些标签，伴随着成长，有的标签被另一个标签替代了，有的标签引申出了新的含义，也有些标签消失了。

“两年前，我是典型的金融男，从四大到私募，财务是主要工作领域，每天西装革履地出没于魔都办公楼间，空中飞人般与各类创业公司打交道，分析投资对象，为他们提供财务咨询，创业的种子就在那时埋下了。两年后的我，已投身创业者行列。因为参与 FMBA 课程小组课题报告的契机，我投身到移动互联网行业，与项目发起人共同创立了上海喔噻互联网科技有限公司。

“创业是‘痛并快乐着’的过程，幸运的是，在同学们的互相鼓励、扶持下，这一路走来还算顺利。随着项目逐渐推进，大家越来越坚信，通过自己的努力，可以用技术来改变世界。

“这一切都缘于中欧 FMBA。”

“I still remember when I first entered CEIBS. At that time I used several (social media style) tags to define myself: #BigFourEmployee, #PE, #HarmlesslySingle, #Active, #TossingAbout, #CharitableNGO,

#SoloAdventures, #ChineseSandwich, #PositiveEnergy, and #Basketball.

Two years later as I stood at the threshold of graduation, I looked back at these tags and realised that I'd grown. Some tags had been replaced by others, while the meanings of some had expanded and still others had disappeared entirely.

Two years ago I was a typical #FinancialBoy, going from the Big Four to PE, with finance as my main career focus. Dressed in business suits, I frequented office buildings and flew here and there dealing with various start-up businesses. I analysed investments, provided financial consultation and buried any seeds of entrepreneurship that I might have had at that time. Now I've become an entrepreneur myself. I used the opportunity of participating in a class project with my FMBA team to plunge into the mobile Internet industry and co-founded WOSAI.cn along with the project's initiator.

The process of starting a business is a mix of pleasure and pain. Luckily, with help and support from my classmates, the project has been successful. As the company gradually develops, we've become even more firmly convinced that our efforts can change the world with technology. All this started in the CEIBS FMBA programme.”

2015 级 FMBA 招生信息 2015 FMBA Admission Details

开学时间: 2015 年 9 月
学制: 两年
授课地点: 中欧上海校园
招生人数:
两个班 (约 55 人/班)
首轮申请截止日期:
2015 年 1 月 29 日

Programme start date:
September 2015
Duration: ~ 2 years
Programme venue: CEIBS
Shanghai Campus
Number of students:
Two classes
(~ 55 students per class)
Round 1 application deadline:
January 29th, 2015

(86 21) 2890 5288





郭志雷： 从医学院到商学院 From MD to MBA

郭志雷经手了上千台神经外科手术，而现在他面临着另一个全新的挑战——中欧MBA。

Guo Zhilei has performed thousands of neurosurgeries but now he's facing a new challenge – a CEIBS MBA.





文/朱琮敏 By June Zhu

“

It made me think about what horrible damage diseases can do to people

”

“**Y**ou must be mentally strong to be a doctor. Death isn't a

terrifying word for me anymore. I've gone beyond it and do understand how precious it is to be alive” says Guo Zhilei, a member of the CEIBS MBA Class of 2016.

A lot of people who hear his story can't understand why he stopped practicing medicine, then left a good job at healthcare company Sanofi to enrol in CEIBS MBA Programme. But after just a month of studying at CEIBS, he was certain he'd made the right decision. In a recent interview with *TheLINK*, he told us why.

Realising A Dream

“When I was still a teenager, my grandfather died from liver cancer, and my grandmother from a stroke. It made me think about what horrible damage diseases can do to people,” says Guo as we sit down and he searches for the words to explain what inspired him to study medicine. After doing well on China's national college entrance exam, he left home, a rural area of Chaohu City in Anhui Province, and headed to Shanghai to study at the prestigious

Fudan University.

Even his eagerness to be a doctor didn't keep him from noticing the less-than-fun aspects of his studies. “From my sophomore year, I had to memorise a lot of medical terms and I really didn't like it. Medical textbooks are even bigger than the ones I've seen so far in the MBA. I prefer practice instead of theory,” he explains. In search of something new, it occurred to him that maybe he could do a second major in economics. Though it would mean spending more than two hours each day travelling between two campuses, Zhilei decided to take on the challenge.

The next three years of his life were extremely busy. After a full day of medical courses he would catch the school's shuttle bus at 5 or 6 pm for economics classes, heading back to the dormitory after 9pm. Because of his great passion for scientific research and his excellent academic performance, the Hui-Chun Chin and Tsung-Dao Lee Chinese Undergraduate Research Endowment (CURE) chose him as a scholar, which meant that after 10 pm, he still had readings and experiments to do. The experience taught him about time management, which has proven very beneficial to his MBA life today.

