

TheLINK

CEIBS Alumni Magazine Volume 1, 2015

MOBILE MANIA



SAMSUNG
lenovo



2015 is off to a great start for *TheLINK*, with a fresh new design and the approaching launch of our WeChat version.

In this issue's **Cover Story**, we take you into the fast-paced world of China's mobile industry as our faculty explain why the sector has been so very, very hot in recent years, whether Chinese brands will one day be able to dethrone Apple, and if there's still room for newcomers. We also introduce you to one of these comparatively recent market entrants, Qingcheng. Its CEO Wang Xun (EMBA 2007) is now staking his reputation and the company's success on serving a very unique niche market.

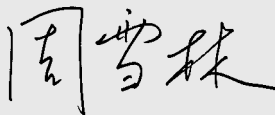
And then there's the poll. We surveyed staff and MBA students at our Shanghai Campus to see if they, like the rest of China, have a fondness for any particular brand of smartphone. Then we got help from our professors in explaining what these poll takers' phone choices say about their personalities.

One of our 3 **Feature** stories in this issue is also linked to the mobile industry. We introduce mobile Internet entrepreneur Pan Dingguo (AMP Class 7) who's leveraging social media marketing tools to build his business, Wu Ge Huo Zhan. We also bring you the story of Li Wen (EMBA 2010) who, every few months,

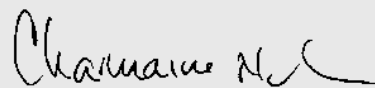
leaves his glamorous Lujiazui office and heads to the mountains of Western China where he helps educate China's 'River' Children. The final **Feature** takes us on a breath taking tour of Europe, courtesy of Johannes Muffler (MBA 2008) and Josef Gong (EMBA 2006). They're the *yin* and *yang* behind movoya, a cross-cultural collaboration that provides Chinese tourists with fabulous trips abroad.

If you're more interested in the business side of things, our **CEIBS Knowledge** section has the just-released *CEIBS Business in China Survey 2015* which presents new information on the types of reforms preferred by companies doing business in China, the roles of innovation and the Internet in China's new business environment, as well as the competitiveness of Chinese private companies.

And, as usual, there's the round-up of alumni events and activities showcasing what our grads have been up to since our last issue as well as scenes from around campus and the wider CEIBS community. We're looking forward to sharing your stories in the months ahead. So be sure to give us your feedback at alumnimagazine@ceibs.edu and keep your suggestions coming about what you'd like to see on our pages!



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The**LINK** *Anywhere, anytime.*

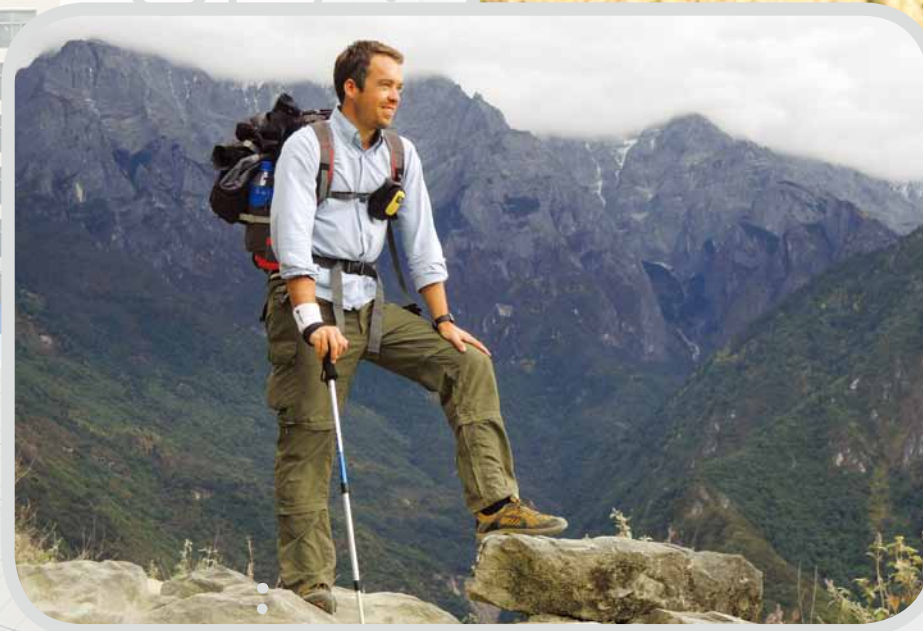


Online

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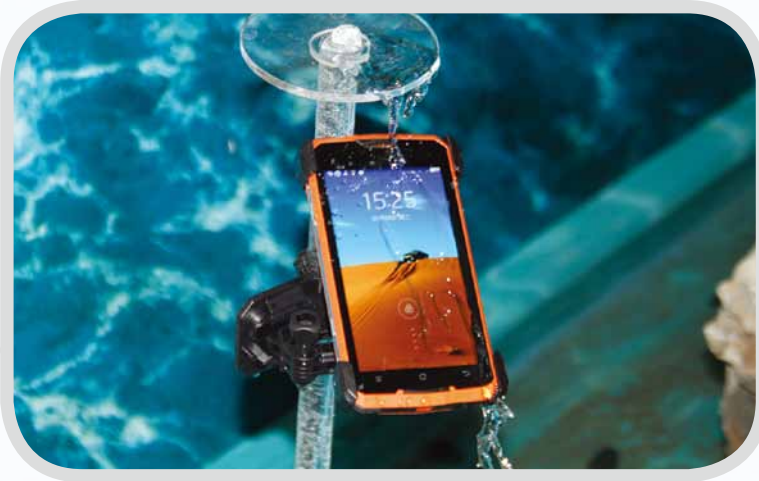


