

THE LINK

Spring 2005 Issue No.17

中欧—颠覆《金融时报》排名？

Will CEIBS Revolutionize the *Financial Times* Rankings?

FINANCIAL TIMES MBA 2005
The top 100 full-time global MBA programmes

Rank in 2005	Rank in 2004	Rank in 2003	3 Year average rank	School name	Country	Audit year*	Alumni career progress						
							Salary today (US\$)	Weighted salary (US\$)	Salary increase (%)	Value for money rank	Career progress rank	Aims achieved (%)	Placement success rank
1	2	2	2	Harvard Business School	US	2003	162,107	155,107	140	75	11	88	34
1	1	1	1	University of Pennsylvania: Wharton	US	2003	148,955	143,966	152	72	48	91	20
3	3	3	3	Columbia Business School	US	2003	148,527	133,229	173	65	14	90	8
4	7	4	5	Stanford University GSB	US	2005	157,322	154,543	135	94	26	94	22
5	4	7	5	London Business School	UK	2004	126,590	129,584	147	91	33	92	63
6	4	5	5	University of Chicago GSB	US	2002	148,742	138,397	158	82	58	89	4
7	10	11	9	Dartmouth College: Tuck	US	2003	154,009	149,382	163	78	47	93	5
8	4	6	6	Insead	Fra/Sing	2003	126,620	131,151	100	9	9	89	69
9	8	8	8	New York University: Stern	US	2003	126,090	122,576	156	93	71	90	13
9	13	12	11	Yale School of Management	US	2003	130,801	131,159	174	67	57	93	14
11	11	9	10	Northwestern University: Kellogg	US	2002	133,176	133,797	136	100	39	92	6
12	13	18	14	INSEAD Business School	Spain	2003	96,977	97,267	156	47	12	91	44
13	12	13	13	IMD	Switzerland	2003	138,281	143,382	86	2	29	92	59
13	9	10	11	MIT: Sloan	US	2003	128,331	132,488	124	88	67	88	24
13	22	15	17	UC Berkeley: Haas	US	2005	124,001	125,131	121	69	15	91	30
16	30	25	24	University of Michigan: Ross	US	2002	119,398	123,641	137	87	64	93	7
17	17	23	19	University of N Carolina: Kenan-Flagler	US	2004	115,792	121,068	154	52	79	94	12
18	20	15	18	Duke University: Fuqua	US	2004	120,323	122,523	139	96	59	92	2
19	15	26	20	Instituto de Empresa	Spain	2003	102,404	103,248	148	3	1	85	25
20	19	14	18	University of Virginia: Darden	US	2004	129,490	130,121	156	63	21	93	3
21	21	21	21	University of Toronto: Rotman	Canada	2002	98,261	99,796	145	8	50	93	55
22	53	90	55	Ceibs	China	-	97,999	98,912	191	77	42	88	18
22	22	26	23	York University: Schulich	Canada	2002	88,840	89,014	150	6	7	88	78
24	16	19	20	Cornell University: Johnson	US	2003	118,428	124,154	131	98	46	91	9
				University of Cambridge: Judge	UK	2004	116,610	116,610	119	1	3	90	74
				Boston University School of Mgt	US	2005	122,908	124,859	122	80	76	87	21
				Hong Kong UST Business School	China	2004	111,042	116,623	137	74	74	93	10
				Manchester Business School	UK	2002	107,720	105,575	157	83	60	92	26
				McGill University	Canada	2004	102,433	103,564	123	32	37	88	54
				University of Notre Dame: Mendoza	US	2004	99,790	102,620	147	54	78	91	71
				SDA Bocconi	Italy	2005	104,513	108,646	157	60	16	90	49
				University of Cambridge: Judge	UK	2003	107,547	110,668	134	85	87	91	1
				Boston University School of Mgt	US	2004	110,284	115,800	152	92	61	91	61
				Hong Kong UST Business School	China	2002	100,638	101,974	133	42	68	88	6
				Manchester Business School	UK	2003	88,970	88,970	154	53	23	91	91
				University of Notre Dame: Mendoza	US	2005	94,321	94,321	155	36	44	92	92
				SDA Bocconi	Italy	2003	98,212	99,643	123	28	5	91	91
				University of Cambridge: Judge	UK	2005	106,593	106,593	140	89	69	91	89
				Boston University School of Mgt	US	2004	83,146	84,693	128	15	4	89	89
				Hong Kong UST Business School	China	2003	86,186	90,441	121	23	25	89	89
				Manchester Business School	UK	2004	101,787	101,787	158	57	30	92	92
				McGill University	Canada	2005	102,309	102,309	147	53	86	92	92
				University of Notre Dame: Mendoza	US	2004	102,309	102,309	147	53	86	92	92
				SDA Bocconi	Italy	2005	65,915	65,915	130	45	55	97	97
				University of Cambridge: Judge	UK	2003	100,787	100,787	134	61	77	88	88
				Boston University School of Mgt	US	2004	107,771	116,314	140	70	72	88	88
				Hong Kong UST Business School	China	2005	84,603	86,336	172	21	17	88	88
				Manchester Business School	UK	2005	87,780	87,780	172	21	17	88	88

中欧：离世界顶级商学院很近

CEIBS' Fingertip Distance from the World's Top Business Schools

中欧MBA：中国职场明星

CEIBS MBAs: Shining Stars in the Job Market

中欧國際工商學院
CHINA EUROPE INTERNATIONAL BUSINESS SCHOOL

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管理也是第一生产力

——中欧国际工商学院副院长张维炯

顾冰 《东方企业家》记者

在市场经济条件下,管理显得愈发重要。过去在计划经济条件下,很长一段时间内大学是不设管理系的。直到上世纪70年代后期,转到以经济建设为中心后,对管理的需求才体现出来。1979年后,很多学校恢复设置了管理系,而到了1984年,以上海交通大学为代表,又纷纷将管理系升级为管理学院。回想当初,成立管理学院时,国内大学管理教育人才非常缺乏,人们对管理的内涵也不是很清楚,认为很“空”。发展到现在管理学科的博大精深,确实走了很长一段路。

过去,当企业处于低层面运转时,管理对企业的重要性往往显示不出来。但当企业做到一定层面、想要继续往上走的时候,管理的重要性就开始体现出来。因为面临市场竞争,只有妥善管理,才能有效配置各种资源,运用企业经营战略,从而低成本、高效率地参与市场竞争,比别人做得更好。如果说,过去企业成功可以靠机遇,那么现在,决定企业成功与否的因素中,95%是管理。成功当然也需要机遇,但现在不得不承认,机遇越来越少了,即使有机遇,如果管理不好,也不会成功。企业家要明白,只有管理好的企业才是好的企业。

过去我们说科学技术是第一生产力,其实管理的作用一点也不亚于科学技术。科学技术的新突破,能带来一系列产业、效率的变革。但若想有组织的变革,必须得到管理的帮助。管理是一个平台,只有把平台做大做强,新的技术突破才能不断出现,向社会扩散的速度才会越来越快。

何谓“管理大师”?在我看来,从事管理基础研究的学者,更称得上“管理大师”的称号。像迈克尔·波特、菲利普·科特勒、C. K.普拉哈拉德这三位大师的思



想,每每在中国的企业管理界引起学习新思想的热潮。波特提出的“竞争”概念,普拉哈拉德提出的“核心竞争力”概念,科特勒提出的“市场营销”概念,这些都是完全改变传统企业家思路的理念。即使到现在,企业管理人员如果具备了这三个理念,也就具备了管理的基础,这三种理念也为后续管理学说的发展打下了基础。

中欧国际工商学院10年来的发展,就深深体现了这三种理念。过去在教育领域是不存在竞争的,做得好与不好并没有多大的区别。但中欧成立后,就把发展目标定在中国第一、亚洲第一的商学院,实际上就提出了竞争的概念;而要做得好,

就面临怎么来做的问题,菲利普·科特勒的营销理论给了我们很好的回答。为面对市场,中欧成立了完全市场化运作的机构,又很早明确了自己的核心竞争力,因此才有了中欧这10年成功的发展。

我记得,最近哈佛有个教授经过大量调研,得出结论说,一个好的商业计划书,可以占到企业10%的股份,而一个好的技术专利,却只能占5%的股份。这是通过大量的企业调研所得出的结论。好的商业计划书,体现了好的管理理念,证明好的管理比技术还要重要。当然,这并不是说技术不重要,只是证明管理是一个平台,没有管理,拥有再好的技术也没用。■



Zhang Weijiong, Vice President of CEIBS: Management is also a Primary Productive Force

By Gu Bing, reporter from *Global Views*

There was a time not so long ago, during the planned economy, that the concept of management was non-existent. So much so that local colleges and universities did not even have a department of management. However, in today's market economy, management is everything. Starting in the late 1970s with the country's reform to reconstruct its economy, the need for talented management was recognized. The reestablishment of management in school curricula has come a long way since the re-introduction of the department of management in local education institutions in 1979. It was generally held, before, that management was very "empty" and therefore given little significance. In retrospect, it has taken a very long time for the concept of management to be understood for its true extensiveness and intensiveness.

As companies operate at a higher level, the need for management becomes more prominent if future development is sought after. Only sound management can allow a company to lower costs, increase efficiency, allocate resources more effectively, and apply its corporate strategies. Perhaps we can say that opportunities were the main reason for the success of companies in the past, but now

management makes up 95 percent of the role in determining a company's success. Of course opportunity is a necessity, but we have to admit, its role is becoming less and less important, and visa versa. Without good management, pure opportunity alone cannot make a company successful. It is important for entrepreneurs to understand that it is good management that makes a company good.

Science and technology were once considered the primary productive driving forces of development. The role of management is in no way less important than this. Although science and technology can bring a series of changes to the industry, it cannot be done without management. A stronger and larger platform of management will generate continuous breakthroughs in science and technology; therefore, in turn quickening the spread of development in society.

What is a "management guru"? In my opinion, they are individuals engaged in scholarly management research. There are three in particular that have quenched my interest in learning managerial ideas that can be applied to Chinese businesses. They are: Michael E. Porter, Philip Kotler, and C.K. Prahalad. Porter's "competition", Kotler's "marketing", and Prahalad's "core competence" have revolutionized the

traditional mindset shared by entrepreneurs. These three concepts give management the basic management capability knowledge and lay down the ground work for future managerial concepts and themes.

CEIBS' development over the past ten years has demonstrated these three concepts. The school has established itself as the number one graduate business school in China and Asia compared to its competitions. As well it has been able to do this by building a market-oriented organizational structure while establishing its core competencies from the outset of its creation. It is for these reasons that CEIBS has developed so quickly over the last decade.

In my recent meeting with a Harvard professor, he explained that based on his research on companies, 10 percent of a company's stake lies in having a sound business plan, while patents make up only 5 percent. This supports the argument that management is more important than technology since managerial ideas are the essence of a good business plan. This does not mean, however, that technology is not important, but it does mean that management is a necessity no matter how good the technology is for the success of a company. ■

金志国引领青啤： 那一场水下地震

周一 《中国企业家》记者

三年疾风骤雨的内部整合之后，金志国要带领沉默的青啤重回扩张之路。

“现在我(青啤)痛苦并快乐着！”中欧国际工商学院EMBA校友、青岛啤酒总裁金志国用他浓重的山东口音神态淡定地说，此时青啤历时三年的整合期即将宣告结束，新一轮烙下金志国色彩的大扩张即将开启。此时，金志国担纲青啤帅印约三年。

三年来，这个刚上任时令外界感到陌生的青啤“新帅”选择了沉默。而一向被视为行业风标的青岛啤酒也一下子在公众视野中“隐身”了，其大开大阖的并购风格骤然收敛。事实上三年以来金志国全神贯注地集中于内部整合。一贯理性的金志国称之为“一场疾风骤雨式的整合”，“一场发生在水面下的地震”。一位青啤员工解释说，这是站在青啤外部的人根本无法体会的。

“地震”过后，青岛啤酒每年的产能提高了40万吨，这与彭作义时代通过大规模并购获得的增长量几乎接近。

青啤的动作似乎总与业界风向相反。上世纪90年代中期，青岛啤酒率先以收购方式大步整合啤酒业。在三年前中国加入WTO时，彭作义这一举动的含义才被跟进者华润、燕京及众多外资啤酒企业领悟过来；当众多的跟进者大举扩张时，金志国领导青啤果断掉向，进入全面整合消化期；现在当对手开始控制收购速度、准备进入消化整合时，沉寂了三年的青岛啤酒

再一次改变风向：谨慎开始新一轮大扩张。

过去三年是中国啤酒行业并购最频繁的三年，以华润为首的中资企业和以AB为首的外资军团在这三年里已经将“收购争夺战”演绎至巅峰了，埋首内部整合的青啤已经错过了诸多收购机会，“珠江啤酒”、“开开啤酒”、“钱江啤酒”等优质企业已被对手们收入囊中，就连收购最为凶猛的华润啤酒前董事长宁高宁也慨叹，“可收购目标已经十分有限了”。

此时有意“开始新一轮大扩张”的金志国，还能采用什么方式呢？

水面下的地震

2004年12月26日，在青啤集团的一次内部会议上，金志国大踏步走向写字板，迅疾地写道：“用我们的激情，酿出消费者喜好的啤酒，为生活创造快乐。”以此为核心，金志国对青啤近三年来的整合、理念的转变及企业的转型，向部分青啤中层干部做了约两个半小时的演讲，一刹那间使人以为走进了MBA讲堂。

这是典型的“金氏风格”，与彭作义时代浪漫主义手法截然不同，金志国的关键词是“理性”、“数据”、“量化”。对于青啤来说，新领袖展开的整合法则令他们感觉陌生。

对青啤处境的焦虑感牢牢抓住了金志



国，“(青啤)就像是长江中纵横自如的一条巨轮，现在已经开到了入海口。而我们在长江建立的优势，在大海里会被颠覆！”三年来在青啤内部发生的一系列变革，都源于金志国对这一关口的判断。

金志国上任伊始，便紧急收缩彭作义时代的并购战线，将青啤发展战略拐了个弯，指向内部“整合”。作为整合的深化，金志国试图以“品牌”强势拉动市场，代替过去其制造优势对市场的影响，试图由“控制生产”转向“控制价值链”。简而言之金志国将其目标分割为两段：第一段业务整合，第二段品牌整合。

在全国拥有50多间工厂，产能居首的青啤，具备典型的生产型企业特征。而金志国正是致力于将完全被制造企业文化覆盖的青啤，打造成完全市场型企业。他举例说，首先“消费者喜好”的判断由过去的“我们”转变为真正的消费者。青啤



开始借用各种手段来记录消费者的喜好，平衡记分卡即是其一。

金志国甚至尝试以关键指标来测量“青啤的快乐指数”。他解释说快乐指数由公司内、外两部分构成，内部可以分解为“股东回报、管理层及员工满意度”等，外部则可以分解为“政府及社会满意度”等。包括青啤国际化这样的目标，金志国也在内部将其分解成各级子动作，量化每一步骤的进展。

而品牌整合的最终目的，是让一度陷入多品牌、无序竞争的青啤，聚焦到前四大品牌，降低内耗。一度过于分散的多品牌收入结构在2004年被完全改写，2004年前三季度，青啤前四大品牌收入已经占据了总销售额的60%。与此相应，过去三年来青啤品牌营销方面的费用为2000万（人民币）、4000万、8000万，今年将上升至1.7亿。与过去相反，“这些不再被分散到各品牌头上了，而是重点投放于前四大品牌。”

在青啤内部曾经做过这样一个爬山的游戏：除金志国外所有人被蒙上眼睛，手拉手向上爬，金志国负责把所有人带到山顶。谈及这个细节，沉着硬朗的金志国禁不住眼眶湿润。和游戏类似，当“地震”波及全员时，金志国也努力想“把每个人带到山顶”。基于一系列的转型目标，青啤各种针对性培训特别多，他甚至希望每个员工来“点菜单”，以完成“知识重构”。这位毕业于中欧国际工商学院、如今正在攻读博士的总裁，抽出了大量时间做老师。

金志国手里捏着一张草草写了几行字的提纲，却在2个半小时里滔滔不绝，而且条理清晰、思路缜密，言语之间颇具文采。这很难让人相信数年前他还是青啤生产线上一名刷瓶子的员工。“激情是我的原料。”他在会议室里踱来踱去，语音铿锵。

拒绝冒进

如果说在彭作义时代，青啤依赖“模糊感觉”获取规模膨胀，现在金志国试图通过各种手段来更精准地丈量这种“感觉”。三年来，在战略、营销、财务、管理、信息化、流程等方面，金志国固执地推进着这种重构式变革。与过去截然不同是，青啤开始大面积引入外部智囊，来引导、主持内部变革。三年中青啤重新制定了148项新制度，有70项流程经过了重新设计，新建了24个标准流程。

在这些看起来“务虚”的变化推动下，青啤正发生令业界惊异的变化。

首先是口味的一致性：50间工厂完全相同的口味。借助于美国AB集团的技术和管理经验，青啤已经学会如何将不同区域的原料和水，酿造成口味一致的啤酒。

与“水下地震”同时到来的是青啤每年在产能上的增长。从2001年到2004年青啤从原有生产体系上获得的产能增长每年约40万吨，而赢利则由2001年的1亿增至2004年前三季度的2.87亿。

这场水下地震获得了投资人的认可。三年来，青啤A股价格从5-6元涨至10-11元，香港H股由3元上涨至7-8元。2001年到2002年，青啤的流通股由散户迅速转移到了机构投资者手中，对此金志国流露出稍许得意。

45岁的金志国，正试图将青啤引入一个理性而稳健的时代，他说他的目的是“在青啤内部建立一个平台，所有一切在平台上有序运转”、“我在不在都没有关系，这个时钟自动运转，我只不过上上弦。”同时，金志国避免任何风险性过强的收购。当比利时的英特布鲁啤酒通过收购美洲饮料，一跃成为全球最大啤酒商，由此带来业界专业还是多元的争论时，金志

国态度坚定，“很长一段时间我们走专业化道路。”

对于青啤全面国际化所需时间，这个拒绝冒进的企业家回答说：“10年。”他解释说，青啤的国际化分为两步：第一步是在已经完全国际化的国内市场获胜，第二步则是外向型拓展。第一步是整个发力的重心，国际化的最终目的是“地产地销”，但对目前已经建立的贸易方式亦不会放松。

2004年12月底金志国前往台湾，考察青啤在当地工厂的建设及市场状况。前期的贸易方式已经使青啤在台湾打败所有外资品牌，成为当地“台湾啤酒”最有力的竞争对手。在金志国的计划中，正在试验中的“台湾模式”，未来会成为青啤海外扩张的模版。青啤也会尝试在海外寻找为其定牌生产的企业，但金对此态度谨慎，“不能简单学，毕竟我们对外部的市场认识有限。”

在很多人看来金志国没有彭作义身上纵横捭阖的霸气，金志国曾笑言，在青啤危急关头越过头上的数级领导担任总裁，使他不得不收敛了个性。有意思的是，这两个青啤一把手，先后都采取了完全与市场风向相逆的经营策略。当多数企业对产业整合完全陌生时，彭作义以卓越的远见提前完成了青啤的历史性扩张。而这两年华润和燕京继青啤后大手笔扩张时期，金志国却态度坚决地放下并购，着手全盘整合。这也使他充满了争议性，毕竟“收购目标已十分有限了”，这是准备扩张的青啤首先面对的现实局面。与彭作义时代对小而弱的企业兼并不同，金志国称“不放弃收购，但只有十万吨以上、副省级以上的大厂才会进入我的视野。”有几家在彭作义时代收购、现仍持续亏损的工厂已经进入退出程序。

当收购标准放宽，目标越来越少时，扩张的重头戏放在了“自建工厂提升产能”上。金志国说，“现在自建厂的门槛越来越低，相对并购存在的诸多隐性成本来讲，选择自建厂将成为潮流。”金志国不讳言，早在2001年青啤就预见并实践了这一趋势，过去三年青啤的产能提升也得益于此。究竟这是青啤的先见之明还是眼下的无奈之举，有待时间证明。

现在青啤还需重新审视另一个挑战者——华润啤酒。由于华润在啤酒产业上下游已有相当强势的产业整合，未来必然给任何只具有单一优势的企业带来极大的考验。

危险的“AB”游戏

金志国不讳言自己是个优点和缺点都相当突出、拥有破坏力的人。上任一年后，青啤九年来抉择不下的合资难题，最终被金志国力排众议破解了：青啤将全球第一大啤酒企业AB集团纳为其战略性股东。

即使现在，公司内外对这桩合资举措都充满了争议。金志国半真半假笑说，“至少在中国少了一个竞争对手。”目前青啤正努力从AB身上获得更多的经验和技巧，未来将利用其资源拓展国际市场。

根据《战略性投资协议》，AB股权由原先的4.5%将逐步升至27%，成为青啤的第二大股东，这与青啤第一大股东青岛市国有资产管理办公室所持30.56%相差不多。郎咸平认为“AB公司只要在市面购买约4%的流通股便成为青啤的第一大股东！”从此次AB收购“哈啤”的强势手腕来看，这确实令情况变得岌岌可危。娃哈哈集团董事长宗庆后以合资方式引进法国达能集团时承认，他必须严格监控达能在增持方面的任何动向，以免遭遇“突然袭击”。

但金志国始终对股权博弈充满自信。他说：“AB承诺永远不以任何直接、间接方式增持青啤股票，永远不做青啤第一大股东。”这是否把AB理解得太简单？金志国闻言哈哈大笑，“AB是一匹凶狠的狼，当心不要被它咬到，遇到其他对手时，这匹狼还可以随时放出去咬人。”他强调自己了解AB一贯的霸权和其真实目的，但合资是为了青啤的长远利益，目前还远没有到详细披露细节的时候。

2004年，在青啤支持下，AB成功收购了中国第四大啤酒企业“哈啤”。由于此前青啤已与AB签署在中国市场的“排他性”协议，故为了获得青啤对此次收购的支持，AB亦保证了青啤在收购哈啤后的获利性。青啤集团董事长李桂荣则意味深长地表示，“未来哈啤一定会回到青啤大家庭中。”外界对青啤的获利方式做了各种猜测，比如青啤和哈啤进行换股，比如青啤通过哈啤在东北的资源开拓东北市场等。

这其中交织、错杂的脉络究竟该如何梳理？金志国仍对此秘而不宣。他不讳言，“现在外界还看不懂，我们一点也不希望外界来了解、研究。”在反复追问下，他策略性地透露说：“AB承诺青啤是其中国市场惟一战略合作伙伴。”他补充说：“好像海峡两岸的关系，AB永远坚持‘一个青啤’的原则。”■



Tsingtao Brewery Co., Ltd Led by Jin Zhiguo: Experiencing a Submarine Earthquake

By Zhou Yi, reporter from *China Entrepreneur*

After Jin Zhiguo's drastic three-year internal integration, Tsingtao Brewery Co., Ltd. is back on the path of expansion.

