



**CEIBS**

SEPTEMBER 2003 ISSUE No.11

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Published by China Europe International Business School  
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# 中欧：从混乱中脱颖而出

经济观察报 黄一琨

"亚洲第一，世界一流"，总部位于上海的中欧国际工商学院这样定位自己。因为在英国《金融时报》的全球排行榜上，中欧的MBA课程列全球第90名，亚洲第三名；EMBA全球排行榜第42名，亚洲第二名；高层经理培训全球排行榜综合实力第39名，亚洲第一名。

如果你有钱，有经验，但又去不了哈佛，那就去中欧吧。一些国内商学院的同行说。这是对这家只有9年历史的商学院最好的褒扬，也证明了他们坚持的国际化道路的正确，但是这条道路并不完全平坦，尽管中欧有很好的“出身”。

中欧国际工商学院的前身是中欧管理中心，它是欧共体和国家经贸委1984年于北京创办的，也是最早将工商管理硕士(MBA)课程引入中国的两个中外合作教育项目之一。1992年，当时在北京办学的中欧管理中心欧方负责人Jan Borjonjon(杨亨)先生南下上海，与上海交通大学和上海市人民政府进行了接触，提出了利用欧盟对华援助资金在尽可能短的时间内创办一流国际化商学院的构想。而在之前一年，国内的管理教育实践已经开始，国家教委在9所院校开始试点。

经过两年筹备，1994年9月和10月，欧盟委员会副主席列昂·布里坦爵士和对外贸易经济合作部部长吴仪分别代表欧盟和中国政府签署了《中欧国际工商学院财务协议》。《财务协议》对中欧的法律地位作了明确规定：中欧国际工商学院是一个

具有有限责任的非营利性教育机构，享有充分的法人资格，具有在学术、财务、人事、外事等方面的决策自主权，能够执行所有财务、行政和契约活动。因此，《财务协议》在法律上赋予了中欧在国内任何一所商学院所没有的独立法人地位和高度办学自主权，使中欧成为了中国管理教育的一个特区。而这是许多国立综合大学的商学院院长们一心向往但又力不能及的。

来自中欧的一名学生说，其实中欧比较幸运，开始就努力以哈佛、沃顿、麻省等作为目标，引进了西方案例教学的精髓，加上中国学生的勤奋、数学好等优点，学生的悟性很强。更重要的是，中国的快速增长形成了最具规模的人才需求，使得高素质的管理人才才能顺利找到工作。

但是现实的图景对于中欧并不那么顺利。虽然《财务协议》明确提出，中欧国际工商学院要在5年内成为亚洲一流商学院，而且要在尽可能短的时间内成为世界一流商学院。但是商学院必须有一流师资、一流生源、一流课程、一流设施和一流品牌。要达到这一标准，中欧面临严峻挑战。首先，建设一流校园设施和一流长期教授队伍，需要巨额资金投入。即使学费收入能平衡运营支出，中欧国际工商学院在1994-1999年的建设资金也只有上海市和欧盟分别提供的1052万欧洲货币单位(包括土地作价480万美元)和1485万欧洲货币单位。中欧突破资源瓶颈的办法是在一流的长期教授队伍和一流的校园设施没有建立起来之前，从海外引进一流的客座教授和租借

上海交通大学闵行校区部分较好的设施并加以必要的改造来开展一流的教学，并通过一流的教学来打造一流的品牌。从海外引进的客座教授把国际一流商学院通过长期实践积累的宝贵经验带给中欧，使中欧实现互动性教学，重视课堂讨论和小组案例研讨，鼓励学员参与教学又与共享经验的国际惯例一致。由于海外商学院的暑假是聘请客座教授的大好时机，中欧为了能聘请到最好的客座教授而成了国内唯一一所没有暑假的院校。

更大的挑战在于作为教育体系的“局外人”，同时又是管理教育国际化的先行者，中欧还面临着体制上的困局。尽管管理教育在中国受到了重视，但是其课程设计和招生与国外的MBA相比有很大差异。国内MBA课程的学员必须通过全国统一的研究生入学考试(1997年改为全国MBA联考)、学习全国统一的教学大纲设置的科目并撰写硕士学位论文，国内的MBA学位证书由国务院学位委员会统一印制和管理。但是和国外商学院的MBA以全日制课程为主相反，当时国内试点院校的MBA全部为在职课程。

中欧的创始人认为其招收在职MBA的方式无异于缘木求鱼。因为科目繁多的笔试(包括政治、语文与逻辑、英语、管理学和高等数学)和以笔试成绩为主的录取标准与国际一流商学院的惯例大相径庭，实际上是向一批毕业时间最短、工作压力最轻的考试高手敞开大门，而把大部分的中国企业管理精英拒之门外。国内院校培

养在职 MBA 的课程内容与国际一流商学院的 MBA 课程内容有相当大的差距,而且其撰写硕士学位论文的要求更是为绝大多数国际一流商学院所不取。

坚持己见的中欧面临的选择是加入现有体系或是坚持自己的国际化道路,后者的风险在于中欧的学位证书无法获得国务院学位委员会的承认,这会对中欧的招生工作带来影响。但中欧依然还是选择了后者,他们相信,那些对知识而非学历更具敏感度的学生在面对中欧肤色各异的教授时会有实质的收获。

一位不愿透露姓名的中欧学生说,中欧的教授 40% 非常优秀, 30% 优秀, 其余的 30% 一般。这对于这个以“租赁”教授开始的年轻商学院来说已经是不低的评价了。中欧的教授分访问教授, 核心教授, 长期教授三种, 一个长期教授的成本是访问教授的 3 倍左右。所以, 中欧一度主要发展访问教授和核心教授, 但即便是访问教授, 每天的酬劳也在 2000 ~ 3000 美元以上。许多年轻的教授由于生活习惯的原因不愿长期留在中国, 而更愿意做访问教授, 所以访问教授占到了教授总数的一半或以上。这些访问教授的学历必须在博士学位以上, 每年其中的 25% - 30% 会被淘汰。

由于访问教授发表的学术论文不能算在中欧, 影响了学校的学术研究水平, 所

以从 2001 年开始中欧有了长期教授, 现在在 14 到 15 名, 他们每年必须在中国呆满 6 个月, 所以一般是 60 岁以上已经退休的资深教授, 许多都曾是国外高级智囊团的人员, 他们的课程最受学生受欢迎。这对于资金紧张, 逐步发展的中欧来说并不是件很容易的事, 但是他们认为自己已经大大领先于国内其他商学院。中欧 EMBA 课程主任梁能形容一些商学院的课程是“这次约翰教授, 下次琼斯博士。”

另一个贴上国际化标签的是案例教学。它对于管理学, 就如同实验对于物理学一样。中欧的案例主要来自世界几大著名商学院案例库, 如哈佛、Darden、Ivey、IMD、INSEAD 等。中欧花重金直接向各商学院购买案例, 为每个学生注册版权, 而不是从出版物上转引, 从而保证了知识产权。每个哈佛案例是 6 美元, 一个学生在整个学习期间要学 200 多个案例。在自建案例上, 中欧有自己的“案例中心”, 由一批海外教授领导, 撰写中国的案例。特别是在描写跨国公司在中国的运作、中国的传统文化对商业的影响力、中国企业如何拓展海外市场等方面已经有部分成果在《哈佛商业评论》、《远期规划》、《国际市场营销》、《国际人力资源管理》和《加州管理评论》等著名学术刊物上发表。中欧的教务长白思拓 (Alfredo Pastor) 说, 中欧的这些努力所传授的是一种“通用语言”, 当一个职业经理人面临许多问题时, 没有通用语言是难以想象的。

除了中欧自己的努力, 开放的中国逐步研读通用语言, 这也改变了中欧的生存环境。2001 年, 管理教育在 27 省 62 所院校的试点结束, 进入“全面规范办学阶段”。中欧的学位证书从 2002 年开始获得国务院学位委员会的认可, 过去品牌与资金实力互为掣肘的困难局面也有所改观, 但是各商学院打国际牌也对中欧造成了压力。

中欧希望用自己富有先发优势的 MBA、EMBA 课程继续建设自己的影响力, 用 EMBA 和高层经理培训的收入为商学院的未来注入动力。尤其是后者, 《时代》和《国际先驱论坛报》的专栏作家 Joshua Josmpol 说: “狂热的商业全球化步伐使高层经理培训市场成为商学院有利可图的课程项目。这对很多商学院意味着黄油和面包, 因为它们的旗舰项目 MBA 仅仅做到盈亏平衡就已不易。最近的调查报告显示, 全球高层经理培训市场价值达 3500 亿美元。” 中欧估计中国的这个市场价值在 2.5 亿美元, 到 2006 年将会达到 40 亿美元。并且期待中国的商学院能和世界上的同行一样, 使学院 65% - 70% 的收入来源于此。为此, 中欧把自己负责这一项目的部门本身变成了公司, 有自己的市场策划、营销、客户服务人员。

此外, 这家国际化的商学院每年都会在欧洲举行学生的毕业典礼, 使他们能够有机会与王子、大使、企业领袖接触。学院的这种刻意安排使得学生感受到一种课堂上难以体会的氛围, 这有助于学生们具备“历史的深沉, 哲学的透彻, 数学的简洁。”

一位中欧的学生这样描述自己心目中中欧的未来, “首先, 必须有比较强烈的使命感。不是教授技术, 而是培养领袖气质, 拓宽视角, 讲授商业传奇如何产生; 其次, 要有包容心。东方和美国的管理模式都有成功之处, 不能因为今天美国经济发达, 就学习美国, 明天又学习日本, 应该先兼容并蓄, 然后再结合中国特殊的市场情况进行运用; 再次, 商学院的运作模式也应当以商业方式运作。商学院就是一个企业, 它的产品就是它的学生, 招生过程就是打响品牌的过程, 学生毕业后的分配就是营销过程。”

这可能是中欧世界一流梦想可持续发展的动力。





# Mengniu 中国增长最快的乳品企业-蒙牛

## — Dairy Giant from the Grassland

陈海文 MBA2002

蒙牛成立于1999年,主营业务是液态奶、奶粉和冰激凌。在1999年至2001年短短3年内蒙牛的业务奇迹般增长约19.5倍,无可争议地成为“中国发展最快的乳品企业”。2002年,蒙牛销售增长1.5倍,达到20亿;今年,蒙牛销售预计达到40亿。因此,蒙牛被誉为“中国乳业奇迹的创造者”,它的成功可以归结为速度策略、营销创新和资源整合三方面。

### 速度策略

建立规模是乳品企业成功的保证,蒙牛超常规发展的策略指引企业迅速崛起,成为最受欢迎的乳品企业之一。当蒙牛刚成立的时候,公司缺乏足够资金建设工厂和开发市场。通常的选择是先建厂,后出产品,这会浪费一年时间,错过乳业发展的大好时机。蒙牛依据市场状况,果断决策,“抓两头,放中间”,产品自己开发,自己销售,生产则通过虚拟联合代工完成。这一做法为蒙牛争取了时间,开拓了市场,赢得最终消费者。在蒙牛发展过程中,非常注重发展速度,从而取得竞争优势,这是高速发展市场中取得成功的关键。

### 营销创新

营销创新为蒙牛策略实施提供了强大的保证。蒙牛营销成功体现在多个方面,如包装,定价,促销,而品牌定位和渠道创新是成功的关键。“请到我们草原来”这一广告语,鲜明突出了蒙牛奶香奶浓的特点,而这一标语源自蒙牛“第二草原品牌”的定位。自称第二不是让第一品牌伊利占先了?其实不然。蒙牛刚成立时,缺乏资金打广告,如何吸引消费者,建立独特卖点是当时的难题。蒙牛依据企业特点,通过宣传自己属于独特群体—草原牛奶,建立了清晰的定位,同时借助伊利的影响力,

提升了自己的品牌知名度。在销售过程中,蒙牛创新使用社区渠道。此前,长效牛奶(保质期在30天以上)都是通过零售渠道进行销售,通路投入大,销售回报低。蒙牛率先在社区销售长效奶,以高品质产品吸引消费者,以高毛利率吸引终端,以低投入获得高回报。通过营销创新,蒙牛用有限的投入,获得巨大市场份额,实现了高速增长。

### 资源整合

蒙牛在短短4年内实现50倍增长,除了有效利用企业自身资源,更借助社会各方面资源来进行发展,用全社会力量来发展。蒙牛运用双赢思想,使社会满意,合作伙伴满意,员工满意,股东满意。奶源收购是乳品企业保证质量的关键,因此国内大型乳品企业都自建奶站,向奶农收奶。奶站投入大,增值有限。蒙牛改变通常做法,根据奶源产地实情,提供合理利润给地方合作者,由合作者出资建奶站提供优质原奶。通过这种做法,蒙牛既保证产品质量,又有效利用社会资源。人才是企业发展的关键。蒙牛为企业员工提供良好的发展平台的,企业飞速发展为员工提供更多施展才能机会。在蒙牛,有德有才的员工都能找到适合自己的岗位,因此员工全身心投入工作,回报企业。蒙牛通过提供共赢平台,高效利用各种资源,实现了超常规发展。

蒙牛的成功给我们带来很多启示。要在中国市场获得成功,“结合企业自身特点,注重速度,创新与合作”,借鉴国外先进经验。首先,国外市场成功的重要因素是创新与合作,而在迅速发展的市场,如中国乳品市场,发展速度尤其重要。蒙牛提供了一个如何通过创新与合作迅速占据

市场的成功案例。其次,建立自己的策略,而非模仿他人的经验。例如,外资企业擅长经营高端产品获得超额利润,但中国企业模仿却很可能失败,因为你不可能在经营高端产品上比外资企业做得更出色。蒙牛根据企业自身状况制定策略,经营竞争对手不擅长的市场和渠道,因而取得成功。最后,本土化管理企业完全可能战胜采用西方管理经验的企业。蒙牛竞争对手上海光明乳业就采取了引进先进管理系统和外企人才的方法,取得了很大成功。但有市场调查表明,今年上半年,蒙牛利用自身优势,抢走了光明上海本地市场约20%的份额。综上所述,先进的知识模式很重要,本土企业成功经验同样可以借鉴。成功源于将理论与自身结合,与企业实际结合,这才是未来中国企业应该选择的道路,也是我们这些中国MBA应该关注的问题。

(在中欧学习过程中,经常会接触到国际著名公司的案例,MBA学生也因此能更好地将所学知识结合实践去深入思考。先进的国外管理思路如何应用于中国?什么才是本土企业最适合的发展道路?以上短文是我自身在工作和学习过程中的一点体会。如有不同看法,欢迎共同探讨。)

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Mengniu Dairy Co., Ltd. was established in 1999, mainly producing liquid and powdered milk and ice cream. From 1999 to 2001, it had achieved a legendary 19.5-fold growth in its business. Its sales revenue in 2002 reached RMB 2 billion, one-and-a-half times greater than the previous year. In 2003, its expected sales revenue are to reach RMB 4 billion. It's no surprise that it has been widely recognised as "the creator of the Chinese dairy miracle". How did this company achieve such a great

success in a short period? I believe that their success lies on its focus on speed, marketing innovation and resource integration.

### Speed

Realising that economy of scales is one of the key success factors for dairy companies, Mengniu put much emphasis on fast growth and became one of the most favoured dairy companies in China in a very short period. According to common practice, a manufacturer usually has to build plants before making products. However, Mengniu did not have enough money to build plants and develop market when it was first established. Under such a circumstance it decided to develop and sell products on its own while outsourcing the manufacturing since it did not want to miss the rapid growth of dairy industry at that point in time. It was this decision that helped Mengniu seize the opportunity to win market share and consumer recognition. Obviously, speed was the key word in its development and a source of its competitive advantage.