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A THOUSAND Words... *or* Less

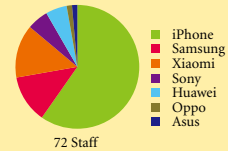
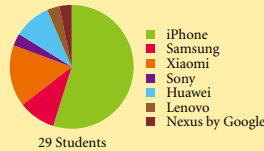
Make up your own amusing captions for these photos and email them to alumnimagazine@ceibs.edu for a chance at a prize – and bragging rights. Check out the real captions by checking the Scene@CEIBS section of this issue (page 61).

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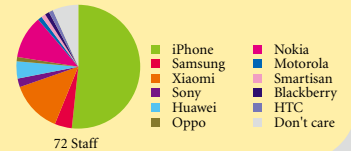
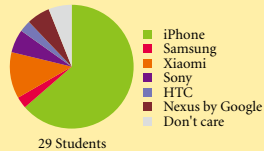
101 respondents in total: 29 MBA students and 72 staff

1. BY CATEGORY (students/staff)

Current cell phone brand



Favourite phone brand



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CEIBS & IESE Launch World Executive MBA



Which EMBA Programme brings together business executives from all across the globe for on and offline study in five different continents? Set for a January 2016 launch, the World Executive MBA is being offered by CEIBS in collaboration with IESE.

The programme is designed for senior business leaders whose responsibilities span international borders. It aims to develop participants' leadership potential through a keen understanding of the forces that shape management in different parts of the world. It will focus on meeting executives'

personal and professional needs, allowing them to share their learning experience with peers from highly diverse backgrounds as they learn at world-class facilities across the globe.

To ensure it is easily accessible for executives from a variety of regions, the programme format is blended, balancing residential modules run at CEIBS and IESE campuses around the world, alongside innovative online modules. Participants will learn through the case study method and a very intense personalised development programme delivered by expert faculty from both schools

across all locations.

“The World Executive MBA is a high intensity, truly international programme that will bring together senior business executives for an entirely new learning experience,” says Professor Nikos Tsikriktsis, Associate Dean for the CEIBS GEMBA Programmes. “It will blend the in-class learning experience with online learning; and with courses offered across the world our participants will benefit from strengthening their global networks.”

For more details see <http://www.theworldexecutivemba.com/>.

CEIBS Faculty Dominate List of World's Most Cited Chinese Researchers

Eight current CEIBS faculty are among the list of the world's 27 most cited Chinese researchers when it comes to Business Management and Accounting, according to Elsevier, a leading provider of information solutions. Four are in the Top 10. If former faculty were included, CEIBS would take 10 out of the 27 spots.

The CEIBS 8 are:

- #3:** Klaus Meyer, Professor of Strategy and International Business;
- #5:** Zhao Xiande, Professor of Operations and Supply Chain Management;
- #6:** Katherine Xin, Professor of Management;
- #8:** Charles Chen, Professor of Accounting;
- #13:** Ding Yuan, Professor of Accounting;
- #15:** Henry Moon, Professor of Organisational Behaviour;
- #17:** Tae-Yeol Kim, Associate Professor of Organisational Behaviour and Human Resource Management; and
- #19:** Bala Ramasamy, Professor of Economics.

Prof Meyer was also in the spotlight in December 2014 when renowned German business publication *Handelsblatt* released its 2014 Business Professor Ranking



which named him as the top scholar in the field of International Management. Among all business professors, *Handelsblatt* ranks Prof Meyer as No. 11 with the 8th highest score for publications in the most highly regarded A and A+ journals. This ranking reflects the high frequency for publication of his work throughout his career in leading scholarly journals, notably the *Journal of International Business Studies*, *Strategic Management Journal* and *Journal of Management Studies* which are also among the 45 used by the *Financial Times* to compile its business school research ranking.

Then this February it was announced that a paper co-authored by Prof Kim is one of the most downloaded articles published in

Routledge Behavioral Science journals in 2014. The collection features the top three most downloaded articles that were published and downloaded in 2014 in each *Routledge Behavioral Science* journal. Prof Kim's paper provides findings of a research study conducted in China that explores which employees are more likely to voice their opinions in a manner that helps foster change and innovation in their company, and what managers can do to encourage this type of constructive behaviour among employees. The results show that those who are more extraverted and agreeable, and those in a more participatory work environment will be more likely to express their ideas. The paper was published in *Human Performance*.