In his thick Shandong accent, Jin Zhiguo, President of Tsingtao Brewery Co., Ltd. explained, "I am both pained and happy!" This was to express his feelings towards the completion of his three-year integration period at the brewery, which would mean the launch of the company's expansionary efforts.

Over his past three years of rein, the new chief of Tsingtao, somewhat unknown to the outside when he was appointed, chose to be low-key. Tsingtao Brewery, which had been regarded as a pioneer in the development of the industry, suddenly "disappeared" from the public eye, and its large mergers and acquisitions came to a halt. During this time, Jin was concentrating on internal integration, which he described as "dramatic" and "a submarine earthquake." An insider from Tsingtao explained that there was no way that an outsider would be able to understand this concept.

After the "earthquake," Tsingtao saw an increase of 40,000 tonnes in its production. This was almost equivalent to the increase experienced when the brewery had undergone a large-scale mergers and acquisitions under the leadership of Peng Zuoyi.

Tsingtao seems to have the tradition

of going against the grain in its industry. In the mid-1990s, it initiated a dramatic integration of the industry through mergers and acquisitions. It was not until three years ago when China entered into the WTO that China Resources, Yanjing and other foreign breweries came to understand why Peng Zuoyi took such measures. However, while other industry players endeavored to seek great expansion by following Tsingtao's lead, under Jin's leadership, Tsingtao was entering into the overall integration period. Now with its rivals' current slow down of mergers and acquisitions, Tsingtao is entering into its next phase of expansion.

Over the past three years, China's beer industry has witnessed the most frequent mergers and acquisitions in its history. Both domestic and foreign breweries represented respectively by China Resources and Anheuser-Busch (AB) have driven "the war of merger and acquisition" to the acme. Tsingtao has lost many opportunities because of its concentration on internal integration, as evidenced by the fact that Zhujiang Brewery, KK Brewery, Qianjiang Brewery and other high-quality domestic brewers have been merged or acquired by its competitors. In this case, even Ning Gaoning, former Chairman of China Resources (Brewery), which has engaged in the most mergers and acqui-

sitions explained, "there are very few companies for mergers and acquisitions now."

Then, what is Jin's "new round of great expansion launch?"

Earthquake under Water

At an internal meeting of Tsingtao Group on December 26, 2004, Jin Zhiguo walked to the board in big strides and quickly wrote down,

"Brew the beer desired by consumers and bring happiness to life with our passion."

With this as the central focus, Jin gave a two-and-a-half-hour presentation to his mid-level managers on the company's integration, change of mindset and transformation of the company over the past three years. For a moment, one might think that it was an MBA class.

Different from Peng Zuoyi's romanticism, Jin attaches great importance to "sense", "data", and "quantification". To Tsingtao insiders, they feel strange about the internal integration led by their new leader.

Jin has been obsessed with the company's concern, "(Tsingtao) is like a large ship that enjoys great freedom on the Yangtze River. Now the ship comes to the estuary. It is possible that we may lose our advantages in the Yangtze River once we

sail in the sea.” In fact, all changes in Tsingtao in the past three years originated in this judgment made by Jin.

As soon as Jin took his position, he immediately slowed down the extent of mergers and acquisitions built by Peng and led Tsingtao towards an internal integration development strategy. To deepen the integration, Jin focused on building a strong brand name and controlling the value chain rather than exploiting the advantages the company enjoyed in its brewing capabilities and production. Simply put, Jin divided his objectives into two phases – phase I which was focused on business integration and phase II which was focused on brand integration.

With more than 50 factories nationwide and the number one production capacity in China, Tsingtao Brewery Co. Ltd. is considered to be a typical manufacturing enterprise. Jin has dedicated himself to making Tsingtao one that has been immersed by a manufacturing corporate culture to a market-oriented one. His philosophy to successfully generating such change is to allow the consumers rather than “us” decide the changes by knowing the “likes and dislikes of consumers.” As well, Tsingtao has used all kinds of ways to record the likes and dislikes of consumers, one of which is the balanced score card method.

Jin has even tried to measure the “happiness index of Tsingtao” with key criteria. According to him, the happiness index has something to do with both the interior and exterior of the company. Indexes related to the interior of the company can be further divided into “shareholder return, satisfaction of management and employees, etc.,” while those related to the exterior include “satisfaction of the government and the society, etc.” Jin Zhiguo’s quantifica-

tion method has even been extended to Tsingtao’s objective of internationalization, which is divided into objectives at all levels to quantify development at each step.

The ultimate goal of brand integration is to help Tsingtao compete in a multi-branded and unordered environment and focus on its former four major brands to lower internal costs. These efforts resulted in a changed and dispersed multi-brand revenue structure for Tsingtao in 2004. In the first three quarters of 2004, revenue of Tsingtao from the four major brands has accounted for 60% of the total sales revenue. The expected sales revenue is expected to climb to RMB 170 million in 2005. Over the previous three years, sales revenue increased from RMB 20 million, RMB 40 million to RMB 80 million. Different from measures taken before, “these expenses will no longer be distributed among all brands, but focus on the four major brands,” according to Jin.

As a company team building exercise once, Tsingtao employees engaged in an activity where Jin led them with their eyes blind-folded, hand-in-hand, to a mountain summit. The mere mention of the experience brings tears to Jin’s eyes even though he is an individual who is calm and strong. Similarly, when the “earthquake” affects everyone, Jin tries to “bring everyone to the mountain crest.” Tsingtao has designed all kinds of training on the basis of having a transformational objective. He hopes that his employees will put forward their specific training demands to accomplish “knowledge restructuring.” As an MBA graduate from CEIBS and a now a doctoral student, he has spent much time mentoring his employees. One can hardly believe after his two-and-half hour lecture that is clear, logical and literary that once upon a time he once used to wash the bottles at



the production line years ago. “Passion is my raw material,” he explained.

Say “No” to Rash Advances

If we say Tsingtao achieved scaled expansion due to Peng’s “vague perception” leadership, then it is in the effort to measure more accurately the “perception” by various means under Jin Zhiguo’s leadership. Over his three years of leadership, Jin has persistently advanced the restructuring reform in strategy, marketing, finance, management, information, process and other functions. Poles apart from former practices, Tsingtao has introduced many talents from outside to guide and take charge of internal changes. As a result, it has formulated 148 new systems, redesigned 70 processes and established 24 standard processes. With these intangible measures Tsingtao is changing amazingly, much to the industry’s dismay.

The beer brewed in all of its 50 factories across the country taste the same. With the help of AB’s technology and managerial experience, Tsingtao has learned how to make beer taste the same with raw materials and water from different regions.

Accompanying the “submarine earth-

quake” is Tsingtao’s increase in production capacity. From 2001 to 2004, it has managed to expand its production volume by 400,000 tonnes annually with its original production system, while its profits have increased to RMB287 million in the first three quarters of 2004, up from RMB100 million in 2001.

The submarine earthquake has won wide recognition from investors as well. Over the past three years Tsingtao’s A share price has risen to RMB10-11, from RMB5-6, and in Hong Kong its H share price have increased to RMB7-8 from RMB3. In 2001 and 2002, its negotiable shares were quickly concentrated in the hands of institutional investors. Jin seemed to be somewhat proud about these facts.

At 45-years-old, Jin is making efforts to lead Tsingtao into the era of rational and steady development. In his words, he aimed to “establish an internal platform on which everything can operate in good order...It doesn’t matter whether Tsingtao is headed by me since it can operate automatically, and I only play the role of winding the string,” explained Jin. Meanwhile, he would take into consideration any that were too risky mergers and acquisitions. At one point, Interbrew from Belgium became the world’s largest beer maker as a result of its acquisition of Ambev, this raised a heated dispute whether the beer industry should pursue specialization or diversification. Jin took the firm stance, “we will follow the way of specialization for a long time.”

When asked how long it would take Tsingtao to realize the goal of internationalization, the entrepreneur, who’s anything

but rash, answered, “10 years.” He further explained that Tsingtao’s internationalization will be achieved in two phases – first it should succeed in the completely internationalized domestic market, and then it should expand outside. To him, the first phase lays down the basis of Tsingtao’s overall strength, and the ultimate goal of internationalization is to realize “local consumption for local production,” but he will not relax his hands on the established way of trading.

In late December 2004, Jin examined the construction of Tsingtao’s facilities and market status in Taiwan. Previously, Tsingtao’s way of trading has helped it beat all foreign brands in Taiwan and hence become the most competitive counterpart of Taiwan beer makers. In Jin’s plan, he would put the “Taiwan model” to the test and use this as the model for Tsingtao’s overseas expansion if successful. In addition, Tsingtao would seek manufacturers to produce their beer with the Tsingtao brand. However, Jin seems to be prudent, “we should not learn blindly since we only have a limited knowledge of the external market.”

As to the generally held opinion that there is not a trace of Peng Zuoyi’s decisive and tough style in Jin Zhiguo, Jin once commented jokingly, he had to make his personality less striking since he surpassed many leaders with higher ranks to be the first hand when Tsingtao was in crisis. Interestingly enough was that the two first-hands of Tsingtao had implemented the operation strategies contrary to the industry trends. When industry integration was still new to most companies, Peng Zuoyi realized Tsingtao’s historical expansion



ahead of its peers with his keen insight, while when China Resources and Yanjing entered the phase of great expansion, Jin Zhiguo unhesitatingly stopped mergers and acquisitions and concentrated on overall integration, making himself rather controversial. The reason for this is because “there are very few companies for mergers and acquisitions.” Different from Peng’s strategy to merge and acquire small and weak companies, Jin Zhiguo asserted that “I will not say no to mergers and acquisitions, but I will only consider those at the sub-provincial level or above with a production volume of 100,000 tonnes.” Several companies that were merged and acquired by Tsingtao under Peng’s leadership are still suffering from losses and are currently being let-go.

With increasing standards for mergers and acquisitions, and fewer companies to take this route, the focus of expansion for companies is “building its own facilities to increase production capacity...with the lowering threshold of self-built facilities, building one’s own facilities will become the trend, considering the implicit costs in comparison to mergers and acquisitions,” explains Jin. He admits that Tsingtao has forecasted this trend since 2001 and has taken the corresponding measures which are the reasons for Tsingtao’s increase in production volume over the past three years. Whether Tsingtao does this out of its foreknowledge or Hobson’s choice, we can only leave it to time.

At present, Tsingtao needs to re-examine another challenger – China Resources. Considering that China Resources has integrated quite a number of beer makers in the upper and lower end of the beer industry, it will not necessarily

pose a threat to any companies that only enjoy single competitiveness.

Dangerous Game with AB

Jin describes himself as a destructive person with striking strengths and weaknesses. Only after one year in office, he solved Tsingtao’s nine-year joint venture problem, prevailing over all dissenting views: Tsingtao chose the world’s largest brewer AB as its strategic shareholder.

Even now, opinions are still divided over the joint-funded project. Jin jokingly remarked, “at least we have one less rival in China.” Tsingtao is currently making every effort to learn more experiences and technologies from AB and will capitalize on its resources to expand to international markets later.

In line with their “Strategic Investment Agreement”, AB will gradually increase its stake in Tsingtao from 4.5% to 27%, making itself the number two shareholder of Tsingtao after Qingdao State-owned Assets Administration Office with 30.56% holdings. From the perspective of Lang Xianping, with four more percent of negotiable shares purchased in the market, AB will become Tsingtao’s largest shareholder. His concerns are valid considering how tough AB was in acquiring Harbin Brewery. Zong Qinghou, Chairman of Hangzhou Wahaha Group, admitted that after Danone was introduced into the group as a result of a joint-venture, he had to pay close attention to any move made by Danone in increasing its stake in Wahaha to avoid “a sudden attack.”

However, Jin Zhiguo is confident in the equity games. He said, “AB has promised that it will not increase its stake in Tsingtao

in any direct or indirect way, and will never become Tsingtao’s biggest shareholder.” As to whether he has thought too naively about AB, Jin Zhiguo laughed loudly, “AB is a fierce wolf and can attack your rivals, provided that you take care not to be bitten by it yourself.” Again, he emphasized that he knows AB’s toughness and actual intentions, but the joint-venture project is in the long-term interests of Tsingtao. He also said it was still not the time to disclose relevant details.

With support from Tsingtao, AB managed to acquire Harbin Brewery in 2004, the fourth largest beer maker in China. With a view to its “exclusive” agreement with Tsingtao in the Chinese market, AB promised that Tsingtao could also make a profit after its acquisition of Harbin Brewery to win Tsingtao’s support. Li Guirong, Chairman of Tsingtao Group, made a very meaningful remark that “Harbin Brewery will return to Tsingtao in the future.” As to how Tsingtao makes a profit out of the acquisition, outsiders have made all kinds of guesses, such as swapping shares between Tsingtao and Harbin Brewery, Tsingtao tapping the northeastern market by taking advantages of Harbin Brewery’s resources in the northwest, and so on.

What’s the truth behind the intricate situation? Jin refused to make any comments, but he made no bones in saying, “now the outsiders cannot understand and we don’t hope that they try to understand and research on us.” As a response to repeated questioning, he said tactically and technically, “AB has promised that Tsingtao is its sole strategic partner in China.” He added that “as with the relationship between mainland China and Taiwan, AB will stick to the principle of ‘one Tsingtao’.” ■

中欧

离世界顶级商学院很近

周凯《中国青年报》记者

近日，英国《金融时报》公布了其2005年度全球MBA排行榜，“排名结果分析”中特别指出，“本年度排名的一条大新闻是中国商学院排名的上升”，而这里的“中国商学院”指的是上海中欧国际工商学院、香港科技大学商学院和香港中文大学商学院。中欧国际工商学院从去年的全球第53位跃居到第22位，蝉联亚太第一。

《金融时报》顶级商学院MBA课程的排行榜调查中所获取的数据和采用的标准主要包括：校友的职业发展和购买力、商学院及其课程的多元化以及科研能力。而其中权重最大的就是校友的职业发展和购买力，实际上，“排名结果分析”就已经指出“中欧的排名之所以有超大幅度的提升，很大程度上要归功于其高达191%的校友薪资增幅”，在这个指标上，中欧名列全球第二，而中欧的“毕业三月内就业率”更是以99%名列全球第一。

无论是“校友薪资增幅”，还是“毕业三月内就业率”，都是显性指标，中欧在全球MBA排行榜名次上的连续两年突飞猛进，其实反映的是其MBA课程在两方面

的进步，即严格对申请人的评估筛选和加强对学生的就业服务。

“严进严出”只招最优秀的学生

就在中国成立的头几年，由于缺乏影响力、收费又高，招生遇到了不小的困难，学院领导甚至都要亲自到企业去“拉人”。而从2005年起，中欧MBA的招生规模却将从每年120人扩大到180人。在此之前，中欧MBA的招生规模已经连续8年控制在每年120人。敢于“逆流而上”，把招生规模扩大50%，源于中欧对自己“产品质量”的自信，而这种自信又来自于招收一流学员的过程。

刚刚上任不久的中欧国际工商学院院长张国华在分析中欧MBA排名“飙升”的原因时，非常自信地认为，最主要的因素就是“我们有中国最优秀的学生”，“在招生的时候严格把握质量，然后通过最好的服务系统让他们得到社会最好的工作”。

为保证生源质量，中欧邀请各类企业总裁或人力资源总监参加面试，笔试名列

榜首者在面试中被淘汰的事例屡见不鲜。中欧MBA99级招生时，笔试实行“双轨制”，考生可以选择参加GMAT考试或者参加中欧自己组织的入学笔试。参加GMAT考试的考生中，有3名以730分并列榜首，但是3人中最终只有1人面试过关而被录取；参加中欧自己组织的入学笔试并获得最高分的3名考生中，也只有1人面试过关而被录取。

中欧还对所有报考者的成绩单和学位证书进行核查，多年来一直坚持将提供不真实报考资料的考生拒之门外。在MBA99级招生时，MBA招生主任和经理们查出有10多份申请材料上的公章是伪造的，于是把通过面试后录取的120余名考生的成绩单全部发回他们的母校进行核实，所有的院校也都是第一次遇上核查毕业生成绩单的事。核查的结果是，在已录取的考生中有9人的成绩单与其母校档案中的记录有明显出入。最后，院长们一致决定取消这9名考生的入学资格，尽管这意味着中欧将损失学费收入50余万元。

在招收学员过程中，中欧贯彻一整套

全面和严格的标准。以全日制 MBA 课程为例,中欧重视全面考察每一名候选者,既要求具有适应高强度全英语环境学习的能力,又要求具有适应全球化经营的领导潜质,还要求学员具有独特的经验可以与同学分享。

中欧不仅“严进”,而且“严出”。全国 MBA 教学大纲对 MBA 课程的最低要求是 12 门必修课(含政治和英语)和 4 门选修课,而中欧对 MBA 学员的要求是 16 门必修课(不含政治和英语)和至少 11 门选修课。

就业服务到位 毕业生人均 7 个工作机会

“服务”是张国华认为中欧能够成功的另外一个因素,这里的“服务”包括课程设置、聘请最好的教授,当然,更包括就业服务。

张国华自信地认为,中欧职业发展中心工作“绝对不会比美国最好的商学院来得差”。“我们很多员工已经做到非常专业化的水平,我们吸引国内最好的企业到我们学校来招聘学生,同时我们也给在寻找工作过程中的学生很多指导,使他们能够最大限度地发挥长处,找到最满意的工作。”张国华说。

而实际上,在中欧排名靠前的几项指标中,“学校推介就业率”名列全球第 18 名,而位居榜首的哈佛商学院“学校推介就业率”仅名列第 34 位。中欧 MBA 课程学术主任王建翎认为,如果一个在外留学的中国学生想回国找工作,即使是从学校推荐就业率排名比中欧靠前的学校毕业,还是不能跟中欧毕业生比,因为国外商学院主要面对的市场是国外企业。“如果你以后真的想在境内寻求职业发展机会的话,从市场反馈就可以证明,中欧是一个最佳选择。”

麦肯锡、汇丰银行、英国石油、朗讯科技……这些让很多人心动的公司对中欧毕业生非常青睐,而毕业生平均 25 万元的

年收入更是让人羡慕不已。根据最新统计,159 家海内外跨国公司为中欧 111 名 2004 年毕业的 MBA 学员提供了 733 个职位,平均每名毕业生拥有近 7 个工作机会。