### Marketing Innovation

It was evident that marketing innovation played another key role in its success, as can be seen from its strategies in packaging, pricing, sales promotions, and especially in brand positioning and channel innovation. Its advertising slogan "Product from the Grassland" highlighted the distinct feature of its dairy products and was also consistent with its positioning as "the second dairy brand from the grassland". Although some may worry that this sort of positioning might be taken advantage of by the Yili brand, this was actually not the case. Instead, the connotation of high quality in Yili brand helped to enhance Mengniu's brand awareness, as they shared the same origin. With such a market positioning, it successfully attracted consumers and created its unique selling point even when it did not have enough money for advertising. Traditionally, the long-shelf-life milk which had a guarantee period of over 30 days was sold through retail outlets, which was

characterised by large investment but low profit on sales. When Mengniu entered the market, it introduced the new concept of community marketing and tried to attract consumers with high quality products. In this way, it achieved higher returns and market share based on limited investment.

### Resource Integration

It was the effective use of its own resources and more importantly various social resources that allowed Mengniu to realise a 50-fold growth in such a short period of 4 years. With a win-win mindset as its core value, always tried its best to make various stakeholders satisfied, including its shareholders, employees, business partners and even the whole society. As the source for raw milk was considered essential to the quality control of dairy products, many large dairy companies in China usually set up their own stations to collect milk from dairy farmers. Considering that investment in milk collection stations was too high and generated little added value, Mengniu did not follow suit. Instead, it tried to find local partners, who were provided with reasonable profit to collect raw milk for Mengniu. In this way it not only made sure of the quality of its products, but also effectively leveraged social resources. Moreover, it also put much effort on human resource development, as it was aware that human capital is the key to its growth. It showed its employees a clear career path, and the fast growth of its businesses also generated large good opportunities for its employees. In fact, every one in Mengniu could find a right position as long as he or she was capable and hard working. Therefore, it was through its win-win strategy and efficient use of various resources that Mengniu attained an extraordinary growth.

The success story of Mengniu teaches us a lot about business operations. First, it demonstrates that a company needs to focus on speed, innovation and cooperation, and to benchmark against leading foreign enterprises based on its own characteristics if it wants to be the winner in Chinese market. It is evident that innovation and cooperation are important

success factors in both overseas and domestic market. However, how fast you can grow is of greater importance to a fast growing market like the Chinese dairy market. In this regard, Mengniu represents a typical example of how to seize market share rapidly through innovation and cooperation. Second, it warns that a company needs to develop its strategy based on its conditions instead of relying purely on imitations. For example, foreign enterprises are adept at attaining extra profits with high-end products while local Chinese enterprises often failed when doing so. The reason is quite simple. They seldom can outperform their foreign counterparts in dealing with high-end products. Mengniu did a good job in this respect. It developed strategies based on its own situation and targeted market segments and channels where its competitors were not good at, and thus achieved great success. Last, it proves that a company based on local management is possible to outperform those with edge-cutting western management practice. Take Shanghai Bright Dairy, one of the major competitors of Mengniu, for example. Although it made great success through adopting advanced management system and seizing great talents from foreign enterprises, a market survey showed that nearly 20% of its share in local Shanghai market went to Mengniu in the first half of 2003. All in all, we have to say that the successful experience of local enterprises is as important as advanced western management theory. We need to be aware that success comes from the integration of theory with practice, which is the right business model that Chinese enterprises should follow.

During my study at CEIBS, I read a lot of cases about internationally famous companies. Now it's my turn to write a short article on the development of Mengniu Dairy. Mengniu Dairy is a good company to look at because we can look at how we can apply advanced foreign management theories onto business practice in China. We can also look at the most appropriate business models that local enterprises should follow. Any comments on my research would be greatly appreciated.

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# Six themes in advertisements to men

By Tom Doctoroff  
Director of North East Asia & CEO Greater China,  
J. Walter Thompson/Bridge

On July 3<sup>rd</sup>, Tom Doctoroff, Director of North East Asia & CEO Greater China, J. Walter Thompson/Bridge came to CEIBS and delivered a keynote speech on the advertisements to men. You can read the excerpts below while accessing the complete transcription on our website at [http://www.ceibs.edu/2003/0703\\_doctoroff.html](http://www.ceibs.edu/2003/0703_doctoroff.html).

The first one is the most obvious - project status. People have anxiety, so they have to, if they don't really have confidence, if they really are not sure of their social stature of their prestige, they have to display what they do have. They have to magnify what they do have and they have to feel bigger than perhaps they do inside. Now let's claim a few ways that, this is again the most basic marketing rule in Chinese men marketing - status. He has to be big, he has to be bold, he has to be bald. Let's see some public examples: first, Hai Wang Jin Zun. This is basically using all imperial imagery as status, very average advertising, but successful. The next is for Youngor Suits. Youngor Suits are just about looking elegant and having class, and it's ultimately based on creating something called the Youngor Man. The final status commercial is for Virgin Airlines. What they are doing is

a little bit more sophisticated but it's still status-based. They have a little price premium, which was called aroma therapy. I don't know what aroma therapy is-you smell it; then you get better. This is ultimately about if you have enough status, then we will offer you personalised service, service only for you.

No. 2: Give him tools. If a man is feeling a little bit helpless, he will need help, he will need an external aid to help him grab success, to extend his arm just a little bit, so that he can grab something that might be a little bit higher than what he can normally reach. One obvious way of doing this is confidence from boss approval, which will be an external aid. If the boss approves of me, I can go further, I can leverage my boss's endorsement of me. Now this of course can be true in any culture, but in China the idea of pleasing the boss takes on precedence in advertising. Let's watch an example of this - Rejoice Shampoo. Rejoice is all about confidence. It's about female confidence and it's about male confidence. But in this case, the man's soft and shiny hair makes him a better translator, and that makes him impress the boss with great hair - commercial ends with handshake. We know that the guy with a

soft and shiny hair is destined for a better tomorrow. Another tool is technology. Technology in China is not just about productivity, it is a weapon on the business battlefield, it is a military weapon and it helps you defeat enemies, and competitors. Technology is ultimately about empowerment. It's I've got something you don't have, I've got it done. Another example: technology in Siemens mobile telephone commercial. This is just about one case of GPRS interconnectivity. It enables you to get on the net, stay on the net. And of course, he too, at the end of the commercial, gets the girl.

Theme No. 3 - releasing aggression. Because society has regimentation, because there are not enough outlets for success, it's ultimately about money and the chances of getting there are not sure, man has repression. Chinese men tend to be a little bit repressed, that is they don't express their desire so openly. Sometimes they have to stand a little bit back and control the expression how they feel in their hearts, and control the power that they know they want. So when a man in advertising succeeds, he doesn't mean to merely succeed - he should succeed in romance, he should succeed with a spectacular victory that is at times larger than life. There is

a difference between patriotism and nationalism. Patriotism is a simple love for country. Chinese of course are very patriotic as are most other nations. Nationalism has a little bit more - let's say in edge, a little bit more frustration with how the world sees you. Nationalism is about a country's role in the world. China is a relatively nationalistic society. Nationalism is particularly strong among the younger generation, "liberated generation" (from ages 18 to 34) in China. Patriotism is strong everywhere - the taxi drivers, the grandfather, his 8-year-old kid. But nationalism is a particularly youthful phenomenon and as soon as you cross the 35-year-old threshold, the tone of the discussion changes. Why is this? Why is the younger generation more nationalistic when they have more freedom, have more to be grateful to the country for opening themselves up to the rest of the world? We believe that it's due to a certain type of repression, a certain frustration with not being able to achieve what you want in the world, a risk of not being able to quite get there. It's a displaced repression toward the national stage - that's why when we say, "China is great", then I must be great too. I'm Chinese. China is great, then I'm great. This nationalism can be very effectively used in advertising in terms of showing the greatness of China relative to the rest of the world. Nationalism will not work on the older generation, but can be targeted exclusively to younger people. Patriotism, on the other hand, works well with older people. Take for example a Coca Cola commercial where Li Tie, the soccer player, is on a world tour, bringing China's glory everywhere. I don't think this commercial would have worked very well in America, but it just goes to show how we have our own American glory despite our patriotic American desire. This is a Chinese commercial in the fullest sense of the word. Let's look at Yao Ming, a national hero in China Unicom's commercials. China Unicom is the telecommunications company of the future. We're currently working

with China Unicom to try and help them figure out which is the most effective way to use Yao Ming as a national icon. Current advertisements are working and still have got a lot of awareness since everybody knows that Yao Ming is associated with China Unicom. You can recall the advertisement even though he has no real relationship with the industry. It's an artificial association, but nationalism can make it work sometimes.

Here comes the No. 4: a little bit for fun, help him pass the girl test. When we talk about love in China, women expect one thing, they want you to prove your love. They will not believe words, that's why we very rarely say "I love you" in China, even the younger generation. Men have to prove their reliability. This is because the traditional role of men is to be a supplier, to be a provider for the family. And women expect that from a man. A Chinese marriage is based on the materials - children and romance. I did not say romance in China is not important, it is, but is less important, only part of the life, 33%, or something like that. So a man is feeling under pressure from his girl, from his wife. It starts as early as 16 years old. So what a marketer can do is help get the man back on top. Let's take a way of doing this, of getting the man in control of the situation with respect to the girl. And this is what we're ultimately talking about - taking the control away from the girl just a little bit, giving him leverage over her. The first commercial is Siemens. This is a very young person's commercial, in which the feature is just a camera and the camera helps him impress the girl. The next commercial is for slightly older people. This is about a man and a woman... the woman says, "Oh, the moon is so romantic!" And what does the man do? He jumps into the water and gets her the moon, and at the same time comes out with a diamond ring - three months of the salary ... yes, big one too, proving his love. Romance and materialism fuse into one. Next is Deluxe. This is



targeted to the American men, American family-Deluxe easy-wash paint. Basically, this is about a husband and a son. They're bad when the wife is away. They spill things but they find a way to get themselves out of trouble and keep the woman away. A sub-theme is also to get him back on top, making him the master. At home, the man is at best a 50/50 partner. But outside the home it's a man's World. Women, outside



in public places, tend to be much more feminine. Another sub-theme in terms of getting the man back on top and having his way with woman is using rules not muscles. In China, the body is not nearly as sexy as a sexy mind, since in China, because this is still a society that has barriers that need to be woven round, not barriers that need to be crashed, ruined. In China, the mind wins. So anything we can do to make the man seem smarter will be an attractive thing for his girl. The third sub - theme here is to save his face with humour. If the man has a tough time pleasing the girl, if the girl or wife is giving him a lot of pressure, if he is going to feel just a little bit degraded, save his face with humour. He is not very successful with women, but he is able to, on the other hand, always project a smiling, happy, tongue in cheek, take-it-with-humour approach.

The 5<sup>th</sup> theme is to leverage friendship. Now in China there 2 types of friendship. One is the friendship that goes back a long time, friendship for trust, for retreating it to trust. You can always trust that. These friendships are friends of hearts and there is an everlasting bond. And when time gets tough, the man is getting confused with all the changes that are going on around him, he knows he can depend on the friends of time-gone-by, the classmates, the college dormitory mates. Anybody that comes afterwards is not going to be the quite the same type of friends. This basically assumes that if I haven't known you for a long time, I cannot trust you a hundred percent. But I need to be able to trust you, so that we can both move forward, so that we can both benefit. Beer's primary role, as you can see, is social lubrication, which means making friends - normal English. But ultimately it's about turning a situation which is not a hundred percent trustworthy into one that is trustworthy. And this is an opportunity waiting to happen - that the beer or the alcohol that recognizes the dynamics of

contemporary friendship amongst men that don't go way back can make a lot of money.

And finally, the 6<sup>th</sup> - making him an expert. As we have seen there is anxiety. There is a little bit of nervousness, again, it's not fear, only anxiety. So if he cannot be sure that he can succeed in business; if he cannot be 100% certain that his career will be successful, making him command, making him in command of non-business situations, so that in some areas of his life, he can say, "I am the best after all." This will explain, in my view, the Shanghai men in the kitchen. I wondered how can such a male-dominated historical Confucian culture ever accept men cooking in the kitchen and women not doing anything. The answer is because he is in command. He has his own domain. He is sharpening his expertise. We actually did focus groups on this very matter, so we get a little bit insight into how different people interpret control in a different way. And the most interesting response that we found was, "I may not feel in charge in the living room, but in the kitchen, it's mine." Or it can be sports - golf, golf as a command of the self ... ability just as in the past, control of the mind. This is about control of one's own body in focusing concentration. And it is that reason why they are so addictive and it is that reason why they are spreading so quickly in China and not just amongst the money class. And of course, going back to the very beginning, culture is still a vibrant cultural value, a vibrant value of learned Chinese people and people that desire to have a modern life style. So command of culture can also work. We know SUNTORY beer - command of fishing, command of a sport. It's this big man. We're reaching our conclusion page. What we've basically hypothesised is that the Chinese man today is a little bit torn between conflicts. Inside springs from conflict. On one hand, he has a magnificent destination, he has opportunities that he has never had before and they represent a

historic, heroic, bold breakthrough as we march into the 21<sup>st</sup> century. But on the other hand, the world is not as sure as it is before, the result is a lingering - not fear, not passivity - but a lingering anxiety, a lack of complete certainty that he has what it takes to make it, because for the first time a pioneering spirit, an ability to seize new opportunities that passing in front of them is the hallmark of what makes a successful man. So marketers have an opportunity to relieve that tension. We've given you six ways.

One is the most basic - project status, make the man feel bigger than what he actually is by making him a badge, a badge of status. Second, give him tools, enable him to extend his reach a little bit beyond what he might normally be able to do all by himself, give him an external aid. Third, release his aggression. In a society with a narrow definition of success, however glorious, there is repression. So, let it all out. Let him not just have a victory, but let him have a spectacular and heroic victory. Next, help him pass the girl test. A man has responsibility. The responsibility of a man is to provide for the entire family - the extended family, and as we saw - dead ancestors; the woman expects a lot, so give him some control with respect to the woman, help him feel that it is a 50/50 relationship, which sometimes he might not feel. Then, the 5<sup>th</sup>, the leverage of friendship. If there is not certainty in that fast-changing outside world, help him retreat into the comforts of friendship and have your product associated with this security of friendship. The right type of friendship, because there is another type of friendship. And that is friendship that is utilitarian, that is useful. And in this case, the dynamic is take a little bit of lack a trust and make it 100% trustworthy. And finally, make him an expert. If he can't necessarily win all his dreams inside his career, help him become a master of that outside it.