“

学医的经历，让他
了解了生死，也
更加体会到时光
与生命的可贵。

”

‘

做

医生，你的内心必须足够强大。死对我来说已经不是个恐怖的字眼。在某种程度上，我已经超脱了；但同时我更深刻地体会了生命的可贵。”中欧 2016 届 MBA 新生郭志雷说道。

许多知道他经历的人都无法理解，当初他缘何会离开从医这条路，之后又为何会放弃制药公司赛诺菲的好工作，来中欧读 MBA。如今，中欧 MBA 第一个月的生活，让他确信自己当初的选择是正确的。在最近接受《TheLINK》采访时，他分享了自己的心路历程。

实现梦想

“那时候我才十几岁，我的外公罹患肝癌，撒手人寰，而外婆则因不堪打击，得中风也离开了人世。亲人因病辞世让我意识到疾病的危害。”采访一开始，郭志雷就坦陈了当初学医的初衷。高考过后，他离开安徽巢湖农村的家，前往复旦大学上海医学院求学。

他对踏上从医之路怀揣炽热之心，但随之而来的还有学习中乏味的部分。“大二开始，我不得不牢记大量的医学术语。我不喜欢死记硬背，医学书籍比现在的 MBA 课本要厚得多。相对于理论，我更偏爱实际操作。”他说道。为了丰富自己的学习生活，他考虑也许可以去读经济学的第二学位。尽管这意味着每天都要花费两个多小时在路上，郭志雷最终还是决定接受挑战。

接下来的三年，他每天都行色匆匆。在徐汇枫林校区结束一整天的医学课程后，他会在下午五六点乘坐校车去杨浦区复旦本部上经济学的课程，然后在九点过后乘车返回宿舍。基于他对科研的兴趣和在学业上的优异表现，郭志雷获得着政基金支持，开展了一项细胞分子学的研究，成为了一名“着政学者”。这又为他原本繁忙的日程添加了新的内容——晚上十点之后，他还需要查阅文献、做实验。这样的经历让他学会了时间管理，也让他今天的 MBA 生活受益匪浅。

成为医者

整整七年的寒窗苦读后，郭志雷终于拿到了毕业证书，也获得了医师执照，让他可以在名字后加上“MD”的头衔。

在看似艰苦的生活之外，攻读医学学位的过程也为郭志雷



Practicing Medicine

It took seven years of hard study for Zhilei to get the medical license that allows him to proudly put the words MD behind his name.

Despite all the hard work, he also has fond memories of some exciting moments while he pursued his medical degree. In 2006, when he was a fourth year student, Zhilei went to University of Groningen in the Netherlands to attend a World Health Organisation (WHO) co-organised programme on Oncology. “It was only open to 40 students worldwide. I was chosen along with a fellow student from Fudan University,” he said. The programme allowed him to visit hospitals and laboratories, observe the operational aspects of healthcare, as well as probe the field of medical education with doctors from all over the world. “Things there, such as hospital management, patient care, and hospital equipment, are much better than in China,” Zhilei says. He also had the opportunity to give a speech on the use of Chinese medicine in treating cancers, which was a hot topic at that time. “The professors there asked me to stay on and work at the laboratories but I said no, because I prefer to do clinical work.” Though he only spent about four months abroad, he found the experience very valuable because it gave him a first-hand understanding of the differences in medical treatment at Chinese and

Western hospitals.

When he returned to Shanghai for his fifth year of study, Zhilei began working as an assistant doctor at Huashan Hospital. “The neurosurgery department of Huashan Hospital is one of the best in the country. They don’t have interns. Once you begin work, you’re a doctor. As a medical student, the pressure is tremendous,” he explains. It was a demanding job; every team had to complete two to three neurosurgical operations each day, since every day the hospital admits a multitude of patients from all over the country. As an assistant doctor, Zhilei was responsible for the ward rounds at 6:30am. Then an hour later he had to attend a meeting to share his previous day’s work with colleagues and exchange views about difficult problems. “It was the norm at Huashan Hospital to conduct these meetings in English,” he explains. The meeting was followed by another round of the ward with professors, and Zhilei also had to change dressings, deal with wounds and tend to other aspects of patient care. Then it was back to the operating room getting everything prepared for surgeries that often included intricate work done on the brain. He would return to the wards at around 4 or 5pm, writing up medical records, receiving new patients, and doing pre-operation examinations before returning to the operating room for final procedures

and clean up. He usually got home at around 7 or 8pm.

This was his life for more than three years. “I didn’t mind the tedious work, balance was the problem. I also hated doing experiments and writing papers, and in China if you want to be a professor, you have to do these things. I was afraid I would be stuck there,” Zhilei says.

“Huashan Hospital’s international department is on Hongfeng Road, very close to CEIBS. We had so many patients in the neurosurgery department; some had to be moved to the international department. I was there for two or three months and I visited the CEIBS campus several times.” This was how he became aware of CEIBS and its MBA Programme.

Change

Not surprisingly, after leaving the hospital Zhilei chose to work for a private company. Novartis was recruiting for a Medical Scientific Liaison, and he applied. “Being a doctor is very tiring, and doesn’t offer a reasonable reward. I need to earn more money to support my family,” he says frankly. Even so, his parents scolded him for many months for making his decision without first discussing it with them. “They will always believe that being a doctor is a very good occupation,” he says.

留下了一些美好回忆。2006年，升入大四的郭志雷前往荷兰格罗宁根大学参加世界卫生组织合作举办的肿瘤学项目。

“全世界只招40个人，我和另一个复旦学生获选参加。”他说。在这个项目中，他得以走访当地的医院和实验室，考察医疗设施，与全球各地的医学学生交流探讨。“那里的医院要比中国的好很多，无论是医院管理、病人关怀，还是医院设备。”郭志雷说。他还就中医在癌症治疗上的作用进行了一次演讲，深受欢迎。“那里的教授想让我去他们的实验室工作，但是我没有接受，因为我更喜欢临床工作。”尽管只在国外待了四个月左右，但这段经历价值非凡，让他对中西医院之间的差异有了亲身体会。