和排名前列的哈佛、沃顿、哥伦比亚商学院相比,只有 10 年历史的中欧显然还是个小弟弟,但在中国却创造了一连串的“第一”:第一个开设全日制 MBA 课程;第一个开设 EMBA 课程;第一个在全球范围招聘教授;第一个独立组织入学考试;第一个采用全英语教学;第一个获得国际质量认证系统(EQUIS)认证;第一个进入世界百强商学院……而她在未来 10 年的目标则是进入全球 10 强商学院,“今后每往前走一步都会变得艰难,但是我们总的来说还是很有信心的。”张国华说。

走国际化的道路

去年入学的新生,马来西亚籍剑桥大学硕士胡博林,为了在中欧国际工商学院就读 MBA,不惜放弃了美国的富布赖特奖学金,与他一样,23 名毕业于牛津大学、康奈尔大学、加州大学伯克利分校等世界名校的外籍学生来到中欧,成为中国自开设 MBA 课程以来,教育背景最为显赫的一批国际求学者。

目前,中欧 MBA 课程海外学员的比例是 19%,而来自欧美国家的学员还在逐年增加。

“办一所不出国也能留学的学校”是前国务院副总理李岚清对中欧国际工商学院的定位。“中国已经成为全球市场重要的组成部分,来中欧求学本身已经意味着国际化。”中欧的一位负责人这样说。实际上,走国际化道路被认为是中欧成功模式的一条重要经验。

中欧是国内第一个采用全英语教学的商学院,但国际化不仅仅体现在教学语言上,在学生、师资、教材、董事会、学术委员会,甚至赞助商的组成方面,都充分体现了中欧的国际化,排行榜上中欧的“在校期间国际经验”位列全球第 4、“国

际师资”位列全球第 13、“国际校董”位列全球第 13,这些“国际数据”都是最好的佐证。

中欧 MBA 从第一届就开始和世界一流的英国伦敦商学院和西班牙 IESE 商学院交换学生,双方互相认可对方课程和学生的质量、互相免除对方学生的学费。目前中欧已经和 43 家海外商学院建立了交换学生合作关系,其中有 20 家名列本年度排行榜的前 50 位。

2004 年 12 月 2 日,英国财政大臣在年度预算报告中宣布,全球 50 家顶尖商学院的 MBA 毕业生将无须申请而自动获得在英国工作 12 个月的资格,而中欧成为获此资格的惟一亚洲商学院。

一流的国际学员需要一流的国际师资。10 年来,中欧国际工商学院在师资队伍建设方面做了很大的努力。一支由教务长率领的招聘队伍奔波于各大洲参加国际会议,访问一流商学院,与合适的候选人进行面对面的交流。此外,中欧还通过学术委员会以及在知名学术刊物上刊登广告等方式招聘国际水准的教授。在英国《金融时报》对商学院的评比中,中欧师资队伍的国际程度连续 3 年位居全球一流商学院前 10 名。

靠着“比国内其他商学院更具有国际竞争力的薪酬”,和一个国际化的、熟悉国际规则的组织机构,中欧建立起一支拥有 27 位长期教授、7 位核心教授和 100 多位访问教授的师资队伍。其中 98% 的人拥有世界一流商学院的博士学位,95% 的人来自海外。他们的共同特点是:有很强的学术背景,具有博士学位,就职于世界著名大学,与企业界有着密切联系。对于洋教授的教学,学院根据学生打分给予严格评估,不合格的淘汰。

无论是学位课程还是非学位课程,中欧始终坚持国际最新管理知识与中国实际相结合的原则,通过灵活多样的教学方式培养学生分析和诠释复杂管理问题的能力,使他们具备在复杂的环境下参与国际竞争和国际合作的能力。■

CEIBS' Fingertip Distance from the World's Top Business Schools

By Zhou Kai, reporter from *China Youth Daily*

Recently releasing its 2005 global MBA rankings, the *Financial Times*, has ranked CEIBS as the 22nd best graduate business school in the world. This is an outstanding jump from its 53rd position last year, making CEIBS the top business school in the Asia-Pacific region for the second consecutive year. In addition to the phenomenal increase in CEIBS' rankings, in *FT*'s report on "What the Rankings Show," it also states that "the other big story of this year's ranking is the rise of Chinese schools," which include in addition to the China Europe International Business School (CEIBS), the Hong Kong University of Science and Technology, and the Chinese University of Hong Kong.

The criteria used to rank the schools include three main variables: (1) alumni's career development and purchasing power; (2) diversity of the school and its programmes; and (3) research capabilities. The first variable holds the strongest weight. "CEIBS' extraordinary rise is due to the 191 percent salary increase experienced by its alumni," explains the newspaper. CEIBS holds 2nd place compared with its globally ranked counterparts for alumni career development and purchasing power. In addition to this, CEIBS ranks number one worldwide for graduates being employed 3 months after gradu-

ation with an employment rate of 99 percent. The school's dramatic climb over the past two consecutive years can also be attributed to the school's high standards of student selection and career services.

Only the Best students: Rigorous Admission and Graduation Requirements

Initially when the school began admissions into its programmes some years ago, the school heads found student recruitment difficult. They initially needed to solicit companies to find candidates. Now, with new admission policies starting in 2005, CEIBS will increase its admission capacity to 180, a 50 percent increase from previous years. The school's actions to increase class-sizes to such a large extent demonstrate CEIBS' confidence in admitting first-rate students.

Newly appointed CEIBS president, Prof. Zhang Guohua, explains the school's leap in rankings due to having the best students in China, having rigorous admission requirements and having the best career service system to help students get the best jobs.

To ensure the selection of high-calibre students, CEIBS usually involve presidents

or human resource directors from various companies to participate in admission interviews. What's more is that students with the highest marks in their written exams do not necessarily pass admission interviews; many of them actually fail the interview process. For example, there were three applicants in 1999 with scores as high as 730 on the GMAT; however, only one was admitted among the three candidates. Since 1999, CEIBS uses two exam systems for its admission process, the GMAT and one created by the school itself.

In addition to this, CEIBS verifies candidates' transcripts and academic certificates and reject, without any hesitation, any applications where documents are falsified. As an example during the 1999 admissions, cachets on 10 copies of application materials were found to be fake. In response to this discovery, all transcripts provided by each of the 120 admitted students were verified by their Alma Maters, a move never done by any of these universities. The result of these efforts discovered that 9 of the admitted students had submitted documents that were different from the records of their university's archives. The presidents unanimously agreed that all of these nine students should have their offers of admission removed despite the loss of RMB 500,000

of tuition fees.

CEIBS follows a series of comprehensive and strict student appraisals in its admission process. Taking the school's full-time MBA programme as an example, CEIBS attaches great importance on getting a comprehensive view of the candidates. Potential candidates are required to get accustomed to intensive studying and an English-speaking environment, as well as being able to demonstrate their potential as a leader that can quickly adjust to global-oriented operations and having unique experiences to share with other students.

In addition to strict admission requirements, CEIBS also imposes rigorous requirements in order to graduate. The National MBA Curriculum requires that students take a minimum of 12 compulsory courses (including Politics and English) and 4 elective courses, CEIBS on the other hand, requires that students take at least 16 compulsory courses (excluding Politics and English) and 11 electives.

**Excellent Career Services:
An Average of Seven
Employment Opportunities
per Graduate**

Another reason attributed to CEIBS' success, explains Zhang Guohua, is the school's services. These services include a reasonable curriculum structure, invitation of the best professors, and having career services for students. Confident in CEIBS' Career Development Centre, Zhang remarks, "It is by no means inferior to that of the best business schools in the United States. Some of our staff have become very professional in this regard. They can not only attract the best companies in China to recruit our graduates, but they

also provide guidance for job-hunting students to help them make the most of their strengths and find jobs to their satisfaction."

Compared with its counterparts on the world's top MBA schools by the *Financial Times*, CEIBS was ranked 18th in "placement success" compared to this year's laureate-Harvard Business School, which only ranked 34th in this area. From the perspective of CEIBS' MBA programme director, Prof. Wang Jianmao, if a Chinese graduate from a foreign business school wants to find a job in China; they will not be able to compete with a CEIBS graduate, even if the school is ranked higher than CEIBS in "placement success." The result of this is due to the fact that foreign business schools mainly target companies in their respective countries, "If one wants to seek career development in China, CEIBS is their best choice, as is proven by feedback from the market," explains Wang.

McKinsey, HSBC, BP, and Lucent are only a part of the impressive list of recruiting companies that favour CEIBS graduates. More impressive are the annual salaries of graduates which average about RMB 250,000. In 2004, 159 local and international multinational companies offered CEIBS' graduating class of 111 students a total of 733 employment opportunities, which is an average of 7 employment opportunities per student.

With only ten years of existence, CEIBS, compared with other schools like Harvard, Wharton, and Columbia, is the youngest ranked business school by *FT*. The China Europe International Business School has been a pioneer in China in many aspects such as having the first open full-time MBA programme and EMBA programme, the first to recruit professors from all over the world, the first to design its own admission examination papers, the first to deliver



graduate business courses in English, the first to get EQUIS accreditation, the first to be ranked with the world's top 100 business schools, and more. With the school's goal to rise to the global top 10 business schools in the next decade, Zhang Guohua commented, "We are confident about it, although we know that we will meet great difficulties in each step we will take."

Following International Orientation

In last year's intake class, Hu Bolin, a Malaysian receiving his master's degree from Cambridge University gave up an offer of a Fulbright Fellowship to take a CEIBS MBA degree. In addition to him, twenty-three of his classmates graduated from the University of Oxford, Cornell University, University of California Berkeley, and other prestigious universities worldwide. These international students, making up 19 percent of the class, have the most distinguished education background since China first started offering an MBA programme. The number of students from Europe and the United States continues to rise each year.

Li Langqing, former vice-premier of the State Council positioned CEIBS as "being a locally-based school that offers the same internationally-oriented education as studying abroad." A comment by another indi-

vidual was "Studying at CEIBS means receiving internationally-oriented education, as China has become an integral part of the global market." International-orientation has been regarded as the most important experience of CEIBS' successful model.

As the first business school in China to teach courses in English, CEIBS' internationalization is reflected not only in the language it uses for teaching, but more importantly, in the composition of its students, faculty, teaching materials, Boards, the Academic Council, and sponsors, as evidenced by the fact that CEIBS was ranked highly by the FT in areas such as "internationalization-related data", "international experience"(4th), "international faculty" (13th), and "international board"(13th).

Since the establishment of the school, CEIBS has exchange programmes with world-class business schools such as the London Business School and IESE. By creating such partnerships, each school mutually recognizes each other's curriculum, students, and tuition. Currently, CEIBS has established cooperation with 43 overseas business schools, 20 of which were ranked in *FT*'s top 50 MBA programme rankings.

On December 2, 2004 the British Chancellor of the Exchequer announced in his annual budget that graduates from the world's top 50 business schools would automatically be eligible to work in the United Kingdom for up to 12 months upon completion of their MBA degree, making it unnecessary for graduates to apply for a work permit. This announcement therefore makes CEIBS the only business school in Asia to be granted such an entitlement.

Having first-rate international students makes it a necessity to have a first-rate international faculty. CEIBS has made great efforts in building up its team of

faculty over the past decade. The recruiting team headed by the Dean is busy attending international symposiums held all over the world, visiting first-rate business schools and communicating face-to-face with appropriate candidates. As well, the Academic Council and the advertisements it posts in renowned academic journals help in recruiting world-leading faculty. The result of these efforts has made CEIBS one of the top 10 business schools for three consecutive years to be recognized for its "international faculty" by the *Financial Times*.

With the help of "more internationally competitive compensation than other domestic business schools" and an internationalized organizational structure that knows international rules well, CEIBS has built up a faculty team of 27 long-term professors, 7 core faculty and more than 100 visiting professors. Among them, 98% have received their doctorates from first-rate business schools and 95% of them are from overseas. Interestingly enough to note is the similarities they share: a strong academic background, a doctorate degree, experience with world-reputed universities, and close relationships with the business circle. The school rigorously evaluates the teaching performance of foreign professors based on marks given by the students, dismissing unqualified professors.

To degree and non-degree programmes alike, CEIBS has persistently stuck to the principle of integrating the latest managerial knowledge in the world with practices in China. The school has enabled students to participate in international competitions as well as participate in international cooperations in today's intricate environment by developing their students' capabilities to analyze and elaborate on sophisticated managerial issues via all kinds of pedagogic methods. ■



中欧 MBA: 中国职场明星

宫惠民 商海芳

25 万年薪

职业发展永远是衡量商学院毕业生竞争力的标准,高薪水、高职位、广阔的职业发展前景,是衡量商学院 MBA 毕业生价值的标尺。依托中国蓬勃发展的经济形势,中欧国际工商学院 MBA 毕业生的就业一路飘红。2004 年,共有 159 家公司为中欧 111 名 MBA 毕业生提供了 733 个职位。主要雇主包括:施耐德电气、米其林、BP、朗讯科技、康明斯、苹果电脑、贝卡尔特、中国国际金融公司、艾默生、飞利浦、麦肯锡、波士顿等。2003 级的 MBA 毕业生所得到的职位中,50% 为经理,12% 为总监、副总经理等高级管理职位。本届毕业生的平均年薪也达到 25 万。中欧的 MBA 毕业生,成了中国职场上名副其实的“明星”。

高质量的学生是中欧的 MBA 课程取得成功的重要因素。除了高质量的师资队伍和教学内容外,与海外商学院的多方位、多层次、多领域的交流,使中欧的毕业生更具独特的竞争力。2004 年 1 月至 4 月,48 名学生参加了海外交换学生项目。交换学校包括英国伦敦商学院、西班牙 IESE 商学院、美国康乃尔大学约翰森商学院、美国北卡罗莱纳大学凯南-弗莱格勒商学院、美国弗吉尼亚大学达顿商学院、美国杜克大学富卡商学院等 21 所世界顶尖商学院。

MBA2003 的两名学生陈海文和可峰还首次代表中国的 MBA 学生被欧洲最大咨询公司罗兰·贝格邀请参加其组织的一次国际性咨询活动,为意大利著名汽车制造商菲亚特公司提供特别咨询建议。可峰所在的小组获得了 4 个小组中综合第一名

的成绩,也获得了菲亚特公司评出的最高客户满意度分数。这些小组中有来自哈佛、哥伦比亚和沃顿等全球顶尖商学院的学生,而中欧学生的综合素质与他们相比毫不逊色。

雇主眼中的中欧 MBA

中欧 MBA 毕业生的竞争力到底在什么地方?那些经常来中欧招聘人才的雇主公司的看法,也许最为客观和中肯。

中国国际金融公司是中国第一家中外合资的投资银行,于 1995 年由摩根斯坦利、中国建银投资有限公司等合资建立。1999 年起,中国国际金融公司开始在中欧招聘 MBA 毕业生,至今已经连续 5 年在中欧招聘,共招聘 MBA 毕业生 13 人。中国国际金融公司负责人力资源工作的副总裁肖南认为,中欧的培养方法和理念符合中国国际金融公司的需要,全英文教学、海外师资、全球化的教学内容,这些对培养具有国际化思维和技能的职业经理人而言非常重要。肖南认为,中国国际金融公司的使命是运用全球化的思维和方式,服务中国金融市场,这与中欧利用全球资源服务中国管理教育的使命是相同的,都是运用全球思维和视野来服务中国,解决本土问题。肖南介绍,中国国际金融公司对中欧 MBA 毕业生的表现非常满意,完全达到甚至超过了当初的预期。其中一名 2 年前招聘的毕业生,一个人的工作成绩相当于两个部门的业绩,表现尤为出色。中国国际金融公司现共有员工 300 多人,有中欧 MBA 毕业生 10 余人。中国国际金融公司也从其他商学院招聘 MBA,比较而言,肖南说,中欧 MBA 最



大的竞争优势是“国际化”强,全球资源、英文教学、国际化训练……,各个方面都要领先于国内其他商学院。

艾默生公司从 2000 年开始招聘中欧的 MBA 毕业生,之后每年都到中欧招聘。艾默生亚太区员工培训及发展总监朱佩君认为,中欧 MBA 毕业生拥有知名大学的本科学历和实际的工作经验,加上 18 个月系统的管理理念的培训,结合起来正是艾默生所需要的人才。而中欧的课程提供给学生一个较为国际化的视野,对艾默生这样的跨国公司更为适合。朱佩君说,中欧的学员除了学习不同学科,更有机会到商业机构实习,并且通过小组咨询项目学习如何解决公司实际面对的问题,在毕业之前已经建立了良好的人际网络;再者,整个课程都以英语授课,大大提升了语言交流方面的能力;而与海外商学院的交换学习,可以让学员了解不同的文化,从而开阔个人的视野。朱佩君评价,加入艾默生公司的中欧 MBA 毕业生都能很快融入公

司的文化,特别在计划及分析的层面上表现较佳。

汉高从90年代初就开始招聘中欧国际工商学院前身CEMI的MBA毕业生。1998年,汉高开始在中欧大量招聘,那一年,有8名中欧MBA毕业生加入了汉高公司。汉高中国人力资源总监李晓彤说,中欧MBA毕业生质量好,学员的生源好,招生把关严格;教育过程也好,从而培养出了有竞争力、质量高的毕业生。与其他商学院相比,中欧的国际化是首屈一指的。李晓彤谈到,中欧国际化的教学理念,多元化的学习氛围,对培养出具有国际化视野与技能的学员非常重要。

2001年起,英国石油公司(以下简称BP)开始正式在中欧进行校园招聘,那一年,BP在中欧招聘了多达9名毕业生。BP中国招聘经理王颖盈说,在BP看来,中欧在亚洲管理教育界有着非常好的声望,其课程设置、教授水准等都非常适合BP的要求。中欧MBA学生质量好,中欧MBA课程所呈现出的国际化特色,是国内其他商学院无可比拟的。BP至今在中欧共招募MBA毕业生19人,只有3人离开了BP。因为中欧MBA毕业生的流失率最低,2004年,BP获得了中欧颁发的雇主“最高留任奖”。BP中国区CEO加里·德克斯(Gary Dirks)评价中欧MBA说,中欧的MBA毕业生是高素质的员工,他们积极向上,非常匹配BP崇尚卓越业绩的文化。中欧MBA毕业生确实能给BP带来价值,能够有出色的表现,特别能够适应BP的挑战。对于那些正在中欧进行MBA学习的学员,王颖盈建议,每个学员应当从开始就清楚自己的职业发展方向,并能适应雇主实际业务变化的需要。

中国国际金融公司、艾默生、汉高、BP等的观点只是中欧MBA雇主的一个缩影,却折射出中欧MBA毕业生的特色。在众多雇主看来,中欧MBA毕业生具有真正的全球思维和国际化技能;他们适应能力强,能够短时间内适应多元文化的挑

战。他们沟通能力好,能够快速融入团队;他们的业务能力扎实,能够创造出卓越的工作业绩。

职业发展的“金桥”

中欧国际工商学院在全国率先建立了职业发展中心(CDC),专门为MBA毕业生提供职业发展服务。中欧职业发展中心为在校MBA学员的未来职业发展提供强有力的支持,帮助学员实现职业生涯的成功并为社会创造价值。职业发展中心提供的服务包括:招聘单位校园介绍会、现场招聘会、招聘广告的校园发布、协助安排校外面试、举办就业指导讲座、提供就业咨询服务、指导撰写求职简历等等。通过提供诸多专业水准的服务,职业发展中心在中欧MBA毕业生与雇主之间架起了一道职业发展的“金桥”。

MBA'03毕业生马英枢通过职业发展中心的服务,2004年毕业后进入比利时贝卡尔特公司,任中国市场营销经理。马英枢谈到,客观地说,职业发展中心工作得到了绝大多数同学的认可。每一届100多名学员的实习、小组咨询项目、就业,甚至毕业后一段时间内工作的变换都在职业发展中心的工作内容之内。大部分同学对自己的就业单位、收入表示满意。这固然是每位同学不懈努力的结果,也是同职业发展中心的辛勤劳动分不开的。

MBA'03毕业生顾芳认为:“除了众多的实习、交换学习和工作机会,职业发展中心还为我们创造了又一个课堂,让我们通过各种渠道进一步了解自己,认识社会,并将二者紧密相连,这种帮助将使我长期受益。”

现为米其林回力轮胎有限公司品牌经理的MBA'03毕业生郭辉认为,总体来说,职业发展中心的工作是令人满意的,其员工的职业素养可以与国际一流商学院媲美。曾经到伦敦商学院交换学习的郭辉,有机会体验到其职业发展部的服务,

郭辉认为,中欧职业发展中心在员工的敬业精神、与企业界的广泛联系以及为学员提供的服务等方面,与伦敦商学院相比毫不逊色。

中欧MBA毕业生们认为,中欧职业发展中心为毕业生们提供了众多的工作机会,为毕业生进行了专业求职技巧培训,向毕业生提供了职业市场的薪水等行情,高效率、耐心而细致的服务,对他们找到满意的工作至关重要。部分毕业生也对职业发展中心提出了期望,有的毕业生希望职业发展中心未来能够提供更多的北京、广州等地的工作机会;MBA'03毕业生郭辉建议,职业发展中心在帮助国际学生在中国寻找工作方面,以及在投资、金融和咨询等一些重要行业还有必要进一步扩大网络;MBA'03毕业生马英枢希望职业发展中心能在职业发展规划上继续加强与学员的沟通,引导学员正确认识和调整期望值和现实的差距,树立科学的职业规划观念。

部分雇主也表达了对中欧职业发展中心的评价。中国国际金融公司副总裁肖南认为,中欧职业发展中心所提供的职业发展服务是一流的,是真正专业化、市场化的服务,中欧真正把学员当作了产品,主动考虑了中国国际金融公司等雇主对人才的需求。

艾默生亚太区员工培训及发展总监朱佩君介绍,一直以来,艾默生跟中欧职业发展中心有着良好的合作关系。她建议,除了跟企业合作外,职业发展中心可为学员提供更多的就业辅导和培训,让他们更清楚市场的需求,做出更实际的决定。

BP中国招聘经理王颖盈认为,对于中欧职业发展中心提供的服务,BP非常满意。中欧职业发展中心为学员做的面试技巧等职业发展培训,非常有效。她还建议,希望BP今后能够从职业发展中心得到更多的信息,包括学员中对各行业的关注率,职业市场的薪水行情等,以便BP据此做出判断和决策。■

CEIBS MBAs: Shining Stars in the Job Market

By Gong Huimin and Ada Shang

Annual Salary of ¥ 250,000

Career development is the eternal evaluation criterion for judging competitiveness of business school graduates. To be more specific, high salary, high position and promising career prospects are used to gauge the value of business school graduates. In the landscape of China's economic surge, CEIBS' MBA graduates witness a tremendous success in finding employment. In 2004, the 111 CEIBS MBA graduates were offered 733 job opportunities by a total of 159 companies, including: Schneider, Michelin, BP, Lucent, Cummins, Apple, Bekaert, China International Capital Corp. (CICC), Emerson, Philips, McKinsey, and BCG to name a few. Fifty per cent of the 2003 MBA graduates found positions as managers and 12 percent took executive positions including directors or deputy general managers upon graduation. With their average annual salary amounting to ¥ 250,000, CEIBS MBA graduates have truly become "stars" in the career market.