### 没有客户的成长，就没有广告公司的成长空间

## 客户的笑容是最灿烂的笑容

“喜之郎果冻、三金牌西瓜霜含片、光明牛奶、金龙鱼油、农夫山泉……”关注中央电视台的人对这几个品牌应该一点都不陌生，在“天气预报”和“焦点访谈”之间14秒的广告位上，可以经常看到它们的身影，听到它们的声音。能够“挤进”这个黄金时段，品牌的实力不可小觑，它们广告代理的策略却也不可忽略。如何能在激烈的竞争中脱颖而出，如何以最经济的成本保证入围？“以客户为中心，想客户所想，专客户所不专，这就是我们的策略”，这几个大品牌共同的代理商——三人行广告有限公司总经理、中欧国际工商学院EMBA2001级北京班学员胡栋龙这样回答。

客户希望达到什么样的效果？客户能够承受的最大成本是多少？在胡栋龙的心里，这是每天考虑最多的问题。“天气预报”与“焦点访谈”之间的14秒15条广告，是历年中标额度最高的时段。为了抢占这一块位置，企业每年都要争得头破血流，出高了怕不划算，出低了又怕入不了围。“所以我们在投标之前连续几天都和客户在一起开会，考虑如何解决这个问题，一直到投标前一个晚上才算有了答案。”胡栋龙所说的这个“答案”后来被媒体称为“算计中央电视台”的行为。当时三人行所代理的喜之郎、桂林三金、光明乳业、金龙鱼、农夫山泉、养生堂预先估算好一个大致最低的入围价，然后在此基础上依次以一万元递增。不仅如此，在明标竞投时，也不相互加价。

2001年央视黄金段广告招标中代理金额就名列榜首的三人行因此以超过6亿人民币的代理额第二次成为央视的黄金代理商，高出第二名广东长安广告2亿多元。“这并不是算计央视，央视仍然是最大的赢家；只不过为我的客户企业减少一点投入，”胡栋龙说，“这是一次典型的‘三赢’行动”，创建于1997年的三人行因此在广告业界小有名气，越来越多的人开始关注这个从江西走出来的广告人——胡栋龙。

1986年，毕业于江西一所普通高校中文系的胡栋龙被分配到一个中学教书，送走一届学生之后，他考取了华中师范大学，攻读教育学硕士。“最不喜欢当老师，却恰恰当了老师；最不喜欢的专业是中文，却偏偏读了中文系”。对商科和工商管理有极大兴趣的他硕士毕业以后，远离家乡，在广州市教委下属的教育科学研究中心从事教育研究。“太枯燥无味了”，今日的胡总提起当年的生活仍然无奈地摇头。然而正是这个他不喜欢的专业和工作，却成了他日后进入广告界的桥梁。

1995年，因工作的“枯燥”和“清闲”，经朋友介绍，胡栋龙到一家广告公司做兼职文案，这一做从此成就了他的广告生涯。“纯属偶然”，胡栋龙说道，但“是否以广告为终身职业，曾有过多次动摇。”广告业比较辛苦，劳心劳力；可如果毫无建树就放弃，似乎于心不忍。“不过整个道路还算顺利，曲折式上升吧”，胡栋龙接着说，“这也和来自我们客户的帮助分不开。”

三人行是一家综合代理型广告公司，品牌管理、创意制作、媒介发布、视觉规划、公关促销，都是三人行多年来一直在努力打造的专业范畴。“除了在中央电视台的代理优势，我们的另外一个强项是创意设计。”总经理胡栋龙解释。三人行，顾名思义，三个朋友共同创办。每人出资约五千元，拿着这15000元，三个人开始了他们第一次正式投标。第一个客户是广州的一个房地产项目，之前对客户很少了解，也没有熟人可以从中帮忙，对手却都是广州一些身负盛名的大公司。然而一轮一轮的比稿，结果让人出人意料，初出茅庐的三人行以自己优秀的创意拿到了最后的生意。这个单子，为三人行赚到了10多万，这让胡栋龙三人信心倍增，从此开始全心全意地投入到广告事业中来。“应该感谢他们，感谢这些客户”，胡栋龙认为正是客户的成长促进了广告公司的成长；通过服务客户，通过客户成长来达成客户对三人行





胡栋龙(左)正筹划与日本和香港的广告商进行合作

的认知、认同，是三人行公司运营的出发点。

1998年三人行建立北京联络处、2002年随着与光明乳业的签约，三人行上海联络处也开始运行，照常理胡栋龙可以指派其他人员来处理这些业务了，但客户的每一次会议，胡栋龙都争取亲自参加，他要站在与客户接触的最前沿，了解客户的真正需求。笔者想约他做个简单的采访，他却总是在打电话，在出差，无奈只得在他周末来上海出席光明客户会的时候见缝插针。

说起客户，胡栋龙很认真地讲，“我们一直奉行‘促进长期的销售’的经营哲学。没有帮助客户完成销售目标，没有利润，那还谈什么企业经营？我们广告公司也就没有存在的必要了。”

从教师到广告人，从文案做到总经理，从内陆的江西来到这个改革开放的前沿城市，胡栋龙在广州这块土地上一笔一划，踏踏实实地追求着自己的梦想。广州在胡总的眼中是个务实、平和、勤劳的城市，很有生活魄力。以广州为中心的珠江三角洲地区汇集了一大批最具影响力的本土品牌，再加上广州广告人的执著努力，这个作为中国本土广告业发展较早的城市，已经出现了一大批十分优秀的本土广告公司，例如广东省广、平成、白马、叶茂中等等。想请他讲讲中国本土广告公司和国外广告公司的优势和弱势以及如何在本土广告公司中突围，胡总却避过话头说，“了解中国市场，帮助客户取得更多的市场成功，这是广告公司恒久的重点。”

回顾多年的广告经历，胡栋龙体验最深的是：客户是真正的上帝。服务好客户，首先必须全面而细致地了解客户，掌握企业运营的基本规律。否则，怎么能成为客户长期的合作伙伴呢？因此胡栋龙义无反顾地走进了中欧国际工商学院，坐进了EMBA北京班的课堂。“报考中欧，是希望能积累更多的企业运营知识。这里的每一门课程都很重要，希望能从不同的角度来透视企业经营的基本规律”。在广州胡栋龙的办公室里，靠墙摆放着一整排的书架，中欧每一门课程的教材和他从世界各地收集来的可口可乐罐一样，码放得整整齐齐。“没事我还经常翻一翻。”

其实客户选择一家适合自己的广告代理商，是一件非常困难的事情。要立足眼前效益，着眼长期合作，共同成长显得非常重要。“通过我们的努力促进客户利润的增长；通过服务客户提高我们本身的素质。我们的客户只有八九个，但我们仅仅是在中央电视台，就代理了八到九个亿资产，我们的品牌在各个行业，也都是响当当的品牌。”胡栋龙说起公司来，谦逊的语气掩盖不住内心的骄傲。毕竟这是一个只有六岁的年轻公司。“从短期目标而言，三人行着力于成为一家最能促进本土客户成长，最有效率的综合代理型广告公司，因为效率是最好的检验标准。”当笔者问起明年的具体目标时，他笑了笑，“翻一倍吧”。自信而不夸张。

“没有客户的成长，就没有广告公司的成长空间，客户的笑容才是最灿烂的笑容。”采访结束，胡栋龙仍然在重复这句话。



# 寻梦上海 圆梦中欧

赵增川 EMBA01-2

## “退学三剑客”

“喂，我说赵发财，人家盖茨可是世界首富啦！戴尔卖电脑也搞大了。八十年代的退学三剑客，可就剩下您一个苦孩子了。”

老朋友见了面总是拿盖茨和戴尔来刺激我。

其实，1986年3月，我从清华大学退学、准备来上海淘金时，并不知道比尔·盖茨和戴尔也从另外的两所世界名牌大学退学了。

也不知道三个人同时怀着发财的梦想。更不知道十几年后我们的命运有了天壤之别。

在清华大学，我曾写过一幅对联：饥餐方便面，渴饮赖氨酸。

当时报上介绍，吃了赖氨酸可以长得更高。我就鼓动同学们吃馒头的时候蘸上一点象白粉一样的赖氨酸，喝水的时候用赖氨酸代替茶叶。而方便面在八十年代可是个时髦的东西，每卖一袋可以赚二毛钱。其实赖氨酸是隔壁的同学在卖，我只卖方便面，但我的对联把方便面和赖氨酸连在了一起，颇有点战略同盟的味道。

后来，我和同伴又从生产“直八”直升机的兵工厂赊来一批计算器，每天中午卖一个钟头，赚一百二十元，两个同学一人一半。那时在清华一个月的伙食费只要三十块。按当时的标准，卖计算器也算得上发财了。

但我觉得如此小打小闹毕竟难成气候，还不如早点反了吧。

1986年的中国，要放弃清华大学的金字招牌，是需要些勇气的，为了自己的发财梦想，也就义无反顾地退了学。

几个月后我就来到了上海，梦想中那个十里洋场、遍地黄金的地方。

尽管我一直在努力，尽管我还赚了一个“赵发财”的雅号，但今天拿自己的公司和微软、戴尔一比，确实难免让人耿耿于怀。

“不过，我在中欧我怕谁呀？”想想自己占据着天时、地利，我还是有些庆幸。

“比尔·盖茨和戴尔还不是看着上海的一天一个样，三天大变样眼馋？嘿！三十年河东三十年河西。说不定再过三十年，咱京华创业集团也不比微软差。”——仰仗中欧的强大背景，有时候我也敢在老友面前说几句大话。

## 初来上海

现在我早以老上海自居了。1986年，当我坐着慢车，长途跋涉来到这座江南名城时感到的却是沉甸甸的历史。

那时，一·二八纪念路破旧不堪，谢晋元烈士孤军苦守的四行仓库还矗立在苏州河北岸，冲洗掉四·一二血腥的宝山路路面竟比路边的民房地面要高出好几尺，坐在18路车上，我总是担

心，天下大雨时，路边的人家进了水怎么办。

那时，革命家李白烈士（《永不消逝的电波》中李侠的原型）的夫人还住在虹口公园旁，每次在等9路电车时都想抽时间去拜访一下革命老前辈。日子匆匆地过了，直到老人家仙逝，也没能去还这个愿，只能留下百年的遗憾在心头。

那时，泽民同志主政上海，正在为上海的大发展执着地探索。

那时，我和上海的老市民一样承受着物质生活的困乏和精神生活上的焦虑。走在二、三十年代修筑的马路上，常常怀着上海从冠军宝座滑下的失落感。那时，真的不明白，这就是曾经的上海么？

晚报上经常说苏州河黑臭期超过三百天了，太阳神从广东升起来了，大批的上海青年到日本去了。

不过还好，运转了八十年的上海老北站，那座见证了宋教仁遇刺案的老北站终于在1987年退休了。

那时，上海新客站给生活在八十年代困境中的新、老上海人带来了一丝安慰、一丝希望。

许多单位组织职工去参观新客站，就象现在参观磁悬浮一样。

据说，市委还开会研究过，年轻人不乘火车而专门跑到候车室里谈恋爱怎么办？据说，解决的办法是，站台票还是要收的。

## 融入上海

为了和上海打成一片，也为了“深入了解百姓饥苦”，我也曾刻苦地练习上海方言：“同姬，闹格调兔子把阿拉哭哭”。搞了半天，售货员才知道我要买裤子，而不是哭兔子。

八十年代在北京要是说谁的打扮很“港”，就是说他挺时髦，有海外华人的派头。初来上海偶尔听到有人说“依哪能介港”，心里还美滋滋的。

现在，我已经习惯了上海的气候、水土和人文环境，并为自己能扎根上海而庆幸。



## 感谢上海

我常说自己来上海是来对了，要是盖茨和戴尔早十年来上海发展，也许微软的财富都超过俄罗斯了。

确实，我这十六年在上海没有白过。

上证指数 99 点的底部让我炒到了，第一批股票认购证也让我赶上了。

1997 年从上海财经大学辞职后，先是和好友张耀华创办了东明进修学校，我们自封为校长和副校长，还像模像样地招生、开课呢。学生和家家长竟也满意。东明学校开设的会计电算化课程在浦东金桥地区小有名气，主要原因是上海大批的年轻人有业余充电的愿望，要不然这个皮包学校也只能永远是皮包。

1998 年京华顾问获得了全国首批专业证券投资咨询资格，是上海仅有的十家公司之一，我、张耀华和另外三个同事获得了个人资格，也是上海仅有的几十个人中的幸运者。

从此，在人民日报、中央电视台、上海电视台、东方电视台、上海有线台、上海人民广播电台、和讯网等近百家媒体频频露面，京华公司和几位骨干迅速窜红。公司发展十分顺利。我们大家挂在嘴边的一句话是：“谢谢上海。”

曾有这样一个故事：一个复旦大学毕业生去荷兰留学。导师派他到希腊出差，他住在宾馆里，打开电视看到德国的电视台正在播放他的老同学、京华少帅张耀华的故事。

是京华吸引了全世界的眼球吗？还是张耀华光芒四射？都不是。

是因为京华沾了祖国的光、上海的光、浦东的光。这不是京华到德国去打广告，而是德国记者采访开放的中国、日新月异的海、热得发烫的浦东，而找到了证券大厦，找到了京华。在祖国的版图上，京华还很渺小。在世界面前，京华很

“牛”，因为京华凭借着强大的祖国、京华凭借着全世界发展最快的热土。

同事们常说，京华公司能有今天，是沾了上海的光，沾了浦东的光，沾了中欧的光。

## 永远的中欧

我们EMBA01-2班同学毕业前把大家认缴的班费拿出来成立了一个从事咨询管理的班级公司。据我知道，这是人类 5000 年教育史上第一个全班同学共同发起设立的公司，孔夫子有 3000 弟子 72 门人也没有能够成立起一家象模象样的公司来。当今全世界所有的商学院中也没有一个比我们还早成立的班级公司。所以这个公司很有可能载入吉尼斯世界纪录。

赵“发财”深受大家喜爱，被抬举为这个公司的董事长兼首席执行官。这是我做过的最小的执行官，但我很强的信心、很高的荣誉感。虽然我们公司股本很小，只有三十几万，但我们的股东很强大，因为我们都在中欧学了本领。



6月16日，“新民晚报”发表文章《马家军名将今安在》，给大家讲述了昔日的巾帼英雄们如今窘迫的生活状况。8月，赵增川邀请吕亿（1992世界青年田径锦标赛800米冠军）作客京华，希望能助她一臂之力。





Back to school: Female literacy, currently at about 20%, is a policy concern of the Government of Afghanistan  
在阿富汗，只有约20%的妇女能接受教育

## 阿富汗的挑战： 兴都库什地区的商业发展

By Timothy Prewitt (USA) MBA 2002

今年春季，在中欧国际工商学院的MBA课程之外，我又额外增加了一项独特的活动，作为我的实习任务：我加入了CHF(合作人居基金会)，这是一个总部设在美国的国际发展咨询机构。我被派往阿富汗，并在阿富汗首都喀布尔呆了6个星期。世界银行、联合国以及其它跨国机构在此提供了一些金融服务和建设项目合同，而我的任务就是对这些项目进行投标。这项任务令我有机会将自己在中欧的宏观经济学、金融银行学和战略学课程中学到的知识付诸实践，在饱览阿富汗令人叹为观止的自然景观之时，还与一群朝气蓬勃的阿富汗专业人员并肩合作。

### 处于发展十字路口的阿富汗

阿富汗地形崎岖，是地区和国际性争端以及经济困境的发源地之一。该国的人均国内生产总值为186美元；识字率低于30%。阿富汗的边境是世界上最密集的地雷区之一，甚至首都喀布尔也未能幸免，自1978年政变以来，这里有大量的街区被夷为平地，成为废墟。大多数的建筑物上都遍布着AK-47和火箭榴弹留下的创痕。

在地方派系争斗的硝烟和日益增加的鸦片生产中，这个国家的状况在过去的两年中略有改善。我遇见的阿富汗人都认为今年的情况要好于去年。的确，该国的GDP在2001年至2002年之间增长了50%以上。总统哈米德·卡尔扎伊(Hamid Karzai)继续大力推动经济增长，并希望由此促进政治上的稳定。从理论上来说，随着就业率的上升，地区争端和鸦片种植也将随之减少。

有一件事是肯定的：阿富汗将继续得到国际社会的关注。2002年1月在东京召开的一次会议上，阿富汗获得了超过45亿美元的援助承诺，该援助是由一个多元化的国际机构提供的，援助国包括中国、欧盟、美国和沙特等。2003年，阿富汗将接受近10亿美元的援助，用于改善金融、银行和法律体系，发展进出口业务联系，修建新的公路、灌溉系统、医疗保健和教育设施，并保持经济的持续发展。

## 援助事业

CHF 国际组织是与世界银行、联合国以及其它国际多边机构合作的几家项目承包机构之一。在阿富汗以及从墨西哥到蒙古的其它 22 个国家，CHF 都在提供金融和商业服务、建设基础设施、应对紧急情况及缓解自然灾害。CHF 所经手的大多数项目都处于高风险市场和发展中国家，而它提供的解决方案具有优质、技术运用得当和本地化程度较高的特点。CHF 在工作创新性方面曾获得无数奖项，其中包括著名的联合国人居荣誉名册奖（UN-Habitat Scroll of Honour）。