从荷兰回到上海，大学第五年他开始在复旦大学附属华山医院担任实习医生，次年在医院的神经外科进一步深造并担任住院医师工作。他说，这项工作可谓艰巨，来华山医院就诊的病人特别多，每个医疗组每天都必须完成两三台神经外科手术。郭志雷早晨六点半开始查房；七点半参加科室会议，进行交接班，和大家分享过去一天的工作，咨询疑难杂症和手术难点。“就像北京的协和医院一样，华山医院的这种会议也都是用英文的。”接着，又是一轮与教授同行查房，帮病人换药和处理手术伤口，从各个方面照料病人。之后，他就得去手术室做术前准备，如摆正病人头位，为其打开颅骨等。手术中途他会回到病房，写病历，接待

新病人，做术前检查，最后再回到手术室做关颅等手术收尾工作。通常，他晚上七八点才能回家。

这样的生活持续了三年多。“我不介意工作繁重，但如何保持平衡对我来说是个问题。我不喜欢做实验、写论文，但在中国，如果你想晋升为教授，就必须做这些。我怕自己会卡在那里，停滞

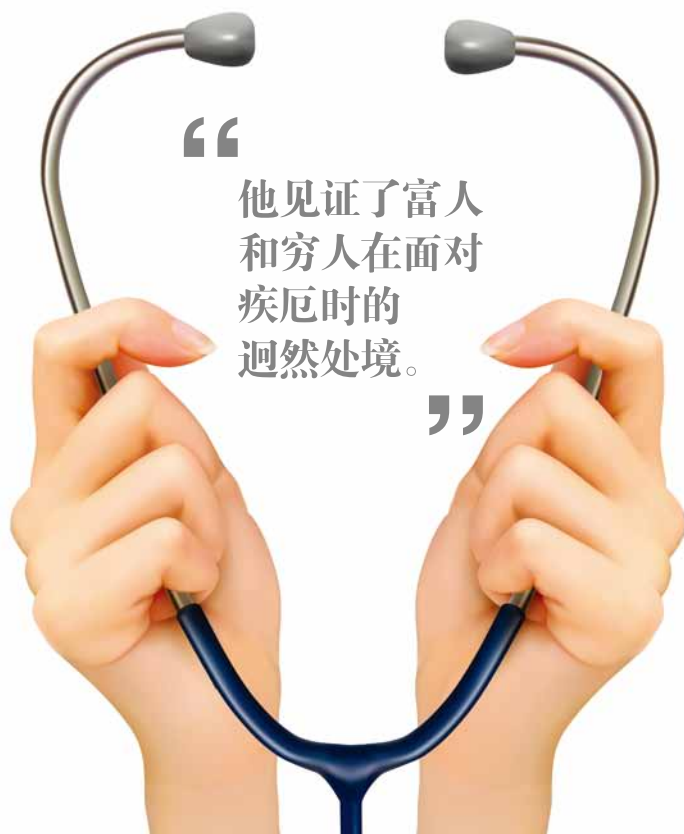
不了去公司工作。诺华当时正在招区域医学顾问，他申请了。“当医生很累，回报又与付出不相匹配。我需要改善家庭生活。”他坦率地说。但是，他还是因此被父母埋怨了大半年，因为他在决定转行之前并没有和他们商量。“他们总觉得医生是一个非常好的职业。”

然而，在华山医院的经历已然内化

成他的一部分。“神经外科手术特别难，尤其在面对恶性肿瘤的时候，”他说，“甚至有时候医生觉得自己已经做到最好，一切都进行得很顺利，病人仍有可能面对术后恶化。这个科室的死亡率远高于其他科室。”在那里的三年多，他经手了近2000台手术。让他印象最深的是一位农村妇女——“她的肿瘤还在早期，我们都觉得手术做得非常好。但是，手术后不久她就发烧了，并引起颅内感染和出血，最后导致心肺骤停，再也没能苏醒。”他的言语之间透露着无奈。医院里，死亡每天都在发生，为了能让自己更

勇敢地面对，那段时间郭志雷的性格中形成了某种淡漠，但这不是他想要的。“我希望自己能逐渐纠正过来。”他说。

这些年来，郭志雷见证了富人与穷人在面对疾厄时的迥然处境。“在华山医院，你可以看到各种各样的人。有些人富，有些人穷。许多人不得不变卖家产支付手术费用，如果一个人没有上海医保，就必须自己付钱。通常情况下，一台手术需要花费四万元以上。”他说，“上海是个多么繁华的城市，但在医院



不前。”郭志雷说。

“华山医院国际部就在红枫路上，离中欧非常近。神经外科病人众多，有时我们不得不将一部分病人转到国际病房。我在那里呆过两三个月，也去了中欧校园几次。”那是他第一次知道中欧和MBA课程。

道路之变

离开医院后，郭志雷毫无意外地选



2012 年 5 月郭志雷和妻子在美国圣地亚哥

May 2012, Guo Zhilei and his wife in San Diego, CA, USA

However, his experience at Huashan Hospital stuck with him. “Neurosurgery is exceptionally difficult, especially in the case of a malignant tumour,” he explains. “Even when a doctor believes he’s done his best, and everything goes well in surgery, there’s still the possibility that the patient will be worse after the operation. The mortality rate is always higher than for other departments.” In three plus years there, he completed almost 2,000 operations. Among them was a woman from a rural area whose case left a deep impression on him. “Her tumour was at an early stage, and all of us thought the operation went well. But afterwards, she had a fever which resulted in intracranial infection and bleeding. She went into cardiopulmonary arrest, and couldn’t be resuscitated,” he recalls. The hospital is a place where death happens every day, and in order to cope, Zhilei developed a certain level of calmness in his years there.