CEIBS MBA Moves Up 6 Places in *FT* Global Rankings – Regains Position as #1 in Asia



CEIBS MBA Programme has moved up six places, to #11, in the *Financial Times* 2015 ranking of global business schools, regaining its position as #1 in Asia. The rankings reinforce the CEIBS MBA's strength in career development, value for money and the increasing number of international students and faculty. The CEIBS MBA is also ranked #1 in Asia by *Bloomberg Businessweek*.

The CEIBS MBA continues to innovate and improve on its efforts to add value to the MBA experience.

For example, entrepreneurship has been added as a third concentration and, beginning with the 2015 cohort, a Leadership Module has been integrated into the programme's first year. A third joint-degree programme has been added. The new programme is with the Cornell School of Hotel Administration; the other two are with the Fletcher School of Law and Diplomacy and the Johns Hopkins School of Public Health. The popular Overseas Electives Programme will see students travel next year to the US, Israel, France and Japan.

These initiatives are complemented by strong support from the CEIBS Career Development Centre (CDC) which regularly organises activities that facilitate employment opportunities for MBA students. The CEIBS CDC has also initiated a reciprocity programme with a number of prominent business schools (Harvard, INSEAD, LBS and IESE) around the world and provides platforms for CEIBS MBA students to explore overseas opportunities through career treks and on-site company visits.

MBA Students Win Bid to Host GBC 2015





 GBC

 2015

 SHANGHAI



MAY 21-24, 2015

A 35-member team of CEIBS MBA 2016 students will organise and host this year's Graduate Business Conference (GBC) at the school's Shanghai Campus from May 21-24. Their team successfully bid for the opportunity to host the event

with a well-thought out proposal that pulled together everything from apps that will provide translation services, to shuttle buses from the nearby hotel to the venue in case of rain.

Held every spring, the GBC is a rite of passage for student leaders

from well-known business schools. They gather together for workshops, to be inspired by speakers from the business world and government, all while networking with each other as they soak up the culture of the city in which the event is being held.

CEIBS Included in Shanghai FTZ

The Shanghai Free Trade Zone (SFTZ) has been expanded to include the Jinqiao region, making CEIBS the first business school to be located within the SFTZ. On January 12, President of the Shanghai Jinqiao Group Huang Guoping and Deputy Director of the Shanghai Jinqiao Export Processing Zone (SJEPZ) Management Committee Shen Neng met with CEIBS Executive President Professor Zhu Xiaoming and Vice President and Co-Dean Professor Zhang Weijiong to discuss how CEIBS can contribute to development of the SFTZ and the potential benefits for the school.

Venture Capital Competition Taps CEIBS as Host

CEIBS hosted the East Asia Regional Finals of the globally renowned Venture Capital Investment Competition (VCIC) 2015. A six-member team of MBA 2016 students organised the regional event, which was held on March 14 at the school's Shanghai Campus.

Li Wen, Educating China's 'River' Children



■ By Lei Na

On an average workday, China Universal Asset Management's (CUAM) Chief Compliance Officer Li Wen (EMBA 2010) – dressed in a sharp suit – works out of his Aurora Plaza office in Lujiazui, the financial centre of Pudong District. His office is said to offer Shanghai's best bird's eye view of the Huangpu River. But every few months he leaves all that glamour behind for a trek to the mountains of Western China. On these trips he sees, first-hand, how students struggle to access an education; and he does all he can to remove the obstacles that stand in their way. China's river-rich West is home to many ethnic minorities. It's also a place of unimaginable poverty. If the financial zone in Lujiazui is the crown jewel of China's stunning development, the poorest western villages are the country's aching flesh under her glamorous garments. Li sees it all: light and shadow, wealth and poverty, hustle and bustle versus an eerie stillness. All these scenes add a certain degree of texture to his life.

GRABBING HOOKS

Between 2007 and 2008, an article titled "Going to School by Grabbing Hooks" created quite a stir when it was published by a number of Chinese media. It told

the story of children of the Lisu ethnic minority in Nujiang, Yunnan Province, whose daily journey to school involved crossing the Nujiang River by grabbing onto hooks. The story moved many; it also sparked CUAM and CBN's enthusiasm for educational aid projects. In 2008, they collaborated on the launch of the River Children charity initiative. At the time, CUAM had only been operating for three years but their strong sense of social responsibility fuelled Li and his colleagues' passion for helping others.

A year later, Tianfu Primary School, fully-funded by CUAM, was completed in Ping'an Village. Ping'an is part of Yunnan Province. It's nestled in a little town called Shangjiang, which is part of Lushui County in Nujiang Lisu Autonomous Prefecture. This was where Li first experienced the grabbing hooks, along the bank of the Nujiang River. "Even though the local people were there to help and protect me, I still had to complete the round trip by grabbing hooks. My heart was pounding the whole time," he said later as he described the experience in an article. "For the entire trip, my head was – at the most – a dozen centimetres away from the crude steel rope. And if I'd been a little careless, I'd be scraping my face or head on the rope, which would be extremely dangerous. According to the

local people, each year there were cases in which someone fell into the raging river because of heavy winds or some accident; some even lost their lives.”

