



德国前总理施罗德
Gerhard Schroeder
German Ex-Chancellor



格力电器总裁董明珠
Dong Mingzhu
President of Gree



法国前总统德斯坦
Valéry Giscard d'Estaing
Former French President

TheLINK

中欧国际工商院校友杂志

2007年夏季刊

CEIBS Alumni Magazine

2007 Summer

知行合一：
CSR 商学院制造

Walking the Talk:
CSR Activism Comes to CEIBS

绿色行动
Green Campus Initiative

企业责任与利润：是友是敌？
Corporate Responsibility Vs. Profitability

商业透明化
Tackling Transparency

READY TO DO
BUSINESS
WITH CHINA?



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CEIBS MBA:
No.1 in Asia
— *Financial Times*, 2007

**In mainland CHINA, there is only ONE
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for 6 years by the *Financial Times*.**

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For more information about CEIBS:

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专访董明珠：空调冠军的文化基因

GENES OF A CHAMPION

珠海格力电器公司总裁董明珠（中欧 CEO2006）的领导智慧：在本刊专访过程中，董明珠透露了格力成长为世界空调冠军的秘诀，分享了著名的格力销售模式的特点，以及说“不”的重要性。

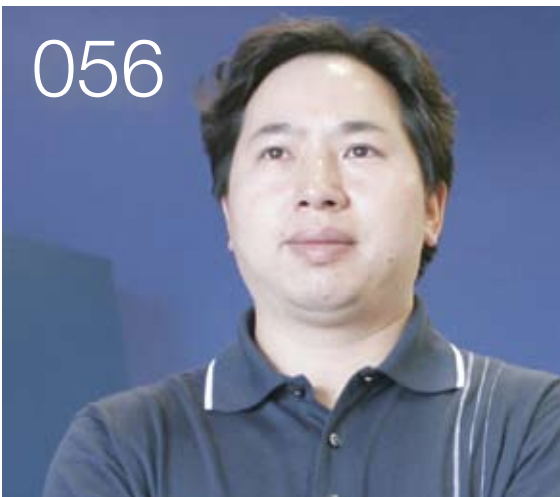
Read on to hear from one of China's best known and most successful businesswomen: Gree Eletronic Appliances President Dong Mingzhu (CEIBS CEO Program, 2006).

Dong tells The Link why her company reigns as the world's top-selling air conditioning manufacturer, shares the secrets of the company's famous distribution system, and explains the importance of just saying "no."

018



056



利润之上的追求

BEYOND THE PROFIT MARGIN

美特斯·邦威副总裁王泉庚（EMBA02）讲述公司如何通过重视企业社会责任和员工福利，实现企业的飞速发展，成为中国最大的时尚休闲品牌。

Metersbonwe Vice President Wang Quangeng (EMBA02) tells how one of China's largest clothing retailers uses CSR and employee welfare initiatives to improve corporate performance.

完美在线订票体验

TAKING FLIGHT WITH YOEE.COM

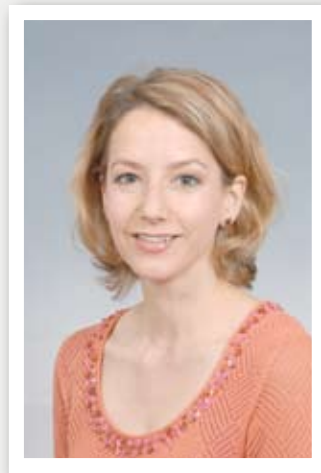
在竞争异常激烈的在线旅游服务业中，游易网没有大张旗鼓，却悄然实现了快速攀升，成为国内最大的电子机票平台。

Xiong Changqing (EMBA01) beat two industry giants to take the lead in China's e-ticketing sector.

072



编者的话 MESSAGE FROM THE EDITORS



亲爱的校友：

2007年的三到六月，中欧迎来了许多重大事件，在本期《The LINK》中我们将与您逐一分享。首先是中欧陆家嘴国际金融研究院的组建和“中国战略管理挑战与问题”会议的顺利召开。其次，在过去的三个月中，多名外国政府首脑和知名企业高管陆续来访，进一步加强了与中欧的联系，并在中欧发表了精彩的演讲。您将分享法国前总统德斯坦、德国前总理施罗德、上海证券交易所总经理朱从玖、道康宁全球市场及销售总监 Chip Reeves 和哈佛商学院麦克法兰教授带来的精彩观点。

在本期中，您还将听到来自校友的声音。创办13年以来，中欧已经培养了4000多名MBA和EMBA毕业生。加上每年大量的高层经理培训课程学员，中欧的校友网络如今已经扩展到近60000名。中欧的校友们正在全中国，乃至全世界与企业高管们分享在中欧获得的知识 and 经验。

建立人脉关系在任何国家都是尤为宝贵的。为了让校友们更为充分地利用中欧的校友资源，《The LINK》的编辑队伍如今将更多地走近校友。在本期中，格力电器总裁董明珠（CEO2006）给我们带来了企业发展的独特思路，游易网创始人之一熊长青（EMBA01）道出了他如何抓住细分市场在竞争激烈

Dear CEIBS Alumni:

Summer 2007 marks a number of milestones for CEIBS, which we look forward to sharing with you in *The Link*. First, we launched our CEIBS-Liujiazui Group International Finance Centre (page 8) and held an international Strategic Management Conference (page 120). In addition, a steady stream of world renowned political leaders and business leaders have visited campus during the past three months to build relations and deliver exclusive speeches. Inside this magazine, we are pleased to bring you insights shared with CEIBS by former French President Valery Giscard D'Estaing, former German Chancellor Gerhard Schroeder, as well as Shanghai Stock Exchange General Manager Zhu Congjiu, Dow Corning Director of Marketing and Sales Process Chip Reeves, and Harvard Business School IT Professor F. Warren McFarlan.

This issue of *The Link* also features input from another very valuable source: your fellow alumni. Now in its 13th year of operation, CEIBS has graduated 4000 MBA and EMBA students. Adding in the thousands of students taking CEIBS' Executive Education programs each year, the total network reaches nearly 60,000. You alumni share your CEIBS educational experience with a vast group of business leaders work-

的市场中取胜的创业经验,而艺术家兼EMBA学生黄瑞芳(EMBA07)则极具创意地将品牌建设和社会事业联系在一起。我们还要感谢EMBA同学常涛(EMBA05),他用生动的笔触记录了中欧EMBA团队参加为期四天的戈壁挑战赛的感人故事;李亚东同学(EMBA05),为我们描绘了一幅中欧的人物淡彩画;而宋传杰同学(EMBA02)学以致用,把他在中欧营销课上学到的理论运用到了实践中。除此之外,还有很多校友活动的精彩报道,以及中欧积极参与各种企业社会责任活动的故事。

从本期开始,我们为校友们增加了一个栏目“班级录”。在这里,校友们可以分享各自的最新变化。为了便于校友翻阅,我们把栏目放在了杂志的最后,并且按照不同的课程和毕业年份进行排序。大家现在就可以翻到杂志最后看看您的老同学有什么新的消息了。在此,我们要特别感谢校友关系事务部的同事们帮助我们积极联系校友,我们还要感谢在百忙之中抽出时间,与我们及时分享自己的工作、生活与心情的校友们。希望更多的校友能够参与进来,和同学、学校保持经常的联系。当然在发送您的最新消息给我们的时候,希望同时也能收到您的相片。

最后要说的是,《The LINK》正在不断地努力改善,我们希望能够得到您及时的反馈,让我们一起把杂志办得更好!

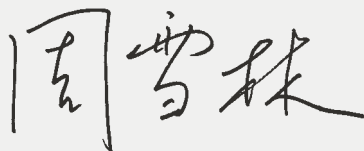
ing throughout China, and increasingly, around the world.

Networking is extremely valuable in any culture, but especially so in China. To help you to make the most of your alumni connections, the editorial team at *The Link* are now focusing the magazine more clearly on alumni. In this issue, you will find business strategy advise from Gree Vice Chairman Dong Mingzhu (CEIBS CEO Program 2006), tips on entrepreneurship from Yoe.com co-founder Xiong Changqing (EMBA01), creative ways to link brand building with social causes from Vincent Huang (EMBA07). We are also grateful for alumni Chang Tao (EMBA05) for his account of a four-day trek across the Gobi Desert, and to Li Yadong (EMBA05) and Song Chuanjie (EMBA02) for sharing lessons learned at CEIBS Shenzhen campus and in the working world. You will also find reports on the many activities of the Alumni Clubs (page144) and suggestions for joining alumni-driven CSR projects (page68).

In this issue, we are also pleased to launch the new department entitled “Linking In.” Beginning with this edition, the final pages of *The Link* will be dedicated to personal and professional announcements from alumni, arranged by enrollment year at CEIBS. Flip there to find news of your classmates (page150). We are grateful to the Alumni Relations department in helping us to contact alumni for this department, and we are grateful to the many alums who took the time to write in. Please urge your classmates to respond when we call for announcements again this fall. In the meantime, do take photos and make note of your own successes, so you can share them with us in September.

Finally, as we seek to improve and expand *The Link*, we rely on your feedback. Please send us your suggestions and comments.