Over the years, he’s been struck

by the gap between the medical care accessible to those with money and those without. “Many different kinds of people use Huashan Hospital; some are rich others are poor. Many of them sold all their possessions to pay for their treatment. If a person doesn’t have Shanghai medical insurance, he has to pay with his own money, and usually an operation costs more than RMB 40,000,” Zhilei explains. “Shanghai is a fancy city, but in the hospital you encounter situations that are best avoided. Having worked as a doctor for several years, I’ve seen many kinds of diseases, observed people and their lifestyles. Rich people spend money recklessly, and poor people have to use every penny they have and often end up heavily in debt. I’ve seen too many moving life stories.”

Because of his background, he can relate to those in need. Zhilei was the first person from his small rural town to enrol at a prestigious university, and so everyone knew he was studying

medicine. “When I became a doctor, many of the people from my home town asked me for help, so I went back regularly to work with the small clinics there to provide free advice on treatment. I also gave lectures to the doctors. The imbalance of medical resources among the different regions is obvious. Everyone is fighting to get into the big hospitals, and the small ones have no patients,” he says. “Healthcare reform is a difficult issue, and no one can undertake it alone. I can’t have any effect on the policy, but maybe Prof John Cai (Director of CEIBS Centre for Health Care Management and Policy) can, though I will do as much as I am able to do.”

Joining CEIBS

During jobs at Novartis, Abbott, and Sanofi, Zhilei worked his way from liaison to a job as a senior manager. As his salary tripled, he still found himself

里你会看到别处看不到的场景。从医几年，我看过了许许多多不同的疾病，观察了各种各样的人和他们的生活方式。富人一掷千金，穷人捉襟见肘，甚至不得不倾家荡产，负债累累。我见过太多触动心灵的人生故事了。”

学医的背景让他可以帮助那些需要帮助的人。郭志雷是小镇上第一个上名校的人，每个乡亲都知道他学医。“我当上医生后，会有许多人来请我帮忙，所以我会定期去家乡的小诊所，提供免费诊疗意见，我也会给那里的医生开讲座，介绍一些疾病的最新治疗方法。中国的医疗资源分布非常不均衡。每个人都争先恐后，想进大医院，而小医院则门庭冷落。”他说，“医改是一项很难解决的问题，没有谁能单独完成。我没办法影响政策，也许蔡江南教授（中欧医疗管理与政策研究中心主任）可以，但无论如何，我还是会尽力而为。”

加入中欧

从诺华、雅培到赛诺菲，从医学顾问一路做到高级经理，郭志雷的工资翻了三倍，但他同时也在想，“我是不是应该再做些什么？”

他在赛诺菲就职于医学事务部。“医学事务部是这两年药企内部最火的部门，特别是在葛兰素史克事件之后。”这个工作与业务方面有所挂钩，但更多的是支持工作。“我对做业务很感兴趣，希望能转到更核心的部门。”他说。但是，在公司内部调岗并非易事。“我已经做到了一定层级，如果我想从事其他部门的工作，就必须接受降职。”尽管郭志雷学了四年的经济学，但他在商业知识上还是有所欠缺。“MBA对我来说会是个加速的过程。”他说。

郭志雷在赛诺菲的工作业绩斐然。“我负责肾科产品，为公司赢得了许多奖项，中国和国际的都有。”为了能留

住人才，老板承诺今年提拔他为内科产品医学事务负责人，并供他读兼职的EMBA。“我觉得自己还太年轻，不适合读EMBA。”他说。尽管老板竭力挽留，郭志雷还是想读全职的MBA课程。

婉拒了公司的盛情挽留后，他申请了耶鲁和中欧的MBA课程，两所学校都给他发了录取函。“从长期来看，我还是希望在中国发展事业，而不是国外。另外，考虑到个人的经济状况和我妻子的顾虑，我决定选择中欧。平衡对我来说非常重要。”他说。

在中欧的第一个月，他便和蔡江南教授共同组织了一个论坛，邀请数位业界知名医生和创业者共同探讨医疗领域的发展、医改和创业问题。这次活动吸引了大量的EMBA与MBA校友前来聆听，并赢得一致赞誉。“你总是要自己去抓机遇。学习是很重要的，但我也必须学会利用这个平台和它所提供的人脉资源，对我来说，这些都很重要。”郭志雷说。

新的起点

郭志雷打算毕业后依然留在医疗健康行业，因为这是个充满机遇的领域，也因为自己对它的认知可谓精深。然而，在具体职能上，他更希望未来能将目光转向医疗投资领域。他已经联系了相关领域人士，或许能为他明年的实习提供机会。郭志雷现在所做的一切都是为未来的职业转型打基础。郭志雷认为，MBA生活中最重要的部分是他有空间与机会拓展行业人脉。“我会和同学们分享我的资源与知识，并利用中欧的平台去认识了解更多的人。”他还是2016届MBA班级代表之一，是MBA学生和MBA课程部之间沟通的桥梁。“2015届MBA学生会为我们这届留了一些预算，”他说，“作为学生代表，我们为同学们组织了许多派对和活动，我们马

“
学医的背景让他
可以帮助那些
需要帮助的人。
他会定期去
家乡的小诊所，
提供免费
诊疗意见。”

上就会为2016届新生和交流生开办一个派对，并邀请学长参加。”

为了保证有充足的时间与班级同学相处，郭志雷选择寄宿在学校，尽管他的家就在上海。“我的妻子基本上每周都开车来这里，她对我非常支持。”他说，“上大学以来，我已经习惯了非常忙碌的生活节奏。时间管理至关重要，我知道如何有效利用有限的时间。”

谈及现在的同学，郭志雷表示每个人都有自己的长处。“有些人懂艺术，知道怎么画画、弹钢琴，这让我非常羡慕。有些人已经是值得钦佩的成功创业者；而另一些人则对我并不了解的投资领域非常懂行。我也很高兴自己能和同学们分享我所知道的医疗知识。”他说，“无论印度人、韩国人，还是南美人，我们都尝试着去理解彼此。即使最后我们不能称兄道弟，将来也可以成为工作上的合作伙伴。”



2014 年郭志雷出席赛诺菲肾科全球战略论坛
Guo Zhilei at the Sanofi Renal Global Strategic Forum in 2014

thinking, “Should I do something else?”

