

赵卉洲： 我为 APEC 第一夫人们做衣服

Designing a Legacy

CEIBS EMBA 2009 Zhao Huizhou Dresses APEC's First Ladies

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11月10日，亚太经合组织（APEC）会议各国领导人和夫人穿着新中装在世界人民面前亮相以后，赵卉洲（EMBA 2009）的手机就没有停过。有要求采访的媒体，有送来祝贺的亲友。这个时候，赵卉洲才意识到，一年来紧绷的神经终于可以放松下

Zhao Huizhou's phone hasn't stopped ringing since the wives of world leaders attending the Asia-Pacific Economic Cooperation Forum (APEC) China 2014 appeared at the event's gala dinner in November



来，一年来不分昼夜的加班赶工，终于得到了回报。

赵卉洲是此次 APEC 会议参会领导人夫人的服装设计师，也是深圳艺之卉 (EACHWAY) 时尚集团的首席设计师。她的另一个身份，是中欧国际工商学院 2009 级 EMBA 上海 3 班的校友。

寻找传统服饰的国际化表达

2013 年 12 月，赵卉洲收到中国服装设计师协会发来的一封邀请函，邀请她与 400 多名独立设计师、品牌设计师等一起参与 2014 年 APEC 服装设计师的角逐。

接到邀请之后，赵卉洲查阅了很多资料，包括历届 APEC 会议领导人的着装风格，参会国家的背景、民族喜好以及禁忌，了解每位夫人的个人习惯……综合了各种要素之后，才拿出第一批样衣。就这样，经过一层层筛选，一次次修改，赵卉洲终于被确定为 2014 亚太经合组织会议领导人夫人——APEC “太太团”的服装设计师。

对于此次为 APEC 第一夫人设计服装的理念，赵卉洲如此解释：“APEC 太太团的服装不同于领导人的着装，相对轻松和随性，这也能让设计师在原料运用、廓形设计、元素运用和表现手法

上有更大的发挥空间。”

赵卉洲在设计中不仅体现了中国元素，彰显东道国的文化内涵，展现大国风范，还融入了其他国家和民族的元素，让各国领导人“各有其美，和和美美”；在中国元素的使用上，也力求用现代化和国际化的手法来表达。

对赵卉洲来说，这次为 APEC 第一夫人进行服装设计，对自己和公司都是一次难得的学习机会。“APEC 的服装设计不只是设计衣服那么简单，要在-一件服装里包含视觉、文化、历史、思想等要素，对设计师来说是极大的挑战。”

因为没办法直接和太太团成员交流，设计团队只能靠看图片、看视频，“隔空”测量太太团的衣服尺寸。因为之前没有办法让太太团直接试穿，不知道穿上身后的效果会怎样，也不知道穿的人会不会喜欢，设计团队只能是“摸着石头过河”。过去一年中，赵卉洲和团队成员几乎没有好好休息过，承受着巨大的压力，经常整夜整夜睡不着觉，春节也不能放假。

直到 11 月 10 日，APEC 会议成员国领导人和夫人身着“新中装”集体亮相，媒体的采访邀约、朋友的祝贺如雪片般飞来，APEC 组委会给赵卉洲颁发荣誉证书，感谢她在“2014 亚太经合组织会议领导人服装工作中做出的突出贡献”，

赵卉洲悬着的心才终于放下了。

给 APEC 第一夫人做衣服，是赵卉洲职业生涯中的一个重要事件，她在不知道结果的情况下依然保持着坚定的信念，不计时间、不计成本、不计利益，终于得到了回报。完美地结束了一个任务，赵卉洲继续向新的目标前进，她将一如既往地自己的设计中体现温柔、婉约、精致、典雅之美，将平静谦和传递给世人，突显出东方女性的气质，实践艺之卉的品牌宣言——“你的气质原来可以被阅读”。

毕业后推荐先生和弟弟到中欧读书

1997 年，赵卉洲在深圳创办了服装品牌艺之卉，很快，艺之卉就得到了消费者和行业的认可，在深圳和全国斩获了各种奖项，赵卉洲本人也多次获得优秀设计师奖。但是只有赵卉洲自己知道，公司已经由快速发展进入到必须进行调整和转型的阶段。2009 年之前的赵卉洲，身兼设计师和公司管理者双重角色。她对于做设计有着发自内心的热爱，但管理公司占用了太多时间，使她身心俱疲。赵卉洲知道，一定要做些改变了。

“人总是在思想需要变革的时候才有动力去学习、去思考、去总结、去整

wearing outfits she designed. Many callers are journalists looking to interview the founder and design director of Shenzhen EACHWAY Fashion Group. Others are relatives and friends who want to offer their congratulations.

For Zhao, an alumna of CEIBS EMBA 2009 Shanghai Class 3, when the first ladies stepped onto the stage at the Water Cube, which was also the swimming venue for the 2008 Beijing Olympics, it was the culmination of a year's worth of non-stop hard work. It has become a tradition that world leaders and their spouses dress in outfits inspired by traditional designs of the host country for the event's official "family" photograph taken at the gala dinner on the eve of the APEC Economic Leaders' Meeting. Zhao was among the 400 Chinese designers and design firms who received an invitation in December 2013 from the China Fashion Association to submit a proposal to become the official fashion designer for APEC 2014.