我于 6 月 6 日抵达喀布尔，距离 CHF 开始其阿富汗重建工作已将近 18 个月。一到阿富汗，我就马不停蹄地赶赴中部高地的 Ghazni 省和 Bamyan 省，考察竣工的基建项目。我的感触是，不懂的东西实在太多，当地的工作人员做出了莫大的贡献：CHF 的土木工程师 Sahab 和 Mahmood 不厌其烦地回答我一连串的询问。在访问了 3 个省份的 6 个村庄后，我对于 CHF 在没有电力供应或基本建筑材料的地区能够完成道路、桥梁、学校、水渠等的建造工作，油然而生赞叹和敬佩之情。

当地壮美的自然风光也令我叹为观止：放眼望去，远处山峰重峦叠嶂，呈现出片片赭红。开阔的平原上，土砖屋一直绵延至天际。Bandi Aamir 河水蔚蓝清澈。几个世纪以来，这里险峻的地势和部落种族体系阻碍了商业的发展。村民们就是这样默默地耕耘着土地，悠闲地放牧，闲淡地度过一生。

当兴都库什山上的积雪融化，淹没了田地和交通道路，谁又能想到，过去 3 年这里曾饱受干旱肆虐，农业生产受到严重威胁？虽然水源似乎到处可见，但由于没有永久性的灌溉渠道，也没有修建这些渠道的材料，这片土地忍受旱灾之苦已达 9 个月之久。

显然，这里也不缺活干。根据现有的合同，CHF 要在冬天到来之前完成建筑施工。在两个偏远的山区营地里，CHF 的土木工程师和建筑经理们与村长携手共商灌溉渠、次干道、学校和医疗诊所等的建造大计。为了促进货物流通，CHF 还重建了

两个主要的贸易市场，并提供基本的技能培训。当我返回喀布尔设计和准备新的项目时，整个工程的进度令我倍受鼓舞。

## 兴都库什地区的商业发展

为了使 CHF 的工程项目赶在阿富汗发展计划日程的前面完成，我们位于喀布尔的商业发展小组对项目结构进行了重新定位：不再接手基建项目，而注重更长期的金融和商业服务项目。我在任务执行期间将留守喀布尔，项目经理 Ralph Kilian 和阿富汗土木工程师 Sahab 和 Mahmood 将在中部高地负责运作。而 Cerece Rennie 则在美国负责对我们所有新的投标项目办理证明和审批工作。

根据阿富汗政府和联合国的要求设计新项目是一大挑战，但同时也令人兴奋不已、跃跃欲试。比如，我们设立了一个由世界银行支持的小企业贷款基金，主要用于资助 Bamyan 省企业家的创业活动。从 2001 年起，在缺乏基本银行服务的情况下，阿富汗的地区贸易仍然取得了飞速发展。许多企业迫切需要贷款以实现进一步的成长。对于我们来说，一项主要的任务就是设计出一种贷款产品，满足这些需求。此项基金最终将向该地区的数百个贸易商和农产品加工商提供贷款。

我们还与总部设在纽约的地毯出口商 Chuk Palu 公司建立了合作关系，利用阿富汗在地毯和奇勒姆（Kilim）织物方面丰富的编织工艺。根据协议，CHF 将在 Bamyan 建立一个纺纱、设计和编织中心，而 Chuk Palu 则提供市场流行的设计款式，并直接向编织工人购买地毯出口美国。编织工人将获得世界银行基金提供的贷款购买原材料。

CHF 在基建项目上则采取不同的策略。一些劳动密集型的工程，如学校、诊所和道路都是与当地的建筑公司合作设计。为此，我们要与当地政府部门、联合国国际劳工组织和其它相关部门接洽，参与建筑和培训项目投标。我们的三项产品都在市场上牢牢站稳了脚跟：在我 7 月份离开喀布尔的时候，CHF 的阿富汗项目小组已经成功实现了向长期经济发展合同的转型。

我的同事和同学得知我在阿富汗工作后，大多表示出无比震惊。“安全问题确实需要注意，”我不得不反复解释。但是这和所有需要冒险的行业一样，比如做警察、救火员、或从事建筑、医疗行业等，总有一些成熟的经验和措施，帮助我们极大地提高职业的安全性。CHF 同样也认真遵循了这样的措施。毋庸置疑，此行阿富汗虽然风险重重，但却是十分值得的。这项任务让我有机会将中欧课堂上所学的知识运用于实践，意义深远。

同时，我对这个迷人的国度有了更多的了解，对它 2001 年以来可喜的经济发展倍感振奋。随着与周边国家贸易的增长、农产品收入的增加、以及多边组织的重建资助，阿富汗的持续发展前景是相当美好的。当然，它现在也还面临着一些不利因素，如地区主义、重要省份的权力真空等，这些都威胁着社会的稳定。但是，面对诸多不确定因素，我新认识的这些阿富汗同事和朋友们都表现出乐观积极和从容应对的态度。回首往事，我觉得与一群有胆有识的阿富汗专业人员并肩奋斗实在是我的幸运。我不但运用了课堂上所学到的商业发展工具，还学到了他们不畏艰险的崇高精神。



MBA 学员 Timothy Prewitt 与同事在阿富汗  
CEIBS MBA candidate Timothy Prewitt with Colleague in Afghanistan

# THE AFGHANISTAN CHALLENGE: BUSINESS DEVELOPMENT IN THE HINDU KUSH

By Timothy Prewitt (USA) MBA 2002



A school constructed by CHF in Bamyan Province  
CHF 援建的一个学校



Much of rural Afghanistan is accessible only on mule or horseback  
阿富汗许多农村地区的交通只能依靠骡子和马匹



Travelling through the Central Highlands  
穿越中央高地

This spring saw a unique addition to my CEIBS MBA curriculum: I joined CHF International, a US-based international development consultancy, for an assignment in Afghanistan. I spent almost six weeks in the capital city bidding for financial services and construction contracts from the World Bank, the UN, and other multinational agencies. The assignment was more than an opportunity to apply knowledge gained from CEIBS' macroeconomics, banking, and strategy courses; I was also fortunate to discover Afghanistan's breathtaking landscape and work alongside spirited Afghan professionals.

## AFGHANISTAN AT THE CROSSROADS

Afghanistan is home to rugged terrain, regional and international conflict, and economic hardship. Per capita GDP stands at US \$186; the literacy rate is less than 30%. Afghanistan's borders are among the most heavily mined areas in the world. Even in Kabul, the capital city, entire districts have laid in ruin since the 1978 coup. Pock marks from AK-47s and rocket-propelled grenades mar most buildings.

Amidst bitter regional factions and in-

creased opium production, conditions improved modestly in the past two years. Afghans I met believe this year was better than last, and indeed GDP increased by more than 50% between 2001 and 2002. President Hamid Karzai continues to promote economic growth as a path to political stability. As employment rises, so the theory goes, regional animosity and poppy cultivation will decrease.

One thing is certain: Afghanistan will continue to receive international attention. At a Tokyo conference in January 2002, more than US\$ 4.5 billion was pledged from a diverse international body including China, the EU, the US, and Saudi Arabia. In 2003 Afghanistan will receive almost one billion USD to improve financial, banking, and legal systems; develop import-export linkages; build new roads, irrigation, health and education facilities; and continue developing economically.

## THE BUSINESS OF HELPING

CHF International is one of several contractors working with the World Bank, the UN, and other agencies. In Afghanistan and 22 other countries - from Mexico to Mongolia - CHF provides financial and busi-

ness services, builds infrastructure, responds to emergencies, and mitigates natural disasters. CHF solutions are high quality, technologically appropriate, and locally-based, with most projects found in high risk markets and developing economies. For its innovative work CHF has been recognized with countless awards including the prestigious UN-Habitat Scroll of Honour.

The CHF Afghanistan office accomplished much since opening in late 2001. Upon my arrival I traveled to the Central Highlands of Ghazni and Bamyan to inspect completed infrastructure projects. The learning curve was steep and local staff were invaluable: CHF civil engineers Sahab and Mahmoud patiently answered my countless inquiries. After visiting six villages in three provinces, I was amazed at CHF's ability to construct roads, bridges, schools, and aqueducts in areas without electricity or the basic elements of concrete.

I was also amazed by Afghanistan's natural landscape: layer upon layer of rust colored mountains, open plains with mud brick dwellings on the horizon, and the transparent-blue waters of lake Bandi Aamir. For centuries the rugged land and tribal politics



Mudbrick dwellings in the Hindu Kush  
Hindu Kush 地区的砖土住房

prohibited the flow of commerce. Villagers we passed quietly toiled in the fields or listlessly herded livestock.

I quickly learned irrigation was critical to rural Afghans. As melting snow on the Hindu Kush mountain tops flooded fields and transport routes, it was hard to believe that a drought had threatened agricultural production for the past three years. Water was seemingly everywhere. With neither permanent irrigation channels nor the materials to construct them, the land remains arid for nine months of the year.

For CHF, severed transport routes and long winters present huge operational challenges. Existing contracts placed a rush order on CHF construction to be completed before October. From two remote mountain camps, CHF civil engineers and construction managers worked with village leaders to build irrigation channels, secondary access roads, schools, and health clinics. To encourage the flow of goods, CHF also reconstructed two major trading markets and provided basic skills training. I returned to Kabul to design and pitch new projects, deeply inspired by progress to date.

## BUSINESS DEVELOPMENT IN THE HINDU KUSH

To keep CHF ahead of Afghanistan's development agenda, our business development team launched an institutional repositioning strategy from Kabul: away from basic infrastructure construction and toward longer term financial and business services contracts. I would remain in Kabul for the duration of the assignment, with manager Ralph Kilian and Afghan civil engi-

neers Sahab and Mahmoud operating from the Central Highlands. US-based Cerece Rennie provided certifications and approvals on all new bids.

Designing new projects in accordance with the government of Afghanistan and the UN was an exciting challenge. For example, we established a World Bank-supported small business loan fund for Bamyan entrepreneurs. Since 2001, regional trade grew rapidly in spite of an absence of basic banking services, and loans were sorely needed for additional growth. For our team, a critical task was to design a loan product meeting the needs of this emerging group. The fund will ultimately provide loans to hundreds of traders and agricultural processors in the region.

We also established a partnership with New York-based carpet exporter Chuk Palu Inc. to tap Afghanistan's rich heritage of carpet and kilim weaving. Under the agreement, CHF will establish a spinning, dyeing, and weaving center in Bamyan, while Chuk Palu will provide marketable designs and purchase carpets directly from weavers for export to the US. Loans for raw material purchase will be provided to carpet weavers through the World Bank fund.

CHF infrastructure contracts took a different tact: labor intensive school, clinic, and road works designed in partnership with locally-based construction firms. To that end, we approached government ministries, the UN International Labour Organisation, UNDP, and others with construction and training bids. The goal was sustainability for Afghanistan's construction sector.

Our strategy proved successful. The loan fund, carpet weaving, and new construction contracts will take CHF into 2004, building on accomplishments in the Central Highlands. By the time I departed Kabul in July, the Afghanistan office had begun the shift to long-term economic development contracts.

## HIGH RISK, HIGH RETURN

Most colleagues and classmates are shocked upon learning I worked in Afghanistan. "Security was a concern," I repeatedly explain. But like all at-risk careers, such as police work and firefighting, construction, or medicine, there are proven measures which greatly increase safety - measures which CHF diligently follows. Needless to say, traveling to Afghanistan was well worth the risk. The assignment offered a unique opportunity to apply knowledge gained in the CEIBS classroom.

I also learned about a fascinating country and left encouraged by the modest economic progress. Growth will hopefully continue, prompted by increasing trade with neighboring countries, gains in agricultural production, and restructuring support from the international community. Other forces threaten instability, such as opium production, arms trade, and a decentralization of power. My newfound Afghan friends showed remarkable resilience in the face of uncertainty. As I look back I realise I was fortunate to work side by side with talented Afghan professionals, to both apply the tools of development and share in their indefatigable spirit.

# MBA'S in Shanghai

By Michele Tung, SFU MBA Candidate (Canada)

With a GDP of 10 trillion Yuan and foreign direct investment inflow of US\$ 50 billion in 2002 it is little wonder that so many people are so interested in China. It is one thing to read about China's development and its remarkable numbers, but to actually live in it is a completely different experience.

Many exchange students from around the world are coming to explore and experience China in their own unique ways - either through toughing the terrain by backpack, studying the language, learning the cultural arts, or just studying. For myself I'm doing an internship in Shanghai-based CEIBS for one year, away from my MBA programme back home in Canada. For my closest friends that I have made here, they are either international or exchange graduate business school students from places like Israel, London, Spain, Denmark, Malaysia, France, and Japan, that are taking classes at the China Europe International Business School (CEIBS).

I'm always so curious to ask them why they came to China to do their MBA and why they chose CEIBS rather than any of the other business schools. After doing my research, I think I can identify three major perspectives for choosing China and CEIBS: The first perspective being the local perspective. As explained by Edward Luo,

who is now currently at Kenan - Flagler Business School at the University of North Carolina doing his exchange semester overseas, "I plan to develop my career in China in the long run so getting a business education in China gives me a deeper insight into the Chinese Economic and Commercial environment. In addition, the powerful business network among CEIBS alumni is truly valuable especially in a culture where relationships are emphasized so much. The CEIBS MBA programme provides me a unique global business perspective as nearly 40% of my MBA education time is spent overseas (7 months out of 17 months) in the form of internships and exchange programmes." The second perspective being that of the international exchange students' views that, "We chose CEIBS because it's in Shanghai, the city with the most development in the world in terms of its financial and economic market. Ultimately I think taking courses at CEIBS are really no different than taking courses at any other international business school...

but the difference is you get to study with China's best students" explained Brian Kane, from Copenhagen Business School. "We get to compare our classmates at home with the classmates here at CEIBS - you know, you read about the cultural differences, but I can't explain it in words - you really have to be here and live it to know

the differences in the attitudes, behaviours, and methods of doing things, the different strengths and approaches of doing things here. It's just so different," added Thomas Klyvov, also an exchange student from Copenhagen Business School. And the last perspective, the foreign students perspective, "Isn't it a novel idea? Wow... I

mean studying in China - all my friends think it's a really great idea, they never really thought of it. I get to network with so many of the students - CEIBS is the oldest graduate business school in China, so the alumni network is really strong and really good. I get to establish myself, build the networks, start a business, and meet really smart people" as Kook from South Korea, happily explained with a little bit of a day dream look in his eye.

CEIBS offers countless unique experiences since it is the first graduate business school in China to offer an MBA, Executive MBA, and Executive Education Programme. It was established in 1994 by the European Union and the Chinese government. CEIBS probably has one of the largest and strongest groups of alumni in the business arena. Since being in Shanghai and doing my internship at CEIBS I have had the opportunity to meet many high profile individuals. For example, earlier this year the Queen of Spain came to visit the campus because of the strong Spanish ties the school has with the Spanish government - I unfortunately didn't get to meet her but how often can you tell your friend, "Hey, guess who I saw at work today?" There are also so many executive forums that are held by the school that allows a great opportunity for individuals to meet and talk to top executives from both major international and local companies in addition to all the top government officials that sometimes visit the school as a result of its unique relationship and establishment by the Chinese and European Union government. The CEIBS experience is truly a unique experience that cannot be found anywhere else. For local students it's like doing an MBA abroad, without having to make the sacrifices and expenses of going abroad for an extended period of time. For exchange students, it's working and studying with China's best students and understanding the differences in cultural dimensions. And finally, for international students, it's an opportunity for them to establish themselves and get entrance into the complex web of networking that is required in China's business environment from the oldest graduate business in China.