INSTILLING HOPE

Since its launch in 2008, the River Children project has chosen rivers whose courses it follows as it provides training for village teachers, builds schools, organises multiple educational field trips, donates libraries and

multimedia classrooms, and awards scholarships and grants. So far the project has extended to Lushui, Yunnan, Meigu, Sichuan, Jingyuan, Ningxia, Xiahe, Gansu, Liping, Guizhou, Enshi, Hubei, Huzhu and Qinghai. It's done so by following the paths of the Nujiang, Jinshajiang, Yellow, Daxiahe, Liujiang, Qingjiang and Datonghe rivers.





China Universal Asset Management

Founded in 2004, China Universal Asset Management Co., Ltd. ("China Universal"), is regarded as one of the country's most respected and innovative asset managers. With more than 450 staff and US\$35Bn in assets under management, the firm offers various China equity, fixed income and money market strategies through a wide range of investment vehicles including mutual funds, segregated accounts, institutional accounts, and offshore investment products. By the end of September 2014, 49 mutual funds had been launched which constitute a diversified product line covering equity, fixed income, money market, index tracking and QDII funds.

As one of a handful of institutional asset managers selected by the National Council for Social Security Fund (NCSSF), China Universal has a strong track record in managing segregated funds.

"At first we were just eager to build some schools and improve the educational infrastructure there. After a couple of years' work, we found that while hardware was useful to the local community, it was not the most crucial," explained Li. They realised that the problem rested with the teachers. "Their ideas of teaching, structure of knowledge and stability were the biggest problems. Good teachers were not willing to stay, because there was hardly any hope; even if children had the opportunity to go to school, chances are they would never leave the mountains under the current system of college enrolment," he added. "So we began to adopt a strategy of 'hardware as key, software as base', and to value teacher training, because better teachers can change generations of children, and inspire other teachers... This

project gets better with time.”

Over the years, they've received support from many volunteers. In the summer of 2008, then 68-year-old Master of Psychology and Education Tang Yungmei (daughter of renowned Sino-British author Elisabeth Comber), led a team of volunteers to Nujiang. As the project grew, CUAM also organised an annual teacher training session for 50-100 teachers in Shanghai. Many well-known educational agencies provided support and *CBN Daily's* Chief Editor Qin Shuo was among those who gave lessons. Their efforts paid off. A village

teacher from Xiahe County, Gansu Province wrote in an article, “I got to know how I could be a qualified teacher during the training. Students are our children, and we must love, understand and help them. We must move them with our love, and guide their conduct with rigour. Our love should be based on understanding, respect and believing in them. The project inspired within us an attitude of giving back to others throughout our lifetime. I was deeply moved by this.”

Through it all, Li has proudly watched as all their hard work paid off. “Our schools have become the standard in educational quality for the local educational authorities, and for other

companies that do charity work... Through our small bits of contribution we really harnessed people's love and changed the West,” he says.

AN UNEVEN AND LONG ROAD

So far, CUAM has built seven Tianfu primary schools, and Li has been to each of them twice. He knows every mountain and every tree at every location, just as he knows the teachers and children. In 2009, at the second stop of the River Children project in Meigu County, a part of Sichuan, Li met a Yi boy named Enzhabuqie whose home was almost a five-hour daily trek on a mountain road from school. But Enzhabuqie loved going to school so he was happy to make the journey. In 2013 when Li went back to Daliangshan Mountain, the boy, now a teenager, was still making the journey. The only major difference was that he had become so used to navigating the treacherous path that he could outpace almost everyone else. “That road was very dangerous, in many places you had to use both your hands and feet to



climb,” says Li. “The boy’s devotion to his studies despite his daily trudge over the mountains was really moving. We asked him why [he went to so much trouble], and his answer was simply that he liked going to school...”

Students like Enzhabuqie are an inspiration for Li who confesses that sometimes he wonders if he’s making a difference. “When you first take up the charity cause, you’re full of energy. But when days go by, you find that there are so many things to do, and a single person does not amount to much,” he says wistfully. “Sometimes you even doubt whether you’re able to help them, because many things can’t be settled by mere charity.” But a minute later he shakes off his sadness and says with a smile and renewed vigour, “But if you don’t do it, there would be even less hope; so you still have to do it, and convince others to do it too. The most important thing is to make the children happy, and to give others hope and dreams.”

LONG-DISTANCE RUNNER

As a CEIBS EMBA alumnus, among those he’s convinced to do their part in the River Children project are alumni companies such as MetersBonwe and

Semir, which both donated winter clothes to children at Tianfu primary schools.

Some believe Li’s experience as a long-distance runner may have given him the personality he needs to press ahead with his often challenging charity work. He discovered his love for running when he was about 14 years old. All throughout high school and college, he would get up before dawn each day for a long-distance run. He put his hobby on hold for a few years because of a hectic work schedule, but resumed it

when he was doing his CEIBS EMBA. He easily slid back into his role as an athlete, taking part in CEIBS’ 7th Gobi Desert Challenge as a member of the Flying Fox team. Now he’s Director of the Gobi Desert Challenge Association. Long-distance running has become an indispensable part of his life. So has CEIBS. “One spends his life trying to find ways to grow and better himself; for me, CEIBS accelerated this process,” Li said in his graduation remarks. A self-disciplined, introspective man, he sees charity as a kind of pure faith, the fuel for his long-distance runs.