Warm regards,



周雪林
院长助理(市场与公关部)
Snow Zhou
Assistant President (Marcom)



安若丽
对外关系主任
Laurie Underwood
External Communications Director

TheLINK

主办：中欧国际工商学院

PUBLISHER: CEIBS

MANAGEMENT COMMITTEE

Professor Pedro Nueno, Executive President

Professor Zhu Xiaoming, President

Professor Rolf D. Cremer, Dean and Vice President

Professor Zhang Weijong, Vice President and Co-Dean

执行主编：周雪林 安若丽

EDITORS-IN-CHIEF: Snow Zhou, Laurie Underwood

责任编辑：吴冯淑

MANAGING EDITOR: Audrey Wu

高级编辑：杜谦

CONTRIBUTING EDITOR: Du Qian

美编/摄影：林云

ART EDITOR/ PHOTOGRAPHER: Lin Yun

联系我们

CONTACT US:

电话：+86-21-28905501

TEL: 86-21-2890 5501

传真：+86-21-28905273

FAX: 86-21-2890 5273

电子信箱：alumnimagazine@ceibs.edu

EMAIL: alumnimagazine@ceibs.edu



CHINA EUROPE INTERNATIONAL BUSINESS SCHOOL

中欧国际工商学院

中欧国际工商学院上海校区

地址：上海市浦东新区红枫路 699 号

邮政编码：201206

电话：+86-21-28905890

传真：+86-21-28905678

网址：www.ceibs.edu

CEIBS SHANGHAI CAMPUS

699 Hongfeng Road, Pudong,

Shanghai 201206, P.R.C.

Tel: +86-21-28905890

Fax: +86-21-28905678

Website: www.ceibs.edu

北京代表处

地址：北京市中关村科学院南路 2 号

融科资讯中心 A 座 3 层

邮政编码：100080

电话：+86-10-82861688

传真：+86-10-82861678

电子信箱：bj@ceibs.edu

BEIJING REPRESENTATIVE OFFICE

3/F Raycom InfoTech Park Tower A,

2 Kexueyuan South Road,

Zhongguancun, Beijing 100080, P.R.C.

Tel: +86-10-82861688

Fax: +86-10-82861678

E-mail: bj@ceibs.edu

深圳代表处

地址：深圳市华侨城

汉唐大厦 23 楼 2302A,

邮政编码：518053

电话：+86-755-26935750

传真：+86-755-26935743

电子信箱：szo@ceibs.edu

SHENZHEN REPRESENTATIVE OFFICE

Room.2302A, 23/F, Han Tang Building,

Overseas Chinese Town, Shenzhen,

518053, P.R.C.

Tel: +86-755-26935750

Fax: +86-755-26935743

E-mail: szo@ceibs.edu

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026



008

要闻 BRIEFING

西班牙国王胡安·卡洛斯一世、德国前总理施罗德、法国前总统瓦莱里·吉斯卡尔·德斯坦等到访中欧。

Take-aways from recent campus visits by Spanish King Juan Carlos I, German Former Chancellor Gerhard Schroeder, French Former President Valery Giscard D'Estaing, and more.

018

CEO 访谈 CEO TALK

专访董明珠：空调冠军的文化基因

GENES OF A CHAMPION

2006CCTV 中国经济年度人物、格力电器总裁董明珠（中欧 CEO2006）讲述格力成长为世界最大空调制造商的秘诀。

Business Leader of the Year and Gree Electronic Appliances President Dong Mingzhu (CEIBS CEO Program, 2006) gives an insider account of her company's rise to position as the world's largest air conditioner manufacturer

026

课堂之外 STUDENT LIFE

玄奘之旅

THE GOBI PILGRIMAGE

中欧 EMBA 团队在 2007 第二届商学院戈壁挑战赛中取得第二名的优异成绩。队员常涛（EMBA05）记录下团队成员克服种种困难，徒步穿越沙漠的动人故事。

CEIBS students placed 2nd in the 2007 Inter-Business School Gobi Desert Crossing Challenge. Teammate Chang Tao (EMBA05) tells of determination and danger amid the sand dunes.

封面故事 COVER FOCUS

036

知行合一：CSR 商学院制造

WALKING THE TALK: CSR ACTIVISM COMES TO CEIBS

在关注学术成功的同时，中欧开始更多地关注社会责任的推行。



CEIBS is no longer focused only on academic success; a new brand of social consciousness is taking root on campus and among alumni groups.

038 更上层楼：2007 企业社会责任国际论坛
Even Bigger, Even Better: The 2007 Being Globally Responsible Conference

042 企业责任与利润：是友是敌？
Intra-School Debate: Are Corporate Responsibility and Profitability Friends or Foes?

050 绿色行动
Going Green with CEIBS' Green Campus Initiative

052 商业透明化
Tackling Transparency: Highlights of the Enhancing Business Through Transparency Conference

056 美特斯·邦威：利润之上的追求
Beyond the Profit Margin at Metersbonwe

062 当艺术走出象牙塔
Out of the Ivory Tower with Artist-Activist-Businessman Vincent Huang (EMBA07)

068 希望在行动
Light of Hope: Alumni Volunteerism Brings Support and a Song to Huangben Township

职业发展 CAREER

072 **创业者：游易网：完美在线订票体验**
ENTREPRENEURIAL SPIRIT:
Taking Flight with Yoe.com

078 **中欧资源：给高管一面镜子**
CEIBS RESOURCES: Seeing is Believing at the Leadership Behavior Laboratory

084 **就业市场：外国学生中国求职记**
JOB MARKET: Charting New Ground—International Graduates Share Job Hunting Strategies

090 **市场调研：退休新观念**
MARKET RESEARCH: China's Changing Face of Retirement

在中欧 INSIDE CEIBS

100 **访谈：MBA 新举措**
INTERVIEW: MBA Academic Director Lydia Price on the Program's Present and Future

108 **人物：颠覆传统**
FACULTY PROFILE: Mover & Shaker Prof. Linda Sprague Will Leave a Legacy

114 **活动：再见，MBA05**
STUDENT Q&A: Parting Words From MBA05 Class Leaders

118 **校园新闻 SCHOOL UPDATES**

校友之声 ALUMNI VOICE

134 **学习：中欧琐忆**
LEARNING: Li Yadong (EMBA05) Tells Why the Words of CEIBS Professors Will Remain Front of Mind

140 **经营战略：品牌“搅局者”：从济南报业到商用 Unix**
BUSINESS STRATEGY: Song Chuanjie (EMBA02) Explains the Trouble-Maker in a Branding War

144 **校友活动报道**
NEWS & VIEWS: CEIBS Alumni Club Events

150 **班级录**
LINKING IN: Personal and Professional News from Your Classmates



FINANCIAL FOCUS: The forming of the new CEIBS-Liujiazui Group International Finance Center is part of an ongoing effort to expand the school's finance-related research.

关注金融: 中欧陆家嘴国际金融研究院的组建表明了学院在金融研究方面的努力。

中欧陆家嘴国际金融研究院签约

2007年4月18日, 中欧国际工商学院携手上海陆家嘴(集团)有限公司宣布组建“中欧陆家嘴国际金融研究院”。市委常委、浦东新区区委书记杜家毫、上海人大常委会副主任朱晓明、浦东新区区长张学兵等领导出席了签约仪式。出席仪式的还有上海银监局、证监局、保监局等金融监管机构的领导。

建设上海国际金融中心是我国一项具有全局意义的国家战略。中欧陆家嘴国际金融研究院的宗旨就是希望成为建设上海国际金融中心的权威智库, 研究与上海国际金融中心建设密切相关的前沿课题, 为政府、金融机构提供一流的研究、咨询和培训服务。

中欧国际工商学院副院长张维炯教授表示, “中欧陆家嘴国际金融研究院将集集中欧高质量的教授队伍, 努力为市政府和各金融机构把上海建设成国际金融中心提供学术和决策支持, 并通过开设金融领域研讨、论坛、沙龙等活动为金融界人士提

供交流的平台, 还将通过开设各种金融培训课程为上海培养金融人才。”

市委常委、浦东新区区委书记杜家毫在签约仪式上表示, 一直以来, 中欧国际工商学院凭借着优秀团队、先进的办学理念和严谨的治学态度, 在管理教育领域取得了巨大的成绩, 因此他相信, 新成立的中欧陆家嘴国际金融研究院也必定会取得同样的成功。

CEIBS ESTABLISHES INTERNATIONAL FINANCIAL CENTER IN LIUJIAZUI

As part of a strengthened commitment to the study of Finance, on April 18 CEIBS announced the inauguration of the CEIBS-Liujiazui Group International Finance Center. The new center, formed in collaboration with the Shanghai Liujiazui Development Group, will provide first-class research, consulting services and educational programs for government entities and financial organizations.

The signing ceremony attracted officials including Shanghai Municipal People's Congress (SMPC) Standing Committee Member Du Jiahao, SMPC Standing Committee Deputy Director Zhu Xiaoming, and Pudong New District Warden Zhang Xuebing.

In launching the International Finance Center, CEIBS seeks to establish an authoritative information platform dedicated to research that facilitates the development of Shanghai as an international financial hub. Based in the Liujiazui Finance & Trade Zone, the center will develop a range of courses to further educate Shanghai-based finance professionals and will provide a platform for the city's financial industry to use for workshops, forums and seminars.

Finance is a key area of focus for CEIBS. Resident financial experts include professors Wu Jinglian, Xu Xiaonian, Chang Chun and Xu Dingbo. The school's focus on finance is also clear through the ABN

AMRO Chair in Risk Management, the China Center for Financial Research, and the Wind Financial Lab. On June 30, CEIBS held its first annual China Bankers Forum.