Brian Kane

Thomas Klyvov

Michele Tung

# My CEIBS Experience

## An Interview with Richard Sung from Canada

"I came to China at the beginning of May of 2003, arriving in Shanghai in the midst of SARS paranoia. Of course, I was leaving Toronto, which had a SARS situation of its own to deal with. I have a lot of descriptive words for my time at CEIBS - hectic, exhausting, compressed, exciting, hot, and stimulating. But in the end, I feel that it was a very rewarding experience for me that I will cherish for a long time to come."

### Why did you come to China?

I came to China for a number of reasons, both personal and professional. On the surface, I came to China to fulfil the requirements of my MBA programme from York University in Toronto. I needed to meet my exit Mandarin language requirement as well as get job experience in China in order to graduate.

On a more personal level, I've lived with a question for the past few years - "What would it be like to live and work in China?" Therefore, I arrived in China early to try to find an internship position as well as to continue my Mandarin education.

### Is China what you expected?

To answer that, I need to talk first about my expectations concerning China. I have travelled to Asia a number of times now, and have lived in Taipei before. I expected China to be busy, hectic, and exciting. I expected fast growth and constant change. I expected the people to be somewhat money oriented.

Initially, I saw what I had expected

to see: people shoving into you in the subways, constant construction, and lots of noise. It was honestly left with somewhat of a disconnected feeling.

As time has passed, I've come to a different conclusion. I think that when you live in Shanghai, you learn to wear two faces: your outside face, and your friendly face. The person that elbows past you in the Metro is just trying to get away from the hustle and bustle a little faster. I've learned that the concept of "space" in Shanghai is extremely precious.

### Did CEIBS meet your expectation?

My main goal at CEIBS was to meet a lot of people and make contacts. In this regard, I think the environment at CEIBS is very conducive to making life-long friends. My personal belief that contacts are just as important as the knowledge learned at MBA school.

Academically speaking, I think that the academic staff at CEIBS was generally excellent.

### If you had a choice would you still choose CEIBS?

I would choose to stay at CEIBS again in a second. In my school, there was a lot of competition to go to CEIBS. I feel lucky to have been selected to come to CEIBS, and I hope I represented my school and myself well during my time here.

### What has impressed you the most about CEIBS?

The people have been the most impressive aspect of CEIBS. The administration staff were really helpful and

friendly throughout my stay, and the calibre of the students at CEIBS was certainly impressive.

### And the least?

The least impressive thing about CEIBS has been... the food and the exercise facilities. The most important aspects about school from a health perspective are nutrition and exercise. Healthier (less oily) and more varied (more vegetarian-friendly) food would have been good, while having an indoor exercise facility (the summer in Shanghai was hot) would have kept me in better shape. However, these problems are bound to be worked out sooner rather than later.

### Would you suggest the programme to anyone else?

In summary, my time at CEIBS was fantastic and I would highly recommend it. It'll be really exciting to see how the school develops over the next few years. Even more exciting will be hearing the accomplishments of CEIBS alumni, and the role they will play in China's emergence in the coming years.

"Studying in CEIBS is one of the best experiences I've ever had! Here, I've met great people from different horizons, with various backgrounds. It was very enriching to study, to share... to live with them! Of course, I had the chance to better understand China, but CEIBS is much more than 'a Chinese experience', it is a 'worldwide experience'".

\_\_\_\_Muoi Huynh (France)



沟通·支持·分享

Communication, Support and Sharing

## 中欧成立校友创业俱乐部

# CEIBS Establishes Alumni Entrepreneur Club

“中欧要成为一流的商学院，不希望校友们成为白领，更希望大家成为21世纪具有国际竞争力的企业家。”2003年7月18日，执行院长刘吉在中欧校友创业俱乐部上对100多位校友和学员提出了他的殷殷期许。

俱乐部筹委会之前的一个调查表明，70%以上的校友希望通过俱乐部和校友与同行进行交流，75%以上的校友希望得到资深校友和同类企业家的指点，70%以上的校友希望能够和大家分享管理事务和管理思想。因此隶属于中欧国际工商学院校友会的创业俱乐部把沟通、支持和分享定为自己的三大使命，立志把自己发展成为一个聚会交流、分享合作的组织，通过主题论坛、案例分析、项目推介等多种活动方式，在创业者和对创业计划有兴趣的校友中，力促新的创业机会与合作项目的诞生。

“既然能帮别人做得很好，为什么不帮自己做呢？”曾经留学日本，现任日资上海胜代机械有限公司的总经理洪峰是

"In order to be a first-class business school, CEIBS' alumni must not only be top executives, but also internationally competitive entrepreneurs in the 21<sup>st</sup> century," expressed Liu Ji, Executive President of CEIBS, to more than 100 alumni and students at the opening ceremony of the CEIBS Entrepreneur Club.

A survey conducted by the Steering Committee of the Club showed that over 70% of the alumni club members hoped they could exchange ideas, get directions, and share management philosophy and ideas with one another. As a result of the feedback from the Club's questionnaire, the CEIBS Alumni As-

2003级EMBA的学员，他说，“给人打工这么多年，也该为自己做点事情，但打工的钱毕竟不是很多，我们不得不谨慎从事。如何选择一个恰当的行业作为进入的门槛非常重要，所以我很愿意来听听创业‘前辈’们的想法。”

此前，EMBA2001-2班的全体同学在毕业之际每人拿出5000元，发起成立了一个从事咨询管理的班级公司，作为他们友谊的纽带、互助的桥梁和实践的基地。股东同学来自不同的地区和领域，拥有30多万资金，实际掌管资产超过1000亿人民币。“这是一个互相交流协作的机会。”作为俱乐部的一员，EMBA校友、京华创业集团董事长赵增川被推举为这个公司的董事长，他很骄傲的告诉我们，“中欧校友里，来自各行各业的人都有，每个环节都有人在做，所以我们创业的成功率比较高。”据身兼两职的赵董事长介绍，创办至今，公司曾经参与投资上海郊区的一个园林公司，组织公司成员到皖南、内蒙洽谈有关自来水厂等合作项目。一旦工作正式开

sociation has strengthened its three missions of communication, support and sharing to and for all CEIBS' Alumni. Through various activities, such as key-note forums, case analysis, and project introductions, the club fosters entrepreneurial opportunities and cooperative projects among its alumni who are interested in corporate venturing.

"Now that we can help others achieve greater success, why don't we do it for ourselves?" said Mr. Hong Feng, one of the EMBA 2003 students and General Manager of the Japanese-funded Shanghai Shengdai Mechanical Co., Ltd., "after so many years of working for others, it's time to do some-

始，将会有校友全身心投入或者另外聘请专业人士来进行管理。

在已经注册的俱乐部会员中，MBA仅占22%。“我们的难处更大一点，尤其是在资金方面”，MBA2000的杨文艳说。曾在罗门哈斯从事市场营销的杨文艳去年辞去工作，拿出自己的10万元家当，开始在上海做软件代理，“起步时候的艰辛很难想象，一家一家地给人做演示，做服务，却不知道结果怎样。希望俱乐部以后能为项目和资金牵线搭桥，让更多有志于创业的校友至少能够有一个开始”。此前对于60多名会员的调查表明，有53%的人手上有项目希望找到资金，43%的人有资金却苦于无项目。“我们也希望能找到有潜力的可以合作的项目”，赵增川代表他的两个公司表态。

据悉，西班牙政府最近正式承诺支持中国国际工商学院建立西班牙创业中心，这一馈赠也将使中欧的学员有机会来探索和增加自己在创新和创业方面的专业知识。

thing for ourselves. However, the money we earn as employees is limited, so we have to be cautious. It's very important to choose a proper industry to step in, so we are very willing to hear ideas from our elder entrepreneurs."

Prior to this, each member of the EMBA 2001-2 contributed RMB 5,000 before graduation, setting up a consulting and management company - a share-owned company created by alumni from different regions and fields to serve as a base for them to work together. The total amount invested is a little bit over RMB 300,000 with a total responsibility of assets exceeding



RMB 100 billion. "This is an opportunity for exchange and cooperation," said EMBA alumni Mr. Zhao Zengchuan, Chairman of Jinghua Entrepreneur Group and elected Chairman of this company. He proudly told us, "Alumni of CEIBS come from various fields and backgrounds and the success rate of our start-ups is quite high." According to Zhao, also one of the member of the Club, since its establishment, the company has invested in a gardening company in suburban Shanghai and arranged company members to go to Southern Anhui and Inner Mongolia for the negotiation of cooperative projects such as waterworks. Once the operation of the company is officially started, some alumni will be devoted to it, or professionals will be employed to run the project.

Among the registered members of the Club only about 22 percent are made up of MBAs. "We have a rather large problem with respect to capital", said Ms. Yang Wenyan, one of MBA 2000 students. Last year, she changed jobs to become a software agent in Shanghai taking all of her possessions which were worth RMB 100,000. She also said, "It's really hard to imagine the hardships in the beginning. We presented our products and did service work to one customer after another, yet there were no results. We hope that the Club can act as match-maker between projects and capital so that more alumni who are determined to start up a business can at least have a better start". A past survey found that out of the 60 plus members of the Club, 53% have projects in hand and hope to find capital, while 43% of them have funds but are short of projects. "We also hope to find potential projects for cooperation", said Zhao Zengchuan on behalf of his two companies.

It has been recently reported that the Spanish Government has officially promised to support CEIBS in the establishment of the Spanish Entrepreneur Centre. This gift will also provide CEIBS students with opportunities to explore and improve their expertise in innovation and corporate venturing.

# 我的创业故事

程传玲 EMBA01-2

1999年，大学毕业工作15年后，不小心当上了上市公司国电南自的总经理，短暂的虚荣喜悦过后，感觉到自己的职业风险突然加大，不断地思考今后的去向，15年的工作经历，一半的时间做技术工作，一半时间做管理工作，蓦然回首，突然发现自己变得无一技之长，正巧友人建议作为上市公司的总经理应当去读读中欧，于是更多的出于对自己职业生涯的考虑，来到中欧读书。

果不其然，两年后从总经理位置上下课，更加感觉到自己当年选择中欧读书的英明。原单位跟随多年的9位中层干部要求与我一起下课，共创自己的事业，于是咨询班里有经验的同学，如何处理？同学建议：如果创业，人员可能多了点，很难做到步调一致。于是召集大家开会，能否做到志同道合？现在大家是志同但道不一定合，什么是道合，套用在中欧学到的知识就是大家目标是否一致？实现目标的战略思想能否统一？讨论的结果，4人退出，剩下的制定了我们的目标：3年实现订货1个亿，处于行业第二集团军的领头位置，力争5年后上市。

有了目标，如何开始？首先分析我们所处的行业特点及商业模式及我们具备的优势和劣势。该行业目前处于成熟期，未来15年具有很好的发展前景，属于技术密集型和资本密集型，企业成功的关键因素是技术创新能力和营销能力。我们的优势是拥有该行业的领先技术和相应的人力资源，劣势是品牌和营销能力较弱，要实现我们的目标必须寻找投资方，投资方应当具备我们欠缺的营销能力和相应的品牌并将该项投资作为产业来发展。班里同学高天乐，天正集团的董事长，创业十年有余，成绩显著，公司销售30多亿，品牌具有较高的知名度，在全国拥有500多个营销网点。更重要的是1999年提出三个战略转移，其中一个转移是从劳动密集型转向技术密集型，也在积极寻求投资机会，双方郎才女貌，一段姻缘由此诞生—上海天正明日电力自动化有限公司于2002年5月28日正式成立。

公司为股份制企业，注册资金1000万，天正集团占51%股份，技术骨干占49%的股份。公司主营业务为电力系统及工业自动化产品。

公司成立第二天，召开了8小时的员工大会，利用脑力激荡法，制定了公司的愿景目标，使命宣言和未来五年的经营目标。

愿景目标：成为社会尊重，用户信赖，领导自动化发展潮流的国际知名企业。

使命宣言：致力于自动化产品的供应，为客户提供可靠、稳定的产品和全方位的专业服务，努力成为一家可持续发展、不断创造价值的上市公司，并成为行业内的领导者。

5年经营目标(单位：万元)

	2002	2003	2004	2005	2006	2007
订货	2000	4000	8000	14000	20000	24000
利润	0	400	1000	1600	2200	2800

公司目前运转良好，当年开发完成了产品并投入市场，完成了ISO9000质量体系 and 软件企业认证，2002年实现销售600万，利润80万，今年一到八月份实现订货3200万元，全年有望实现订货5000万元，销售4000万元，税前利润600万元，初步实现了公司的战略目标。公司现有员工65人，其中包括一名留美博士后和一名留美硕士。

目前困惑的是资金问题，根据预测，每年所需营运资金分别为：1600万，3200万，5900万，8000万，9600万，何时及如何再进行权益资本融资，希望得到各位学友和专家指教。

(E-mail: ccl99@vip.163.com)

# 浅谈创业与创业投资

## Start-up and Venture Capital

王品高 EMBA 99-3

Wang Pin'gao, EMBA 99-3

创业投资是由有经验的职业经理人投入到新兴的、迅速发展的、有巨大竞争潜力的尚未上市的企业，并参与管理的一种权益资本。其中最关键就是职业经理人，他要参与到企业的职业管理中来；其次就是投入到什么样的企业，最后是权益资本，要占有一定的股权。

如何寻找风险投资呢？

第一，看基金的性质：政府基金、私人基金、公司型基金、投资银行基金、小企业投资基金等。第二，看基金的种类：根据项目阶段、技术领域、地域划分、投资偏好的不同而有所不同。另外寻找创投也需要讲求门当户对，双向选择。这样就不会浪费很多精力，达到双赢。

要拿到创投基金除了理念上的问题外，还须具备几个基本条件：一份完整的商业计划书；一支较为完整的创业团队；一个独特的、有一定壁垒的、市场发展潜力巨大的产品；一种新颖的、便捷的具有竞争力的商业模式。美国一个创业者说过，人的问题是最关键的问题。公司成功最重要的是团队，最困难的是找对人，最容易发生问题的是人事摆不平；团队成员应各有所长，凡事以事业、以大局为重；互为补充、精诚合作，我们的创业者才能把事业做好。而创业者的素质除了激情、雄心、

梦想、执着、热心、冒险、自信、领袖风范外，我认为诚实守信、脚踏实地、非凡毅力和牺牲精神也尤为重要。

作为一个风险投资管理人，首先要进入董事会，直接参与企业的重大决策；第二要能够定期审查企业财务报告；第三能随时提供各种咨询服务和网络资源，这一点对小企业尤为重要，因为小企业缺乏自己的资源，他们非常需要网络资源及一些资讯服务；第四是能吸引其他后续投资，一个好的投资人通常有很好的网络，对于他投资的项目，其他的投资人也会跟进，这对一个企业的发展非常重要；最后要参与解决企业管理中的各类突发事件。

最后是如何利用风险投资促进企业健康的发展。一是要充分理解创投的理念，最重要的是理解创投在增值服务中只是一段而不是一辈子的理念。但是创投做为风险投资基金有时也是非常残酷的，大家都知道 SINA 的 CEO 换了好几位，就是风险投资在捣乱。其实从大局的考虑它是更希望这个公司的有所发展，大家要充分理解这个理念，否则风险投资会不利于企业的发展。二是要大家有一个共同创业的概念，并且保证信息透明，否则最终会带来公司信誉的损失。三是要做到精诚合作，争取双赢。四是项目公司要充分利用投资方的资源，以达到资源共享。

Venture capital is a type of equity capital investment made by experienced professional managers who also take part in the management affairs, into emerging fast-growing unlisted enterprises with huge potential of competitiveness. As for the process, there are three points that need to be kept in mind: (1) the professional manager often plays a key role and must participate in the management of the start-up; (2) venture capitalists should make sure what kind of enterprises their capital goes into; and (3) the equity capital must take the form of shares of ownership of the start-up.