The key to the success of CEIBS' MBA programme is its high-quality students. Apart from high-quality faculty and curriculum structure, multi-perspective, multi-dimensional and multi-disciplinary communication with overseas business schools has endowed CEIBS graduates with a unique competitive advantage. During the months from January to April 2004, 48 CEIBS students went to 21 of the world's best business schools abroad including the London Business School, IESE Busi-



ness School in Spain, the Johnson School of Management at Cornell University, Kenan-Flagler Business School of the University of North Carolina, Darden School of Business at University of Virginia, the Fuqua School of Business at Duke University and more.

Two students from the 2003 MBA class, Chen Haiwen and Ke Feng, were invited by Roland Berger to represent Chinese MBAs in one of its international consulting activities by providing consultancy to Fiat, an Italian auto manufacturer. Ke Feng's group distinguished itself as the best out of the four groups and received the highest grade of satisfaction from Fiat

when competing with other members from the world's leading business schools including Harvard, Columbia, and Wharton.

**CEIBS MBAs in the Eyes of
Employees**

Where does the competitiveness of a CEIBS MBA graduate lie? The most objective and pertinent answer to this question may be given by those companies that often come to CEIBS to recruit.

As the first Sino-foreign joint-funded investment bank in China, CICC was founded in 1995 with investment from Morgan Stanley and China Construction

Bank Investment Co., Ltd. CICC has recruited 13 CEIBS MBA graduates for 5 consecutive years since 1999. Xiao Nan, CICC vice-president of human resources, thinks that CEIBS' methods and philosophy can meet CICC's needs well. Teaching exclusively in English, inviting overseas faculty and global-oriented content are of great importance to train professional managers with internationalized mindset and skills. According to Xiao Nan, CICC's mission is to serve China's financial market with its global-oriented mindset and mode, which is the same as CEIBS' mission to serve business education in China with its global resources. Both of them strive to serve China and solve local problems with global-oriented thinking and vision. Xiao Nan says that CICC is satisfied with CEIBS MBA graduates' performance, which even exceeds their original expectation. For instance, the performance of a CEIBS graduate recruited by CICC two years ago is so strong that it can compete with that of two departments. Of the more than 300 employees of CICC, over 10 of the graduates are from CEIBS. When comparing CEIBS MBA graduates with those of other business schools, Xiao

Nan comments that a CEIBS MBA programme's greatest competitive advantage rests with its "internationalization," as evidenced by the fact that it is ahead of other domestic business schools in that it boasts global resources, classes taught exclusively in English, provision of international training, and more.

Emerson has been recruiting CEIBS MBA graduates since 2000. According to Winne Chu, responsible for human resources training and development of Emerson Asia Pacific, CEIBS MBA graduates hold Bachelor's degrees from prestigious universities, as well as have practical work experience in addition to their 18-month systematic training of managerial ideas. These qualities are all sought out by Emerson. Moreover, the international vision provided by CEIBS' programmes make graduates suitable for multinationals like Emerson. Chu says, apart from the study of different subjects, CEIBS students have the chance to be interns at business institutions and learn how to solve practical business problems in group consultancy projects, so they have already built up good network relationships before graduation. Courses taught entirely in

English greatly improve their capability to communicate in English. Exchange study at overseas business schools enables them to understand different cultures and hence expand their horizon. Evaluating CEIBS MBA graduates, Chu observes that they are capable of quickly adapting to Emerson's corporate cultures and are particularly good at planning analyzing.

Henkel recruited MBA graduates back from the time of CEMI, as early as the 1990s. In the words of Li Xiaotong, CHO of Henkel (China), CEIBS' rigorous requirements in admission and teaching contribute to the development of competitive and high-quality graduates. Compared with other domestic business schools, CEIBS plays the leading role in internationalization. In Li's opinion, CEIBS' internationalized teaching philosophy and diversified learning atmosphere are critical in training students with international horizons and skills.

BP began to officially recruit from CEIBS in 2001 and recruited 9 graduates that very year. Fiona Wang, recruiting manager of BP China says that BP regards CEIBS as a business school that enjoys a strong reputation in the Asian business education



community and whose curriculum structure and faculty fit BP's requirements. CEIBS MBAs high quality and the international-oriented feature of its MBA courses are far beyond the reach of other domestic business schools. Up until now, of the 19 graduates BP have recruited from CEIBS, only 3 have left. As a result of its low turnover of CEIBS MBA graduates, in 2004, BP received the "Highest Retention of CEIBS Alumni Award" from CEIBS. Gary Dirks, CEO of BP (China) says, "CEIBS' high-quality MBA graduates have demonstrated great aspiration for advancement, which fits well with BP's culture of seeking excellent performance. The outstanding performance of CEIBS graduates bring BP much value and meet the company's challenges. Wang suggests to students who are still studying at CEIBS that each of them should clearly know their career orientation now and meet the recruiters' requirements brought about by the real changes in business.

As an epitome of CEIBS MBA recruiters, CICC, Emerson, Henkel and BP's opinions reflect the features of CEIBS MBA graduates. In the eyes of the recruiters, CEIBS MBA graduates have been endowed with a truly global-oriented mindset and international skills; they have demonstrated great capabilities to quickly adapt to challenges posed by diversified cultures; they have strong abilities to communicate and to integrate with their team members; they are capable of creating outstanding performance given their solid business skills.

"Golden Bridge" in Career Development

CEIBS is the pioneer of establishing a Career Development Centre (CDC) in mainland China. This centre specifically provides career development services to MBA graduates. CEIBS' CDC has provided strong support for its students' future ca-

reer development and facilitated their successful career and value creation for society. Services provided by CDC include: campus recruitment, job fairs, publications of recruitment advertisements, interview arrangements, lectures on career guidance, career consultancy, guidance for resume writing, and more. With the professional services it provides, CDC has built up a "golden bridge" between CEIBS MBA graduates and recruiters.

With the help of CDC, Ma Yingshu, a 2003 MBA graduate managed to work at Belgian's Bekaert as Marketing Manager China. Ma says, objectively speaking, most students appreciate CDC's work, which encompasses the more than 100 student internships, group consultancy projects, employment aid, and even employment changes during a certain period after graduation. Although most students' satisfaction with their job and salary is undoubtedly the outcome of their unremitting efforts, it is inseparable from the hard work of CDC.

Helen Gu, a 2003 MBA graduate thinks, "apart from internship, exchange study and job opportunities, CDC has provided us with another platform to better know ourselves and environment through various channels. I will benefit from this help for a long time."

According to Guo Hui, a 2003 MBA graduate and brand manager of Shanghai Michelin Warrior (SMW), generally speaking, CDC's work is satisfactory and the staff's professionalism can even compete with that of world-leading business schools. On his exchange study to the London Business School, Guo had the chance to know the services provided by its CDC. He believes that CEIBS CDC staff's devotion to work, extensive network with business community and services offered to the students are by no means inferior to those of London Business School's.

CEIBS MBA graduates generally hold

the opinion that job opportunities, job seeking skill training, information on salaries in the market as well as efficient, patient and careful services provided by CDC are of great importance to help them find jobs to their satisfaction. As well, some graduates have higher expectations for CDC. Some hope that CDC can provide more information about job opportunities in Beijing and Guangzhou. Guo Hui suggests that CDC should do more to help international students find jobs in China and expand its network in important industries like investment, finance and consulting. Ma hopes that CDC can continue its communication with the students on career development planning as well as help students know and adjust the gap between their expectation and reality, as well as establish some ideas and strategies about career planning.

Some employers also express their evaluation of CEIBS CDC. Xiao Nan, vice-president of CICC says career development services provided by CDC are first-rate, professional and market-oriented. CEIBS has really viewed its students as products and taken into consideration requirements for the talents of such recruiters like CICC.

According to Chu, from Emerson Asia Pacific, the company has enjoyed a good long-term cooperative relationship with CEIBS CDC. She suggests that in addition to cooperation with companies, the CDC provides students with more career guidance and training so that they can clearly know more about what is needed in the market and make more practical decisions.

Wang from BP China, comments that BP is very satisfied with CDC services and its effective career development trainings like that on interview skills. She hopes that BP can get more information from CDC, including students' interest in various industries, salaries in career market and so on to guide BP on these related issues. ■

中欧——“颠覆” 《金融时报》排行榜？

王建翎 宫惠民



2005年1月，中国大陆的中欧国际工商学院不但连续4年跻身英国《金融时报》全球MBA百强排行榜，更是比去年突飞猛进了31名，跃居全球第22名。尽管中欧国际工商学院的国际化背景和办学特色已为大家熟知，尽管中国蓬勃发展的经济形势为中欧毕业生提供了巨大的薪酬增长和职业发展空间，但作为一所发展历史仅有10年的亚洲商学院来说，能够与全球众多著名商学院同台竞技，并如此接近世界前20名的阵营，无疑是一个奇迹。

然而，中欧的“平步青云”也是对英国《金融时报》排名的挑战。中欧排名两年间跃升68名，《金融时报》的排名指标体系是否有不够合理之处？与处在经济迅猛腾飞的中国的中欧相比，对那些处在经济发展波澜不惊的发达国家的商学院而言，就业指标的评定方面是否有欠公允？

1999年，《金融时报》推出了世界上第一个全球范围内顶级MBA课程的排行榜，其二十项评价指标从三大方面涵盖商学院及其MBA课程的主要情况，其排名根据对该二十项指标评分的加权平均得出。第一个方面是毕业生的职业发展和购买力，共涉及八项指标，合计占权重55%，数据来自对毕业三年后毕业生的问卷调查。第二个方面是商学院及其MBA课程的多样性，共涉及九项指标，合计占权重25%，数据来自对商学院的问卷调查。第

三个方面是商学院的研究实力，共涉及三项指标，合计权重占20%，数据主要来自独立机构的评估。为保证排名数据的可靠性，《金融时报》对参加排名的商学院进行不定期审计。《金融时报》的全球MBA排行榜在评价指标体系的设计上顺应了21世纪教育市场化（主要表现为对毕业生在就业市场上竞争力的重视）和经济全球化的潮流，对商学院办学和申请人择校有指导意义和参考价值。

在本年度全球MBA排行榜的二十项指标中，中欧有十三项指标的排名上升，合计占权重81%；七项指标的排名下降或者基本不变，合计占权重19%。中欧在本年度排行榜中最领先的六项指标是：“毕业三月内就业率”（权重2%，全球第一）、“入学前到毕业三年后工资增长率”（权重20%，全球第二）、“在校期间国际经验”

（权重2%，全球第四）、“国际师资”（权重4%，全球第十三）、“国际校董”（权重2%，全球第十三）和“学校推介就业率”（权重2%，全球第十八）。中欧在本年度排行榜中最落后的六项指标是“毕业三年内国际流动率”（权重6%，全球第九十六）、“国际生源”（权重4%，全球第九十三）、“女性师资”（权重2%，全球第九十三）、“研究成果”（权重10%，全球第七十七）、“投资回报”（权重3%，全球第七十七）和“博士培养”（权重5%）。

在介绍本年度全球MBA排行榜的另一位大赢家——今年名次猛升36位的西班牙 ESADE 商学院——时，《金融时报》特别提到了该校的崛起反映了其MBA课程从2000年起进行的改革，包括严格对申请人的评估筛选和改进对学生的就业服务。无独有偶，中欧在全球MBA排行榜名

Will CEIBS Revolutionize the *Financial Times* Rankings?

By Wang Jianmao and Gong Huimin

This January marks the fourth consecutive year that the China Europe International Business School (CEIBS) has been listed in the *Financial Times*' top 100 MBA programmes in the world. This year CEIBS witnesses a dramatic climb of 31 positions, taking the world's 22nd place. As an Asian business school with a history of only 10 years, CEIBS is capable of competing with its renowned counterparts worldwide, as is evidenced by its most recent rankings. This is undoubtedly a miracle, despite the fact that its international background and features is well-known and that China's economic surge has provided its graduates with a great room for salary increases and career development.

However, CEIBS' skyrocketing rise also poses a challenge to the *Financial Times* ranking. Is the evaluation system adopted to determine the FT ranking unreasonable, given that it enables CEIBS to jump 68 places in merely two years? Are criteria related to employment unfavourable to those business schools in developed countries where the economy develops slowly but stably, when compared with CEIBS in

China which is experiencing rapid economic development?

The *Financial Times* started its first global MBA ranking in 1999. Business schools from around the world are ranked using the weighted-average scores of 20 criteria related to three main areas relating to the school and its MBA programme. The first area evaluates the alumni's career development and purchasing power, with 8

criteria carrying 55% of the total weighting, based on FT's survey of alumni three years after graduation. The second area measures the diversity of the schools and their programmes, with 9 criteria assuming 25% of the total weighting, based on a FT survey of business schools. The third area appraises each school's research capabilities, with 3 criteria accounting for 25% of the total weighting, in accordance

次上的连续两年突飞猛进也反映了其MBA课程1999年前后在这两方面的长足进步。中欧是大陆第一家设立专门的MBA职业发展服务机构的商学院，从1998年起加大了对学生的职业发展服务的投入：目前中欧的职业发展中心有全职工六人，其中三分之二拥有MBA学位。中欧是大陆第一家在招生中引入淘汰率高达60%的面试的商学院：从1999年起对录取新生的申请材料进行核实，当年就取消了MBA1999级九名作假者的入学资格。中欧本年度在“毕业三月内就业率”和“入学前到毕业三年后工资增长率”这两项指标上分别以99%和191%名列全球第一和第二，充分表明中欧在对学生的选拔培养和职业发展服务方面已经达到了世界一流的水准。

面对中欧近乎“苛刻”的办学标准，有人预测，除非《金融时报》对排名指标体系做出相应调整，中欧的排名将有可能有一定程度的回落；否则若仍旧按照现行的排名指标体系，依托中国蓬勃发展的经济大环境、奉行高质量、国际化办学路线的中欧将非常可能在榜单中保持持续上升的趋势。

排名指标体系的调整对排名产生影响，例子中欧已经亲身经历。2002年，根据Which MBA的全球MBA排名，中欧排名第43名，已经跻身全球50强。在Which MBA的排名指标体系中，“薪酬”指标占了20%的权重，包括“入学前到毕业后薪酬变化”和“毕业当年薪酬”两项分指标。按照“入学前到毕业后薪酬变化”的指标，中欧在2002-2004年分别位居全球第3、第5、第6名。2002-2004年的三年，中欧的“毕业当年薪酬”指标都排名全球第100位，显然作为发展中国家的中国薪酬水平按汇率折算成美元自然无法与欧美发达国家相比。2002年，这两项分指标分别占权重10%。从2003年起，Which MBA却将“毕业当年薪酬”指标所占的权重提高到15%，而“入学前到毕业后薪酬变化”权重调低到5%。这样一来，尽管中欧在这两个分项指标上的排名变化很小，但整个“薪酬”指标的排名还是被显著地拉了下来。这一排名指标体系的变化在相当大的程度上影响了中欧在Which MBA的排名，从2002年的全球第43名，下降到2003年的第65名，2004年的第95名。

《金融时报》MBA排名所揭示出的中欧在教授和研究等方面的弱点是客观存在的。中欧国际工商学院院长张国华教授介绍，中欧将恪守高质量、国际化办学的传统优势，并将致力于建立更强大的长期教授队伍，提高学院的学术研究能力，并继续扩大国际学员的比重，鼓励和帮助毕业生跨国就业。这些措施的实施无疑将逐渐弥补中欧在《金融时报》榜单中的许多劣势，如此看来，中欧在全球MBA百强排行榜上的继续上升应该还有很大的想像空间。

但是，英国《金融时报》毕竟不是中欧一家的演武场，其他99所杰出商学院也并非中欧的陪衬。英国《金融时报》会因一所亚洲商学院的连年持续、快速上升而改变自己的排名指标体系吗？当然，《金融时报》如果改变排名指标体系的话就可能面临把全球商学院排行榜变成最富国家商学院排行榜的尴尬局面。因为今年的《金融时报》全球MBA百强排行榜中除中欧外只有五家发展中经济体的商学院而且其排名全部靠近末尾，所以排名指标体系一旦改变就可能使他们全部出局。

我们只能拭目以待。■

with the evaluation by an independent institute. Business schools that participate in the ranking will be selected irregularly by FT for auditing, to ensure the reliability of the data. The design of the evaluation criteria of FT's global MBA ranking keeps close steps with the development of the market-based education (reflected by the focus on graduates' competitiveness in the job market) and the economic globalization of the 21st century, and hence makes it an effective and valuable guidance and reference for business school management and MBA candidates searching for a right MBA programme provider.

Of the 20 criteria used in FT's MBA ranking this year, CEIBS sees upward movements in 13 of them which account for 81 percent of the total weighting and moves down or remains unchanged in the ranking of the other 7 criteria which are worth 19 percent of the total weighting. CEIBS' leading strength is mainly reflected by its ranking of 6 criteria, namely, "employment at 3 months" (2% of the total weighting, 1st), "salary percentage increase" (20% of the total weighting, 2nd), "international experience" (2% of the total weighting, 4th), "international faculty" (4% of the total weighting, 13th), "international board" (2% of the total weighting, 13th), and "placement success" (2% of the total weighting, 18th). As well, CEIBS' weakness is reflected in its backwardness in the ranks of 6 criteria, that is, "international mobility" (6% of the total weighting, 96th), "international students" (4% of the total weighting, 93rd), "women faculty" (2% of the total weighting, 93rd), "FT research rating" (3% of the total weighting, 77th), value for money (3% of the total weighting, 77th) and "FT doctoral rating" (5% of the total weighting).