At Sanofi, he worked for the medical affairs department. Though this job was related to the business side it actually had more to do with playing a supporting role. “I’m more interested in business, and wanted to shift to some core division,” he says. But it wasn’t easy to make this transition within the company. “I had reached a certain level, and if I wanted to work in marketing I would have had to accept a demotion and be transferred to be product manager.” Though Zhilei had studied economics for four years, he still had some gaps in his business knowledge. “I thought it would help accelerate my career if I did an MBA,” he explains.

Zhilei’s work performance at Sanofi had been very good. “I won many awards, both in China and globally, for

the company. I was the senior manager responsible for new renal products.” Hoping to keep him at the company, his boss promised to promote him to Head of Medical Affairs in the Internal Medicine Division within 2014, and offered to pay his tuition for a Part-time EMBA. “I thought I was too young for an EMBA programme, and wouldn’t have much in common with my classmates,” he says. Despite his boss’ efforts to convince him otherwise, Zhilei wanted to do a full time MBA programme.

After turning down his company’s offer to cover tuition for a Part-time EMBA, he applied to Yale and CEIBS. He was accepted by both. “Over the long term, I want to develop my career in China rather than abroad. Also, considering my financial situation and

my wife’s concerns, I decided to accept CEIBS’ offer. I always try to maintain balance,” he says.

During his first month at CEIBS, he organised an event with Professor John Cai to explore healthcare reform, the development of the health industry, and entrepreneurship in the healthcare sector. He invited many renowned doctors and senior executives in the industry to share their views. There was a large turnout among EMBA and MBA alumni and he was encouraged that many participants commented on the high quality of the event. “You often have to seize opportunities yourself. Learning is very important, but one should also take advantage of this platform and the network it provides, this is very important to me,” Zhilei says.

New Beginnings

He plans to remain in the healthcare industry, as it offers many opportunities and is something he knows well. However he wants to shift his focus towards private equity and venture capital. He's already made contacts that may help him land at least one internship next summer. Everything Zhilei does now is focussed on helping his career transition. "I won't run for Student Committee President, because I don't have the personality for that; but I will run for Director of the Career Development Club, where I will have the opportunity to get to know people from various industries," he says. "Whether or not I'm elected, I'll do what I can to help my fellow students." Zhilei believes that the most important thing about his

MBA life is that he has the freedom and platform to expand his professional network. "I'll share my resources and knowledge with my fellow students, and take advantage of the platform CEIBS has offered me to get to know more people," he says. Zhilei was chosen as one of the MBA section representatives, and he's the bridge between his classmates and the MBA Office. "The MBA 2015 student committee has left some budget to our batch," he says. "As the student representative, I've organised many parties and events for my fellow students, and we're going to have a welcome party for the exchange students and MBA 2015 students soon."

To ensure that he has time to get to know his classmates, Zhilei is living in the school dormitory, even though his family home is in Shanghai. "My wife drives here every week, she's very

supportive of me," he says. "Since my university days I've been accustomed to having a busy schedule. Time management is essential. I know how to use my limited time efficiently and effectively," he explains.

When asked about his classmates, Zhilei says everyone has his/her strength. "Some are artistic, good at painting or playing the piano, which really makes me jealous. Some are successful entrepreneurs, who I really admire, and others may know a lot about investment; these are things that I need to know more about. I'm also very happy to discuss what I know about healthcare with my classmates," he says. "Regardless of whether they're from India, Korea, or South America, we can try to understand each other. Even if we don't end up being close friends, we can be business partners."



郭志雷与赛诺菲肾科全球医学事务副总裁罗伯特·吉贝尔托博士
Guo Zhilei and Vice President of Sanofi Renal Global Medical Affair Robert Guiberteau, MD

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张瑞敏:平台、创客与互联网时代

Zhang Ruimin: Driving Haier's Innovation

8月23日,海尔集团CEO兼董事局主席张瑞敏在中欧二十周年校庆活动“大师课堂”上发表了有关“互联网时代的管理模式创新”的演讲,本文根据讲稿整理而成。

On August 23, Chairman and CEO of Haier Group Zhang Ruimin shared his thoughts on “Management Innovation in the Internet Era” during a CEIBS 20th anniversary Masters Class. Here's an edited version of his presentation and the Q&A that followed.