So how do you find venture capital?

First, look at the nature of the fund. There are numerous types of funds that are offered including government funds, private funds, corporate funds, investment bank funds, and small enterprise investment funds. Second, we need to select the right type of funds according to different project phases, technological fields, geographical locations, and investment preferences. In addition, it's important to have appropriate match and mutual choice in seeking venture capital, as it will save a lot of energy and bring about a win-win result.

Apart from theoretical issues, several basic conditions are also needed for a start-up to attract venture capital: a complete business plan, a relatively complete entrepreneurial team, a unique product with certain entry barrier and huge market potential, and finally, an innovative, convenient and competitive business model. Just as one American entrepreneur once said about the importance of entrepreneurial teams, the human factor is a key element to start-ups. In essence, the success of a company depends on its team - finding the right people and establishing fair human resource management are often the largest challenges that companies face. Team members should have their respective advantages and attach more importance to the business and the whole situation. Without

their wholehearted cooperation, it will be hard for a start-up to achieve success. As for entrepreneurs, they should have strong passion, ambition, a vision, leadership, and a lot of will power. In addition to this, they should be warm-hearted, self-confident, and willing to take risks. More importantly, they should be honest and down-to-earth, and possess extraordinary perseverance and a sacrificial spirit.

As a venture capital manager, first you must become a board member and be directly involved in major decision-makings of the start-up. Second, you should engage in regular financial report check-ups of the start-up. Third, you must be able to provide various consulting services and network resources when necessary. This is especially important for small start-ups, which often do not have enough resources and information. Fourth, you should be able to attract investments from other resources. A good investor usually has a very effective network and other investors will follow. Investors are crucial for the development of a start-up. Finally, you should forecast and have various solutions to unexpected problems that may arise.

Last but not the least, there's also a great concern about how to leverage the venture capital to realize a healthy development of a start-up. First, there must be a full understanding of the concept of venture capital

and the most important thing is to understand that venture capital is just a short-term activity instead of a lifelong one in value-added services. For example, the frequent change of the chief executive officer of Sina.com serves as a typical example of the negative aspect of venture capital. Therefore, it must be kept in mind that venture capital might possibly hinder the development of a start-up if it is not leveraged in a proper way. Second, it is important to have a co-venturing mindset and to ensure transparency of information or else the reputation of the company will suffer great loss in the end. Third, cooperation at all levels in a wholehearted way is needed in the attainment of trying to achieve a win-win situation. Finally, the recipient of venture capital should fully share the resources of the investors.



## 中欧西班牙创业中心获西班牙政府支持

### Government of Spain Centre of Entrepreneurship at CEIBS

西班牙政府最近正式承诺支持中欧国际工商学院建立西班牙创业中心。这一慷慨馈赠将使中欧的教授和学员有新的机会来探索和增加自己在创新和创业方面的专业知识，从而获得新的商业创意，并在中国创立新的企业。

欧洲、美国及其他国家的公共和私人机构也将慷慨解囊，成立风险基金，以对“中欧西班牙创业中心”的支持。

The Spanish Government has recently pledged their support to CEIBS for The Government of Spain Centre of Entrepreneurship. This generous gift and exciting new opportunity will enable faculty and students at CEIBS to explore and expand their expertise in the areas of innovation and entrepreneurship in order to create new business ideas and establish new enterprises in China.

Additional public and private sources from Europe, the USA and other countries will contribute funds to create a venture capital fund as an additional resource of The Government of Spain Centre of Entrepreneurship at CEIBS.



# 中国汽车产业新政策：机遇与挑战 China's New Automotive Industry Policy： Challenges & Opportunities

Jean-Martin Folz: 法国标致雪铁龙公司首席执行官  
Shoichiro Toyoda: 丰田汽车公司董事长  
Edouard Michelin: 米其林集团首席执行官  
.....

## — 他们，注目中国

竺延风: 中国第一汽车集团首席执行官  
苗圩: 东风汽车公司首席执行官  
胡茂元: 上海汽车工业（集团）总公司首席执行官  
.....

## — 他们，志在世界

吕福源: 中国商务部部长  
陈清泰: 国务院发展研究中心副主任  
张国宝: 国家发展和改革委员会副主任  
.....

## — 他们，政策先锋

## 2003年12月9日，他们聚首共谋

21世纪的远东经济重镇上海，重焕国际大都会神魅。《福布斯》全球行政总裁年会刚刚收锣，全球汽车业巨头又云集于此。由中国唯一的世界级商学院中欧国际工商学院鼎力谋划，“2003中国汽车产业高峰论坛”即将拉开帷幕，汽车业巨头、官员、专家，他们聚首中欧国际工商学院，共商面临机遇与挑战的中国汽车产业新政策！



## 议 题

- 中国的汽车产业政策
- 中国汽车业的监管环境
- 中国汽车业的合伙与联盟
- 中国的汽车分销与售后服务
- 全球采购战略中的中国
- 中国与全球汽车产业—制造中心？

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THE ASIAN WALL STREET JOURNAL



# Domestic Information Sessions for MBA 2004 Recruitment Wrap Up

## MBA 2004 国内招生咨询会圆满结束

从烈日炎炎的盛夏到清爽宜人的初秋,短短一个多月的时间,中欧已经成功地举办了7次大型招生咨询会,给2004年的新生录取工作打下了坚实的基础。今年的招生咨询会从上海主校园开始,外地巡展城市包括广州、深圳、北京、大连、青岛、厦门,为全国各地对中欧MBA课程感兴趣的考生提供了深入了解中欧的最直接的机会。

与往年不同的是,今年中欧在所有的咨询会中都增加了英语讲解的形式,让与会者在接触MBA课程之初,就感受到中欧浓郁而纯正的国际化特色;为了使准备报考中欧的申请者更加全面、多层次地了解中欧的MBA课程,今年的咨询会加强了对课程的设计及课程特色的介绍,着重讲述了课程结构重组,申请程序革新,毕业生就业分析,并且推出报考前的课堂试听计划。

值得一提的是,这一系列的咨询会都得到了当地校友的热心支持。这些校友都是一些大公司的业务骨干,他们不仅在会上讲述了自己在校和工作后的体会,并且在会后和与会者做了进一步的交流,他们的耐心解答、谈话中流露出对母校的感情增强了与会者对中欧的了解和对中欧的信心。

From early August to mid September, CEIBS has successfully held 7 information sessions, setting a solid foundation for the 2004 admission work. With the start in Shanghai campus and tour in Guangzhou, Shenzhen, Beijing, Dalian, Xiamen and Qingdao, this year's admission work offered the direct opportunity to the students from all over the country. The students interested in the MBA course in CEIBS could get a deep insight of CEIBS through this activity.

This year the MBA admission office enhanced English element in all information sessions in an effort to allow participants to feel the strong and pure features of CEIBS' internationalised elements. In order to allow participants to get a more comprehensive idea of the MBA course in CEIBS, more emphasis was put on the design and features of the course. The information sessions also focused on several issues regarding programme restructuring, changes in admission procedures and career progression.

Many of the alumni provided great support by attending and promoting the school during these information sessions. Most of CEIBS' alumni are the business backbones of their current companies. They not only shared their in-school and working experience at the sessions, but also engaged in deep discussions with the participants after the sessions. Thanks to the alumni's participation and demonstration of their dedication to the school, it better help participants understand CEIBS.

## 校友信息更新 Alumni on the Move

姓名/Name	班级/Class	当前单位/Current Company	原单位/Previous Company	当前职位/Current Position	原职位/Previous Position
韩伯铭 Tom Han	CEMI-1	英特华投资咨询公司上海办事处 InterChina Consulting Shanghai Office	德利多富信息系统苏州有限公司 Wincor Nixdorf Retail & Banking System (Suzhou) Ltd.	高级咨询员 Senior Consultant	总经理, 商务部 Director, Commercial Division
杨玉朝 Yuchao Yang	CEMI-5	北京海市天成科技发展有限公司 Beijing EHM Corporation Limited	瑞臣营销咨询有限公司 Isence Corporation Limited	总经理 General Manager	消费者研究总经理 Research Director
何兰英 Lanying He	DIMP98SH	上海普迪企业管理咨询有限公司 Shanghai PD Management Consulting Co., Ltd.	上海凌云振升股份有限公司 Shanghai Lingyun-Zhensheng Co., Ltd.	首席顾问 Chief Consultant	行政助理 Administration Assistant
雷坚 Jian Lei	EMBA003	上海南天电脑系统有限公司 Shanghai Nantian Computer system Co.,LTD.	南天电子信息产业股份有限公司 Shanghai Nantian Information Industry Co., Ltd.	总经理 General Manager	董事, 副总裁 Vice President
韩文 Heaven Han	EMBA003	上海珍鼎餐饮服务有限公司 Shanghai Tripod Catering Management Co., Ltd.	上海华联麦当劳(中国)有限公司 McDonald's (China) Co., Ltd., Shanghai	CEO	高级采购部经理 Senior Purchasing Manager
周霞 Rebecca Zhou	EMBA011	中国百胜餐饮集团 Yum! Restaurants China	上海勃林格格翰药业有限公司 Boehringer Ingelheim Shanghai Pharmaceuticals Co., Ltd	高级人力资源经理 Senior Human Resources Manager	人力资源总监 HR Director
潘军 Jun Pan	EMBA013	苏州太湖中腾房地产发展有限公司 Suzhou Taihu Chungten Real Estate Development Co., Ltd.	苏州太湖中腾房地产发展有限公司 Suzhou Taihu Chungten Real Estate Development Co., Ltd.	总经理 General Manager	副总 Deputy General Manager
庞军 Jun Pang	EMBA013	上海恒量公估行 Shanghai Highlevels Surveying Co.,Ltd	上海东方公估行 Shanghai Oriental Surveying & Adjusting Co.	总经理 General Manager	副总 Deputy General Manager
周敏峰 Minfeng Zhou	EMBA013	宁波华翔集团股份有限公司 Ningbo Huaxiang Group Stock Co., Ltd	宁波华翔集团股份有限公司 Ningbo Huaxiang Group Stock Co., Ltd.	总经理 General Manager	副总裁 Vice President
张亚秋 Yaqiu Zhang	EMBA014	中讯邮电咨询设计院 China Information Technology Designing & Consulting Institute	信息产业部邮电设计院 Design Institute Of Post & Telecom Ministry Of Information Industry	副院长 Vice President	计划经营处副处长 Deputy Director Of Planning & Management Dept.

国内工商管理教育的先驱——中欧国际工商学院近日在京城举行开学典礼，迎接她2003级EMBA北京班的182名新学员，其中包括4名外籍学员。中国学员来自包括港台在内的25个省市自治区，来自北京以外的学员占42%。

本届学员中的31%来自国有企业及政府部门，34%来自民营企业，35%来自外资企业，基本呈现出1:1:1的良性结构。学员所在的行业分布也较为均衡，涵盖了电讯、能源、医药、金融、房地产、商贸、传媒广告、快速消费品、制造、咨询、教育等诸多行业。学员平均年龄为36.2岁，工作经验平均年限为14



年，管理经验平均年限达9年，25%具有硕士研究生以上学历。70%的学员来自企业的最高管理层，46%的学员担任所在企业的董事长或首席执行官。

中欧国际工商学院副院长兼中方教务长张国华教授、副院长兼教务长白思拓教授、EMBA主任梁能博士和新一届EMBA学员一起，参加了开学典礼。

成立九年来，中欧国际工商学院的办学成就获得了海内外各界的一致认同，中欧的MBA、EMBA和高层经理培训课程已经连续两年跻身世界前100强。迄今中欧EMBA北京班已招收6届学员，总计801人。

中欧国际工商学院上海班的300多名EMBA学员已于3月初开课。

## CEIBS 2003 EMBA Beijing Class Announces Opening

### 中欧新增 182 名 EMBA 新学员

China Europe International Business School, the pioneer in business education in China, recently held the grand opening ceremony in Beijing for 182 new participants in its 2003 EMBA Beijing class, including four from abroad. Among them, the Chinese participants are from 25 different provinces, municipalities and autonomous regions including Hong Kong and Taiwan, and those from outside Beijing account for 42%.

In terms of business sectors, 31% of the participants come from SOEs and government agencies, while those from private and foreign enterprises respectively account for 34% and 35%, which is obviously structurally balanced. The same is also true of the distribution of participants among various industries, for example, telecommunications,

energy, pharmaceuticals, finance, real estate, commerce and trade, media and advertising, fast moving consumer goods, manufacturing, consulting and education, etc.. The participants average 36.2 years of age, and have on average 14 years of working experience and 9 years of managerial experience. 25% of them hold a master's degree or above, 70% from senior corporate management level, and 46% are presidents or CEOs of their companies.

Professor Zhang, Vice President and Co-Dean of CEIBS, Professor Alfredo Pastor, Vice President and Academic Dean of CEIBS and Dr. Liang Neng, Director of EMBA programme attended the opening ceremony. Ms. Xiong Chunying, Vice Executive President of Jiangling Motors Group Company and Mr. Xiang Wenbo, General

Manager of Sany Heavy Industry Limited Company also spoke on the ceremony on behalf of the existing and new participants.

Since its establishment 9 years ago, CEIBS has won unanimous approval and identification for its outstanding educational achievements from various social circles both domestically and internationally. For two consecutive years, its MBA, EMBA and executive education programmes have been honourably listed among World Top 50 rankings. To date, its EMBA Beijing Class has admitted a total of 801 participants in the past 6 years.

Over 300 EMBA participants admitted this year in its Shanghai campus have already attended their classes in early March.

在游泳中学会游泳  
Learning Swimming Through Swimming

## CEIBS Introduces Simulated Interview Plan

### 中欧推出模拟面试计划



随着职场竞争的日趋激烈，面试已经成为一门学问，而新的面试题目和面试方式也层出不穷。中国的MBA学生由于普遍缺乏这方面的专业指导，以至不能在面试中将自己的能力充分展现出来，这就形成了MBA求职道路上的一个瓶颈。

中欧职业发展中心在分析历年招聘反馈的基础上，借鉴国外一流商学院的做法，推出了一种先进的就业指导方法：模拟面试。它通过创造一个真实的面试环境，让MBA学员熟悉拟应聘职位的要求、必需的演讲技能、沟通能力，以及如何表现自己的领导和管理才能。同单项训练相比，模拟面试能将各种面试能力、技巧有机地综合起来，具有很高的“实战”意义。

除了咨询、金融、市场营销，供应链管理近两年也成为MBA学员的主要就业意向。即使是一直热门的市场营销方向，在消费品和工业品的行业还是有很大的区别，因此我们首先要做的就是筛选优秀的公司，并邀请他们参与我们的模拟面试”。据中欧职业发展中心介绍，这些优秀公司“包括罗兰·贝格、金盛保险、通用电气、IBM、欧莱雅等多家跨国公司。”

精心的组织吸引了众多的MBA学员踊跃报名，经过激烈的竞争，共有10名同学得到了模拟面试的机会，其中包括一名来自印度的留学生。“当局者迷，旁观者清，”参加了AXA“面试”的肖英勃一语中的，他说：“模拟面试让我从面试官的角度更清晰地了解自己。以前我对面试问题的准备还是浅显的，遇到挑战性强面试就显得力不从心了。”成绩优异的周寅参加了咨询公司罗兰·贝格的模拟面试。他最大的感触是这类公司特有的案例分析。“原来我对自己逻辑分析很有信心，面试后才发现咨询公司的面试案例有很多规律和技巧，而我缺乏的恰恰是这些方面的锻炼。通过模拟面试，我看清楚了今后需要加强什么。”

作为国内第一家拥有职业发展中心的商学院，中欧组织的模拟面试就是要让MBA学员在游泳中学会游泳。据了解，截至9月26日，包括博世、艾默生、飞利浦在内的87家公司到中欧进行招聘，提供职位总数356个。

With the increasingly intense competition in the job market, understanding the job interviewing process has become more important. New tests and ways of interviewing have sprung up one after another. Many Chinese MBA candidates lack a professional guide for job interviews therefore not allowing them to fully display their ability in interviews creating a bottleneck in their career-seeking efforts.