法国前总统瓦莱里·吉斯卡尔·德斯坦先生到访中欧

2007年4月13日，法国前总统瓦莱里·吉斯卡尔·德斯坦 (Valéry Giscard d'Estaing) 先生到访中欧国际工商学院，并就“如何深化欧盟成立 50 周年来的辉煌成就”为题发表演讲。中欧国际工商学院的师生员工、来自各国领馆的领事和上海各大高校欧洲研究中心的成员等约 300 余人聆听了德斯坦先生的精彩演讲。

中欧国际工商学院院长朱晓明教授对德斯坦先生的到访表示热烈欢迎，他说：“我们这所学院能在建院后短短 12 年内就获得 MBA 课程进入全球排名第一梯队的的成绩，一方面得益于中国经济的迅速发展，另一方面也得益于我们学院与欧洲（包括法国）的学术界和企业界的广泛合作与交流。我要对德斯坦总统阁下和法国和欧洲各界人士对我们学院的发展所做出的贡献表示衷心的感谢！”

瓦莱里·吉斯卡尔·德斯坦，1974 至 1981 年担任法国总统。他是欧洲一体化的推动者，1979 年和当时的德国总理施密特共同倡议建立了欧洲货币联盟，为欧元奠定了基础。2002 年 2 月，他出任欧洲制宪筹委会主席，筹委会制定的“欧洲宪法草案”在 2003 年 6 月在欧盟罗马峰会获得批准，德斯坦也就有了“欧洲宪法之父”的美称，他也是中法合作的推动者。

德斯坦先生在演讲中表示，到中欧这所著名的商学院演讲也是为了庆祝罗马条约签订 50 周年。回顾过去欧盟 50 年的发展，确实取得了前所未有的成绩。欧盟的发展已经走了



TÊTE À TÊTE: Former French President Valéry Giscard D'Estaing chats with CEIBS President Zhu Xiaoming before the April 13 speech.
法国前总统瓦莱里·吉斯卡尔·德斯坦与中欧院长朱晓明教授亲切会谈

一半的路，今后的 50 年，需要做的是进一步完善欧盟的机制，建立一个高效的机制是最关键的一步。要搞清楚欧盟的职能与欧洲这些国家职能之间的关系，欧盟主要的职能应该是国际贸易、听证、货币政策。建立一个合理的边境也是欧盟要面对的问题。他表示，欧盟不能再扩张，而是应该加深和巩固体系，让欧洲公民接受这个制度，这需要充分的沟通和解释。德斯坦先生说：“欧盟下一步完成的事情有，建立欧洲安全与防务政策，这在欧洲宪法和罗马条约中都有，就看如何实施；第二，共同解决地球面对的挑战，如能源供应、环保问题等；第三，共同打击国际犯罪和非法移民。”

中欧国际工商学院与欧洲（包括法国）的学术界和企业界有着广泛合作与交流。学院有来自法国的翟博思教授等资深教授，有与法国最好的商学院 INSEAD 合作开发和开设的跨国经营管理课程，我院与一些著名法国商学院开展了交换学生项目，我院的办学活动还受到过多家法国企业的慷慨赞助。

CEIBS HOSTS FORMER FRENCH PRESIDENT VALÉRY GISCARD D'ESTAING

Former French President Valéry Giscard d'Estaing visited CEIBS on April 13 to address on the timely topic of “Continuing the Action of the European Union After the First 50 Years.” More than 300 international diplomats, academic leaders, business executives, media personnel, plus CEIBS faculty and students attended the speech.

Having served as President of the French Republic from 1974 to 1981, Giscard d'Estaing is regarded as one of the chief architects of the European Union and since 2001 served as President of the European Convention. He has authored eight books including French Democracy (1974), and is credited with creating the European Monetary System — a project jointly initiated by France and Germany in 1978 and put into operation via the European Council in 1979. He has been dubbed Father of European Constitution for his ongoing support of the forming of such a document. Concerning China, he



HIGH MARKS: German Ex-Chancellor Gerhard Schroeder won over CEIBS students with his frank Q&A on May 18.
德国前总理施罗德回答中欧学生的提问。

continues to act as a driving force in the development of Sino-French relations.

During his speech at CEIBS, Giscard d'Estaing explained that his visit to China was part of an ongoing celebration of the 50th anniversary of the signing of the Treaty of Rome. During the past 50 years, he said the EU had achieved remarkable accomplishments. The forming of the EU created the world's largest open market, established a critical new legal and judicial system, and launched the Euro as the world's second-largest currency.

Looking ahead to the next 50 years, he said the EU must perfect its procedures and institutions to improve efficiency. "We must, as speedily as possible, adapt our decision-making process," he said. The primary functions of the EU, he said, should be the establishment and implementation of policies governing international trade, financial operations, and judicial procedures. He recommended that the EU focus now on strengthening and solidifying its systems

and institutions rather than on expanding. He added that the public communication of new initiatives will be needed to win the understanding and support of the peoples of Europe.

As the next steps in the development of the EU, Giscard d'Estaing recommended focusing first on establishing a security and defense system for the region. He stressed that a system had already been outlined in the European Constitution and the Treaty of Rome, but now must be implemented. Second, he urged EU leaders to cooperate in facing "issues of common impact" including environmental protection and sustainability of energy sources. Third, he stressed the need to cooperate in fighting organized crime and illegal immigration.

Addressing China-Europe relations during the Q&A session, Giscard D'Estaing emphasized the importance of this relationship, reminding listeners that Europe's largest source of imports is China, not the U.S., and that Europe's largest trade deficit

is with China. "That is an imbalance that should be dealt with," he said. However, he added that the Chinese government is "fully aware" of the issue, and is working to shift the nation's exports from low-cost products to higher-value items.

德国前总理施罗德访问中欧

2007年5月18日,德国前总理施罗德先生访问中欧国际工商学院,并与约100名在校MBA学生会面,就中欧关系等问题回答了学生提问。

中欧国际工商学院院长朱晓明教授首先致欢迎辞,他表示,施罗德先生是中国的好朋友,中欧国际工商学院在为华的德国公司提供人才和培训,也得到了这些公司的大力支持,例如拜尔、德国赛等。随后,中欧国际工商学院教务长兼副院长郭理默教授(Cremer, Rolf D.)就学校目前和未来面临的机遇与挑战作了介绍。在之后的一个多小时,施罗德与2007级MBA学生进行了深入坦诚的对话交流。

中欧国际工商学院的MBA学生提问,德国社会应该如何应对由于中国和印度的崛起而引起的世界经济秩序的变化。施罗德表示,“由于社会老龄化及其对社会福利系统产生的一系列影响,德国面临新的挑战。我支持主动减少对德国社会福利体系的投入,转而在教育、科研和发展等方面增加投资。”施罗德强调在制造业,德国应在高科技领域加大投资而不是与中国在低端产品竞争。

面对中欧MBA学生提出的问题“为什么德国在处理二战历史的态度和日本截然不同”时,施罗德表示,学习这段历史使德国社会达成基础性的一致,那就是希特勒时代所发生的事情将永远不再发生。他还补充说,德国教育系统特别强调这段历史,把这段历史教授给下一代,让他们不要

忘记这段历史，以防止历史重演。

GERMAN EX-CHANCELLOR GERHARD SCHROEDER GIVES EXCLUSIVE Q&A AT CEIBS

CEIBS MBA students and faculty were treated to a frank and open classroom-style question-and-answer session with Former German Chancellor Gerhard Schroeder on May 18. Drawing upon his experience as German chancellor from 1998 to 2005, and his current position as an international consultant, Schroeder discussed critical economic and political issues facing Germany today.

Asked to comment on how the EU should position itself vis a vis Russia in order to secure energy resources, Schroeder responded by acknowledging that the EU currently depends upon Russia as an energy supplier. By contrast, Russia is less dependent upon the EU as a buyer because the latter could potentially increase sales of energy resources to China and India, for example. He said the EU remains concerned about this imbalance in its energy supply policies.

Schroeder later faced a sensitive question on why Germany has handled its history of atrocities during World War II differently than has Japan. He responded by describing the "morale breakdown" in Germany following the war, as the German people learned of the Holocaust. Learning about this episode, he said, led to a "fundamental agreement" in German society that "what happened under the political rule of Adolf Hitler should never happen again." Schroeder added that the German education system supports the teaching of this chapter in history to the new generation. He diplomatically declined commenting on the Japanese education system due to lack of



ROYAL HANDSHAKE: His Majesty Juan Carlos I of Spain is greeted by CEIBS President Zhu Xiaoming during the King's June 25 campus visit. Queen Sophia looks on.

中欧院长朱晓明教授热烈欢迎西班牙胡安·卡洛斯一世国王陛下和索菲娅王后陛下的到访。

familiarity with it.

Turning to China, CEIBS MBA students asked how German society is preparing for the changes to the world economic order caused by the rise of China and India. Schroeder responded by acknowledging the challenges that Germany faces due to the aging of its society and the strain of this change on its social welfare system. He supported initiatives to reduce the growth of the social welfare system in Germany and to invest instead on education and research and development. He stressed that Germany should not compete with China on manufacturing of lower-end products but should invest into high tech fields.