过去,我们中国的企业基本上属于追赶型:改革开放初期学习日本的全面质量管理(TQM),后来学习美国的六西格玛,接着是欧美的各种先进管理模式。但在互联网时代,传统的管理模式都不奏效了,必须打造新的模式,这是机遇,也是挑战。

没有成功的企业,只有时代的企业

在海尔的字典里,没有“成功”二字。其实,所有企业的成功都是踏上了时代的节拍,正所谓“台风来了猪都会飞”。而现在的问题就是,怎样才能踏准互联网时代的节拍。

现代企业管理理论体系有三位先驱:美国人弗雷德里克·温斯洛·泰勒(Frederick Winslow Taylor)提出了基于动作研究的“科学管理”;德国人马克斯·韦伯(Max Weber)提出了科层制,即今天常见的金字塔式组织结构;法国人亨利·法约尔(Henri Fayol)提出了组织内部“五大管理职能(计划、组织、指挥、协调和控制)”。但在互联网时代,这三位先驱的理论都被颠覆了。

首先,互联网带来了零距离。零距离要求从以企业为中心转变为以用户为中心。用户的需求都是个性化的。泰勒的科学管理基于大规模制造,而现在则要从大规模制造变成大规模定制。

其次是去中心化。谁是员工的领导?不是他的上级,而是用户;员工和用户之间要直接对话。这打破了马克斯·韦伯的科层制,互联网时代的企业应该是没有什么层级的。

第三是分布式。资源不是在内部,而是在全球,“全球就是你的研发部”。这就颠覆了法约尔的一般管理理论。

总之,如果还想抱着原来那套不放,是不可能的,时代让你必须改变。



In the past, Chinese companies followed other's lead: at the beginning of the reform and opening-up period, we learned from the Japanese system of total quality management (TQM), later it was six sigma from the USA, and then the various advanced management models from both Europe and America. However, in the Internet era, traditional management frameworks do not seem to work anymore, and we have to build new models. This is as much an opportunity as a challenge.

Even pigs can fly

There's no definition for success in Haier's dictionary. In fact, I believe every "successful" company has simply capitalised on the times we're in. You know the saying, "even pigs can fly when there's a strong typhoon". The challenge is figuring out how you can ride the Internet wave.

There are three pioneers of modern corporate management theory: the American Frederick Winslow Taylor proposed

商业模式创新中的探索和试错

战略

海尔首先要实现战略转移,从以企业为中心转向以用户为中心,我们称之为“人单合一双赢”战略。“人”是员工,“单”是用户价值。将每个人和他的“用户价值”连接起来,真正找到他的战略,不是那么简单的。比方说,生产线上的操作工、记账的财务人员,能够清晰地知道他们的用户是谁吗?在金字塔型结构里,员工要听从上级。而海尔现在在推动转变,将员工解放出来,让每个员工都找到自己的用户,变成创业者,还可以寻找社会资源来支持创业。

举个例子,海尔的“智能水盒子”项目,其功能是监控自来水水质变化并改造自来水,就是员工从“金字塔”里解放后创造出来的,最后成了一个创业团队。这个团队一共五个人,自己掏出45万元来入股,当然海尔是大股东。不仅如此,他们还找来了英国和美国的资源,对方也持有一定的股份,这就完全变成了一个社会化的企业。它的发展映照了海尔的一句话,“我的用户我创造,我的‘超值’我分享”。

组织

原来的组织,简而言之,就是一个串联的、复杂的流程:干一件事有好多不同的内部组织来签字、审核,历时漫长。现在,所有的资源都围着用户转,研发、制造、营销都围着用户同时进行。过去我们学习日本,日本式研发是研制出来投放市场的产品必须是完美无缺、无懈可击的,所以耗时很长。现在这种办法不行了,必须根据用户的要求马上推出产品,再根据他们的意见来修改。硅谷有句话,“如果你投放市场的第一代产品不能使你感到羞愧的话,那你应该感到推出得太晚了。”

薪酬

薪酬太重要了,因为它是企业的一个驱动机制——薪酬怎么做,大家就会往哪个方向走。现在,我们的薪酬体制改为“二维点阵表”:横轴基本上和一般企业一样,叫“企业价值”,即市场成果,简而言之就是创造顾客。纵轴上是用户,我们叫“网络价值”。顾客和用户不是一个概念,“顾客”和企业是一次性交易,你向我付费,我给你产品,然后不再联系;“用户”则不同,用户和我永远有交集,今天你买了,给我提意见,我继续改进。梅特卡夫定律指出,网络价值与网络规模的平方成正比。网络规模是什么呢?网络规模就是网络节点和网络连接用户的数量。企业内部应该是一个扁平化的组织,外部则与市场、用户相连接。连接的用户有多少?有多少人能成为你的粉丝?这就是网络价值。有些网络企业亏损,但是市值或估值非常高,因为它连接了非常多的用户。

海尔的商业创新目标

海尔在商业模式创新中的目标是什么?就是企业平台化、员工创客化、用户个性化。

企业平台化是大势所趋。企业如果不是做平台,做大有多少作用?零售业,很大的连锁店,一个电商来了就把它冲垮;工业也是一样,今天做得挺大,但是明天就很难说,3D打印发展起来会怎么样?也许就不行了。总而言之,如果不做平台,肯定不行。简单地说,企业平台化就是让全球的资源都可以为我所用。

员工创客化。创客是什么?按照克里斯·安德森(Chris Anderson)在《创客:新工业革命》所说的,创客就是个性化和数字化的结合。过去,人们想创造一个东西非常难,但是现在利用互联网,随时可以创造。所以要让员工都可以成为创客。

用户个性化。现在的用户需求千差万别,随时在变,怎么去捕捉呢?而且,进入移动时代,正如美国人查克·马丁(Chuck Martin)在《决胜移动终端》里所说的:他们是“在购物”,不是“去购物”,所以企业只能不断和他们交互,交互不好马上会被打倒,因为移动购物时的每一个感受都可以成为全球的实时新闻直播。很多企业垮在这上面,一个不满意发到网上去,马上被冲垮了。当然话又说回来,如果用户非常满意,那也不得了。