When featuring another big winner of this year's global MBA ranking-ESADE Business School from Spain which has leaped 36 places in its ranking, *Financial Times* mentions that the school's dramatic rise in ranking is attributed to its reform of

its MBA programme since 2000, including stricter standards for candidate selection and improvement on career services provided to students. Coincidentally, CEIBS' leap in ranks over the past two years is also due in part to the advancements in these two aspects resulting from its MBA programme reform in about 1999. As the first business school in mainland China that established a career development centre, CEIBS has devoted more to providing career development services for its students since 1998. Now, two thirds of the 6 staff of CEIBS' Career Development Centre have received an MBA or EMBA degree. Also, CEIBS is the first business school in mainland China whose application interview failure rate is as high as 60%. Since 1999, CEIBS began to verify the application materials of the newly admitted students, and refused 9 fraudulent candidates that very year. CEIBS' first and second place in "employment at three months" and "salary percentage increase" respectively is a full demonstration of CEIBS' world-class standard in candidate selection and career development services.

Given the "rigorous" principles that CEIBS sticks to in its management, it is predicted that only under the condition that adjustments are made in *Financial Times* evaluation systems will CEIBS' ranking fall to a certain extent; otherwise its high quality and internationalization of school management are very likely to drive its ranking up in the following years in the landscape of China's prosperous economy.

CEIBS' ranking have already once been affected by adjustment of ranking evaluation systems in the past. In 2002, CEIBS was ranked 43rd by "Which MBA" global MBA ranking. The evaluation system assigned 20% of the total weighting to criteria related to "increase salary", including "salary change from pre-MBA to post-MBA" and "post-MBA salary." In terms of the former, CEIBS was ranked 3rd, 5th and 6th respectively from 2002 to 2004, and meanwhile it was ranked the 100th

worldwide in terms of the latter, as the dollar value of salary in China can by no means compete with that in the developed countries in Europe and America. In 2002, each of the two indexes accounted for a weighting of 10%; however, since 2003, the former began to carry 15% of the total weighting, while the latter, 5%. In this case, CEIBS' ranking in "increase in salary" slumped sharply, albeit the minor changes in its rankings in the two indexes. CEIBS' place in "Which MBA" ranking, hence, was greatly affected from the 43rd worldwide in 2002, to 65th in 2003 and then to 95th in 2004.

As to CEIBS' weakness in faculty strength and research capabilities revealed by the *Financial Times* MBA ranking, Prof. Zhang Guohua, President of CEIBS, says the school will scrupulously abide by its tradition of attaching great importance to high quality and internationalization of school management, while at the same time committing to building a stronger long-term faculty to enhance its research capabilities, recruiting more international students, and encouraging and facilitating in overseas employment. These measures will undoubtedly make up for CEIBS' weakness shown in the FT rankings. Therefore, it can be expected that CEIBS will still enjoy great room for continual increase in rankings.

However, the *Financial Times*' rankings are not designed for CEIBS alone to show its radiance, and the other 99 outstanding business schools are not ranked to set off CEIBS' excellence. Given the Asian business school's rapid and consecutive rise in its ranking, will FT's evaluation system be changed? It is highly possible that some change in the *Financial Times*' evaluation system will make the ranking an embarrassing list of business schools in the richest countries, considering the bottom positions of the other 5 business schools from developing economies in FT global 100 MBA league table this year.

We can only wait and see what will happen. ■

背景资料: 中国大陆第一个 MBA 课程

王建翎 宫惠民

1984年成立的中欧国际工商学院前身CEMI, 是中国大陆第一个全日制、全英文教学MBA课程的发源地。直到1991年, 国家才批准了首批9所院校试办MBA课程, 中欧国际工商学院开办的MBA课程比国内同行先行了6至7年。

1985年3月3日, CEMI第一届MBA(时称管理硕士研究生班)在北京西苑饭店举行开学典礼。出席开学典礼的中方领导有: 邓力群、吕东、袁宝华、李瑞山、张彦宁、马仪、朱镕基等同志。欧方代表包括: 欧共体教育理事会主席, 丹麦、希腊、卢森堡驻华大使, 意大利、美国、法国、联邦德国、荷兰、爱尔兰、比利时等国驻华参赞, 西欧国家有关公司代表。

为了保证教学质量, CEMI成立了由6位著名海外商学院院长组成的学术委员会。在CEMI早期学员的学位证书上, 必须有所有6位院长的签名才能生效。成为中国乃至全世界最独特的学位证书。

CEMI自成立之日起, 就非常重视学员的实习活动。CEMI的学员大都被安排到欧洲公司实习, CEMI-1、CEMI-2的实习时间都长达6个月, 所有学员都在欧洲国家完成实习。1990年开始, 一部分学员在中国的欧洲公司实习, 一部分到欧洲实习, 时间缩短到3个月。CEMI-6开始, 实习活动从课程结束提前至课程中期举行, 使学员能够在课程中间了解到西方的商业习惯和文化。接受学员实习的公司包括: 大众汽车、雷诺汽车、ICI等众多世界级的著名企业, 他们为能够迎接中国第一代MBA学员实习而感到兴奋不已。为了与中国未来的商业领袖建立友情, 这些欧洲各行业的跨国巨头们纷纷把自己所有的职能部门开放给来自中国的MBA学员们。



▲ CEMI-1 学员李兆熙接受毕业证书

CEMI 培养的中国最早的 MBA:

年级	学年	毕业生人数
CEMI-1	1984-1987	34
CEMI-2	1986-1989	65
CEMI-3	1989-1990	33
CEMI-4	1990-1991	36
CEMI-5	1991-1992	39
CEMI-6	1992-1993	40
总计		247

由中欧国际工商学院前身CEMI开办的MBA课程是中国大陆第一个全日制、全英文教学的MBA课程。CEMI开设的MBA课程的办学质量、国际化程度为今天学院的MBA课程奠定了坚实的基础。CEMI在京9年办学不辍, 在迁至上海之前, 共培养了6届全日制MBA学员, 总计240多人。他们当之无愧地成为中国第一代MBA。

1994年, 随着中欧国际工商学院在

上海的建立, MBA课程的开设地也从北京迁到上海。1995年5月, 中欧国际工商学院第一届MBA班举行开学典礼。在延续了CEMI国际化、高质量、国外实习等办学特色的基础之上, 学院的MBA教学开始呈现出更多的优势。

中欧国际工商学院成立之后, MBA课程被定为学制18个月、全英文授课的全日制课程。为了成为一所真正的世界级商学院, 学院开始面向全球招收海外学员, 成为中国国际化程度最高的商学院。如今, 来自美国、加拿大、法国、英国、爱尔兰、巴基斯坦、日本等国家和地区的海外学员比例已经高达20%。

学院成立之初设定的每年招生规模为60人, 但从第三年开始, 实际的招生规模达到了这一预想的2倍。1994年-2004年, 中欧国际工商学院共培养了近1100名受过正规国际化训练的MBA毕业生。

中欧国际工商学院 1994-2004 年 MBA 招生情况:

年级	学年	招生人数
MBA95	1995-1996	58
MBA96	1996-1997	61
MBA97	1997-1998	124
MBA98	1998-1999	128
MBA99	1999-2000	115
MBA00	2000-2001	122
MBA01	2001-2002	127
MBA02	2002-2003	129
MBA03	2003-2004	112
MBA04	2004-2005	126
总计		1102

“新版 MBA”

在建校第一个十年全面实现亚洲领先、初步实现世界一流的目标后，为了配合中国经济的进一步改革、开放、发展、升级，中欧为其第二个十年制订了市场化、国际化、高端化、一流教学和一流研究并举提升一流品牌的战略，在对学生的选拔培养和职业发展服务方面向高端服务业（如咨询业和投资银行业）和高端制造业适度倾斜，鼓励毕业生跨国流动就业，全面提升中欧 MBA 在高端市场和海外市场的竞争力。

2005 年起，中欧推出新版 MBA 课程。课程改革的内容包括实行学期制和学分制，提高选修课的比重和降低必修课的比重，设立财务金融和市场营销两个专业方向，取消为期三个月的实习，提高入学和毕业的语言要求等等。从 2005 年起，为了便于和海外商学院交换学生等原因，入学日期推迟到 9 月初；为了满足中国在加入 WTO 过渡期后对高级国际化管理人才的需求，招生规模从每年 120 人扩大到每年 180 人。在此之前，为了提升质量和打造品牌，中欧 MBA 的招生规模已经连续八年控制在每年 120 人。■

Background Information: 1st MBA Programme in mainland China

By Wang Jianmao and Gong huimin

In 1984, mainland China saw the birth of the first group of full-time MBAs. Included in these institutions was the China-EC Management Institute (CEMI), the predecessor of the China Europe International Business School (CEIBS). It was not until 1991 that the State approved 9 universities and colleges to open pilot MBA programmes; therefore, giving a seven-year head start to CEIBS over its domestic peers in opening a full-time MBA programme taught exclusively in English.

The opening ceremony of CEMI's first MBA class (then called Class of Management Master) was held in Beijing Xiyuan Hotel on March 3, 1985. Chinese leaders in attendance included Deng Liqun, Lu Dong, Yuan Baohua, Li Ruishan, Zhang Yanning, Ma Yi, Zhu Rongji and others; while European representatives included the then Chairman of the EU Education Council, Danish, Greek and Luxembourg ambassadors to China, counsellors to China from Italy, America, France, the Federal Republic of Germany, Holland, Ireland, Belgium and others, and representatives from West European companies.

To ensure teaching quality, CEMI established the Academic Council consisting of 6 presidents of renowned overseas business schools. The degree certificates of CEMI's early graduates were signed by each of the 6 presidents in order for them to be valid; therefore, making them one of the most unique degree certificates in China or even the world.

From the outset, CEMI attached great importance to student internships, the

majority of which were opportunities at European companies. Taking CEMI-1 and CEMI-2 for example, all the students conducted a 6-month internship in European countries. Since 1990, the students either conducted an internship in European companies in China or in Europe, but the internship period was shortened to 3 months. As for CEMI-6 students, considering that students should know more about western business conventions and culture during the programme, internships were scheduled during the middle of the programme rather than at the end. Internship opportunities, at that time, included offers by Volkswagen, Renault, ICI, and more. These European multinationals were pleased to welcome the first generation of Chinese MBAs and build friendships with these future business leaders of China by providing these Chinese MBAs with openings in all their functional departments.

MBAs trained by CEMI:

Grade	Academic Year	Number of Graduates
CEMI-1	1984-1987	34
CEMI-2	1986-1989	65
CEMI-3	1989-1990	33
CEMI-4	1990-1991	36
CEMI-5	1991-1992	39
CEMI-6	1992-1993	40
Total		247

As the first full-time MBA programme in mainland China, CEMI's MBA programme is credited with laying the foundation for today's CEIBS MBA programme's high-

quality and internationalization. During its nine years in Beijing, CEMI's unremitting efforts produced a total of more than 247 graduates, all worthy of the title "first generation of Chinese MBAs".

In 1994, with the establishment of CEIBS, the MBA programme was moved from Beijing to Shanghai. In May 1995, the first CEIBS MBA class held its opening ceremony. Based on CEMI's features including its internationalization, high quality and its overseas internships, the school's MBA programme began to demonstrate its advantages in more aspects.

CEIBS has defined its MBA programme as a 17-month full-time programme taught exclusively in English. To be qualified as a truly world-class business school, the school began to recruit overseas students, making it the most internationalized of its kind in China, resulting in 20% of its students coming from the US, Canada, France, Ireland, Pakistan, Japan and other countries and regions.

At the outset, the school only enrolled 60 students per year. However, the number of students enrolled has expanded to twice the number since 1997. From 1994 to 2004, CEIBS has enrolled and trained some 1100 MBAs with regular international-oriented training.

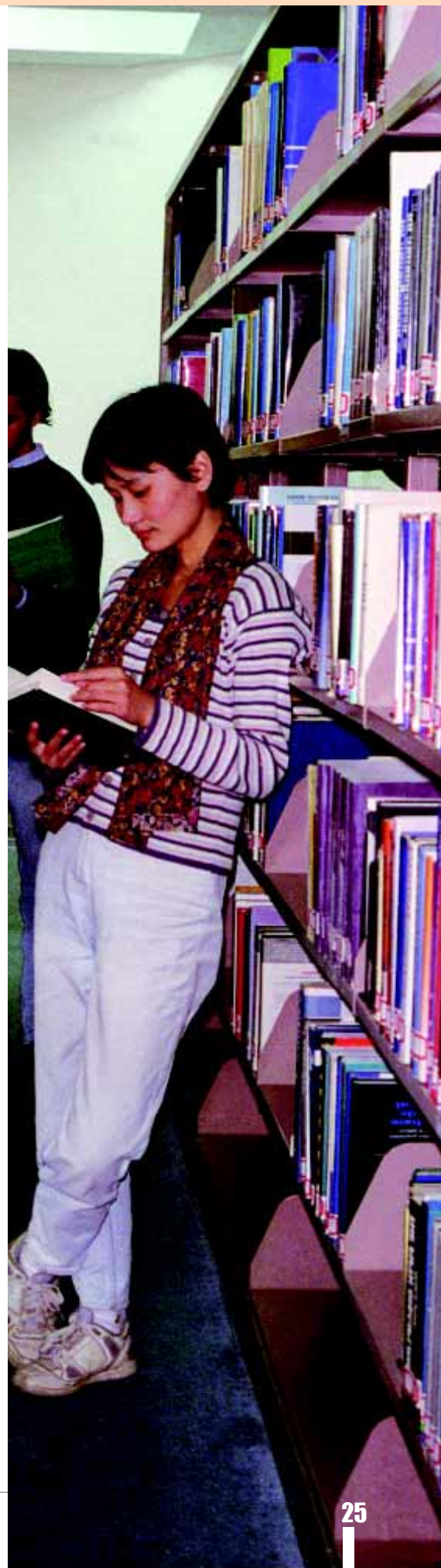
1994-2004 CEIBS MBA Admission:

Grade	Academic Year	Students Enrolled
MBA95	1995-1996	58
MBA96	1996-1997	61
MBA97	1997-1998	124
MBA98	1998-1999	128
MBA99	1999-2000	115
MBA00	2000-2001	122
MBA01	2001-2002	127
MBA02	2002-2003	129
MBA03	2003-2004	112
MBA04	2004-2005	126
Total		1102

"Updated MBA Programme"

CEIBS has achieved its objective of becoming the number one ranked graduate business school in Asia, and is currently on the path to fulfilling its second objective of joining the ranks of first-rate business schools all within its first decade of establishment. CEIBS' strategy for the next stage of its evolution involve the school's market-orientation, internationalization, brand, quality, teaching and research as needed with China's ongoing reform, opening-up, development and enhancement. CEIBS' selection of students and career development services will attach greater importance to the high-end service sector (such as consultancy and investment banking) and manufacturing industry. The school will continue to encourage its graduates to seek international employment and enhance the competitiveness of its MBAs in high-end and overseas markets.

This year, CEIBS MBA programme will start to offer a Finance and Marketing track specialty, adopting the semester and credit system, increasing the number of elective courses while decreasing compulsory course offerings, removing the three-month internship module, imposing higher language requirements for the students, and more. The CEIBS MBA programme will be delayed this year to start in early September to coincide with other MBA programmes to facilitate the international exchange of overseas students. In addition to this, with the current transitions of China's economy especially after its entry into the WTO, CEIBS plans to aid in the increasing demand for senior management by expanding the MBA intake size to 180, compared to the current 120. Previously, to enhance quality and to build the brand, CEIBS' MBA annual intake size was controlled at 120 students per year for 8 consecutive years. ■



我的跨国公司生涯

贾磊 MBA97

2005年的新春到了，转眼间从中欧毕业六年多了。1998年毕业回北京后的这些年里，我一直亲身感受着中欧日新月异的发展，学院影响越来越大，不经意间就会发现周围的同事居然成了你的校友！在中欧各俱乐部的活动中，我总能从校友那里学到许多新的东西，并与朋友们分享我自己的体验。我喜欢这些新思想的交流，并乐此不疲。中欧有我的良师益友！“中欧”就像是一枚温暖的印章，烙在每一个中欧人的心上，大家的关系并没有因为毕业而疏远，反而彼此携手，休戚相关。

1997年踏进中欧的时候我已经在北电公司工作了四年，工程师的工作虽让我收益匪浅，但工作成了一种简单的重复。忙的时候会天天跑项目，一旦静下来，就会有一种莫名的恐惧。那个时候我总是想：我的将来要怎么发展？我的下一个目标是什么？当时国内的MBA教育刚刚起步，还不像现在这样广为接受。有人说，要想获得能力的提升，除了知识、胆识，还要有见识。我有兴趣在管理领域谋求新的发展，就决定报考MBA。当时国内有10余家院校第一次统一招收MBA，并把考试安排在春节前，而中欧的考试刚好和国家的统考错开，所以成了我的第二备选。是中欧的热情、职业前景和不容质疑的专业水准，让我最终选择了去上海。中欧当时借用上海交大闵行校区的设施，那儿远离市区，环境优美。开学一个星期后，我确信自己的决定是对的。我拥有了一批优秀的同学，大家渴望新的知识、积极上进，初具经验却又充满困惑。是那些优秀的教授和热心的员工，坚定了我们完成学业的信心。还记得当时面试我的谢家伦教授对我说，中欧可以承诺提供最先进的管理知识，但是不能承诺提供最好的职位和待遇，中欧和大家的前途是绑在一起的，这需要我们共同努力！这句话让我一直记忆至今，我们为中欧的每一次突破而倍感骄傲，也为自己的每一次成功而对母校心



存感激！

毕业后，我加入了摩托罗拉，三年后又加入了诺基亚，并一直服务至今。在跨国公司工作多年，深感其本地化进程就好似其进入中国的历程。管理层最初都是来自投资国或其他西方国家，然后你会看到一批新加坡、香港或台湾的面孔，最后才是真正的本地化人才。信任的传递是有成本的，而最大的成本是时间。随着国内市场的发展和演绎，本土人才的成长和本地公司的发展也非常迅速。许多真实的案例就发生在我们身边，不断开阔着大家的视野。

为了让信息的沟通更加顺畅，许多跨国公司都采用扁平式组织结构，这使水平方向的信息交流更加直接快捷，也使部门与部门之间的界限变得更加模糊。这种组织结构的转变也对员工提出了更多要求，它需要大家主动理解公司的经营策略并具备独立的执行能力。许多项目在公司内需要跨部门合作，员工要成为多面手——要懂得协调各方利益，争取更多资源，在恰当的时候对冲突做出适当的妥协等等，这些都是工作的艺术。在这点上，中欧的系统培训让我受益颇深，它教会我完

整地分析公司的行为方向，着眼于整体的利益而非本部门或个人的得失。大家都去北伐了，你当然不能南下！正确的思维模式决定了你影响圈的大小，决定了你领导能力的强弱，当然最终也将决定你个人的前途。

因为一直在从事新业务，让我有机会接触了许多创新公司，使我能不被跨国公司的成熟模式和固定流程所局限，反而从与合作伙伴的交流中获得了许多创新和超前的想法。无线通信已经成为百姓生活的一个必要部分，高科技外衣的光彩已逐渐褪色，快速消费品的营销模式正大行其道。但这个领域所固有的创新原动力会将游戏规则不断改写。从2003年开始，我领导的团队成功地把应用软件引入到国内手机销售和服务渠道，一改市场上只会将可乐或调和油作为手机赠品的销售模式。现在该项目已经覆盖全国80多个重要城市，取得了骄人的销售业绩。并因此获得“诺基亚中国创新奖”。该项目还在“诺基亚质量奖（Nokia Quality Award）”活动中跻身全球156个入选项目中前10名之列。

一直没有机会去中欧在浦东的校园看看，今年一定回去一趟！■

My Career in MNCs

By Jia Lei, MBA97

With the advent of the 2004 Spring Festival, more than six years have elapsed since I graduated from CEIBS in 1998. During these years in Beijing, I still witness CEIBS' rapid development and increasing influence by the fact that sometimes I find that my colleagues turn out to unexpectedly be my alumni! With activities organized by CEIBS clubs, I can always learn something new from my fellow alumni and share with my friends my own experiences. I enjoy communicating new ideas in this way so much so that I never feel tired of it. At CEIBS, I can always find scholarly mentors and beneficial friends! With the warm stamp of CEIBS on each of us, we've become closer after graduation, instead of estranging ourselves from each other.