西班牙国王胡安·卡洛斯一世与索菲娅王后到访中欧

西班牙国王胡安·卡洛斯一世与索菲娅王后于2007年6月25日访问了位于上海浦东的中欧国际工商学

院。此次访问是卡洛斯国王应中国国家主席胡锦涛邀请对我国进行国事访问的5日之行的一站。卡洛斯国王在访问中，接受了中欧颁发的荣誉勋章，此举再次表明了西班牙王室和政府对于中欧国际工商学院的大力支持。

上午十点，学院名誉院长刘吉教授、执行院长佩德罗·雷诺教授、上海市人大常委会副主任兼学院院长朱晓明教授、教务长兼副院长郭理默教授、副院长兼中方教务长张维炯教授在学院正门，热烈欢迎西班牙皇家代表团的到来。在与学院主要领导进行简单交流后，胡安·卡洛斯国王及王后一行随即参观了中欧中西合璧的美丽校园。

学院执行院长佩德罗·雷诺教授与学院院长朱晓明教授在先后发表的欢迎辞里指出，无论是西班牙王室和政府，还是西班牙工商界和学术界，都对中欧的发展给予了巨大支持，为中欧的成功做出了积极贡献。事实上，西班牙政府和企业界也是中欧办



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学史上最为慷慨的捐赠者，西班牙中心就是双方友好关系的一个见证。

作为此行的一项重要活动，胡安·卡洛斯国王及王后还参加了在中欧石化演讲厅举行的荣誉勋章颁发仪式。仪式由佩德罗·雷诺教授主持，他简要介绍了中欧的历史、课程、学生情况、西班牙对中欧的支持及未来的计划。之后，来自西班牙的学生代表大卫·维纳戈·索莱斯和教授代表范悦安分别介绍了他们在中欧的学习生活和工作情况。之后，佩德罗·雷诺教授为国王颁发了学院荣誉勋章。

胡安·卡洛斯国王在接受荣誉勋章后，发表了简短而又热情洋溢的讲话。国王指出，中欧国际工商学院对西中两国的经济发展和文化交流起到了重要作用，西班牙的一些政府部门和企业，都在聘请中欧培养的毕业生担任其重要职务。因此，他对学院

的未来充满信心，而西班牙王室也将一如既往地给予学院大力支持。

SPANISH KING AWARDED CEIBS MEDAL OF HONOR

His Royal Highness Juan Carlos I of Spain was awarded a Medal of Honor during his visit to the Shanghai Campus with his wife, Queen Sophia, and a delegation of Spanish business leaders on June 25. The presentation, attracted Shanghai-based political and business leaders, as well as domestic and Spanish media.

In accepting the medal, His Majesty spoke of the vital role that CEIBS has played in fostering China-Spain relations. "I am grateful for the door CEIBS has created to Spain since its opening in 1994," said the King. "The school produces top-grade professionals with an excellent background in China. They are experts in business with

hands-on knowledge of China's business world." Calling CEIBS "a school of future leaders," he added that the school now enjoys an excellent reputation among recruiters within the Spanish government and Spanish companies.

His Majesty also congratulated CEIBS on its successful efforts to build positive relations with Spanish enterprises and the country's government. These relationships, he said, have fostered the growth of the Spanish community in China and vice versa. In Shanghai alone, the number of Spanish companies has increased from roughly 60 in 2003 to 250 this year. Meanwhile the Chinese community is Spain's fastest growing international group.

The June 25 event follows visits to the campus from Prince Felipe of Spain in 2006 and Queen Sophia of Spain in 2003.

TOP HONORS: CEIBS awarded Spanish King Juan Carlos I (center, with Queen Sophia) with a Medal of Honor on June 25 as a show of appreciation for the strong support the school has received from Spain.

中欧为胡安·卡洛斯一世国王陛下（图中，旁边为索菲娅王后）颁发荣誉勋章，以感谢西班牙政府一直以来对学院的大力支持。



西班牙政府第一副首相兼首相部大臣到访中欧

2007年4月3日，西班牙政府第一副首相兼首相部大臣玛丽亚·特雷萨·费尔南德斯·德拉维加女士到访问中欧国际工商学院，以示西班牙政府和商界对中欧的大力支持。

中欧国际工商学院执行院长佩德罗·雷诺教授和院长朱晓明教授对德拉维加女士的来访表示热烈的欢迎，并与教务长兼副院长郭理默教授和副院长兼中方教务长张维炯教授，一起陪同德拉维加女士参观了中欧校园。

在德拉维加女士的见证下，西班牙贸易发展局向中欧国际工商学院捐赠了10万欧元，用于支持学院创业研究中心的发展，目的是培养中国和西班牙的工商业人才，发展他们的创业和商业技能。这是继去年捐赠50万欧元之后，西班牙对外贸易局对中欧创业研究中心的第二次捐赠。去年西班牙王储夫妇到访中欧，见证了捐赠仪式。

德拉维加女士表示，西班牙政府与中欧合作的目的，是为了联合对中西两国文化感兴趣的中国和西班牙商界人士，为他们提供教育机会，以加深他们对两国商业机会的了解，培养他们的创业精神和商业技能。西班牙政府将会为西班牙的一些领导人提供到中欧学习的机会，今后5年，将有200位西班牙领导人可以到中欧学习。她说：“近13年以来，西班牙政府和中欧国际工商学院一直保持良好的关系，我们觉得这种关系不是流于表面，而是实质上的合作。”

VICE PRESIDENT OF SPAIN BOOSTS TIES WITH CEIBS

Two hundred Spanish leaders will study at CEIBS over the next five years, thanks to an agreement signed by Spanish Vice President Maria Teresa Fernandez de la Vega on April 3. The agreement expands an existing



STRONGER TIES: Spanish Vice President Maria Teresa Fernandez de la Vega boosted connections with CEIBS on her April 3 visit.

西班牙政府第一副首相兼首相部大臣玛丽亚·特雷萨·费尔南德斯·德拉维加女士访问中欧，推进与中欧的联系。

partnership between CEIBS, the Spanish Institute of External Commerce (ICEX), and Spain's National Association for Promotion of Foreign Investment. The partnership seeks to further develop the business school's Centre for Entrepreneurship, thanks to a €100,000 donation from the two Spanish entities. This is in addition to €500,000 donated via ICEX last fall.

Said Fernandez: "The collaboration formed today will contribute to both countries. After graduation, students become the main force for economic development."

道康宁高管分享二十年客服经验

2007年4月19日，道康宁全球市场及销售总监Chip Reeves先生做客中欧高层管理论坛，发表题为“企业战略推动行销组合及CRM战略”的精彩演讲，吸引了60多名中欧学生、校友以及伙伴的积极参与。

Reeves先生在论坛上分享了他过去20年在建立客户关系战略以及重塑内部CRM的经验，引起了在场听众热烈的反应。听众们就如何制定正确的行销组合，以及如何在传统策略中融入创新技术等话题提出了很多

问题。Reeves先生说：“有效的决策能有利于加强客户关系，促进业务和利润的发展”。请登陆中欧知识在线 www.ceibs.edu/knowledge/。

DOW CORNING DIRECTOR OF MARKETING & SALES PROCESS ILLUMINATES THE ART OF CUSTOMER SERVICE

Dow Corning Director of Marketing and Sales Process Chip Reeves drew on his 20-plus years of experience to deliver an engaging presentation during a CEIBS

Dow Corning's Chip Reeves
道康宁公司的 Chip Reeves



Executive Forum on April 19. Reeves discussed the phenomenon of corporate strategy driving marketing metrics and CRM strategy, including sharing his experience in developing an effective customer relationship strategy, and in “reframing” a CRM system to improve internal productivity and enhance customer satisfaction. As Reeves explained, “Effective decisions generate strong customer relationship that deliver growth and profit”.

The presentation triggered a lively discussion among the audience on how to develop the right metrics and how to combine traditional CRM approaches with innovative e-tactics.

To watch this video, click onto www.ceibs.edu/knowledge/

哈佛商学院沃伦·麦克法兰教授谈信息时代的全球竞争

长期从事管理信息系统研究的哈佛商学院贝克基金教授沃伦·麦克法兰博士于2007年5月18日造访中欧国际工商学院，带来了主题为《信息化时代的全球竞争力——40年回顾》的精彩演讲。

HBS Info Tech Professor F. Warren McFarlan
哈佛商学院 IT 教授沃伦·麦克法兰



作为哈佛商学院 IT 领域的创始人，麦克法兰教授早在 1962 年就在哈佛商学院开设管理信息系统课程，他亲历了 IT 业由萌芽到井喷式发展的整个阶段。麦克法兰教授以其敏锐的洞察力向大家揭示了在信息化时代 CEO 和高层经理人需要怎样的组织领导力，以及如何将信息技术治理委员会引入公司治理体系的问题。通过分析国泰航空和奥的斯电梯的案例，麦克法兰教授阐述了 IT 技术的变革给企业结构和行业带来的深刻变化。请登陆中欧知识在线：www.ceibs.edu/knowledge/。

HBS PROFESSOR F. WARREN MCFARLAN SPEAKS ON GLOBAL COMPETITIVENESS IN THE INFORMATION AGE

Harvard Business School Professor and globally renowned Information Technology pioneer Prof. F. Warren McFarlan delivered a first-hand account of the four decades he has spent at the cutting edge of IT research in his May 18 address to CEIBS. Speaking on “Global Competitiveness in the Information Age – A 40 year Perspective,” McFarlan discussed the impact IT advancements have had on business practices worldwide, and how to be a better boss in the information age. He drew on his extensive personal experience to supply tips on issues including developing an ideal leadership style in the information age to creating an effective IT governance system.

Since gaining recognition as an IT pioneer in the early 1960s, McFarlan has remained considered a leading academic in Management Information Systems. He is the Baker Foundation Professor for HBS and founder of the school's IT curriculum.