Pan Dingguo: WGHZ's Mobile Internet Entrepreneur

■ By Jessie Chen



When WGHZ was named among Jiangsu's Top 10 Innovative Internet Companies of 2014 early this year, it confirmed for Pan Dingguo (AMP Class 7) that he'd made the right move in launching his mobile Internet e-commerce company.

It was during a visit to Silicon Valley in the US that Pan got the inspiration to start his company, whose Chinese name Wu Ge Huo Zhan means five warehouses.

"I went to Silicon Valley at the end of 2013 and was surprised to find that while China may lag behind developed countries in traditional business sectors, Chinese mobile Internet businesses are beginning from the same starting line as our American peers," says Pan, who has many years of experience as a software developer. "I was very excited by the potential opportunities being ushered in by the mobile Internet era. It not only brings new technology and tools, but it also disrupts business patterns and is changing the product development

“I was very excited by the potential opportunities being ushered in by the mobile Internet era.”

workflow and end users of traditional enterprises.”

When he returned to China, Pan decided to leave his job as General Manager of the country’s largest provider of real estate sales and management software, Nanjing Mingyuan Software, and set up his own “innovation lab” to focus on transforming the traditional software development process to meet the specs of the mobile Internet. “I think there are two ways in which an enterprise can be transformed,” says Pan. “One is to

do it within the existing system, while the other is to create something entirely new. I chose the latter.”

SOCIAL MEDIA MARKETING

Pan is building WGHZ’s business by leveraging social media marketing tools on the WeChat platform, which is extremely popular in China. The company’s target customers are women between the ages of 28 and 38 who are concerned about their family’s quality of life, and interested in purchasing

the high-quality, fresh produce such as eggs and fruit which WGHZ sells. More than 10,000 of the company’s 100,000 WeChat followers have made purchases through their WeChat account, and 30% are frequent buyers, or what Pan calls “avid fans”.

A member of China’s post-70s generation, Pan believes that the best approach for an Internet-based business is to combine the tools offered by the Internet with a unique business proposition. “It’s not enough to just put a business online; we must also keep



“The user experience should be as simple as possible.”



our customers' needs in mind. The user experience should be as simple as possible, combining convenient payment and logistics with a superior product,” he says. “By understanding and meeting our users' needs, we turn them into fans, and active promoters of our product. The social networking platform makes this word-of-mouth promotion convenient for them, and thus increases our sales.”

There is a difference between customers and fans, says Pan. He believes that fans have an emotional tie to the company; their behaviour is beyond simple consumption. Providing content that users can interact with is the key to developing a fan base. The interaction makes them feel closer to the company or brand. Groups and communities then grow out of these bonds. Pan says there are five building blocks to creating this type of business: Content, Users, Links, Community, and Marketing.

He explains that the CEIBS AMP Programme helped him develop his ideas for social media marketing. “I was inspired by a foreign professor who talked about ‘user-oriented thinking’. Later I broke it down in this way: An enterprise must spend more than 50 percent of its efforts researching what its target users truly want, keeping in mind that you must also provide them with emotional satisfaction to turn them into fans. Thirty-five percent of your efforts should be spent developing products that exceed users' expectations. Your remaining efforts should be spent on marketing.” When he put this ‘user-oriented thinking’ into practice, Pan says, the results were positive and confirmed his theory.

LOW COSTS, BIG GAINS

Though WGHZ has no salespeople and has not spent any money on advertising, it has still managed to attract a considerable number of fans



and achieve remarkable sales. “Once we began operations, we could see that anything is possible in the era of the mobile Internet!” Pan says proudly.

Sharing a typical example of how WGHZ’s word-of-mouth marketing works, he explains that when one user posts about their WGHZ purchase, the company will gain an additional five subscribers to its WeChat public account. “This is a significant figure and it is trending upwards,” he says. “When you make users deeply love your products they will surely help you to promote them. You need to provide very attractive, unique products, that inspire everyone to pick up their mobile phone, take a photo, and share it on their WeChat ‘Moments’ feed.”

“The consumption process begins with a recommendation from a user’s friends, so we try to best utilise WeChat Moments. When you are flexible and adapt to the mobile Internet

environment, and put your limited resources where they will have the most effect, you can maximise your marketing!”