Based on the results of feedback from past job applications and research on the real practices of foreign business schools, CEIBS has introduced a new element in their career development consulting services - a simulated job interview. By creating a real interview environment it enables the MBA students to get familiar with the requirements of their target positions, the appropriate presentation, communication skills, as well as the way to display their leadership and management capability. Compared with single-item training, simulated interviews are able to help interviewees integrate all kinds of interview techniques and skills, and it is therefore a very effective tool.

According to CEIBS Career Development Center(CDC), "MBA graduates are seeking jobs in consulting, finance, marketing, and supply-chain management. So what we are doing at CDC is inviting top companies from these industries to join these simulated interviews. Currently we have companies like Roland Berger, AXA-Minmetals Assurance Co., Ltd., General Electric, IBM, and L'Oréal taking part in these simulations."

The simulated interview have attracted many MBA students to apply for the available ten slots. "The simulated interview makes me better understand myself from the perspective of the interviewer. In the past, my preparation for the questions in interviews was quite shallow. When facing challenging interviews I want to not only be good at answering the questions but also to be able to cope and understand the situation better", Zhou Yin, one of MBA candidates, explained after joining the simulated interview for Roland Berger, a consulting company. What impressed him the most was the unique case analysis provided by these companies, "I used to be very confident in my logic analysing ability, yet only after the interview did I realize that there are many rules and skills in the case analysis in the interview of consulting companies, and what I lack is just trainings in these respects. Through participating in the simulated interview, it has become clear to me what I should do and focus more in future interviews."

To date, 87 companies, including Bosch, Emerson, and Michelin, have come to CEIBS for recruitment with a total number of 356 job openings. "As the first domestic business school to have its own career development center, CEIBS has organised these simulated interviews in an effort to enable its MBA students to learn swimming through swimming," explained the CEIBS Career Development Center.



## 在线报名 / 招生系统正式启用

2003年, 中欧国际工商学院正式启用在线报名 / 招生系统, 申请者可以直接登录中欧网站进行在线报名。该系统是中国大陆第一个国际在线招生系统。它采用国际上最先进的Java 2 + Unix 的技术架构, 提供中英文两种界面、四种格式的MBA/EMBA在线报名服务, 能为用户提供更稳定更快速更安全的服务。此系统无论在规模上、理念上还是技术上都达到国际先进水平。在线报名 / 招生网址:

MBA (<http://www.ceibs.edu/mba/admissions.html>)

EMBA (<http://www.ceibs.edu/emba/admissions.html>)

## 新案例登录欧洲案例信息中心

由中欧教授范悦安和他的助手陈东君撰写的新案例“戈尔国际”日前被欧洲案例信息中心及其网上搜索系统COLIS收录, 编号为403-048-1。感兴趣者可以访问欧洲案例中心网站 (<http://www.ecch.cranfield.ac.uk/>), 查询案例的详细情况。

## 与张朝阳面对面

7月13日, 中国新经济代表人物、被世界经济论坛评为全球“明日领袖”之一的搜狐创始人, 现任CEO张朝阳先生应邀作客中欧北京管理论坛“高朋满座”, 并做了题为《网络经济的复苏与展望》的主题演讲, 与来自中欧的学友、校友、短期课程的客户共计160余人进行了面对面的交流。

## 中欧参加“首届华南教育培训展”

7月18日-20日, 中欧国际工商学院参加了在广州举办的“首届华南教育培训展”。珠江三角洲是中国三大经济中心圈之一, 经济的蓬勃发展对教育与培训有着巨大的需求。为了服务华南, 中欧于2002年在深圳开设了联络处。几年来, 先后有华为、美的、步步高、科龙等华南著名企业选择了中欧作为培养中高层管理人才的基地。众多华南企业对中欧国际工商学院的青睐再次证明了中欧在中国工商管理教育领域的领导地位。中欧教授霍华德还为与会者做了题为“事半功倍”的演讲。



## 中欧与惠普合作开办 《信息技术管理专业文凭课程》

8月8日, 中欧与惠普IT管理学院共同宣布首期《信息技术管理专业文凭课程》的成功推出。中欧惠普合作创办的《信息技术管理专业文凭课程》, 结合了双方各自在经营管理与信息技术领域的培训优势和管理经验, 根据信息技术管理人员的职能划分、工作流程和管理流程, 开发定制了这套集综合管理与IT管理共18门课程组织而成的《信息技术管理专业文凭课程》。该文凭课程全线贯穿了企业经营管理、企业IT战略规划、服务规划、实施管理和运维管理等全方位的综合理论知识, 并结合大量实践案例, 教授学员实战管理经验, 从而创造出以先进工商管理知识为基础, 以领先的IT组织管理方法和管理流程为特质、全面发展的卓越企业信息管理专才, 从而帮助中国企业打造优质的信息管理专家队伍。

## 张国华副院长谈 “商学院办学体制的探索”

8月8日-9日, 张国华副院长出席“首届中国商学院院长高峰论坛”, 并在会上做了“商学院办学体制的探索”的主题发言。他认为, 中国要办出更多的一流商学院, 更好地为经济发展服务, 就必须对商学院现有的办学体制进行改革。在会上来自全国各地和国外商学院的院长与项目负责人, 探讨了关于商学院建设、标准、定位、发展战略、院校合作、校企合作、知识创新、招生推广和经营管理等一系列问题。



## 校友美酒沙龙成立

8月21日, 中欧校友关系事务部与法国食品协会联合组织的中欧校友美酒沙龙正式成立, 中欧校友组织再添新成员, 为中欧校友提供了又一个沟通的平台。成立酒会上, 台湾籍讲师钟正道先生为大家介绍了VDP、阿尔萨斯、勃艮第以及波尔多等八种法国葡萄酒如何与中国清蒸类、烧烤类、红烧类菜肴进行搭配。中欧校友美酒沙龙将围绕法国文化、法国葡萄酒习俗和产地等不同主题, 每两个月推出一项活动。

## 为医院院长“充电”

8月22日，中欧率先专门为中国的医院管理者量身打造的“医院管理文凭课程”在上海开课，用卫生部卫生经济研究所所长蔡仁华教授的话说：“这将成为院长们切磋理论的课堂，探讨政策的论坛，放眼寰球的窗口，交流经验的园地。”此次中欧在全国率先推出的医院管理文凭课程，有着多方面的优势。首先，教授资源庞大，来自美国、英国、西班牙、香港等海外各地的权威教授与中国卫生部官员组成强大的教授阵容。其次，采取“国际化与本地化相结合”，“MBA与医院管理相结合”的教学理念与方法，切实解决中国医院管理问题。第三，中欧真正拥有为配合教学专门编写的中国医院的案例，如昆明医学院附属医院等，在全国独一无二。无疑，本土的案例将为院长们解决管理问题提供最具说服力的实践模型。



## 成功的“定价战略”

8月23日-24日结束的校友特设课程“定价战略”吸引了46位校友返校学习。

本课程旨在使学员掌握定价方面的概念、技巧和最新观点，其中重点讨论帮助公司改进定价的方法。课程的前半部分讨论制订定价战略所需的基本分析工具、理论和概念性框架。校友们从中不仅将学习到如何对成本、顾客和竞争者进行分析，以制订出具有前瞻性的定价战略，而且还能掌握用于帮助企业改进定价的方法。课程的后半部分的重点放在一些常用的定价策略上，引导学员深入了解各个行业中的成功定价战略，并讨论如何通过一套缜密的定价结构来改进企业的定价方法。

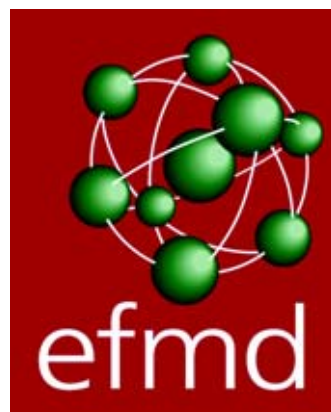
“定价战略”课程由美国沃顿商学院2003年优秀教学奖获得者张忠教授讲授。上海和北京两地的EMBA学员之前也分别于8月16、17日和20、21日聆听了本次课程。

## 国务委员陈至立造访中欧

8月24日，国务委员陈至立在中共上海市委副书记殷一璀等领导的陪同下，莅临中欧国际工商学院视察工作，她高度赞赏了中欧目前的课程建设和校园建设，并对学院的未来发展寄予了厚望。

## 欧洲管理发展基金会和美国商学院促进协会联合举行管理年会

efmd和AACSB诚邀您参加于2003年10月19-21日在新加坡举行的“首届世界最佳管理教育实践年会”。全世界一流商学院将向我们展示其在管理教育、国际合作以及持续改进战略方面的创新实践。越来越多的管理教育者都在寻找新的模式、课程及创意，作为其最佳的实践基准。管理教育领域的两大顶尖专业协会——国际AACSB及efmd将联合在此次会议上展示该领域的最佳实践。欲了解详细信息，可登录国际AACSB网站<http://aacsb.edu/conferences>。



## 校友金融与投资俱乐部(上海)成立

“中欧校友金融与投资俱乐部(上海)”在经过近三个月筹备后，于8月29日正式宣布成立。俱乐部的成立是中欧发展历程中又一个里程碑，标志着中欧校友在我国金融和投资这个社会经济活动的核心领域的参与日益增强并且已经取得了显著的成绩。俱乐部现有一百多名会员，他们分布在国内的银行、保险、和证券及相关行业内，在各自的岗位上担任着重要的工作。



## **MBA/EMBA**

### **Online Application Available**

Starting this year, those interested in CEIBS can apply for MBA and EMBA through the newly-launched online application system, which is the first of its kind in Mainland China. Applicants can apply online for MBA and EMBA programmes in either Chinese or English. Confidentiality and security is guaranteed by the use of Java 2 and Unix. The system is comparable, if not superior, to similar systems of other international business schools in terms of its design and technical structure. Online Application URLs:

MBA (<http://www.ceibs.edu/mba/admissions.html>)

EMBA (<http://www.ceibs.edu/emba/admissions.html>)

### **New Case Added to the COLIS**

Professor Juan A. Fernandez and his assistant Lisa Chen have recently completed a case that has been added to the COLIS, the on-line search facility of ECCH (<http://www.ecch.cranfield.ac.uk/>). The reference number and title is 403-048-1 WL Gore & Associates Inc.

### **A Talk With Zhang Chaoyang**

On July 13, 2003, Mr. Zhang Chaoyang, CEO of sohu.com, was invited to CEIBS' forum in Beijing to deliver a speech on the "Web Economy's Recovery and Forecast." Regarded as an example of China's neo-economy and valued as the "Leader of Tomorrow" by the World Economy Forum, Zhang did not highlight Sohu's outstanding performance in his speech. Instead, he explained the features of high risk and high return of high-tech companies using the zigzagging and painstaking start-up of Sohu as a study case.

### **CEIBS Expanding Territory in South China**

From July 18-20, CEIBS attended the First South-China Education & Training Exposition held in Guangzhou and attracted lots of participants.

In an era of increasingly fierce global competition, knowledge means fortune. The Pearl River Delta is regarded as one of the three economic circles in China, and people there are in great need of education and training. To meet these needs CEIBS opened its Shenzhen Liaison Office in July 2002 and has offered several executive education programmes to local and international companies such as Huawei, Midea, Kingdee, Vanke, TCL, Strong Food, Kelon, Taitai Pharmaceutical, BP, Colgate, and Avon. The fact that these famous local and international companies choose CEIBS as their strategic partner to foster their senior executives and develop their talents is strong evidence that CEIBS enjoys a

leading position in the field of business education in China.

### **Joint Programme between CEIBS and HP**

August 8<sup>th</sup> marked the successful launch of CEIBS-HP Diploma in Information Technology Management Programme, a tailor-made programme for CIOs.

CEIBS-HP Diploma in Information Technology Management Programme, combines the expertise and competitive edges of management education and information technology, creating a curriculum made up of 18 modules on the basis of functional division, work process, and management processes of IT managers. The whole programme covers business management, IT strategic planning, service planning, execution, and operations management. With real-life cases and backed by a strong faculty team, it aims to create for China a group of IT management professionals who understand state-of-the-art concepts and skills, not only in general management but also in IT organisation and management processes.

### **Vice President Zhang Guohua on Structural Reform in China's Business Schools**

Professor Zhang Guohua, Vice President and Co-Dean attended the "First China Business School Summit Forum" held between August 8<sup>th</sup> and 9<sup>th</sup> in Beijing and made a keynote speech entitled "Exploring the Operational System of Business Schools." In his view, Chinese business schools must reform their existing system if they wish to become world-class business schools and to make a greater contribution to China's economic growth.

The participants included deans and programme directors from the domestic and international business schools. Participants had discussion on critical issues including organisation development, benchmark, positioning, development strategy, partnership, collaboration between schools and enterprises, knowledge innovation, recruitment, and operational management.

### **Programme for Hospital Presidents**

CEIBS launched its Diploma in Hospital Management Programme on August 22<sup>nd</sup> in Shanghai. This programme is the first of its kind in China, designed specifically for Chinese hospital presidents. In the words of Prof. Cai Renhua, Director of Health Economics Institute under the Ministry of Health, "The programme will be a classroom to explore theories, a forum to discuss policies, a window to see the world, and a garden to share experiences."

The programme has a number of unique strengths, which include the following: First, the school has leveraged its strong faculty

resource and invited distinguished professors from the United States, UK, Spain and Hong Kong, as well as senior officials from the Chinese Ministry of Health. Secondly, the programme has adopted the philosophy of "an integration of internationalisation and localisation" and "a combination of MBA and hospital management", which obviously can help solve the real problems facing Chinese hospitals. Lastly, the school has developed China-related cases for the programme, and these local contents can serve as a practice model for the participants.

## Successful Pricing Strategy

The first Pricing Strategy Programme targeted to CEIBS alumni was held between August 23 and August 24, attracting 46 participants.

The courses were designed to equip participants with concepts, techniques, and the latest thinking on pricing issues, with an emphasis on ways to get firms to improve their pricing. The first half of the course covered fundamental analytical tools, theories and conceptual frameworks needed for formulating pricing strategies in order to allow participants to learn about how to analyze costs, customers, and competitors. The second half of the course focused on commonly used pricing tactics so that the participants could gain insights into successful pricing strategies in various industries.

This Brand-new alumni-only programme was delivered by John Zhang, who won the Excellent Teaching Award at Wharton in 2003. The same programme was attended by EMBA students in Shanghai and Beijing from August 16-17 and 20-21.

## State Councillor Chen Zhili Visits CEIBS

Chen Zhili, State Councillor, Yin Yicui, Shanghai Municipal Deputy Secretary, and other municipal leaders, visited CEIBS' campus on August 24<sup>th</sup>. Chen spoke highly of the current curricular design and campus facilities of CEIBS, and also expressed her high expectations for its future development.

## Alumni Finance & Investment Club Established

With nearly three months of preparation, the CEIBS Alumni Club of Finance and Investment (Shanghai) was officially established on August 29. It marks another milestone in the development of

CEIBS and represents another step forward for its alumni into the area of finance and investment - the core sector of social and economic activities in China. The club now has over a hundred members in domestic industries including banking, insurance, securities as well as other related areas.