To watch this video, click onto www.ceibs.edu/knowledge/

INTERES 首席战略官介绍“西班牙：您在欧洲的伙伴”



Interes CSO Antonio Hernandez and CEIBS Prof. Linda Sprague
Interes 公司首席战略官 Antonio Hernandez 和中欧史璞兰教授

2007年3月29日，INTERES 首席战略官 Antonio Hernandez 先生做客中欧高层管理论坛，发表了题为“西班牙，您欧洲的伙伴：中国企业和企业家的商业机会”的生动演讲，吸引了众多中欧校友和在校学生的参与。中欧制造与运营管理学教授史璞兰（Linda Sprague）教授主持了本次论坛。

与中欧合作此类论坛，是西班牙政府发展中西关系战略的一部分，同时借由论坛向广大中欧校友介绍西班牙的经济和商业活力，以及作为拉丁美洲市场窗口的得天独厚的优势。观看以上演讲视频，

INTERES CHIEF STRATEGY OFFICER INTRODUCES “SPAIN, CHINA'S PARTNER IN EUROPE”

Chief Strategy Officer of Interes Antonio Hernandez is bullish on Spain. That's the message he delivered during a CEIBS Executive Forum on March 29. In his presentation, entitled “Spain, Your Partner in

如何令中间力量 优化为中坚力量?

重视中层培养，从中欧《管理发展课程》开始

管理发展课程

2007年8月30日开课(模块制)·上海

坚 中间力量

企业要致胜商场，落实战略规划，达成预期目标，需要整个中高层管理团队的密切配合与共同努力。作为企业的中间力量，中层管理队伍是否与企业高层有相通的思维方式和知识基础，决定了他们能否完全领悟企业高层的战略意图，能否从全局利益出发来思考日常的管理问题，从而积极配合高层制定并贯彻执行相关决策。

课程内容

本课程为模块制，每个模块为期5天，涵盖2个管理主题，共3个模块，确保学员在最短的时间内对管理的各个主要领域有所了解与学习。

- 有效的人员管理
- 管理会计
- 财务信息解读
- 运营管理概略
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对象

课程招生对象为企业中具有3年以上管理经验的中层管理人员，他们在各自的管理职能领域表现卓越，显示出很强的管理潜能，并被企业认定为将被赋予更多领导责任的明日之星。

受益

学员受益：参加课程的学员将：

- 学习除了目前所担任的职责以外的管理领域，为未来的职业发展打下坚实的基础
- 全面认识公司运营机制，更好地理解并执行公司的政策与战略
- 培养全局观，更全面地考虑与处理日常复杂问题，更有效地与各部门进行沟通
- 挖掘并激发个人的管理与领导潜能，在较短的时间内，个人管理能力得到全面而快速的提升

企业受益：本课程将帮助企业在规定时间内将中间力量提升为中坚力量，完成人才第二梯队的建设与完善工作。

Europe: Business Opportunities for Chinese Companies and Entrepreneurs,” Hernandez introduced Spain's ongoing efforts to strengthen its business ties with China and the key advantages of investing in Spain, especially the nation's strong economy and innovative business environment.

高朋满座系列活动——中国资本市场的未来与展望

6月9日晚，中欧论坛-高朋满座第3期活动再次迎来了爆棚的盛况。当晚的特邀演讲嘉宾上海证券交易所总经理朱从玖先生以及他所要阐述的热点话题“中国资本市场的未来与展望”吸引了众多中欧同学。

朱从玖先生从宏观的角度对中国资本市场的现状和未来进行了回顾和展望。他从三个方面论述了当前中国资本市场的特点和目标：首先，资本市场的发展推动了国有企业产权制度的改革，吸引了越来越多的投资主体参与到股市和债市的投资当中来，并已经成为中国企业股票的定价市场。其次，建立资本市场的目标，从微观上讲是要建立一个完善的市场运行机制，宏观上讲是要对中国经济产生积极促进的作用。此外，资本市场要成为资源配置的有效场所，要建立上市公司有效的治理机制。

朱先生指出，中国资本市场要更快更好的发展，一些具有挑战性的问题亟待解决。比如如何建立社会保障机制和资本市场之间良性的发展机制，如何优化资本市场结构，推动固定收益市场的发展，如何改变金融行业内部的分割局面，使之成为一个整体，如何建立以市场为导向的金融创新机制等等。但是，从总体上来说，通过十几年的发展和努力，中国资本市场已经奠定了坚实的基础，将会日益释放出巨大的能量。

最后，朱先生用一连串的数字结



Shanghai Stock Exchange GM Zhu Congjiu
上海证券交易所总经理朱从玖

束了精彩的演讲。上海证券交易所于1990年12月19号成立时，只有8家上市企业。到今天为止，上海证券交易所已有851个上市公司，市值约13万亿。如果加上深圳交易所，中国两所市值约18万亿，在全球市场上的排名已从23位迅速提升到现在的前十名。所有这些数据都说明中国的资本市场增长非常迅速，如果我们能够积极并坚决地解决市场发展过程中遇到的深层次的问题和矛盾，那么中国的资本市场将会成为全球最主要的资本市场之一。

SHANGHAI STOCK EXCHANGE GM SPEAKS ON “THE FUTURE OF CHINA'S CAPITAL MARKETS”

“The Future of China's Capital Markets,” was the hot topic addressed when Shanghai Stock Exchange General Manager Zhu Congjiu spoke at the CEIBS Beijing Campus on June 9 as part of the school's ongoing speaker series. Zhu delivered a retrospective of the macro issues facing China's capital markets in the past, then discussed the current situation and future outlook. He explained the current characteristics of China's capital markets in three aspects. First, he stressed that the

development of China's capital markets has triggered reform in the property rights system of SOEs, and has attracted increasing numbers of investors to invest in the stock and debt markets. China's capital market now serves as the pricing market for the stock of Chinese enterprises. Second, the goal of establishing a capital market is to create a sound market operating mechanism and to promote the Chinese economy. Finally, to ensure that the capital market serves as an effective platform for resource allocation, it is crucial to establish an effective management system.

Zhu said that, after 10 years of development, the Chinese capital market has established a solid foundation however, he identified several problems that must be solved in order to speed future development. He recommended that a positive development mechanism must be established linking China's social security system and capital market. In addition, the capital market structure must be optimized in order to spur the development of the fixed income market, he said. Finally, a market-oriented financial innovation mechanism must be established.

Concluding on a positive note, Zhu presented the audience with a series of figures telling the story of the Shanghai Stock Exchange. When the SSE was founded on December 19, 1990, there were only eight listed enterprises. Today, the SSE lists 851 enterprises and boasts a market value of RMB18 trillion. During the past 17 years, the exchange's global ranking rose from No. 23 to No. 10. He said if China actively addresses the challenges facing market development, the nation's capital market will rise to position as one of the world's major capital markets.

专访董明珠: 空调冠军的文化基因 Genes of a Champion

■ 吴冯淑 Audrey Wu

“格力骨子里最大的特点是适应市场发展的需要来改变自己, 这就是我们的模式。”——董明珠

“The reason behind Gree's growth is that we've gotten rid of the popular idea that making money is the most important goal.” – Dong Mingzhu





Dong Mingzhu (CEIBS CEO Program, 2006), President of Gree Electric Appliances, tells *The Link* how the company became the world's largest air conditioner manufacturer. 格力电器总裁董明珠 (CEO2006)告诉《The Link》格力如何从一家小厂成长为世界上最大的空调生产企业。

董明珠，业界称誉的营销奇才，从1995年起带领珠海格力电器在空调业崛起。自1995年起，格力电器连续12年稳居国内空调销量、市场占有率之首，并在2005年成为全球空调销售冠军。在过去的2006年，格力电器独揽“中国空调行业标志性品牌”、“中国世界名牌”、“全国质量奖”和“出口免验企业”四大荣誉。12年间，格力从年产不到2万台的小厂发展到年产1600万台，产品销往100多个国家的国际知名企业。2006年，实现销售收入238亿元，比上年增长30%，并以每年100亿的销售速度递增。

在激烈的降价战面前，董明珠以独到的市场眼光，大胆说“不”，超越对手美的、春兰，异军突起；在强大的渠道商国美的压力下，她以坚实的销售网络为后盾，仍然自信说

“不”，将产品全面撤离国美，却在年底获得令行业羡慕的销售丰收。她打出双赢牌，拿出利润回馈销售商，提高销售商积极性，从实行淡季返利、年终返利，到整合销售商建立区域销售网络进行统一管理，此独创的格力模式保证了格力销售的成功，被经济界和理论界誉为二十一世纪经济领域的全新革命。2006年度，她以“创新、责任、影响力和推动力”的优异表现当选为“年度CCTV经济人物”。以“不按常理出牌”著称的董明珠带领格力创造了一个又一个佳绩，不仅在国内稳居龙头，在海外亦做得风生水起。

格力模式到底是什么？格力的成功是否可以复制？在接受本刊编辑专访时，珠海格力电器公司总裁、中欧CEO班学员董明珠的答案竟然是出

乎意外的简单，然而最简单的往往并不容易做到，这或许是格力崛起称雄的秘诀。

用文化做渠道

LINK：在空调业，格力有些“特立独行”。比如，在其他厂家大打价格战的时候，坚持不降价。又比如，改变了传统供应商和渠道商的紧张关系，开创了格力特有的销售模式和企业运营模式，创造了双赢的局面。您能不能谈一谈这个问题？

董：我认为这是表面现象，很多人认为格力是走出了自己的模式，不管是传统式的，还是自建渠道，其实他们都没看到骨子里的东西。格力骨子里最大的特点是适应发展的需要来改变自己，这就是我们的模式。

比如，95年我们先实行淡季返



WINNING COMBINATION: Gree matches R&D investment with quality materials to offer its trademark guarantee of six years of free servicing. As Dong Mingzhu says, “the best after-sales service is no need for service.” 格力注重研发投入，用优质的产品向消费者提供6年免费维修服务。正如董明珠所说的：“最好的售后服务就是没有售后服务。”

For 12 consecutive years, China-based Gree Electric Appliances has reigned as the leading air conditioner manufacturer in China, both in sales volume (ringing up RMB23.8 billion last year) and market share (25%). For the past three years, the company has held the title as global leader in annual AC output, churning out 15 million air conditioner units per year, for sale in 100 countries worldwide.