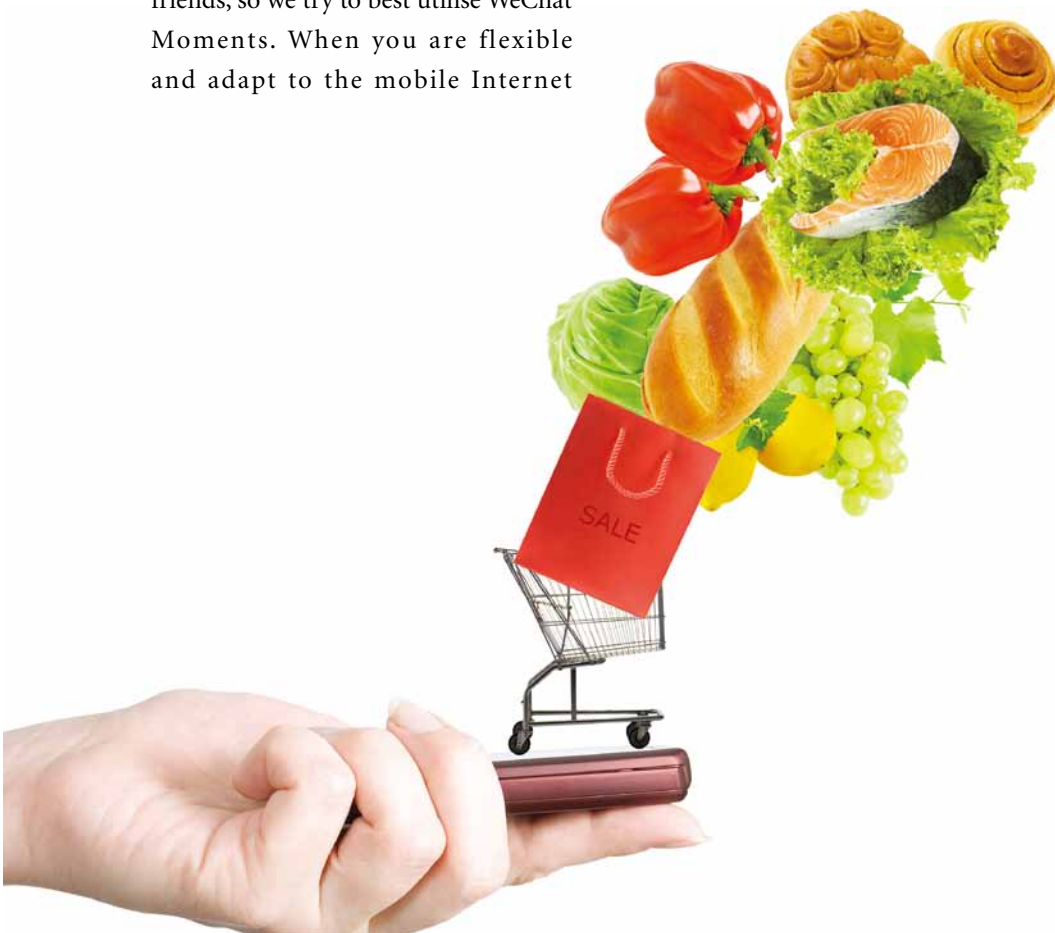
CFO = CHIEF FANS OFFICER

Pan sees himself as a mobile Internet entrepreneur, and he’s convinced that one of an entrepreneur’s core qualities is to have the courage to lead the way. For example, he also created the idea of a ‘chief fans officer’ who focuses on ways to cultivate users into becoming fans. He believes that when the number of fans crosses a certain threshold, the company can establish its own media, e-commerce and community, creating its own industry value chain from which it can further expand.

Based on this idea, Pan has a five-step vision for WGHZ’s future development. The first is the community and e-commerce platform that he has already established with WGHZ. The second step is a radio and broadcast platform through which the company can provide additional content and further develop user interaction to increase fan loyalty. Next, he would like to implement the O2O (online-to-offline) business model and launch some traditional “experiential” retail outlets, and then create unique products for them. Finally he would like to establish a crowd funding platform for opening new stores.

“No matter what we do, our aim is always the same: we want to increase the frequency of our fan interactions. The experiences that come with purchases, reading articles, and patronising offline stores are all interactions,” he says. “Crowd funding is an even deeper interaction. For example, if we need RMB 500,000 to open a new store, we would crowd fund that with 50 users, send weekly reports to them, and pay them monthly dividends. In this way we can have an even closer link with our fans. At the core, our strategy is to do everything around interaction. Then we pursue scale.”

Performers who never change their stage will eventually be greeted by an empty theatre and no applause. As Pan’s approach to business shows, success requires hard work, innovation, and being brave enough to take the first steps towards implementing your vision.





movoya's Journey

■ By Lei Na

Even though it's been two years, Josef Gong (CEIBS EMBA 2006) still clearly remembers the first email he got from Johannes Muffler. It was in Chinese, though the writer was German. Johannes introduced himself as a CEIBS MBA 2008 alumnus who wanted to start a business that focused on outbound tourism for Chinese travellers. He hoped Gong, who had already been in the tourist industry for 20 years, had advice to offer. Gong was happy to help as he could draw on the expertise he had accumulated while working as General Manager with Shanghai China Travel International Ltd and then launching his own start-up, Utour.

"Utour had long been committed to providing 'maximum service' to the more than 40,000 foreign travellers it receives every year. What does 'maximum service' mean? If budget permits, we take our guests to the best bar by the Huangpu River, where they can watch the lights on both river banks light up one by one. If budget

does not permit, tour guides will take wine to the Great Wall, and our guests have wine while watching the sunset," says Gong. "I've always thought it's a pity Chinese people rarely get that kind of service when they travel overseas. I've always dreamed that one day Chinese tourists could enjoy this same level of service in Europe."