I entered CEIBS in 1997 when I had worked as an engineer in Nortel for four years. Though I had reaped much from the work, I regarded it as some kind of repetition in the end. Sometimes, I was busy with some projects, but once I had nothing to do, I would be filled with unknown worries. I always wondered: how could I develop in the future? What's my next goal? At that time, MBA education was newly introduced in China and it was not as popular as it is now. It was said that insights were at an equal footing with knowledge and courage in enhancing one's capabilities. Out of my interest in seeking development in the realm of management, I decided to sit for the MBA admission examination. That year, altogether about 10 universities and colleges in China recruited MBA students for the first time and arranged their uniform examination right before the Spring Festival, while CEIBS' examination was arranged at another date. Therefore, CEIBS became a backup. However, with the school's enthusiasm, the career prospects it provided and its undeniable professionalism, CEIBS eventually made me decide to go to Shanghai. At that time, CEIBS was run in the beautiful Minhang Campus of Shanghai Jiao Tong University which is remotely located away

from the centre of the city. Only after a week of enrollment, I believed that I made the right choice since I had a group of excellent classmates who had a passion for knowledge and the motivation to improve themselves. They had experience, yet were perplexed, just like me. I can still recall what Prof. Kalun Tse said to me during the interview, "CEIBS can promise you the most advanced management knowledge, but it cannot warrant the best position and salary. CEIBS' future is bound with all of you. So we should make joint efforts!" Bearing his words in mind, I feel very proud of each achievement CEIBS has attained and feel much gratitude towards the school each time I experience success myself!

Upon graduation, I worked for Motorola; three years later, I switched to Nokia where I am still working. My many years of experience in multinationals makes me feel that its process of localization is just like its process of entering China; the management are first those from the investor countries or other western countries, then succeeded by those from Singapore, Hong Kong and Taiwan, and at last are the local talents. The major component of cost of trust transfer is time. With the development and evolvement of domestic markets, local talents and local companies also develop rapidly, as evidenced by many examples around us that continuously expand our horizon.

To facilitate smoother communication of information, many multinationals are organized in a flat structure, which makes horizontal communication more direct and quick, blurring the boundaries between departments. As well, this change in organizational structure poses a higher level requirement for the staff, specifically; it requires everyone to take initiative in understanding the corporate operating strategies and being capable of independent implementation. In the context that many projects need cooperation from staff of different departments, employees should

become generalists who have a good command of such arts in work, like how to coordinate different parties of interests, strive for more resources and reconcile to a proper extent at the proper timing in face of conflicts and others. In terms of this point, the systematic training I have received at CEIBS really benefits me. I've learned to make a complete analysis of the company's movements and orientation, and focus on the overall interests rather than the loss and gain of my department or myself. When everyone goes up to the north, you should not go down to the south! A correct mindset determines the number of people you can influence, the power of your leadership and, eventually your personal prospects.

My long-term engagement in new business enables me to get acquainted with many innovation companies and break the yoke of the mature model and fixed process of multinationals. My communication with my cooperative partners has inspired many of my innovative and advanced ideas. As an integral part of our daily life, the brilliance of wireless high-tech communication is becoming gradually shadowed while marketing models of fast moving consumer goods is becoming increasingly popular. However, the original momentum for innovation in this field will continuously change the rules of the game. Since 2003, the team under my leadership has managed to introduce application software into domestic sales and services channel of cell phones, totally changing the sales model in which coke or blended oil is used as a complementary gift. Now the new model has been introduced in more than 80 key cities nationwide and achieved outstanding sales performance. It, therefore, won "Nokia (China) Innovation Award," and is among the top 10 of the 156 candidate projects of the "Nokia Quality Award."

I have not had the opportunity to visit CEIBS' Pudong campus, but this year I will surely pay a visit! ■

中欧国际工商学院任命新一届管理委员会成员 CEIBS Announces its new MC Members



2004年12月20日,学院董事长谢绳武教授宣布了中欧国际工商学院新一届管理委员会成员,他们包括:

- 佩德罗·雷诺教授(执行院长)
- 张国华教授(院长)
- 郭理默教授(教务长兼副院长)

- 张维炯教授(副院长)

新一届管理委员会成员于2005年1月1日起正式上任。

鉴于刘吉教授对学院做出的重大贡献,董事会一致通过决定,自2005年1月1日起,聘请刘吉教授担任中欧国际工商学院名誉院长。■

Professor Xie Shengwu, Chairman of CEIBS, announced the new members of CEIBS' Management Committee on December 20, 2004:

- Professor Pedro Nueno (Executive President)
- Professor Zhang Guohua (President)
- Professor Rolf D. Cremer (Dean and Vice-President)
- Professor Zhang Weijiong (Vice-President)

The announcement will be effective from January 1, 2005. In addition, Professor Liu Ji, who has made great contributions to the school's development, has been invited by the Board of Directors as Honorary President of CEIBS from January 1, 2005. ■

中欧 EMBA 成为中国富豪首选 CEIBS EMBA Programme: a Favourite of Chinese Tycoons

1月12日,由胡润推出的“2004中国千万富翁品牌倾向调查”显示,中欧国际工商学院EMBA课程成为中国富翁们首选的教育品牌。40%的中国富翁们最青睐中欧的EMBA课程。

众所周知,由胡润推出的中国富豪排行榜在中国有着非常广泛的影响力。此次调查的目的是为了了解中国富有人群的品牌倾向。对于这个特殊的高端人群来说,他们的消费已经超越了价格层面的因素,而是更加注重品牌的情感价值和社会价值。调查涵盖的领域包括EMBA项目、汽车、宾馆、航空公司、私人理财机构、信用卡等共18个项目。被调查者中39%的人身价在1亿元以上,61%的人资产在1000万元至1亿元之间。

中欧国际工商学院市场公关部主任王惟尊代表中欧接受了由胡润颁发的这个奖项。他指出,中欧国际工商学院绝对不是奢侈品品牌,也不只针对有钱人士。中欧不仅为企业家和企业高层管理人员开设EMBA课程,还为众多有理想、有追求、有潜力的青年才俊提供一流的MBA课程,以及名列全球50强的短期培训项目,帮助他们取得成功。■

In Hu Run's latest “2004 Brand Preference of Chinese Multi-millionaires,” the China Europe International Business School's (CEIBS) EMBA programme is the education brand of choice for Chinese tycoons, as is evidenced by the fact



that it is a favourite of 40% of the surveyed Chinese tycoons.

Hu Run's “China Rich List” is very influential in China. This time he conducted the survey to determine the brand preference of China's richest men. This unique high-end sample group attaches greater importance to emotional and social values of brand names rather than to price in their consumption. The survey covered 18 aspects including EMBA programmes, automobiles, hotels, airlines, personal financial

中欧 CEO 班游学新加坡

CEIBS CEO Programme Participants Tour Singapore

2004 年 12 月 9 日 -12 日，中欧国际工商学院 2004 级 CEO 班在新加坡进行了第四个模块的学习。

中欧的杨国安教授以及 DSM 集团副总裁 Hein Schreuder 教授为学员们分别讲授了业务与公司战略、建立实施战略的组织能力等课题。除了课堂学习，学员们利用在新加坡的机会，参观拜访了新加坡最大的国有企业集团淡马锡(Temasek)、新加坡经济发展局(EDB)、淡马锡旗下凯德置地集团(CapitaLand)、以及新加坡证券交易所(SGX)，并与众多新加坡杰出企业家、政府官员以及专业机构人员进行了广泛的交流。

此次中欧把 CEO 班的课堂安排在新加坡，是为了拓展学员的国际化视野，体验和感受新加坡这个岛国精英经济的魅力。资源匮乏的新加坡能够成为全球著名的金融、航运中心，有很多经验值得中国内地企业的 CEO 学习。中欧希望借此让 CEO 学员认识到，应当敢于放眼全



球，利用全球平台上的各种资源，发展壮大自己的企业。

本届 CEO 班是中欧国际工商学院继去年在全国首创重量级 CEO 课程以来的第二届，共招收了 28 名学员，包括奥克斯集团的郑坚江、河南建业集团的胡葆森、阳光文化的杨澜、伊

利诺依集团的史晓燕、红豆集团的周海江等众多中国企业界知名人士。

据介绍，中欧计划把 2005 级 CEO 班的部分课程安排在台湾，以促进中国大陆与台湾两岸间的企业交流。■

Participants of CEIBS' 2004 CEO programme completed their fourth module in Singapore from December 9 to 12. Professor Arthur Yeung and Professor Hein Schreuder, Vice President of DSM Group, gave lectures on topics including business and corporate strategies, and building up organizational capabilities for strategic implementation.

In addition to lectures, participants took part in company visits to Temasek (the largest SOE in Singapore), Singapore Economic Development Board (EDB), CapitaLand (a subsidiary of Temasek) and Singapore Exchange Limited (SGX). This allowed the participants the opportunity to communicate with local entrepreneurs,

government officials and professionals.

The 4th module of CEIBS' CEO programmes was held in Singapore to introduce participants to a more global perspective by giving them the opportunity to visit an incredible elite island economy. Despite the country's severe shortage of resources, Singapore has managed to become a world-famous financial and shipping centre. CEIBS hopes that this opportunity will allow CEO participants to see first hand how the results of using resources via a global platform are especially crucial for the development of their own enterprises.

This is the second year running for the CEIBS CEO programme. Among the 28 partici-

pants this year, there are a number of established individuals from various industries including: Mr. Zheng Jianjiang from Ningbo Aux Group; Hu Baosen from Jian Ye Housing Group; Ms. Yang Lan from Sun Media Investment Holdings Ltd.; Ms. Shi Xiaoyan from Illinois Group; and Mr. Zhou Haijiang from Hong Dou Group Corporation.

In 2005, it is planned to have some of the CEO programme modules in Taiwan which will provide an opportunity to promote the business communication between mainland China and Taiwan. ■

institutions, and credit cards. Thirty-nine percent of the sample group are worth more than 100 million yuan, while the other 61% are worth between 10 million yuan to 100 million yuan.

Receiving the award on behalf of CEIBS from Hu Run was William Wang, Director of CEIBS Marketing and Communication Department. Wang commented that CEIBS is by no means a luxury brand and it has never regarded the rich as its sole target. ■

中欧 MBA 毕业生自动获得赴英国工作资格

CEIBS MBA Graduates are Automatically Eligible to Work in the UK

2004年12月2日,英国财政部大臣在2004年度预算报告中指出,世界50所顶尖商学院的MBA毕业生将自动获得在英国工作的权利,他们将可以不必申请工作许可在英国工作12个月。位于中国上海的中欧国际工商学院成为惟一一所获此资格的亚洲商学院。

英国财政部公布的50所世界顶尖商学院中,有10所来自英国,其余40所分布在美国、欧洲、亚洲等地区,包括哈佛、哥伦比亚、沃顿、IMD、INSEAD等世界著名商学院。

此前,中欧MBA毕业生早已有过赴英国工作的成功案例。2000年,中欧MBA学员施伟到英国伦敦商学院交换学习,由于他的出色表现,被一家咨询公司聘请,在伦敦获得相当于80余万元人民币年薪的工作机会。

中欧国际工商学院MBA课程学术主任王建翎教授说,此次中欧能够跻身世界顶尖50强商学院之列是对中欧MBA课程国际化、高质量的认可,是中国MBA教育走向世界的又一里程碑。■

On December 2, 2004, the British Chancellor of the Exchequer announced during his annual budget report that graduates from the world's top 50 business schools would automatically be eligible to work in the United King-



dom for up to 12 months upon completion of their MBA degree, making it unnecessary for graduates to apply for a work permit. This announcement makes the Shanghai-based China Europe International Business School (CEIBS) the only business school in Asia to be granted such an entitlement.

The top 50 business schools in the world are selected by the Exchequer, 10 are located in the UK, while the other 40 are located in the United States, Europe and Asia. These business schools include Harvard, Columbia, Wharton, IMD, INSEAD and more.

One CEIBS MBA graduate is already working in the UK. In 2000, during his exchange study in London Business School, Shi Wei, was offered a consulting position in London with an annual income of approximately 800,000 RMB.

Prof. Wang Jianmao, Academic Director of CEIBS' MBA programme, comment about the school's top 50 ranking as, "It not only reflects worldwide recognition of its internationalization and high quality, but it also marks another milestone in the process of internationalization of MBA programmes in China." ■

中欧获评中国最具影响力的 MBA

CEIBS MBA Programme: The most influential of its kind in China

日前,《世界经理人》周刊、网站揭晓2004“中国最具影响力的MBA”,中欧国际工商学院荣登榜首,成为中国最具影响力的MBA课程。

据悉,本次评选从师资力量、教学体系、生源情况、社会声望、学院情况、学生满意度、学生就业、企业认可度、CEO推荐共9个指标全面评估中国国内MBA课程的水平 and 影响力,共有30个院校的MBA课程上榜。■

The *World Executive Weekly's* news ranking of "China's Most Influential MBA Programmes in 2004" places CEIBS' MBA programme in number one position, making it the most influential of its kind in China.

Nine variables were used to determine the school rankings: faculty strength, teaching system, student quality, school reputation, school status quo, student satisfaction, students employment, recognition by enterprises and CEO recommendation: Altogether 30 MBA programmes were listed in the ranking. ■

百名伯乐齐聚中欧

——中欧国际工商学院举行“雇主答谢日”活动

Talent Discoverers Gather at CEIBS on Recruiter's Day

2004年12月14日，中欧国际工商学院职业发展中心举行了“雇主答谢日”活动，向一直以来支持中欧、为中欧毕业生提供众多职业发展机会的企业表示感谢。共有120余名来自近100家知名企业的人力资源人士和高层管理者参加了活动。

10年来，中欧共向工商管理界输送了962名优秀的MBA毕业生，这些管理精英在毕业后首次就业时便借助母校和企业共同搭建的平台，得到职业生涯的巨大提升。今年从中欧毕业的111名MBA学生的就业情况十分喜人。据统计，施耐德、朗讯、中金公司、麦肯锡和波士顿等159家著名的制造业企业和咨询公司向中欧的毕业生提供了700多个职位，供求比例高达1:7，毕业生平均年薪达人民币25万元。

“雇主答谢日”活动上，中欧为企业颁发了12个大奖。通用电气、麦肯锡、IBM、西门子、礼来制药等12家著名企业因为在中欧的9届毕业生中成功招聘达5次以上而获得“长期伙伴奖”；“首批雇主奖”则颁给了在1995年成功招聘了2名以上中欧首届毕业生的荷兰银行和壳牌等企业；BP、米其林在历年中累计招聘



了20多名中欧毕业生并以优秀的人才吸引机制赢得最低的校友流动率，而获得“最高校友留任奖”；施耐德电气、朗讯和南美轮船作为今年招聘中欧毕业生最多的企业，荣获“年度雇主奖”。此外，当天还颁发了“最具人气奖”、“最具亲和力奖”和“特别魅力奖”共12个奖项。

这些奖项都是根据中欧校友和今年中欧毕业生的信息反馈客观评出的。

获奖企业代表表示，中欧国际工商学院的MBA毕业生素质优秀，进入企业后在为企业做出杰出贡献的同时，也为自己赢得了广阔的职业发展空间。■

On December 14, 2004, CEIBS' Career Development Centre (CDC) held a special event themed "Recruiter's Day" to express its sincere gratitude to recruiting companies of CEIBS graduates for their continued support in giving the school's students great career opportunities. Over the past decade, CEIBS has graduated 962 MBA graduates. With the cooperation of the school and the business community, these graduates have experienced rapid career advancement.

Today's event was attended by 120 HR officers and senior executives from approximately 100 renowned companies. In total, 12 awards were given. General Electric (GE), McKinsey, IBM, Siemens, Eli Lilly and 7 other world-famous companies were the recipients of the "CEIBS Long-standing Partner Award" for their continued support in recruiting CEIBS graduates over the past 5 years. The "First Recruiter of CEIBS Graduates Award" was given to ABN AMRO Bank and Shell for their recruitment of more than two CEIBS graduates since 1995. Michelin and BP received the "Highest Retention of CEIBS Alumni Award" for their recruitment of more than 20 CEIBS graduates over the years and having the lowest CEIBS alumni turnover. The "Recruiter of the Year (2004) Award" was given to Schneider Electric, Lucent and CSAV. Other awards included "Most Popular Recruiter," "Most Devoted Recruiter," "Most Attractive Recruiter," and others. These awards were issued on the basis of the feedback from CEIBS alumni and graduates.

The representatives from the companies receiving awards remarked that CEIBS' MBA graduates, who were of high quality, had been highly valued by their recruiters for their great contributions and thus enjoyed great opportunities for career development. ■

北京市市长王岐山做客“高朋满座”

Wang Qishan Speaks at the Great Gathering of Distinguished Guests

2004年12月17日晚，中欧论坛“高朋满座”校庆专场在北京五洲皇冠假日酒店大宴会厅拉开帷幕。本次论坛邀请到了北京市市长王岐山，为中欧的学员、校友做主题讲演。中欧国际工商学院院长张国华教授主持了本次论坛。

王市长一上台就风趣地解释了自己今天的讲座为何无题，接着便旁征博引地为大家提出了“大文化、小文化”的概念。“所谓小文化者，学历也，大文化者，经世致用之才也。”王市长认为，是否能够顺利办好2008北京奥运会，率先在北京实现基本现代化，“大文化”在人民中的成功推广是重要的前提。在演讲中，王市长古今中外融会贯通，时事、案例随手拈来，其学识、气度令在场听众，无论是大型企业的CEO，还是知识渊博的学者都深为折服。

随后王市长解答了听众提出的有关北京市交通状况的问题。王市长诚恳的态度以及誓与交通拥堵斗争到底的决心赢得了台下雷鸣般的掌声。作为对大家热烈支持的回报，王市长又主动与大家分享了访问耶鲁大学时与该校校长及教授探讨哲学问题的精彩经历。最后，中欧国际工商学院教务长郭理默教授代表学院向王市长赠送了礼物——一套精美的《中欧管理新著译丛》。■



Celebrating CEIBS' 10th anniversary in Beijing, a great gathering of distinguished guests was organized on the evening of December 17, 2004, at the hall of Crowne Plaza Park View Wuzhou Beijing. Honored guests included Wang Qishan, mayor of the Beijing Municipality, who gave a key-note speech to CEIBS students and alumni. The president of CEIBS, Professor Zhang Guohua, hosted the forum.