最后,我想引用康德的一句话,“人是目的,而非工具”。无论是谁,无论什么时候,都不能把自己和他人作为工具,因为人自身就是目的。有一次我在欧洲演讲,有人提问说,最大的课题就是跨国并购的文化融合问题。我说,其实这个是伪命题。世界各国的文化肯定不一样,但本质都一样,每个人都希望体现自身的价值,如果你把他人当成工具,当成生产线上一个零件,无论哪个国家的人都不会高兴;如果你把他当作目的,体现他自身的价值,那么很多梦想都可以实现。



“scientific management” based on behavioural studies; the German Max Weber came up with the theory of bureaucracy, that’s the well-known pyramid-shaped organisation; and Frenchman Henri Fayol pointed out the “Five Management Functions” of the organisation (planning, organising, directing, coordinating, and controlling). But in the Internet era, the theories of these pioneers have all been challenged.

First, the Internet has [closed the distance between suppliers and users], which forces us to shift our focus from the company to our users, and each user has his own needs. Taylor’s concept of scientific management is based on mass production, but today we have shifted our focus from mass-production to mass-customisation.

Second, there is the trend of decentralisation. Who leads your employee? Not his supervisor, but his customers; he has to report directly to them, which breaks Max Weber’s bureaucracy theory. In the Internet era, a company shouldn’t have red tape.

Third, there is distribution. Resources are not kept inside a company, but distributed across the globe; so “the entire globe is your R&D department.” This contradicts Fayol’s general theories of management.

In a nutshell, it’s impossible to still cling to traditional practices, as the times drive you to change.

Trial & error in business model innovation

Strategy

For Haier, strategic transformation is very important. This is how we changed from being company-focused to user-orientated, and we call this the strategy of “win-win between person and order”. “Person” refers to our employees, while “order” represents user value. It’s not always easy to clearly link each employee with the value he can bring to the organisation and help him define his strategy. In organisations that have a bureaucratic structure, employees take orders from their supervisors, but Haier is now pushing forward to ensure that employees are given some amount of leeway. They can thereby become entrepreneurs and identify resources from outside the company for their business initiatives.

Take Haier’s “Smart Waterbox” for example: its function is to monitor and improve the quality of tap water. It was created by our employees after their “liberation” from the “pyramid”, and they finally evolved into an entrepreneurial team. Five of them invested RMB 450,000 into shares of the project – of course Haier is the majority shareholder. What’s more, they attracted British and American investors who also became shareholders, and in this way the project turned into a totally independent enterprise.

Organisation

In the past we learned from the Japanese who produced products that were impeccably perfect, but they took a long time in making them. That would not do nowadays. You must present your product as quickly as possible according to user demand, and make improvements on the first version according to users’ feedback. As the saying goes in Silicon Valley, “If the first generation of your product does not make you ashamed, your only regret will be that it came out too late.”



Haier's objectives in business innovation

What are Haier's objectives in its business model innovation? They are “company as platform, employee as maker, and user as individual”.

“Company as platform” is the general trend and it simply means utilising global resources. If a company isn't a platform, what's the point of making it bigger? In the retail industry, even a huge retail chain can be crushed by e-commerce's relentless onslaught. It's the same for industries: even if you are a very big company today, you cannot tell what will come tomorrow. What if 3-D printing becomes the norm? Maybe your company will fade away. If you do not build your company into a platform, it will not survive.

Our second goal is “employee as maker”. What is a maker? According to Chris Anderson's book, *Makers: The New Industrial Revolution*, a maker is the combination of individualisation and digitisation. In the past, it was extremely difficult for people to create something. Now, with the help of the Internet, it's easier to do that. So we shall turn all our employees into makers.

The third goal is customer individualisation. Today we face different demands from customers, and they keep changing all the time. So how do we keep up with their needs? As Chuck Martin notes in his book *Mobile Influence: the new power of the consumer*, people don't just “go shopping” anymore, in today's Internet era they “are always shopping”. So the company has to interact with them nonstop. When the interaction isn't good enough the company will be beaten, because anything that goes wrong in mobile shopping can easily become the object of a live world-wide newscast. Many companies have been ruined this way: with just a complaint posted on the Internet, they were crushed. On the other hand, of course, if customers are all happy, that would be amazing.

There's a well-known saying by Kant, “Treat people as an end, never as a means to an end”. No one should ever treat themselves or others as mere tools to be used to achieve a goal. Once when I spoke in Europe, I was

“ If a company isn't a platform, what's the point of making it bigger?”



asked about my opinion on the theory that the biggest problem transnational mergers and acquisitions face is the cultural blending that accompanies the process. I said it was a pseudo-proposition. Different countries in the world definitely have different cultures, but they are essentially the same in their philosophies toward the value of mankind: everyone wants to realize his own value. If you treat people like tools, like small parts on assembly lines, they will be unhappy no matter which country they live in; if you treat them as an end in themselves, and help them realize their value, then many dreams will come true.