In China, he says, the outbound tourism industry still has a long way to go. Meanwhile in Europe, agencies targeting Chinese tourists are mostly run by Chinese immigrants or overseas students, who are often lacking when it comes to customer service skills. Agency-organised tours often fail to provide Chinese tourists with an understanding of authentic local customs, but merely offer sightseeing, Gong adds. "In the past 3 to 5 years, more and more travellers have begun to give up on tour groups. Some high-end tourists even join well-known American groups. This does bring about a very distinct experience, but the prerequisite is that they can speak English very well."

But what motivated Johannes? There's an interesting story about what led him to the field of tourism. In 2008, then 24-year-old, he enrolled as one of the youngest members in his CEIBS MBA class. After graduation he stayed in China, working in Nanjing and Beijing, for the German pharmaceuticals corporation Bayer. After a few years, he returned to Germany to be closer to family and friends. Just for fun, to thank one of his former CEIBS classmates that had become a close friend, he designed a very detailed itinerary for his classmate's family to travel in Europe. He got great feedback. Realising that he had a knack for and genuine interest in tourism, Johannes decided to start movoya, an agency exclusively focused on Chinese tourists looking for an authentic travel experience in Europe. movoya is a buzzword that comes from the French "mon voyage" which means "my journey". The itinerary designed for his classmate later became a classic movoya travel route.



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SPEAKING THE SAME LANGUAGE

At their first meeting, Johannes was surprised by Gong's fluent German; just as Gong had been surprised to receive an email in Chinese from a German. Gong had graduated from Tongji University's German Department. With no language barrier, the common bond of being CEIBS alumni and a solid understanding of each other's cultures, their collaboration has been very smooth. They decided to include some of these elements in their business plan. movoya tour guides are all local Europeans who speak fluent Chinese. They have years of experience in China, and they understand China's culture and customs. Some are experts in Chinese tea ceremonies and calligraphy, some have pilot licenses, and some are Kungfu masters. On movoya's website, there's an impressive video starring Felix, one of their tour guides. Under the clear sky, in the midst of a carpet of green grass, all the beauty and romance of Europe's ancient towns unfolds like a gorgeous painting. “For me, dreaming means to have sunshine, fresh air, a blue sky and holidays,” says Felix. He, like many movoya tour guides, often becomes great friends with their

guests as they explore Europe together. On a recent business trip to Shanghai, one of his former guests spent days knitting him a hat to keep him warm.

Johannes explains that a lot of thought goes into making sure their Chinese guests are slowly eased into the experience of being served by European guides. For many, they've never had this experience before. Their movoya journey usually begins right after they land; it's usually a morning flight. They enjoy a leisurely breakfast in a restaurant that has a bird's eye view of castles and fabulous scenery, followed by a stroll. “Some guests are nervous right at the beginning, because they're not familiar with the environment. They calm down after we drive them to the attractions,” Johannes says. Unlike some tour groups, movoya gives their guests plenty of time to take photos and linger as they enjoy the scenery. They also help bridge the gap between locals and their guests. “For example, when dining in a countryside eatery in Germany, our tour guides will help our guests chat with the locals. This helps them shake off any feelings of formality and have real conversations with the local people, like friends,” he adds.

THE PERSONAL TOUCH

movoya intentionally keeps groups small, that's one of its advantages. Unless there's a company-specific activity, each group only includes four to ten people. Travel arrangements are very novel, so they can avoid other big groups; and the boutique hotels selected have a certain distinctive ambiance that provides a peaceful and comfortable atmosphere. "Our goal is to let our guests understand the local culture and lifestyle with help from European guides," says Johannes.

This is why they have designed many uniquely original itineraries. While doing product R&D, they act like German craftsmen concentrating on artistry. During their travels, movoya guests can take a walk along the Berlin Wall Memorial to feel the passage of time, appreciate modern architecture while wandering through Potsdam Square, visit quaint cuckoo clock handicraft workshops in the Black Forest, or take their children to visit the birthplace of Grimm's Fairy Tales that gave us stories like *Little Red Hat*. They can also speed along the Silvretta High Alpine Road, with the valley's rise and fall, watching the breathtakingly beautiful landscape that's either covered with ice and snow or vast areas of lush greenery.

"On a journey, two elements matter most. One is where you're going, and the other is whom you're going with," says Gong. "This is why we design various themes, bringing together people with similar interests and requirements. For

example, this winter we launched a product called "Travel with Your Family". We realised that many successful people want to travel with their families, but their only problem is time..." These tours are designed to meet the needs of various types of family groups: nuclear, extended, those that include the elderly and kids. Whatever the group, movoya finds ways to provide them with a truly unique journey. "For example, we will arrange for our guests to dine with European locals, and experience the atmosphere generated by European families of three generations," says Gong.