Zhao immediately went to work researching what leaders wore at previous APEC meetings, the preferences and taboos of the participating nations, as well as every first lady's personal style. She combined these things with traditional Chinese design elements to create an initial set of sample dresses. She hoped her designs would enhance the appearance of the different first ladies while also giving the group a cohesive look, and represent Chinese style in a modern way.

"Fashion design for APEC is much



more than designing clothes," Zhao explains. "It is an immense challenge for the designer, since you need to make sure that every piece of clothing represents a combination of visual, cultural, historical and ideological elements."

"The outfits of the first ladies at APEC are more relaxed and casual than those for their husbands," she says. "This allowed me more room to deal with the materials, outline the designs, and the application of different elements and techniques of expression."

Even after Zhao won the privilege of designing the first ladies' outfits, the challenges continued. The design team was not given any details about the first ladies' sizes so they could only

study photographs and videos to try and determine the right fit for each of them. Having no communication ahead of time with their models meant that Zhao and her team had to "cross the river by feeling the stones" as the Chinese saying goes, and hope that their guesswork would prove to be right in the end. It was only when she saw the participating APEC 2014 state leaders and their spouses appear at the Gala on November 10 in their new Chinese-style outfits that Zhao could see that the tremendous effort had been worth it. The APEC organising committee presented her with a certificate of honour to thank her for "the extraordinary contribution to the fashion design of state leaders during APEC 2014".



理。”2009年，赵卉洲报考了中欧的EMBA课程，希望能回到校园里，为自己的困惑和难题找到答案。

赵卉洲的选择没有错。现在回忆起来，虽然一边工作一边学习的压力很大，但是在中欧的两年是她最开心的一段时光。“从来没有那么开心过。”她还得到了一个终生受用的收获，那就是下定决心从繁琐的公司管理中抽出身来，专心做设计，把管理交给值得信赖的团队成员去做。中欧追求“中国深度，全球广度”的理念，也在潜移默化中影响了赵卉洲，让她在未来的事业中始终不忘扎根民族，拥抱世界。

“有所为，有所不为”的策略很快得到了回报，一方面，艺之卉的设计能力得到了更大的提升；另一方面，在更加懂得管理和决策的公司管理者的带领下，艺之卉也从单一的服饰设计和生产向“服装服饰+现代传媒+创意产业”的时尚产业模式转型。在服饰品牌之外，他们还创办了时尚艺术类门户网站、时尚杂志、书籍和多媒体等，开始涉足影视产业，并成立了作为品牌孵化器的艺之卉创意产业园。

2011年，赵卉洲从中欧毕业。那年，她动员自己的先生周胜也报考了中欧EMBA课程。两年后的2013年，先生周胜从中欧毕业，赵卉洲又动员弟弟赵巍报考中欧。现在，赵卉洲和周胜一起带领艺之卉向前迈进，赵巍也和朋友一起创业。她说，虽然当时先生和弟弟也考虑过其他商学院，但最终还是因为中欧的理念和价值观与公司更加契合，他们才选择了中欧，“比起其他商学院，中欧是一个更适合沉淀、历练和学习的地方。”赵卉洲和家人一致认为。



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Her accomplishments for APEC are just the latest in a series of career milestones that Zhao has achieved through her focused and tenacious work style. She launched her fashion brand EACHWAY in Shenzhen in 1997, and it quickly gained traction with consumers. It also caught the attention of industry leaders and Zhao earned several local and national “excellent designer” awards. Her passion for design was what inspired Zhao to launch the company, but its success meant that the corporate management tasks were taking up an increasing amount of her time. In 2009, hoping to find a way to become more efficient at management and ensure her company’s continuous development, she applied to the CEIBS EMBA Programme.

Though she says it was very stressful to work and study at the same time, the two years at CEIBS have been among the best times of her life. “I had never been so happy,” Zhao says. Through her EMBA studies she also came to decide to delegate the corporate management responsibilities at EACHWAY to experienced and reliable team members, so that she would be free to focus on design. Her decision to refocus quickly paid off, Zhao says. Not only has the company’s design work improved, it has also managed to transform and expand its business model beyond the design and manufacturing of clothing. EACHWAY has entered the apparel

and accessories market and is also embracing digital media to expand its reach. The company is involved with fashion magazines, books, and multimedia and is also entering the movie and television industry.

“Compared with other business schools, CEIBS is a better place for one to develop experience, knowledge and the ability to think,” Zhao says. Her family shares her feelings about the school. After graduating from CEIBS in 2011, Zhao encouraged her husband, Zhou Sheng, to apply to the programme – he completed his CEIBS EMBA in 2013. Her younger brother, Zhao Wei, started a business with some friends and now she is also encouraging him to apply to the CEIBS EMBA Programme.

During her EMBA studies at CEIBS Zhao says she also learned a lot from the school’s unique brand of “China Depth, Global Breadth”, and she finds she has incorporated it into her design work. She said her studies at CEIBS showed her how to pursue her career in a way that allows her to embrace the world as well as her China roots. One needs only to look at her designs for the first ladies at APEC China 2014 to see how she puts that philosophy into action.