以下是中欧国际工商学院战略学副教授陈威如和海尔集团CEO张瑞敏在“大师课堂”上的精彩问答：

Read on for the Q&A between CEIBS Associate Professor of Strategy Chen Weiru and Zhang Ruimin:

陈威如：将组织做成一个共赢的生态圈，将员工当成其中非常重要的利益相关方。在这种企业平台化的过程中，人人都是CEO，人人都是创客，所以创新不再只是老板的责任。但是，这会不会产生“万马拉车”的局面？平台型企业需不需要一个清晰的战略方向？否则会不会乱掉？

张瑞敏：其实，这也是我们经常思考的问题。原来的治理结构是科层制，哪一级做什么都有规定，好像非常有序。现在我们是“零签字”，没有签字直接就去，会不会乱了？但是，我们将科层制去掉，是为了让员工和用户直接联系。现在海尔里头只有三种人：平台主、小微主、小微成员。“平台主”搭建一个平台，做两件事：一、把原来的组织结构、流程解散变成互联网式；二、确保这个平台是开放的，实现“一流资源无障碍进入”和“各方利益最大化”，这样才能更好地吸引人才进来。有了平台主这层架构，能够防止从根本上乱掉。小微主是一个个创业队长，他们可以利用社会的资源、资金去创业。剩下的就是小微成员，他们不是指定的，完全是市场导向的，是流动性比较大的人群。

Chen: We see that you are building the organisation into a win-win ecosystem where employees are treated as very important stakeholders within the structure. In this process of building the company into a platform, everyone becomes CEO and maker, so innovation is no longer the sole responsibility of the boss. But, will this lead to a situation where everyone is pulling in different directions? Would a platform-type company need a clear strategic orientation? Or would there be chaos?

Zhang: This is a question we often think about. The traditional bureaucracy requires that each procedure goes with approvals, and there are regulations everywhere in the system, which seems very orderly. Now we're having “zero-signature”, so will there be chaos without upper-level approvals? We got rid of the bureaucracy so our employees can have direct contact with customers.

Now we have three kinds of people at Haier: platform owners, SME (small and micro enterprise) owners and SME members. Platform owners establish platforms to do two things: first, reshuffle the traditional organisation and procedures into one based on the Internet's structure; second, ensure that the best resources flow in without obstacles and there is maximisation of the various parties' interests. When you have that layer of platform owners, that prevents the entire system from falling apart.

“人是目的，而非工具。无论是谁，无论什么时候，都不能把自己和他人作为工具，因为人自身就是目的。”

陈威如：您作为一个平台的领导人，怎样来控制好这么多的小微组织呢？一个平台的领导人应该怎样管理这么庞大、复杂的企业？

张瑞敏：首先，你不能控制和管理，因为控制和管理意味着让他人按照你的路子去走。另外，你也控制和管理不了，因为只有创客本人才最清楚用户的需求和变化。你没有了原来控制和管理的权力，那现在的权力是什么？只能是帮助小微组织不断往正确方向去演进。在某种意义上说，原来企业的一把手拥有非常多的权力，但我现在认为CEO不应拥有权力，CEO的权力只不过是所有的小微公司让渡给你的，那就是怎样更好地使整个系统演进。

陈威如：海尔在这场变革之中，鼓励员工创新、创业，但员工可能只有某方面的资源、技术或研发，那么公司怎样帮助创业者找到其所需的市场、信息和其他资源？

张瑞敏：这是一个非常大的问题，我们经常遇到。有的员工来到海尔，是冲着薪酬和安稳来的，他们不愿去创业；有的员工专业很窄，创业中的很多事他都不会做。这两种情况非常普遍。现在，我们要让员工改变一下定位，你未必有多大的能力，但你一定要变成一个“接口人”，如果你是个开发人员，要开发出全球最好的产品，你可能做不到。但你可以改变定位，变成一个“接入者”，接入全球一流资源，这样就有可能开发出全球一流的产品。

陈威如：过去的海尔是全球领先的家电企业，未来您对海尔有什么愿景？

张瑞敏：希望海尔不再是一个传统的企业，就像您那本书里写的，是一个平台、一个生态圈，希望每个人都有非常大的空间发挥才能，就像彼得·德鲁克所说的，让每个人成为自己的CEO。

SME owners are individual entrepreneurial team leaders, who can start a business with external resources and capital. The rest are SME members; they're not appointed, but totally market-oriented, and they're a highly mobilised crowd.

Chen: As a leader of a platform, how can you adequately control so many SME organisations? How can a platform leader manage so huge and complex an enterprise?

Zhang: First, you shouldn't control and manage, because that means you will merely have others go in the direction that you point. Besides, you cannot control and manage, because only makers themselves know users' needs and how these needs change over time. You don't have the traditional power of controlling and managing, so what kind of power do you have now? The only power you have now is your duty to help SMEs evolve in the right direction.

Chen: Haier encourages its employees to innovate and engage in business initiation, but employees may have only certain resources – such as those in technology or R&D. How does the company help entrepreneurs find the market, information and other resources that they need?

Zhang: This is a very big problem that we often have. Some employees come to Haier for the steady salary and a feeling of security, and they don't want to start new adventures. Some employees are highly specialised in training, and don't have the skills to launch a business. These two situations are very common. Now, we first need to get our employees to change their mind-set. You do not necessarily have to have any great talent, but you must become a “connector”. In the same way, if you are a developer you may not necessarily be able to develop the world's greatest product, but you can change yourself to become a “connector”. This way you can tap into first class global resources, and in this way you can develop world class products.

Chen: Haier is a leading white appliances manufacturer worldwide. What does the future hold for the company?

Zhang: I hope Haier will no longer be a traditional enterprise. It should be a platform, an ecosystem. I hope that everyone has ample room to give their talents full play, not just listen to their supervisors. As Peter Drucker says, everyone should become his own CEO.



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