Known for its quality as well as quantity, Gree last year received the National Quality Award from the China Association for Quality and was named a “Remarkable Brand” by China Brand Research Institute. Given such fame, it is hard to imagine that, just 15 years ago, the company got its start as a small-scale state-run manufacturer in Zhuhai, Guangdong Province, with a yearly output of just 20,000 AC sets.

What force drove Gree to expand its output by nearly 1000 percent since its first year of output in 1992? One of the biggest factors in the company’s meteoric rise is undoubtedly its President and Vice Chairperson, Dong Mingzhu (CEIBS CEO Program, 2006) now widely recognized as one of China’s most respected and successful businesswomen. The following anecdote gives a clear glimpse of her trademark confidence and industry savvy.

During the summer of 1995, when Dong was Sales Department Director for Gree, China’s young air conditioner industry faced a crisis. Several of industry players had launched a vicious price war, sending

all manufacturers into alert. At Gree, company executives were dismayed to find the company missing sales targets even during the critical summer high season. The company faced intense pressure to cut prices, and Gree executives were ready to start.

One voice rang out in opposition, however. Dong surprised Gree’s top management by saying “no” to the price war. Her industry experience told her that the current slip in sales was caused by something far simpler than competitors’ cost-cutting campaigns. “I found it was not the price war that was causing the poor sales, but the weather,” she remembers. That summer was unseasonably rainy and cool across several of China’s main urban centers.

Within months, Dong was proven correct. When temperatures climbed, sales rose as well. By leaving its prices untouched, Gree maintained a healthy profit margin. One year later, when the industry again entered into an even more severe price war, Gree’s stubborn refusal to slash prices eventually helped it to gain ground against major competitors Midea and Chunlan. This now-famous strategy began Gree’s climb to unshakable dominance in the market.

JUST SAY “NO”

Nine years later, Dong again found herself standing up and saying “no,” this time to China’s largest home appliances retailer, Gome. To provide the lowest possible price to consumers, domestic chain-store retailers in-

cluding Gome typically squeezed the profit margin of suppliers. Foreseeing trouble, in 1997, Dong Mingzhu began building the company’s own distribution network. She did this by establishing a network of provincial sales companies that each managed the independent retailers in that province. This created a centralized distribution system for each province. When the chain stores began squeezing supplier profit margins to nearly zero in early 2004, Dong was ready to “rebel.” Overnight, on March 11, 2004, all Gree products disappeared from the shelves of Gome. Instead, Gree relied on retailing via its internal distribution system.

“Losing Gome did not mean the end of the world,” Dong remembers. In fact, Gree achieved an enviable sales revenue of RMB13.8 billion in 2004, an increase of nearly 38% over 2003 sales. This strong performance, achieved without Gome, shocked the industry.

Today, Dong keeps Gree retail partners satisfied through what she calls a “win-win” rebate system. Earlier this year, in order to further integrate and standardize all retailers, Dong created a distribution system that has been dubbed “the Gree Model” by Chinese economists (explained below). The system is heralded by as one of China’s most successful and innovative business practices.

With such vision, ambition and creativity, it is little wonder that Dong was named “Business Figure Leader of the Year” for 2006 by CCTV, cho-



利，提高销售商进货、卖货的积极性。到了年底，格力取得了很好的销售成果，我们就拿出了7000万，给销售商，实行年终返利。同一地区不同销售商之间经常有冲突，这件事情给我感触很深，所以我就想到把他们整合起来，建立一个地区的销售公司，统一进行管理。

在做市场的过程中如何来控制是很重要的，不是一定要强势压别人。我讲的控制力是一个有序的制度 and 有序的市场，这有序的市场就要有游戏规则，我们就要制订这个规则。但这个规则不是以我为中心，而以市场为中心的。

LINK：您能不能具体再谈一谈格力的渠道以及和经销商之间是怎么建立一种信任的关系、双赢的关系？

董：整个社会不管在哪个领域里面，首先你要相信90%以上的人都是好人，但是他不一定是个有思想的人。我们在跟经销商接触过程中，一开始他们很简单，认为就是挣钱，（图眼前利益），不用去想未来。但是我们要让经销商知道他的未来是什么。有的人能赚钱但没有思想，像这样的人我

们是要逐步把他清除出我们队伍的。还有一部分人属于可教育之列，我们就会鼓励他们改变自己，用自己的服务和行为感动消费者。

随着企业的发展变化，我们在不同时期针对渠道也建立了一些相关的条约和制度，商家也慢慢受到我们文化的熏陶，慢慢改变自己，最终达成了一个共识。这个好的过程也是通过磨炼磨合，甚至包括采取一些非常强硬的手段才完成的。对那些我们认为不符合格力文化的经销商，无论做得再大我们也一定要把他清除出去的，而一般企业绝对不敢，他们认为这个客户丢失掉了，他的市场就没了。

LINK：格力现在的经销模式是怎么样的？

董：在全国各个省份已经成立了销售公司，每省一家销售公司，这些销售公司对全省所有的经销商负责。

很多企业到现在还是依赖于自己的营销队伍，而我们现在已经改变了，这个流程不需要我管了，而是由我们的销售公司完成。这个销售公司就是要建立跟格力一样的文化，这是很重要的。我们的渠道里基本上也渗

透了格力的文化。销售商必须按照制度对号入座，每个销售公司会对下属商场、经销商进行考核。

调动员工情感

LINK：格力在管理销售商方面有自己独特的一面，那么格力在公司内部的人力资源管理上是否也有独特性呢？

董：很多人认为硕士、博士才是人才，我不这样看，不同的岗位需要不同的人才，在适合的岗位上发挥得好的就是人才。我们在人才培养方面也有不同的观念。首先，即使是硕士、博士，知识达到了一定层次，但思想境界没达到我们的标准，这样的人我们也不一定会用。第二，干部队伍建设原则上都从内部基层提拔，而不靠外来的空降兵，这是和其他企业很大的不同。那些员工从基层起来以后会感悟到很多东西，他们会体会到底下员工的需要，这点非常重要。新来我们公司的大学生第一时间肯定要到车间里去，没有任何条件，从普通员工做起，然后才根据他们的变化把他们安排到更适合的岗位上去。在这个过程中，在不同的岗位上也会培养出一些优秀人才，比如我们有一位插座工就是我们全公司最优秀的员工之一。我们打破了人们用学历和职务来判断一名员工是不是人才的传统，我们更多的是通过在岗位上贡献多少来判断一名员工是不是人才。

LINK：您在谈到和销售商的关系时，一再提到文化，那么在员工这方面，格力的文化又是怎样的？

董：我觉得领导首先考虑的不应是自己个人，而应是所有需要你关心的人。我们有严格的要求，按照规范的制度去执行，但同时我们更多的是关注、关心员工，让他们有一个很好的环境。这样就能使他们在生活上有安

sen for her outstanding innovation, responsibility, influence and drive.

Below, Dong Mingzhu speaks frankly to The Link on the “Gree Model,” its competitive edge, and its new movement to go global.

LINK: Gree has held position as the No. 1 air-conditioning manufacturer in China since 1995 and the world leader since 2005. What makes Gree so successful?

Dong Mingzhu: The reason behind Gree’s growth is that we’ve gotten rid of the popular idea that making money is most important. What we pursue at Gree is to contribute to society, and we educate our staff to think about giving to society. This creates a different corporate culture.

At Gree, we focus on improving quality rather than cutting corners. Our costs are higher than others, so customers come because we offer better products.

We have two mottos. The first is: “Deeds talk louder than words.” This keeps our operations very honest. The second is: “No after-sale service is the best service.”

We also teach employees that even small concerns for our customers are serious concerns for us. Every little problem shows a weak point that could become a more serious issue. Our job is to correct these weak points before they grow serious.

LINK: Within the air-conditioner industry, Gree is an outlier, using a different strategy from other

major players. What is Gree’s underlying business strategy?

Dong Mingzhu: There is some misunderstanding about our strategy – it is not so complex. In developing our distribution and sales model, the strategy we followed was simple: we just adapted to changing market needs. For instance, in 1995, we were the first manufacturers to use off-season rebates to encourage dealers to sell our product. Then, when our 2004 yearly performance results were good, we shared that profit with our retailers by giving them RMB70 million in bonuses. The next problem I saw was frequent conflicts between dealers in the same area. I decided to integrate them by setting up a regional sales system to centralize operations and foster cooperation, not competition, between retailers.

LINK: How does the famous Gree Model for distribution and sales work?

Dong Mingzhu: Within any community, it is generally true that most people – maybe even 99 percent – are good people. But this does not mean that they all have taken the time and made the effort to form their own opinions. When we first began contacting retailers, we initially found that many simply accepted the general view within society that their most important goal should be money-making, short term. We wanted to convince dealers to focus on a long-term partnership and to look at the big picture of meeting customer needs. Those who were only good

at making money with short-term strategies were removed from our network, step by step, no matter how large they were. For those who could be retrained to think strategically, we offered incentives to change. Those dealers who adapted to our model began benefiting from it and a common understanding was formed between us.