## efmd & AACSB Joint Event in Singapore

efmd & AACSB invite you to participate in the first annual conference on "World Class Practices in Management Education," on October 19-21, 2003 in Singapore. Leading business schools throughout the world will showcase their innovative practices in management education, international alliances, and continuous improvement strategies. More than ever, management educators worldwide are looking for models, programmes and ideas that demonstrate best practices against which to benchmark. The two leading professional associations in the field, AACSB International - The Association to Advance Collegiate Schools of Business and efmd, the European Foundation for Management Development (efmd), have joined forces to showcase the industry's best practices at this conference. Further information is available on the AACSB International web page at <http://aacsb.edu/conferences>.



# CEO Programme 课程

## 回顾与思考,互动和行动 Review and Reflection, Interaction and Action Orientation

在过去二十多年，中国的经济增长态势强劲，为商业增长和发展提供了诱人的机会。同时，面对当今复杂多变的商业环境，中国企业及其领导者遇到了前所未有的挑战。为了实施卓越有效的领导，CEO们必须具备跨学科的知识与能力，应对不断变化和不确定性的环境，最大限度地发挥自身潜力，通过对组织成员的激发、领导和管理，建立可持续发展的商业模式和组织机构，并在激烈的竞争中脱颖而出。中欧国际工商学院的CEO课程特为有志于在企业与个人事业发展上有所突破的中国企业家们开设，旨在全面开拓企业家的知识眼界，加深对一些重要问题的认识，提升企业家的商业嗅觉，培养其相应的领导艺术，使企业家能有机会回顾与思考自己的个人发展计划和组织发展规划。

本课程采取互动和以行动为导向的教学方法，以战略和领导力发展为重点，同时结合实际应用，强调如何通过组织结构、流程、文化和激励措施来实施战略变革。企业家们将从其他学员那里了解到一些独特的、具有综合性的“鲜活”案例，并结合自己所学到的新知识和自身经验找出解决实际问题的方案。

通过整个课程的学习，学员将获得如下收益：

- 在企业的多个层级创造可持续价值；
- 更深入地了解对全球商业环境产生重要影响的诸多社会、文化、政治和经济等因素；
- 回顾并思考与利益相关人建立密切联系以及制定战略目标的可选方案和业务流程；
- 发展并强化如下能力：
  - 有远见、有智慧、有诚信地实施领导，同时鼓励他人效仿
  - 制定并筛选有利于竞争的战略
  - 对全球竞争环境的挑战做出快速反应
  - 建立关系和管理系统，实现各职能部门之间的协调
  - 了解、管理并领导变革流程

本课程为公司的首席执行官、总裁、总经理专门开设。参加课程的学员具备8年以上的高级管理经验，并且所在公司已经取得了成功并仍在快速发展之中，资产规模不低于人民币10亿元。

本课程分为五个模块：

1. 开始自我评估和评估企业外部、内部环境，创建CEO的商业共同语言
2. 创建中国CEO的管理基础
3. 中国企业可持续增长的价值管理
4. 企业战略的制定
5. 培养CEO的领导艺术与企业家精神

教授队伍：

1. 忻榕教授—CEIBS 米其林领导艺术及人力资源管理教席教授
2. Pedro Videla 教授—CEIBS 访问教授、西班牙 IESE 商学院经济学副教授
3. Garry Biddle 教授—CEIBS 访问教授、香港科技大学工商管理学院副院长兼会计系主任
4. 吴敬琏教授—CEIBS 宝钢经济学教席教授
5. Wilfried Vanhonacker 教授—CEIBS 核心教授与前任教务长、香港科技大学市场营销学教授
6. Jaime Ribera 教授—CEIBS 巴塞罗那港物流学教席教授、西班牙 IESE 商学院生产运营管理教授
7. 谢家伦教授—CEIBS 核心教授、前任副教务长、荷兰 Nyenrode 大学财务学教授
8. 许小年博士—中国国际金融有限公司董事总经理
9. Pedro Nuño 教授—CEIBS 学术委员会主席、西班牙 IESE 商学院任伯特恩基金会创业学教席教授

在每个课程模块的晚间，中欧还安排了一系列的讲座：

- 孙子兵法 (张天富将军, 浙江省军区副司令员)
- CEO 情商培养与个人发展战略 (Jagdishi Parikh, INSEAD 商学院全球 CEO AVIRA 项目教授)
- CEO 个人案例讨论 (施振荣先生, 宏基集团董事长)
- 幸福观与工作生活平衡 (奚恺元教授, CEIBS 行为科学研究中心主任、芝加哥大学组织行为学教授)
- 公司战略 (Hein Schreuder, DSM 公司战略与发展副总裁)

本课程9月19日在上海正式开课，来自不同行业的中国知名企业 CEO 汇聚一堂，共同探讨企业持续发展战略的制定和实施。学员将于2004年2月28日结束学习，同时成为中欧校友会的终生会员。

The strong economic growth over the past two decades in China has been providing an excellent background for a business to grow and to develop. The complexity of today's business environment presents ever-increasing challenges to the success of business leaders and the companies they serve. To lead effectively, CEOs must span disciplines to cope with the changing and uncertain environment. They must maximise their potential and build sustainable business and organisation that will last by motivating, leading and managing people, in addition to making sure that they distinguish themselves from competition.

CEIBS has created the CEO Programme which is designed specially for CEOs who are ready and eager to make a breakthrough in their professional and personal lives. By participating in the programme, the participants broaden their knowledge of key business issues and emerging developments, while strengthening their strategic vision, developing leadership skills and enhancing their personal development plan and organisation development plan. Companies succeed not only through individual initiative, but by organisational alliance. CEIBS' CEO Programme provides an experience to review and reflect one's personal and organisational development plan.

The programme uses a team oriented and action-oriented approach. While the focus is on strategy, participants are en-

couraged to pay attention to real-world applications and how they can leverage structure, process, culture, and incentives to implement strategic change. During the programme, participants learn several unique, integrative "live" case exercises through other participants, and then are able to apply both their personal experience and new knowledge to generating solutions in real time.

Throughout the programme, participants benefit from the following:

- Creating sustainable value at multiple levels of their enterprise;
- A Deep insight to the important social, cultural, political, and economic factors that influence the global business environment;
- Review of options and business processes for engaging stake - holders and formulating strategic objectives;
- Development and enhancement to:
  - Lead with vision, wisdom, and integrity while encouraging others to do the same
  - Develop and select strategies for competitive advantage
  - Respond to the challenges of a competitive global environment
  - Build relationships and management systems to foster coordination across functions
  - Understand, manage, and lead the change process

This programme is designed exclusively for CEOs, GMs, and Board of Directors who have over eight years of senior management experience in successful and fast growing companies with an asset no less than RMB 1 billion.

The programme is divided into the following 5 modules:

1. Self-assessment, internal and external evaluation of environment, and creation of common business language for CEOs;
2. Creating management frameworks for CEOs in China;
3. Value-based management of sustainable growth of Chinese enterprises;
4. Formulation of business strategy;
5. The development of leadership and entrepreneurial spirit of CEOs.

#### Faculty:

1. Professor Katherine Xin, Michelin Chair in Leadership and Human Resource

Management, CEIBS

2. Professor Pedro Videla, Visiting professor of CEIBS and Associate professor of Economics, IESE, Spain
3. Professor Garry Biddle, Visiting professor of CEIBS; Head, Department of Accounting, Associate Dean, School of Business & Management, Hong Kong University of Science & Technology
4. Professor Wu Jinglian, Baosteel Chair Professor of Economics, CEIBS
5. Professor Wilfried Vanhonacker, Core professor and Ex-Dean, CEIBS; Professor of Marketing, HKUST
6. Professor Jaime Ribera, Port of Barcelona Chair Professor of Logistics, CEIBS; Professor of operations management, IESE, Spain
7. Professor Kalun Tse, Core professor and Ex-Associate Dean, CEIBS; Professor of Finance, Nyenrode University
8. Dr. Xu Xiaonian, Managing Director, China International Capital Corporation Limited
9. Professor Pedro Nueno, Chairman of the Academic Council, CEIBS; Professor of the Bertran Foundation Chair of Entrepreneurial Management, IESE, Spain

Lectures are also provided during the evenings of each module:

- "Art of War" by Sun Tze (General Zhang Tianfu, Deputy Commander-in-Chief of Zhejiang Military District)
- The strategy of development of emotional intelligence and personal career of CEOs (Professor Jagdish Parikh, Global CEO Avira Project, INSEAD)
- Individual case discussion (Mr. Shi Zhenrong, Chairman of Acer Group)
- Views on happiness and the balance of work and life (Professor Xi Kaiyuan, Director of Behavioral Science Research Center of CEIBS and Professor of organisational behaviour of University of Chicago)
- Corporate Strategy (Hein Schreuder, Vice President, DSM)

The programme runs from September 19, 2003 to February 28, 2004. More than 20 CEOs from well-known enterprises in different industries in China have come together and have shared insightful discussions on the formulation and implementation of the strategy for corporate sustainable growth.

# The Second Alumni-only Programme 校友特设课程

## 自我管理 Managing Yourself

### — 成功事业的个人战略

### — Personal Strategies for Professional Success

今天，对管理人员来说，诸如“公司战略”、“创新”、“愿景”、“领导艺术”等新鲜的概念已屡见不鲜。但问题是，他们想要做的，或者应该做的，与他们实际正在做的，或者能够做的还有相当大的差距。所以，对个体而言，如果要摆脱平庸的业绩，抛弃单纯的表面行动，同时将这种追求卓越绩效的精神演绎成为自觉的行为，那么就有必要更加深入地理解他们的感知和内心思维进程。

这些仿佛被统一贴上公司标签的管理人员，尽管不断被日臻完善的公司文化所格式化，但是他们仍然是有着鲜明个性、独特心理及情感特征的个体，都是与普通人一样具有多面性的矛盾体。本次课程就是针对这样一个独特的管理人员群体，向他们介绍一些实用的个人发展战略，填补他们在技能、实践及心理等环节之间缺失的有机“链接”，从而提高他们的职业绩效，改善个人的生活品质。

这些个人发展战略的目的不仅要帮助管理人员高效地服务于组织，更要使他们自如地舒展身心。换句话说，也就是使其不仅拥有更丰富多彩、更心满意足的个人生活，同时又能使他们的职业发展和社会生活更有效地融为一体。

这些战略也是知识、技能、态度、创造性智慧和意识的组合。它们结合西方的“科学管理配方”，萃取东方的“超然处世精华”，意在提高管理人员在压力下工作、解决冲突、管理内部变革和外部变化、追寻持续的卓越绩效、组建高效团队、以及促进组织学习的能力；简而言之，就是让优秀的管理人员更优秀。要达到这些，我们所建议的战略是：记忆、身体、舒醒头脑、振奋精神、刺激神经感觉中枢、以及重组意识。

本次课程将涵盖以下内容：

1. 在全球、组织、管理和个人层面上分别有哪些挑战和矛盾
2. 管理人员要改变自身的角色和特征以应对需求的变化
3. 变革性管理
4. 如何通过“自我管理”：你的身体、头脑和情感，来管理变革
5. 如何以不同的方式思考、感觉和发挥作用—反应性到前瞻性到创造性
6. 如何通过高瞻远瞩的领导来取得持续的卓越绩效
7. 自我意识和自我认识：更深视角，以“超脱投入”进行管理
8. 将战略融入日常工作的实践练习：优化压力

课程结束后，学员将：

1. 对如下概念形成全面的认识：
  - a. “变革”的背景和内容
  - b. 以不同方式进行管理：将知识转化为绩效
  - c. 培养前瞻性态度和创造性智慧
2. 更深一步理解自我结构和各方面特征，以及如何前瞻性地管理个人的外在、心智和情感特征
3. 对通过想象、直觉思维、以及创立统一愿景，从而取得长期卓越绩效形成独特认识
4. 了解西方知识和东方智慧如何进行实际结合

“自我管理”课程由 Lemuir 集团公司的董事总经理 Jagdish Parikh 博士教授。他在哈佛商学院获得 MBA 学位，并拥有管理学博士学位。他是世界企业学会的创始人之一；亚洲管理学院（菲律宾）理事会成员；曾作为客座教授在 IMD、INSEAD 等多所国际管理学院讲学。



Managers are now being increasingly exposed to several concepts such as "creativity", "innovation", "vision", "leadership", etc. However, there continues to be a significant gap between what managers want to do - or should do - and what they are actually doing or able to do. To go beyond the level of average performance and artificial behaviour, and to achieve authentic and durable qualities - when superior performance becomes a natural and spontaneous behaviour it is necessary to understand and develop one's perceptions and inner processes at deeper levels.

The objective of this programme, concluded on Sept. 21<sup>st</sup> as the second alumni-only programme of CEIBS, is to help managers by suggesting some practical personal strategies, by providing the "missing link" - between their "know-how", "do-how", and the "feel-how". This would enable the managers to enhance their personal effectiveness as well as professional effectiveness. This programme focuses on the manager as an individual human being with his/her unique physical, mental, and emotional dimensions, having multiple and often conflicting roles at work as well as at home.

The strategies offered are expected to enable the managers to contribute effectively and progressively to his/her organisation, in any way, without adversely affecting or corroding him/her as an individual. In fact, to enable him/her to lead more effectively a richer, more dynamic, and increasingly more satisfying personal life in congruence with his/her professional and public lives.

These strategies are a mixture of knowledge, skills, attitudes, creative intelligence, and consciousness. They are a synthesis of western and eastern concepts and processes. They improve the managers' ability to cope with stresses, resolve conflicts, manage internal and external changes, achieve excellent performance, build effective teams, and contribute to organisational learning. In one word, these strategies can make good managers better and excellent. This can be achieved by pursuing strategies of Remembering the Body, Reminding the Mind, Refilling the Feelings, Renewing the NeuroSensorium, and Reconstructing Consciousness.

The programme covers the following topics:

1. What are the global, organisational, managerial and personal challenges
2. The changing role and profile of the managers to cope with the changing demands
3. Transformative management
4. How to "Manage one self" - one's Body, Mind, & Emotion-- for mastering change
5. How to think, feel, and function differently - from reactive to proactive and creative
6. How to achieve sustainable peak performance through visionary leadership
7. Self-awareness and self-identity: a deeper perspective: management by "detached involvement"
8. Optimizing stress

By the end of the programme, the participants will have:

1. Comprehensive overview of
  - 1) The context and content of "change"
  - 2) Managing differently: converting knowledge into performance
  - 3) Cultivating proactive attitudes and creative intelligence
2. A deeper understanding of the structure and dimensions of the Self and how to proactively manage one's physical, mental, and emotional dimensions
3. A unique insight about imaging, intuitive thinking, and creating an integrative and shared vision to achieve a sustainable superior performance
4. Understanding of a practical synthesis of western knowledge and eastern wisdom

The programme is delivered by Professor Parikh, Managing Director of the Lemuir Group. He got his MBA degree from Harvard Business School and PhD in Management. Dr. Parikh is a Co-Founder of the World Business Academy (USA), Member of the Board of Governors of the Asian Institute of Management (Philippines), also a visiting professor at several International Management Institutions including LBS (UK), IMD (Switzerland), INSEAD (France).

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**中欧国际工商学院**

CHINA EUROPE INTERNATIONAL BUSINESS SCHOOL  
*the learning interface*

中欧国际工商学院是根据中国政府和欧洲联盟的协议，由上海市人民政府和欧洲联盟共同出资于 1994 年创办的一所非营利性中外合作教育机构。

学院开设的 MBA、EMBA 和高层经理培训课程都由来自欧洲、北美和亚洲等地的著名教授执教。

CEIBS is a not-for-profit joint venture established in 1994 under an agreement between MOFTEC and the European Commission.

It offers a range of programmes including MBA, EMBA and Executive Education with a faculty drawn mainly from Europe, North America and Asia.

[www.ceibs.edu](http://www.ceibs.edu)