Opening his speech with a humorous explanation of why his speech was without a particular topic, Mayor Wang went to go on to discuss the concept of “major culture” and “minor culture.” “Minor culture may refer to the degree one obtains through his schooling, while major culture covers the ability and knowledge to serve one's country and society, the quality of people's mentality and behavior.” Inevitably Mayor Wang touched upon the topic of Beijing's 2008 Olym-

pics and explained that in order to successfully and smoothly host the event and for Beijing to take the lead in modernization depended on the popular major culture amongst Beijing citizens. The audience, no matter whether they were CEOs from large enterprises or expert scholars, were deeply touched by Wang's charisma, knowledge, and his thorough mastery of events at all times and in all countries. His sincerity won warm applause from the audience. To make the forum even more inspiring, Mayor Wang shared with everybody his brilliant experience of discussing philosophical issues with Yale University President and professors. As a token of the school's gratitude, Professor Rolf Cremer, Dean of CEIBS, presented the Mayor a series of books on Management Theories translated by the school. ■

中欧进入美国商学院协会 (AACSB) 认证程序

CEIBS begins the AACSB Accreditation Process

作为全球性资深权威认证机构，美国商学院协会 (AACSB International, the Association to Advance Collegiate School of Business) 一向致力于保持和提高全球工商管理教育的质量。去年，中欧国际工商学院 (CEIBS) 向该机构提出申请，希望获准进入认证程序，而 AACSB 的预认证委员会 (PAC, Pre-Accreditation Committee) 近期已向中欧发出了批准申请的通知。现在，中欧国际工商学院将正式进入 AACSB 认证程序，成为迄今为止中国大陆地区第一所也是唯一一所达到该重要阶段的商学院。认证过程通常要历时五年。史璞兰教授将出任学院认证指导委员会主席。在这个严格的认证过程之初，需要实施大量的启动性工作和活动。例如今年四月，史璞兰教授就将与郭理默教务长一同出席 AACSB 在旧金山举办的年

会。AACSB 现已指派布赖恩特大学 (Bryant University) 负责教务的副院长 V.K. Unni 博士担任中欧国际工商学院的指导顾问。中欧国际工商学院已于 2004 年获得另一个国际性的工商管理教育权威认证机构 EQUIS 的认证。■

AACSB International-the Association to Advance Collegiate School of Business-is the world's senior accrediting organization, working to maintain and improve the quality of graduate management education throughout the world. Last year, CEIBS applied to the AACSB for approval of its beginning the process of accreditation. The AACSB's Pre-Accreditation Committee (PAC) has notified CEIBS of its acceptance of the school's request. CEIBS will

now begin the formal accreditation process which typically requires five years. CEIBS is now the first and only business school in mainland China to have reached this important first stage in the AACSB accreditation process. Professor Linda G. Sprague will serve as Chair of the School's Accreditation Steering Committee. In April, Professor Sprague and Dean Rolf D. Cremer will attend the annual meeting of the AACSB International in San Francisco as part of the start-up activities for this demanding process. The AACSB has appointed Dr. V.K. Unni, Vice President for Academic Affairs at Bryant University as CEIBS' Mentor. CEIBS received EQUIS accreditation in 2004. ■

上海市人民政府副秘书长姜平 在中欧视察调研

Jiang Ping, Deputy Secretary-General of Shanghai Municipal People's Government, makes an inspection visit to CEIBS

受上海市委市政府领导委托，上海市人民政府副秘书长姜平于 1 月 4 日莅临中欧国际工商学院视察调研。中欧国际工商学院院长张国华教授、副院长张维炯教授向姜平副秘书长介绍了中欧十年来发展的情况以及未来的办学思路。姜平副秘书长对中欧十年来取得的成绩给予了充分的肯定，称中欧“在上海教育界树立了良好的品牌”，表示上海市委市政府将继续全力支

持中欧未来的发展。上海市人民政府教育委员会副主任莫负春同志也陪同参加了此次调研。■

The Deputy Secretary General of the Shanghai Municipal People's government, Jiang Ping, visited the China Europe International Business School's (CEIBS) Shanghai campus on January 4. Jiang complimented the school as “an out-

standing brand in Shanghai's education circle.” He also affirmed that the Shanghai Municipal Party Committee and the Shanghai Municipal People's Government would continue their strong support for the school's development. Mr. Mo Fuchun, Deputy Director of the Shanghai Municipal Education Commission, was also in attendance during the visit. ■

冰岛议会议长访问中欧

Halldor Blondal, Iceland's parliament speaker visits CEIBS

1月17日上午, 冰岛议会议长哈尔多尔·布伦达尔 (Halldor Blondal) 一行访问了中欧国际工商学院。哈尔多尔·布伦达尔议长与中欧国际工商学院院长张国华教授进行了亲切的会谈, 并随后参观了校园。冰岛议会代表团对中欧10年来取得的巨大成绩表示高度赞赏, 并就中冰合作与交流、中国市场经济的发展等话题与张国华院长和学院主要部门负责人交换了意见。全国人大常委会办公厅外事局副局长钟荣来陪同参加了此次访问。■

Iceland's parliament speaker, Halldor Blondal, came to the China Europe International Business School's (CEIBS) Shanghai campus on January 17. The Irish Parliament delegation spoke highly of the school's achievements over the past decade. Blondal and Zhang Guohua, the President of CEIBS, along with the directors of the school's major departments, discussed issues about cooperation and communication between China and the Iceland. Zhong Rong, Deputy Director of the Foreign Affairs Bureau of the General Office of the Standing Committee of the NPC, was also present during the visit. ■



法国前总理法比尤斯做客中欧

Laurent Fabius, Former Prime Minister of France visits CEIBS



今年是中法文化年, 也是中国和欧洲建立外交关系30周年。作为周年庆的开端, 法国前总理, 前经济、财政和工业部长洛朗·法比尤斯先生近日来到中欧国际工商学院作为为期一周的访问研究。

法比尤斯于1984至1986年期间担任法国总理, 曾经是法国总统弗朗索瓦·密特朗的首席私人秘书, 并历任国民议会

主席、经济与财政部预算部长、工业和研究部长以及经济、财政和工业部长, 在法国政界占有显著地位。法比尤斯可能是法国下届总统竞选人。

2月21日至24日, 法比尤斯在中欧国际工商学院连续做了四场报告, 对欧洲联盟的历史、欧盟经济、欧盟与中国、欧盟的未来分别作了阐述。■

This year not only celebrates the China-France culture year, but it also marks the 30th anniversary of the establishment of diplomatic relationships between China and Europe. On a one-week visit, Mr. Laurent Fabius, former Prime Minister of France and Minister of the Economy, Finance and Industry, came to the China Europe Inter-

national Business School (CEIBS) to give a series of lectures. These lectures were given at CEIBS over four consecutive days from February 21 to 24 on "History of the European Integration," "EU's Economy," "EU and China" and "EU's Future."

Fabius has held positions as Prime Minister of France from 1984-1986, Private Secretary of François Mitterrand, two-time President of the National Assembly, Minister in charge of the Budget to the Minister of the Economy and Finance, Minister of Industry and Research, and Minister of the Economy, Finance and Industry. He will possibly run as a candidate for the 2007 presidential election in France. ■

外界对宏基任命意大利人兰奇担任全球总经理一事褒贬不一，但不管怎么样，宏基为志在国际化的华人企业，又寻觅到了一条新的发展道路。

华人企业，洋人当家

国际化的“蛋”

顾冰 《环球企业家》记者



很难让人相信，一贯以打造华人品牌为己任的施振荣，竟将宏基的前途命运交到了一位意大利人手中，就连见惯大场面的《纽约时报》、《华尔街日报》也纷纷表示，“这项升迁，实在不平常。”

“这是我退休前，最后一次的重要决定。”施振荣在宣布自2005年元旦起，将由意大利人、宏基泛欧地区总经理兰奇(G. Lanci)接掌全球总经理时，很是振奋，“宏基快要成为国际化的企业，花了快30年终于达到这个目标。”

施振荣有理由高兴，历经20年国际化进程，宏基交的学费据说已不下百亿，如

今终于下出兰奇这个“蛋”。更重要的是，如今宏基的笔记本电脑销量已跃居欧洲第一，也算熬成正果。

与宏基相比，大陆许多企业还处在交学费的过程中。也难怪在中欧国际工商学院“中国企业全球化论坛”上，TTE(TCL-汤姆逊电子有限公司)首席执行官赵忠尧在施振荣面前更多地表现为学生。

的确，尽管华人企业国际化已嚷了多年，但按照国际默认的判断企业的国际化程度的标准(即海外销售、海外员工占总员工的百分比、海外投资的比例)，哪怕是国际化楷模海尔、华为、TCL，他们的国

际化都不能说是成功的。与大中华区业务仅占全球营收15%的宏基相比，TCL们的“蛋”还在孵着，因为即使是入选“世界最具影响力的100个品牌”的海尔境外业务比例也不过17.1%(海尔中报数据)。

国际化，不是大好就是大坏

华人企业国际化，“不是大好，就是大坏，”对企业全球化有着深刻研究的中欧国际工商学院飞利浦人力资源管理教席教授杨国安表示，这当中几乎没有中庸道路。因为华人企业在海外的投资通常是山高皇帝远，若投资失败，“收都收不回”，往往血本无归。

1992年，当首都钢铁公司以英雄姿态以1.18亿美元收购秘鲁铁矿，并成为中国钢铁公司海外收购第一案例时，恐怕没想到今天的铩羽而归。如今，首钢已无法忍受持续不断的员工罢工，痛下决心甩掉困扰自己长达12年的包袱，成为他们的惟一选择。而当年1.18亿美元的巨额投资，现在仅换来1300万的回收和一个至今捧在手上的“烫山芋”。

就连如今的成功者宏基，当年也为国际化付出过惨痛代价。1990年，宏基以9400万美元购并了美国高图斯(Altos)公司，后来的结果表明，这桩购并行为是宏基最为失败的投资案之一。高图斯公司原有的员工难以融入宏基的企业文化，双方沟通起来非常困难。而且，由于支付这些员工的费用极为高昂，于是1991年，宏基在美国与欧洲的公司同时出现大量亏损。施振荣回忆，在这种情况下，宏基只能“小输当赢”，哪怕去年亏损了100元，今年还是亏损50元，“我照样发你奖金”。

打了20多年国际仗的施振荣，也不得

不感叹华人企业国际化的艰难。的确，美国企业可以“用一套美国制度就可吃遍天下”的情况，“打仗相对简单”。而华人企业就需面对种种困难，企业文化不同，地区形象不佳，早期宏基在做国际品牌的时候，一直把台北放在最后面，因为消费者也许看到台北就不买了。杨国安也认为，在某种程度上，华人企业国际化的艰难程度远远高于欧美企业，如果华人企业国际化到新加坡、马来西亚还问题不大，但若到美国，和客户“谈的都是美式橄榄球，聊都没法聊”。

国际化，一场不得不打的仗

尽管面对诸多“不是大好，就是大坏”的指责，放眼国际的宏基继任总经理兰奇却毫不客气地说：“台湾市场的个人计算机只是全球市场的1%，宏基要成长，只有走向国际。”

尽管与宏基相比，TCL们有着庞大的母体市场，但再大的母体市场总有饱和的一天。业内人士也早有分析，在中国彩电降价-扩张产能-再降价-再扩充产能的循环中，不仅使国内市场饱和，而且还出现了巨大的产能剩余，“走出去”成为一个紧迫的话题，所以对像TCL这样的中国彩电企业来说，需要借助一个全球性公司的支撑来打磨自己在全球更广阔水域中的游泳能力，尤其是在美国对中国彩电提起反倾销诉讼之后，蹲在家里的出口模式遇到巨大的障碍，国际化成为必然。

对中国企业而言，往往成长性比利润更加重要，走出去是李东生的选择，也是华为任正非的决断。任正非早就判断国际化是华为度过“冬天”的惟一出路。早在上世纪90年代中期，在与中国人民大学的教授一起规划《华为基本法》时，任正非就明确提出，要把华为做成一个国际化的公司。而如今，华为的海外市场业绩已发展得相当不错，占到了总业务量的30%。

而从著名跨国经营专家 Christopher Bartlett 博士所划分的企业跨国经营阶段分析(见下表)，TCL 及华为都走了一条循

序渐进的道路。TCL 最早的王牌产品——TTK 磁带便是中外合资的，而后日益扩张的 TCL 开始加快进入国际市场的步伐。巧合的是，TCL 和华为都在越南市场找到了突破点，如今 TCL 彩电已进入越南市场彩电销售前三名，而华为在越南的招标也是国际市场上第一次真正的中标。从目前情况来看，TCL、海尔还停留在企业全球化的第三阶段，

表：企业全球化的四个阶段

阶段	状况
1. 产品外销阶段 (Product/Service Export Stage)	公司的产品或服务，已经开始向国外销售，产品外销主要通过贸易出口。生产设备与公司的经营，仍然是在国内。管理者思维主要还是国内市场思维。
2. 销售点阶段 (Overseas Sales Offices Stage)	由于对国外销售或服务业务量的增加，需要在国外设立分支机构，以便掌握当地市场信息和分销。成立分公司或者合资公司，可以把某些营运活动转移到国外，以增强效率。管理者思维开始意识到国内和国际市场的差别，开始采取针对不同国家的战略。
3. 多国阶段 (Multinational Operations Stage)	把生产设备或服务据点设置在多个国家及地区来营运。通常有些决策是分权下放的，但是，企业的人力资源决策、财务决策、核心技术、营销等核心功能仍然放在总公司。在很多国家或地区成立了比较完整的组织结构。管理者思维是把全球市场当作一个整体来考虑。
4. 全球阶段 (Transitional Operations Stage)	在主要市场成立了相当完整的组织结构，包括健全的人力资源制度和财务会计制度，而且每一公司具有高度自主权，总公司的控制相当少。这些分布在不同地区的独立企业需要高度的协调。管理者思维是一种既全球又本土的思维方式 (Glocalism)。

资料来源：磊石跨文化发展有限公司

即多国阶段。而施振荣按照业绩提拔兰奇的做法，则显示了宏基的跨国经营已达到全球运营的阶段，是把全球当作一个整体来考虑。

用二流人才打一流仗

“华人企业国际化的最大难题，在于缺少国际化人才，”中欧管理学教授杨国安说道。的确，TCL 与汤姆逊合资创建公司、与阿尔卡特合资成立 TCL 阿尔卡特移动电话有限公司(TAMP)后，缺少国际化人才成了 TCL 的最大“短板”，就连身兼 TTE 高级顾问的杨国安也开始为 TCL 充当起高级猎头的职务。

而施振荣也在感叹，缺少国际化人才困扰宏基多年，一方面台湾地区市场太小，难以培养本土的国际化行销人才；另一方面，宏基又难以留住国际行销人才。施承认，在目前情况下，就连宏基这样优秀的华人企业，也只能留住二流国际人才，因为一流人才对华人企业信心不足，“不敢把他的前途压在这里”。对于兰奇的异军突起，施振荣甚至认为这是“可遇不可求的”，施振荣回忆，上世纪90年代宏基收购德州仪器(TI)笔记本电脑部门后，很多国际人才都离开了宏基，而兰奇留下了，事后施振荣问起此事，兰奇的回答是“我以前在 TI 打仗，TI 不是只做 PC，还有半导体，这场仗打好打坏对总部来说根本



巧合的是，宏基在国际化进程中，与TCL、波导等志向国际化的企业有着颇多相似。相比TCL与汤姆逊、阿尔卡特，波导与西门子的联手，宏基也曾收购高图斯、德州仪器笔记本部门，并由此吸收了大量国际人才。经过20多年的耕耘，宏基终于等到了丰收的一天。7年前，施振荣就万万没想到，自己通过购并，竟吸收了一个未来的接班人。恐怕这也是施振荣告诫赵忠尧要“从长计议”的原因吧。在施振荣与赵忠尧的交流中，赵忠尧曾问过施振荣这样的问题，TTE“面临很大的挑战，就是中国人怎么去管理西方人”。而施振荣对此的回答是，必须要从长计议，一步步来，在发展中要“有效地借助当地的管理人才”。

2005年，年满60岁的施振荣就将退休，但他说他闲不住，未来他将把更多精力投放在创投公司——中华智融上。为减轻宏基变革的压力，他也将带去相当一部分宏基老员工。“都说我，观念要领先别人10年，”施振荣说这话时有些自嘲的味道，不管是宏基的国际化还是分割再造，在业内看来都超前了些，为此宏基也交了颇多的学费。

而在外界看来，宏基任命意大利人兰奇担任总经理的事例，恐怕又是一“领先10年”之举，就连见多识广的杨国安都表示，“从来没见过”。但不管怎么样，宏基为志在国际化的华人企业，又寻找到了一条新的发展道路。”■

不重要，我为什么打一个不重要的仗呢？”想打非胜不可的仗的兰奇留在了宏基，但像兰奇这样的国际人才并不多。

华人企业国际化的瓶颈在于，“得让国际人才打江山”，曾做过宏基首席人力资源官，亲身参与过宏基国际化进程的杨国安表示。而从宏基国际化进程可以看到，在欧洲“老中”辛苦半天也仅是打平而已，在美国更是亏得厉害。而一旦放手起用国际人才，宏基竟成为欧洲笔记本电脑第一品牌。杨国安认为，华人企业的优势通常在于创业精神、灵活、速度，在华人地区自是通行无阻，而在欧美与洋人竞争，起用“老中”无异于“用游击战的人才打正规战”。

当然，起用国际人才也不是一蹴而就，施振荣对兰奇的观察就历时7年之久，并非贸然找个“空降兵”。杨国安也表示，华人企业对国际人才的起用，要给予信任和尊重，需要从小授权做起，而当“国际人才做出成绩来，就要给予更多尊重，更大授权。”“要学会分享权力，”杨国安对华人企业告诫道。

此外，杨国安认为，华人企业由于种种原因，很难吸引和保留国际人才，如果说华人在跨国企业中会担心玻璃天花板，那么国际人才在华人企业也会有这种担忧。而此次宏基任命兰奇做总经理，一方面为国际人才示范了一条晋升之路；另一方面也为集团国际化铺平了道路。明年元旦将升任宏基董事长的王振堂就表示，兰奇担任总经理这是给宏基人的警惕。宏基人老是把“国际化”放在嘴上，但常常仍是华人思考，“现在我就放一个最大的变因，把总经理给外国人做。”

奉行“赚钱商业文化”

“公不公平不重要，输赢才重要，”王振堂在记者会上为兰奇高呼。外界也普遍认为，兰奇升任总经理，颇有些论功行赏的感觉。

的确，宏基欧洲的业绩实在太强了，强到哪怕大陆市场成长了30%，但与欧洲100%的成长相比，“强到我的成长没被注意到”，宏基大中华区总经理林显郎显得有些无奈。5年前，宏基泛欧洲市场(欧洲、中东、非洲)占业绩比重不过36%。但今年宏基在自有品牌业务业绩相比已成长1倍的前提下(约425亿元人民币)，而由兰奇所带领的欧洲团队贡献比例却已逼近七成。兰奇用7年时间，将宏基变成欧洲最大的华人企业。今年第二季，宏基更打败全球第一大个人计算机业者惠普科技，在西欧拿下笔记本电脑市占率第一，在6个国家拿下第一名。

杨国安认为，兰奇升任总裁体现了宏基“赢”的精神。这对国际化企业有着颇多颇多借鉴之处，因为所处文化不同，对不同的文化、生活细节必须包容，只抓共同点。举例说，对于法国人而言，下班关手机、每年休假6个礼拜是天经地义；而“老中”可以每天都加班，手机24小时都开着，但你“必须包容，而不是改变别人的文化”，不能以生活方式评判优劣。在这种情况下，在企业中奉行全球统一的“赚钱商业文化”就显得尤为重要。因为只有抓共同点(业绩)，才能让国际人才看到一视同仁，“老外才觉得有机会出头”。

施振荣也认为，全球各地有不同的文化，但商业文化的差异就少得多，毕竟赚钱的道理还是一样的。而需要对三种不同文化进行融和的TTE赵忠尧也认为，对于中国文化、法国文化、美国文化的整合，如果仅从商业方面考虑问题，会使企业文化的融和变得简单化。在这过程中，互信及互相尊重就显得尤为重要。

的确，在任何一家国际化企业中，包容及承受显得尤为重要。身为TTE首席执行官的赵忠尧就承认，在集团内部薪酬比他高的多的是；而贵为宏基董事长的施振荣也表示，在集团内“比我工资高的，至少有10个人”。在这种情况下，公不公平并不重要，创造一个“赢”的环境才最要紧。

A Chinese Company Managed by a Westerner An Internationalized“Egg”

No matter how divided opinions may be in Acer's appointment of Gianfranco Lanci as president of Acer Inc., Acer has found a new way of development for Chinese companies that aim at internationalization.

By Gu Bing, reporter from *Global Views*



It is unbelievable that, Stan Shih, who committed himself to building a Chinese brand name, should pin the future of Acer on an Italian. The promotion of a Westerner to the number two position is an unusual move for a Taiwanese company, even in the eyes of the *New York Times* and the *Wall Street Journal*.

"This will be the last important decision made by me before my retirement," said Shih during his announcement of Lanci's promotion as president of Acer EMEA (Europe, Middle East, Africa) to president of Acer Inc., effective January 1, 2005. Excitedly Shih explained, "Acer will soon be an internationalized company. With the efforts made during the past 30 years, we will attain the goal at last."

Shih has every reason to be excited—with tens of billions paid as "tuition fees" to learn lessons during its 20-year process of internationalization, Acer eventually harvested the "egg" — Lanci. More importantly, it has at last become the top brand of notebook computers in Europe.

Compared with Acer, many companies in mainland China are still in the phase of paying "tuition fees" during their learning process of internationalization. Therefore, it is no wonder that at the China Europe International Business School's (CEIBS) "Globalization of Chinese Firms Forum," Charles Zhao, CEO of TCL-Thomson, behaved more like a pupil before Stan Shih.

Indeed, though Chinese firms have advocated internationalization for many years, Haier, Huawei, TCL and other model Chinese firms still cannot be deemed as "successful internationalized companies" following the accepted internationalization evaluation criteria of overseas sales, percentage of foreign staff, and percentage of overseas investment. In comparison with Acer, which has sales revenue from the Greater China Region accounting for only 15% of its global revenue, these TCLs are still on their way to internationalization. Haier's overseas business accounts for only 17.1% of its total (Haier mid-year report) even though it has been ranked as one of the "Top 100 most Influential Brands Worldwide."

Internationalization: Either Brilliant Success or Total Failure

Prof. Arthur Yeung, Philips Chair Professor of Human Resource Management at CEIBS, has done much research on corporate globalization. Yeung describes globalization of Chinese firms as "either a brilliant success or a total failure" and "there is no way in between." The reason for this is that Chinese firms can only have a relaxed control on its overseas investment as a result of geographic distance. If the investment turns out to be a failure, "they can hardly get the investment back."