Today, we have set up a network of provincial sales companies across the country in which each one oversees the independent individual retailers in that province. Many companies still rely on an in-house sales force but we are different – our sales process is handled by our sales companies. It is very important that these sales companies adopt the same culture as Gree. In turn, these sales companies must assess the individual retailers and dealers in the system to ensure that they operate according to the principles of the system.

LINK: What is your strategy for managing human resources at Gree?

Dong Mingzhu: First, although many people regard only those with masters degrees and Ph.Ds as a company’s top talents, but I don’t agree – different people are ideal for different positions. Anyone who is excelling in a particular position is a top talent for the company.

At Gree, we have different methods of fostering talent. First, someone with a masters degree or a Ph.D will not be employed by us unless they meet all of our criterion.

全感，在工作环境中能感受到一种快乐，而不是被迫地改变自身。作为领导来讲，不能把员工仅仅作为工具来支配，而应更多地调动他们的情感。我们会把不断改善员工的待遇作为我们很重要的一项工作来做。

免费维修六年背后

LINK: 尽管格力现在是市场老大，但是竞争无处不在，除了格力销售模式，公司还靠什么保持领先呢？

董: 一个企业要发展必须要有自己的核心技术，这是一个宝藏。我们进行了大量的投入，从人才培养着手，硬件、软件两手抓。我们的一个实验室需要上千万的投入，我们现在有 20 多个实验室。同时我们还注重培养人才，最主要的目的是能够研发自主技术。我们从过去买别人的产品，到自己研发产品，最终拥有自己的核心技术。到目前为止，我们自己发明的专利已接近 200 项。比如格力的能效非常好，产生同样的热量或冷气，格力空调的耗能更少，尤其是在天冷的时候，大家可能经常有感觉一般空调温度达不到，我们的技术能够更好地解决这个问题。

所以，我们所用的有些材料要比别家产品的材料贵几百块钱，我们也完全可以省掉这几百块钱，但这是对消费者不负责任。我承诺六年免费维修，要达到这么长的一个期限就必须有技术的支撑。

LINK: 目前格力还有什么不足的地方？

董: 有，比如现在空调噪音 20 几分贝，我能不能把它降低到 20 分贝，我能不能做到没有一点噪声，像回归大自然一样？不是说你现在排名第一，你的技术也是最好的，就不需要进步了。要想保持成功，不是超越别人，而是超越自己，这就是格力的文化。

卖出中国人的风格和品位

LINK: 格力目前在海外的发展势头非常好，据我了解 2006 年格力的国外市场销售收入 52.58 亿元，占销售总收入的 22.09%，同比增长了 47.16%。格力在巴西和巴基斯坦都建立了生产基地，在海外的发展中国家和发达国家都卖得相当不错。那么，格力在海外发展有没有遇到很大的困难呢？

董: 困难当然有了，第一语言，第二国家的法律法规。到那些发达国家，法制建设可能好一点。到一些落后国家，腐败现象很严重，完全没有游戏规则，可以巧立名目，比如说你字写错了，都可去告你违规，会问你是私了还是公了，其实就是要你给钱。这些法制不健全的国家里怎么找到突破点，是我们这几年来一直在研究的问题。唯一的办法就是“以毒攻毒”，不是他要行贿你就给他一点好处，我们不，我们严格规范自己，绝对不出一问题，我们做非常遵纪守法的公民，比他更“毒”。这样坚持正确的原则来改变，而不是通过行贿来改变。这就是我们不同的地方。到一些发达国家去经营，也同样存在问题，比如说语言不通，或是别人对你不认可。在发达国家别人对我们还是带有一点歧视眼光的。我觉得最好的办法就是用最好的产品来打动他，说服他。这是需要一个过程的。

我认为只有把自己的品牌推出去才算是真正走出去。一家企业要有责任感，你走出去的时候不是简单去卖一种产品，而是卖出中国人的风格，卖出中国人的品味。

定位专注

LINK: 很多企业发展到一定的阶段都会有多元化的冲动，以格力现在的规模，完全有能力多元化，对此，

您是怎么想的？未来格力是什么样的一个发展格局？

董: 我们现在目标还是很清晰，做专业化市场还是无限大。一个企业想垄断所有是不可能的，所以我觉得应该有一个合理的定位。

我们只做空调，并且凡是跟制冷有关系的东西我们都要介入，比如火车、船上、飞机上的空调等等，还有很多地方可以深入。只不过我现在生产能力有限，另外还需要更高层次的技术研发，所以，这是无止境的。我们起点比别人高，但是到了山顶是不是就到了顶呢，不是，我们应该飞到天上去。所以有人问格力是一直走专业化，还是以后会走多元化，这要根据我自己的力量来决定我做什么样的事情。

LINK: 格力从 90 年代初的一家小厂，发展到今天，历经 10 多年的风雨，一直走得很稳健。对于不少中国企业都非常短命的问题，您觉得他们为什么会走不长？您认为一家企业要健康快速地发展需要注意哪些方面呢？

董: 我觉得很普通，大家都讲一句话“思路决定出路”，什么样的思路就会有什么样的出路。领导者最重要的一样素质就是要心胸宽广开阔。第二还是一句老话，要无私奉献。在这个过程中我们应该站在更高的角度去看企业，而且要跳出企业看企业。不要老是对自己的企业自我感觉太好，随心所欲按照自己的方式僵化地去运作。企业界似乎一个时期就会有一阵风，比如兼并收购，那是一阵风，战略投资又是一阵风，再就是走出去搞国际化。但这些潮流是不是都适合你自己的企业去跟呢？我觉得一个好的企业不应该简单地跟风，而应该不断去创新，企业要想长命就得不断创新。 **TheLINK**

Second, we believe in promoting up from the shop floor rather than searching from the outside. In this way, we differ very much from other enterprises. Employees promoted from the shop floor understand the needs of employees at all levels. This is very important. At Gree, newly recruited college graduates are first assigned to work shops where they begin as entry-level employees. After proving themselves, they can be promoted to more suitable positions. In this way, all talented employees have the opportunity to advance their position based on work performance, breaking the tradition of judging an employee only by educational background and job title.

LINK: Gree is famous for promising six years of free servicing. How does Gree support this promise and also keep up with the fast pace of technological advancements in the air conditioning industry?

Dong Mingzhu: Our promise of six years of free servicing must be supported by technology and quality. [okay to add “and quality?”] For this reason, our materials are more expensive than those from others by several hundred RMB. We could have simply saved this amount, but that would have been irresponsible to our customers.

An enterprise must have core technology if it wants to grow. We have opened 20 research labs [in China], each one costing RMB10 million. Over the years, we have shifted from buying others’ products to de-



GOING GLOBAL: After dominating the Chinese market for 12 years, Gree’s next goal is building international sales. Says Dong Mingzhu: “We are not just trying to sell our product internationally, we are representing the style and taste of the Chinese people to the world.”

走向全球化: “我认为只有把自己的品牌推出去才算是真正走出去。一家企业要有责任感，你走出去的时候不是简单去卖一种产品，而是卖出中国人的风格，卖出中国人的品味。”——董明珠

veloping our own products. This has required building up our own R&D talents. Today, we control and develop our own core technologies.

So far, we have patented nearly 200 inventions. For example, Gree air-conditioners consume less energy to produce hot or cold air than our competitors. Another example: our units produce users with more flexible temperatures, such as achieving an ideal temperature for cool days.

LINK: Gree is now focusing on entering overseas markets. What challenges does the company face in doing so?

Dong Mingzhu: Of course there are difficulties. First, language. Second, foreign laws and regulations. The legal system in developed countries may be well established, but in underdeveloped countries, corruption can be rampant. In recent years, we have

been studying how to enter countries with undeveloped legal systems. We will never offer bribes.

Problems also arise in developed countries, such as the language barrier and our lack of brand name recognition. In the developed world, people still view us with disdain. The best way is to move them is to offer the best products. This takes time. Gree is selling successfully in Spain and Italy.

In entering foreign markets, you will always encounter unexpected difficulties, but these need not be insurmountable. We are not really going to go global until we have successfully launched our own brands overseas. We have a sense of national responsibility before we do so. We are not just going out to sell our product internationally, we are representing the style and taste of the Chinese people to the world. **TheLINK**

玄奘之旅

The Gobi Pilgrimage

■ 常涛 Chang Tao

人总说在大海面前觉得自己渺小。我曾经也这么认为，然而当你站在戈壁滩上看着漫漫黄沙、苍茫大地、倔强的骆驼刺，你发现你错了，在这里你会更加觉得自然的伟大，人的渺小。而我们这群人更加幸运，不但能够体会伟大的自然也能体会更伟大的人的精神，因为这段路是玄奘当年走过的古丝绸之路，我们沿着先人追寻梦想的道路前行，体会团队、体会独行、洗涤心灵、挑战自我。

Braving some of the world's harshest climate conditions, a CEIBS student team won second place in the 2007 Inter-Business School Gobi Desert Crossing Challenge. To follow is one team member's first-hand account of determination, and some danger, amid the sand dunes.



From May 15 to 20, a team of 16 hardy students and alumni withstood 40°C heat and recurring sandstorms during a grueling four-day hike across the Mohe Yanzi Grand Gobi Desert in Guazhou County, Gansu Province. The race began in Suoyang City, at the famous starting point of Buddhist Monk Xuan Zang's historic pilgrimage to Sutra, India during the Tang Dynasty. The event finished on May 20 at Baidunzi, the spot where the Chinese Communist Party's Red Army encountered heavy losses in battles with the Kuomintang in 1937. By the time the CEIBS team finished, they had trekked 110 kilometers in intense heat and high winds – an extremely tough physical and mental test for the competition's 100-plus contestants.