CEIBS PAVES THE WAY

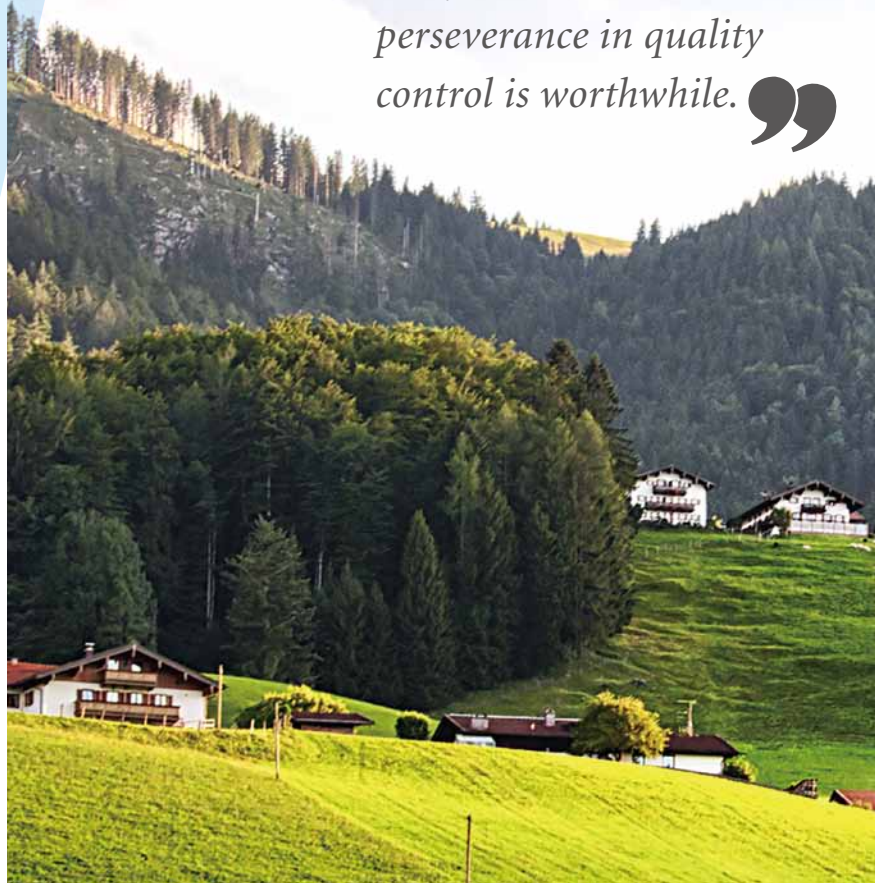
Today, movoya is headquartered in Berlin, with offices in Shanghai and Barcelona. The goal is to run their company with German efficiency while providing the best service possible for all their guests. They take inspiration from world famous German brands such as Audi and Benz, as well as the country's many small businesses that have earned a great deal of respect and could be regarded as role models.

Both men know they could not have come this far without their alma mater. "Without CEIBS, we would not have met each other, let alone build up mutual trust in such a short time," Johannes says. Their adherence to strict quality standards, and unique business model that's a combination of East and West, is a reflection of the CEIBS spirit.

Today Johannes is the CEO of movoya, and Gong plays the supporting role as his partner. In Johannes' eyes, Gong is a wise man with rich life experience. He turns to him whenever there's a problem to be solved. Gong is always a calm source of valuable advice. Meanwhile, Gong sees Johannes as a typical German. "He's extremely cautious and earnest, and he's very resolute when it comes to his principles," says Gong. He recalls Johannes' insistence on double-checking a product catalogue that he thought was already very good, looking for areas of improvement. In fact Johannes has always kept a careful eye on quality control. "In the early days when our company size only allowed us



“Every time I see our guests leaving, utterly satisfied, I see that his perseverance in quality control is worthwhile.”



to receive three batches of guests each time, he turned down every fourth batch to ensure our service quality. For many Chinese companies, this is unacceptable and would be seen as inefficient,” says Gong. “But every time I see our guests leaving, utterly satisfied, I see that his perseverance in quality control is worthwhile. Of course, I also help him to reach a balance between efficiency and quality.”

Last year, Johannes joined CEIBS’ European alumni’s first reunion in

Barcelona, where he met the school’s President Pedro Nueno and Dean Hellmut Schütte. He also discovered many business opportunities during conversations with other alumni. He could feel the power of CEIBS’ alumni network, which has already played such a huge role in movoya’s launch. He’s hoping CEIBS will host more events like the Barcelona reunion, which can create opportunities for alumni to set up partnerships via their network, expand their businesses globally, and reap even greater rewards.

ADVICE FOR ENTREPRENEURS



“Entrepreneurship requires a calm mind. Today’s society is very fickle, and there’s no avoiding the impact of this fickleness. To overcome this, one has to focus on just one thing; but that’s very hard to do. One needs to stick to his original goals, and adjust as needed by taking advantage of circumstances. The most important thing is to remain calm and be patient.”

– Josef Gong



“Though there’s a huge difference between Chinese and European cultures, we can understand each other. I fell in love with China as soon as I arrived. As I travelled around with my classmates I was deeply impressed by the Chinese people’s hospitality. I have deep feelings for China, and this kind of affection is the biggest motivation for my entrepreneurship efforts. For me, to help Chinese travel across Europe is a way to pay them back for the hospitality they showed me.”

– Johannes Muffler

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