In 1992, China's Shougang Corp. paid US\$118 million to purchase Hierro Peru, an iron ore mine. This was the first overseas acquisition by a Chinese steel and iron company. However, it was never expected that this acquisition would end up in today's failure. With continuous union strikes, Shougang has made the tough decision to rid them of the burden which has distressed them for 12 years. Their multi-million investment has only reaped a return of USD13 million and left them with a hot potato in their hands.

Even Acer, which has achieved remarkable success, also paid a painful price for its internationalization. In 1990, Acer acquired Altos at US\$94 million. Later, it turned out to be one of the worst investments ever made by Acer. The problem was that the staff of Altos found difficulties in integrating and communicating with Acer's staff. Moreover, high salaries were still being paid to these staff. In this case, in 1991, Acer's subsidiaries in both the US and Europe suffered a huge loss. Stan Shih recalled that they had to "take a minor loss as profit." If the loss the year before was 100 yuan, but this year it is 50 yuan, "we would still give them a bonus."

Stan Shih, who has devoted more than 20 years to promote internationalization of Chinese firms, remarks that Chinese firms typically face extreme difficulties during this process. Shih explains, "With the help of their American system, American firms can go global more easily." Chinese firms on the other hand face all kinds of difficulties, such as different corporate culture, poor brand image and so on. It is for this reason that when Acer was building an international brand, it put Taipei in the most obscure position out of fear that consumers

would not purchase the products once they knew that it was made by a company in Taipei. Prof. Arthur Yeung expresses similar opinions. To him, it is more difficult for Chinese firms to become internationalized than their European and American counterparts. It is okay if they just expand their businesses to Singapore and Malaysia, but once their business reaches the United States, they "can hardly talk with their customers there who talk about American football."

Internationalization: An Inevitable War

Given the prevailing opinion that internationalization will turn out to be either a brilliant success or a total failure, Lanci has turned his eye to the global market saying that "For Acer to seek growth, there is no way other than to go global since the Taiwan market only accounts for 1 percent of the global market."

TCL in mainland China is different from Acer in that they have a giant local market. Yet, no matter how large the local market is, it will become saturated one day. Some industry insiders have warned that after rounds and rounds of price reductions and production capacity expansions, the industry may experience what China's colour TV industry went through with a saturated domestic market and huge excess production capacity. In this case, it is a pressing issue for Chinese firms to face a global market. For Chinese colour TV manufacturers like TCL, who met great difficulties in their home-based export model after anti-trust lawsuits by the US against Chinese color TV manufacturers, it is necessary to train themselves as global companies seek-

ing development in global markets.

For Chinese firms, growth is more important than profits. Facing a global market is not only Li Dongsheng's choice, but also an issue faced by Ren Zhengfei, President of Huawei. Ren had predicted that internationalization was the only way for Huawei to live through the "winter." As early as the mid-1990s when he promulgated *Basic Law of Huawei* with professors from Renmin University of China, Ren pointed out explicitly that Huawei would have to evolve into an internationalized company. Up until now, Huawei has achieved an impressive overseas business record; its overseas business accounts for 30% of its overall business.

See the following table for analysis of stages of corporate globalization divided by Dr. Christopher Bartlett, a famous expert in transnational operations. Both TCL and Huawei have followed a progressive approach. TCL's earliest competitive product-TTK cassette was jointly produced with a foreign company. Later, the increasingly expanding TCL quickened its pace into the international market. Coincidentally, both TCL and Huawei found breakthroughs in the Vietnamese market-TCL's color TV ranks top 3 in Vietnam in terms of sales volume, while it was in Vietnam that Huawei won its first bidding in the real sense in an international market. Looking at their current situation, TCL and Haier are still in the third stage of corporate globalization, that is, the multinational operations stage. In contrast, Shih's promotion of Lanci, which is in line with his performance, shows that Acer has stepped into the stage of transnational operations and has taken the world as a whole into consideration.

Table: Four Stages of Corporate Globalization

Stage	Description
1. Product/Service Export Stage	The company has already sold its products or services to foreign countries, but mainly through export. Manufacturing facilities and corporate operations are domestically based and the management's mindset is still oriented to the domestic market.
2. Overseas Sales Offices Stage	With the increasing amount of overseas sales and services, it is necessary for the company to establish branches in foreign countries to know local market information and control distribution. This way, some of its operations can be transferred overseas to enhance efficiency. At this stage, out of their sensitivity to differences between domestic and international markets, the management formulates different strategies targeted at different countries accordingly.
3. Multinational Operations Stage	Manufacturing facilities and service offices are operated in different countries and regions where comparatively complete organizational structures are also established. Decision-making powers in some aspects are delegated, while those in core areas like corporate human resource, finance, core technology and marketing are still in the hands of the parent company. The management takes the global market as a whole into consideration.
4. Transnational Operations Stage	Comparatively complete organizational structures have been established in major markets, including a complete human resource system and financial accounting system. Moreover, each subsidiary has high autonomy, while the parent company has less control over them. The independent companies distributed in different regions require good coordination. The management's mindset is "glocalism"- both global and local at this stage.

Source: Leishi Cross Cultural Development Co., Ltd.

Win Remarkable Success with Second-rate Talents

"The greatest difficulty Chinese firms' face in the process of internationalization is shortage of internationalized talents," said Prof. Arthur Yeung. This is really the case. After TCL jointly founded a new company with Thomson and founded TCL/Alcatel Mobile Phone Venture (TAMP) with Alcatel, lack of internationalized talents became its "shortest board." Even Arthur Yeung, senior advisor to TTE, had to assume the role of senior hunter for TCL.

Stan Shih also sighs over the fact that Acer had been distressed by the shortage of internationalized talents for many years. On the one hand, the Taiwan market is too small for local marketing talents to develop into internationalized ones; on the other hand, it can hardly retain internationalized marketing talents, as experienced by Acer. Shih admits that at present, even such excellent Chinese firms such as Acer can only retain second-rate internationalized talents since first-rate talents are still not so confident in Chinese firms, so "they dare not bet their future here." As to Lanci's

preeminence, Stan Shih regards it as "Acer's good fortune." He recalled that many international talents left Acer after it acquired TI's notebook business in the 1990s, but Lanci stayed. Later when Stan Shih asked him why, Lanci answered, "I fought for TI before, but the result of the war was insignificant to TI headquarters since its business includes not only PCs, but also semi-conductors. Then, why should I fight such an insignificant war?" Lanci, who only wants significant success in the battlefield, stayed at Acer. However, there are few international talents like Lanci.

The bottleneck of Chinese firms is that "they should rely on international talents to achieve success in the global market," remarks Arthur Yeung who was Chief HR Officer of Acer and has been engaged in the process of Acer's globalization. From Acer's experience in internationalization, it is revealed that the Chinese's hard work at most ends up being breakeven in Europe and even a loss in the US, while international talents helped Acer become the top notebook brand in Europe. In Yeung's opinion, with their entrepreneurship, flexibility and speed, Chinese firms normally meet no barriers in regions where Chinese live. When competing with their foreign counterparts in Europe or in the US, appointing a Chinese as the head is no different from "asking guerillas to fight against the regular army."

Of course, the promotion of international talent is not decided in one moment. Shih has observed Lanci for 7 years, instead of rashly finding a "parachuter." Yeung also expresses that Chinese firms should show adequate trust and respect for international talents-at the outset, they should delegate some insignificant powers to them; however, once "the international talents make some achievements, they should be given greater respect and more delegation of power." He cautions Chinese firms that they should "learn to share powers."

As well, in Yeung's opinion, out of all kinds of reasons, it is difficult for Chinese firms to attract and retain international talents. If those Chinese who work in multinationals are worried about the glass ceiling, then international talents who work in Chinese firms have similar concerns. Acer's appointment of Lanci as the president has not only marked the possible remarkable career path of international talents in Chinese firms, but also cleared the way for Acer's internationalization. J.T. Wang, who will become chairman of Acer Inc. from January 1, 2005, says that Lanci's promotion is a warning to Acer insiders. Though they always talk about "internationalization," they cannot break the yoke of the Chinese mindset. "Now I make the greatest change, that is, promote a foreigner to the position of president."

Upholding "Profit-making Business Culture"

"Fairness is not important. What really counts is winning or losing," said J.T. Wang at the press conference. The outsiders generally hold the opinion that Lanci's promotion to president seemed more like a reward for his outstanding performance.

Indeed, Acer has achieved brilliant success in Europe such that the 30% increase in mainland China sales "is ignored" in contrast with the doubling of its business in Europe, making Lin Xianlang, general manager of Acer Greater China seem helpless. Five years ago, Acer EMEA contributed to no more than 36% of the total; however, under the leadership of Lanci, Acer's sales in Europe accounted for nearly 70% of its brand business (approximately RMB 42.5 billion yuan) last year. In seven years, Lanci managed to turn Acer into the biggest Chinese firm in Europe. On top of that, in the second quarter of this year, Acer outflanked Hewlett-Packard Co. to seize the largest market share of notebook

computers in Western Europe and become the number one vendor in six countries.

In Yeung's opinion, Lanci's promotion is a reflection of Acer's winning spirit. This can serve as an experience for international companies-originating from different cultures, they have to tolerate the differences in their culture and details of their living habits and seek a common ground. For example, the French take it for granted that they turn off their mobile phones after work and take annual leave of 6 weeks, while the Chinese are willing to work overtime everyday and keep their mobile phones on all day long. In this case, you "should learn to be tolerant rather than change the others' culture" and should not judge which style is better simply on the basis of living styles. Therefore, it is especially important to practice the universal "profit-making business culture." Only by attaching great importance to the common ground (performance) can the international talents be ensured that they are not biased against and feel that "they have the opportunity to be promoted to a high position."

Stan Shih also holds the opinion that there is not much difference in business culture all over the world, despite the presence of different cultures worldwide; after all, universally making profits throughout the world is all the same. Charles Zhao, who has to integrate three different cultures into one business operation, believes that if only business factors need to be taken into consideration when integrating Chinese, French and American culture, the process will become simpler. During such a process, mutual trust and mutual respect will become all the more important.

Indeed, in any internationalized company, tolerance and endurance seem to be of special importance. Charles Zhao, CEO of TTE, admits that many people in the group get much higher compensation than him. Similarly, Stan Shih, current chairman of Acer says that "at least 10 people in the group get higher salaries than I." To

them, what matters is not fair or unfair, but the creation of a "winning" environment.

Coincidentally, during the process of its internationalization, Acer shares many similarities with TCL, Bird and other companies that aim at going global. Just as TCL has established joint ventures with Thomson and Alcatel and Bird with Siemens, Acer once acquired the notebook computer division of Altos and TI and hence attracted a large amount of international talents. Acer's 20-year efforts result in today's harvest. Seven years ago, Shih had never expected that his acquisition then "reaped" a future successor for him. Maybe that's why he told Zhao that he should consider everything from a long term perspective. During their communication, when Zhao told Shih, "A major challenge facing TTE is how the Chinese should manage Westerners." Shih said, "You'd better adopt a long-term and gradual approach and make good use of local managerial talents during the development."

The 60-year-old Stan Shih will retire next year, however, he says that he will not idle away his time, instead, he will devote more to his venturing company-Dragon Soft Capital Co. To lighten Acer's pressure brought about by its reform, he will take lots of Acer employees with him to the new company. "It is said that my ideas are 10 years ahead of my peers," says Stan Shih, ridiculing himself to a certain extent. From the industry insiders' perspective, no matter if it is in terms of Acer's internationalization or its reengineering, it has been far ahead of its counterparts. Of course, Acer has paid a lot of tuition fees for such moves.

From the outsiders' point of view, Acer's appointment of Lanci, an Italian, as president is another move "ten years ahead of its peers." Even Yeung says that he "has never seen such a thing." Despite all this, Acer has innovated a way of development for Chinese firms who aim at internationalization. ■

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“Jason, Jason, Jason...”在大伙整齐划一的鼓动声中，Jason又一次举起了牌子，“150块”。

“180块”，德国小伙Sven毫不示弱，又赢来了众人一阵欢呼。台上的Serena笑意盈盈：“谢谢大家，我练琵琶已经7年了，这次带来的拿手曲目，一定是物超所值。”“260块”，半路杀出个程咬金，新加坡的Tim志在必得，终于拍到了Serena的琵琶独奏。又是一阵热烈的掌声，既是对Tim的祝贺，也是对大汗淋漓的瑞典籍健将Henrik的鼓励，他刚刚绕校园跑了32圈，筹得了160块人民币。

这是一场别开生面的拍卖。用来拍卖的标的是一顿美味的意大利烛光晚餐、呀呀学语的稚子的一首“雪绒花”、男生敢于在校园穿着裙装的勇气……。这是上海中欧国际工商学院MBA2004级 Social Venture Club为了给失学儿童捐款在全校范围内组织的慈善拍卖会。才艺表演、私人珍藏、勇气、劳力尽可以尽情拍、拍、拍！教授、学生、工作人员以及校友竞相出价，在两个小时的热烈气氛中一共筹得捐款5485元人民币。

“10块钱，可以学一个小时的瑜伽课程，既合算又献了份爱心。”大约30个同学举手竞投Cynthia的瑜伽课。70块钱，可以尽享地道的韩式BBQ。20块钱，可以与穿着婚纱的新娘子Nina合影。Henry开着自家车做半天的出租车司机，带两位女生去购物……。这种有创意的标的还有很多。一方面，用自己的劳动和才艺为失学儿童募捐尽自己所能，另一方面为同学们服务，一举两得。投标的同学也是津津乐道，不仅可以为社会献爱心，还有机会学习、了解国内外的文化，更可以欣赏同学们的精彩绝活。

Social Venture Club的主席Paul Foo在活动结束时讲到：“做一个成功的商人，不应该仅仅在商海中弄潮，更重要的是回报社会。我们协助青年成就志愿者组织MBA学生到小学、中学、大学讲授商业技能，去养老院看望孤寡老人，为失学儿童捐款。我们还会组织更多、更好、更有创意的慈善活动。我们深深知道，助人为快乐之本。我们的同学是一棵棵茁壮的树木，我们手牵手是一片茂密的树林，我们共享蓝天、大地、海洋，奉献给社会的是新鲜的氧气。” ■



The crowd gathered in a concerted acclamation as Jason again raised the bar on the auction price. The new bid price... RMB150. But just as he wrote down his price, Sven from Germany, making no hesitation, raised him thirty to RMB180. The audience cheered, and Serena, sitting on stage, shot a huge smile to the crowd and explained, "Thank you all! I have been practicing the pipa for seven years, and today I will present my best performance to you. It will be worth what you have offered." But RMB 180 was not the final bid, the winner of the auction for Serena's pipa performance, was Tim from Singapore at RMB260. The crowd cheered not only for Tim's outbidding, but also for Henrik, from Sweden, as he made his final lap out of thirty-two laps, raising RMB160 for the school's fundraising auction. Organized by CEIBS' MBA 2004 class and the school's Social Venture Club, this charity auction was designed to raise money to be donated to a school for less fortunate children.

The auction was a great success. Included in the offerings for auction was an Italian candle lit dinner, the courageous modeling of a male student in a skirt strutting around campus, and the singing of Edelweiss by one of the professor's children. Donations were accepted in all forms: performances, private collections, and labour. Lasting two hours in length, professors, students, staff, and alumni made bids raising a total of RMB5,485.

"With only RMB10 you can enjoy an hour Yoga class and feel good about yourself because you've just put in your money for a good cause..." explained one student who chipped in with another thirty classmates to bid for Cynthia's Yoga course. For RMB70, one lucky student can enjoy an authentic Korean BBQ prepared by Korean classmate, Kook. Lucky bidders also had the opportunity to take beautiful pictures with the lovely bride Nina in her wedding dress for RMB20. Henry donated his services by being a chauffeur for half-a-day, taking his lucky two bidders for

a shopping adventure tour in his very own car. The students had plenty of innovative ideas for auction bids and those that did not donate their labour and performances were generous in their biddings. The auction was not just about raising money for a good cause, but also created an opportunity to have a great deal of fun and appreciation for one and another and their talents, as well as to learn and understand more about the culture of their classmates from foreign countries.

Paul Foo, representative of the Social Venture Club concluded, "As a successful businessman, it is more important to give back to society rather than merely battling one's success in the business arena. We assist young MBA volunteers to teach business skills in primary and middle school and universities. We deeply understand that we will be happier by helping others. Every student is a robust tree and we will become a flourishing forest hand in hand. We share the blue sky, land and sea and give out fresh oxygen to the society in return." ■

123,567	435,876	527,612	3,458	456,987	43,539	345,873	21,324,987
34,587	345,605	3,452,394	3,495,872	345,921	3,459,873	435,987	3,429,587
345,900	345,340	0,458,837	54,688	4,508,345	580,810	3,345,001	23,580,780

面对激烈竞争，
CFO如何成为

CEO

密不可分的决策伙伴？

CFO课程

2005年7月-11月

(模块制，每月集中三到四天上课)，上海

CFO课程主要针对

CEO的战略合作伙伴—CFO、财务总监或为企业最高决策者承担类似职责的高层财务经理。课程要求学员在该领域拥有至少8年的中高层管理经验。同时此课程也有助于董事会成员加强财务知识，提升战略决策能力。

CFO课程由5大核心模块组成

- 模块一：把握宏观经济环境与运筹方略
[宏观经济发展与政府政策对企业决策的影响]、[CFO的战略思维]
- 模块二：培养CFO敏锐的分析与信息沟通能力
[会计准则演变]、[会计灰色地带]、[财务报表精析]、[公司治理]、[财务信息披露与投资者关系]
- 模块三：实施有效的战略成本控制与业绩评估
[成本结构、企业获利能力及风险管理]、[成本分摊与战略成本管理]、[相关成本分析]、[预算、标准成本与方差分析]、[最优转移价格]、[绩效评估、绩效衡量标准与管理层薪酬]
- 模块四：以价值创造引领企业增长
[价值导向管理]、[战略投资]、[收购与兼并]、[资本管理与结构]、[风险管理]
- 模块五：加强CFO的卓越领导力与全面掌握信息系统管理
[加强CFO的卓越领导力]、[全面掌握信息系统]

CFO课程致力于帮助学员

- 提升思维高度，扩大战略视野
- 优化财务分析与规划能力
- 聚焦价值导向管理，成为企业的价值创造者
- 为企业在公众中，尤其在投资者与股东中建立并保持良好的信誉
- 参与创建通畅的企业信息系统，为决策提供必要的信息
- 优化配置资源，实现财务业绩最大化
- 设计合理的绩效评估体系，推动战略实施

CFO课程由中欧资深教授主讲

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- 张春 中欧国际工商学院金融学教授、美国西北大学管理经济学与决策科学博士
- 丁远 中欧国际工商学院会计学副教授、法国波尔多第四大学会计学博士
- 范悦安 中欧国际工商学院管理学教授、西班牙Navarra大学IESE商学院博士
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总揽全局， 经始大业， 理事自若。

总经理课程（AMP）
2005年6月（模块制），上海

六个核心模块

- 模块一：管理会计和公司财务
- 模块二：管理学导论
- 模块三：组织和领导力发展
- 模块四：运营和供应链管理
- 模块五：决策者的市场管理
- 模块六：战略管理和执行

多位顶尖教授

- 许定波 中欧国际工商学院会计学副教授
 - Keith Goodall 中欧国际工商学院管理学核心教授
剑桥大学Judge管理学院高级副教授
 - Willem Burgers 中欧国际工商学院市场营销学教授
 - 忻榕 中欧国际工商学院米其林领导艺术及
人力资源管理教席教授
- 以及来自哈佛大学及瑞士洛桑管理发展学院（IMD）的客座教授

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对象

本课程招生对象为高速成长的中小型企业的总裁、总经理和大型公司事业部的总经理，以及极具潜质的高层管理人员，他们应拥有八年以上的管理经验。

六大终身受益

- 全面系统地掌握总经理需要了解的人力资源、市场营销、财务会计、供应链管理、战略制定和执行等专业知识
- 掌握先进而实用的管理方法，获得并建立有效的战略思维模式
- 深刻理解总经理的特殊角色，更有效地处理对上和对下，对内和对外的关系
- 进一步提升总经理的核心能力：决策能力、辅导能力和沟通能力等
- 参加所有中欧校友活动
- 和来自不同行业的优秀管理者共同学习，探讨和分享公司管理和运作的最佳实践



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