Participants hailed from eight business schools: CEIBS; Guanghua School of Management, Peking University; Cheung Kong Graduate School of Business (CKGSB), School of Economics and Management, Tsinghua University; Antai School of Management, Shanghai Jiaotong University; School of Management, Fudan University; School of Business, Renmin University, and NUS School of Business.

The CEIBS team attributes their success to good preparation and a clear strategy. Their victory is celebrated throughout the CEIBS community, not only

for their perseverance but also as an example of good citizenship. On the second day of the race, the CEIBS team worked together to assist a heat-stricken student from CKGSB. This good deed exemplifies the spirit of the event, and was widely applauded and even reported by CCTV and Beijing TV Station.

As the following essay illustrates, the Gobi pilgrimage left a lasting impression on participants. CEIBS team members now plan to establish a CEIBS EMBA Outdoor Sports Association (see box). In addition, three teammates have chosen the high-end outdoor sports industry as the focus of their theses. In addition, several alumni teammates have pledged to become volunteers and help raise funds for local Hope Primary Schools. To follow is a first-hand account of the 2007 Gobi Desert Crossing Challenge, written for *The Link* by team member Chang Tao (EMBA05) executive director of Datang Software Technologies.

第二届商学院戈壁挑战赛队员：

娄天春	北京金诚合利投资公司	董事长
陈培元	浙江益邦氨纶有限公司	市场总经理
常涛	大唐软件技术股份公司	执行董事
郑东海	郑泰集团有限公司	总经理
郝孝华	讯宜国际有限公司	特别助理
汪灵江	深圳市河汉计算机有限公司	总经理
唐咚	深圳市步进科技有限公司	董事长
刘小光	上海火速网络信息技术有限公司	CEO
袁潜龙	龙旗控股有限公司	副总经理
叶崑涛	上海医药集团	总裁助理
胡斌	上海亚创控股有限公司	副总经理
蔡达标	真功夫餐饮管理有限公司	董事长兼总裁
张骥	上海上实国际贸易（集团）有限公司	总裁助理
庞志强	青岛福日集团（原）	副总裁
顾宇明	星域控制工程（上海）有限公司	高级销售经理
卢小燕	江苏欧索软件有限公司	董事长

观察员：

赖卫东	中欧 EMBA 课程部
暴凯	中欧北京办公室



TRUE GRIT — The CEIBS student team trekked a grueling 110 kilometers across some of the world's most inhospitable terrain, in four days.

真风采：由 16 位 EMBA 学员和校友组成的中欧团队在四天时间内徒步穿越 110 公里，经历了 40 度的戈壁高温考验、持续的沙尘暴侵袭，和坎坷的沙漠之路。





STRATEGY SESSION — Team members say the secrets to success were preparation and a clear game plan.

战略取胜：严密的组织和安排和正确的战略战术正是团队获胜的秘密。

出发前：西去的玄奘曾经东返

瓜州到哈密是古丝绸之路中艰辛的一段，从卫星上可以清楚地看到在安西（现改名瓜州）到敦煌有一段寸草不生的地带，既不象沙漠也不象戈壁，这就是著名的雅丹地貌（在中国内陆荒漠里，有一种奇特的地理景观，它是一列列断断续续延伸的长条形土墩与凹地沟槽间隔分布的地貌组合，被称为雅丹地貌）。我们的路就在那里。

出发前听到一个美丽的故事，正是这个故事让我慢慢由躁而静。故事大概是这样的：当年玄奘西行取经，一路被朝廷通缉，到了瓜州，文书也到了，县令因为佩服他的勇气和功德不但没有抓他反而送行到古塔尔寺。玄奘带着两个徒弟一匹老马向西一路前行进入这片荒芜炎热的土地。然而不久他就遇到了很大的问题，先是两个徒弟们半路逃走，自己又不小心把水袋打翻。玄奘当时绝望之极，不得不向东返回，在路上他一直在思索自己曾许下的西行取经决不动摇的诺言，东行10里之后，他终于决定继续向西，并发愿：宁可西行一步死，决不东回半步生。玄奘默念心经，5天4夜滴水未尽，一人一马走出了这片土地，并得到了后来很多王国的支持，终于完成了19年的路程到达印度。

当你沿着玄奘的脚步行走时，你就知道了为什么西去途中他唯一向东的一段路在这里，你就知道走这段路程给玄奘和你的考验是什么了。

穿越：行走是什么？

行走是什么？是一种运动？是一种能力？是一种精神？我想，应该是一种生活方式。我们整日坐在钢筋水泥办公室里，我们用车代替自己的双脚，用表情掩饰心情，

FEELING SMALL

When standing at the seashore, I have occasionally experienced an appreciation for the vastness of the ocean and the insignificance of human beings. That feeling was magnified many times over on May 15, when I found myself standing in the middle of the Gobi Desert. Facing endless waves of sand dunes in all directions, broken up only by scatterings of unbending *Alhagi sparsifolia* shrubs, I felt hugely lucky to have been given the chance to see the Greatness of Nature first-hand. Soon after, I was also to witness the strength of human spirit as I and a team of CEIBS classmates trekked along the ancient Silk Road, retracing Monk Xuan Zang's Tang Dynasty pilgrimage to Sutra, India.

During our five-day trek, the adventure left many strong impressions on each member of the group: teaching us how to work together, how to work independently, how to refresh ourselves, and how to live up to our potential.

RETRACING MONK XUAN ZANG'S STEPS

Seen by satellite, the stretch from the Gansu Province cities of Guazhou to Hami appears as a vast, grassless region. This barren and desolate area, marked by its distinctive Yadan landforms, is one of the harshest, most inhospitable segments of the ancient Silk Road. It is from this region that we set off.

As my team prepared to begin, I have to admit to a distinct feeling of uneasiness. After all, we would be crossing the region of the Gobi Desert that was too harsh for one of China's best loved heroes: Monk Xuan Zang. The famous pilgrim, who journeyed from China to India, and is credited with the expansion of Buddhism in China, was only forced to retreat once during his 19-year odyssey - at this stretch. As the legend goes, as the Monk trekked through the region, he was suddenly condemned to desperation when first his assistants lost heart and abandoned the mission, and second when he spilled his water supply. Suddenly robbed of hope, the Monk decided to give up his journey and turned eastward away from his destination of India. But after several kilometers in retreat, the story goes, his resolve returned and he began heading westward again, despite the danger. Strengthened by his deep spiritual commitment to the pursuit of Buddhist Truth, he struggled alone for five days with no water. Surviving this ordeal became part of his fame; and added to his glory when he finally reached India.



Challenging the Gobi

MEMBERS OF THE CEIBS 2007 GOBI DESERT CROSSING CHALLENGE TEAM:

Lou Tianchun	Chairman of the Board of Directors	Beijing Jincheng Heli Investment Co.
Chen Peiyuan	General Manager of Marketing	Zhejiang EBH Spandex Co.
Chang Tao	Executive Director	Datang Software Technologies Co.
Zheng Donghai	General Manager	Zhengtai Group Co.
Hao Xiao	Special Assistant	Orbit International Corp.
Wang Lingjiang	General Manager	Shenzhen Hehan Computer Co.
Tang Dong	Chairman of the Board of Directors	Step Servo (Shenzhen)
Liu Xiaoguang	CEO	Shanghai Hotsales Network Infor-Tech Co.
Yuan Qianlong	Vice General Manager	Long Cheer Group
Ye Weitao	Assistant to President	Shanghai Pharmaceutical (Group) Co.
Hu Bin	Vice General Manager	Shanghai Asiabiz Assets Management Co.
Cai Dabiao	President Chairman of the Board of Directors	Guangzhou Real Kungfu Catering Management Co.
Zhang Jian	Assistant to President	SIIC Shanghai International Trade (Group) Co.
Pang Riqiang	Former Vice President	Tsing Tao Frui-Group
Gu Yuming	Senior Sales Manager	Star Controls Engineering (Shanghai) Co.
Lu Xiaoyan	Chairwoman of the Board of Directors	Jiangsu Oceansoft System Co.
Lai Weidong		CEIBS EMBA Education Dept.
Bao Kai		CEIBS Beijing Office



GOOD SPORTSMEN – The CEIBS team made a name for itself not only for placing second but also for coming to the rescue of a heat-stricken student from the CKGSB team. Three CEIBS students rushed to the spot where the victim had fainted, cooling him down until an emergency car arrived.

协助精神: 中欧团队不仅取得了比赛第二的优异成绩，他们冒险营救长江商学院中暑队员的事迹更被广为传赞。

挑战戈壁、挑战自我

2007年5月15日至20日,“第二届商学院戈壁挑战赛”在甘肃省瓜州县莫贺延碛大戈壁圆满结束。由16位EMBA学员和校友组成的中欧团队在四天的徒步穿越中,经历了40度的戈壁高温考验以及持续的沙尘暴侵袭,最终获得第二名的好成绩。

此次挑战赛行程由玄奘西行的起始点锁阳城开始,至红西路军付出巨大牺牲的战斗地点白墩子止。来自中欧国际工商学院、北大光华、清华经管学院、长江商学院、上海交大安泰等八家商学院的百余名队员共同经历了四天的挑战。

酷暑和疾风中的110公里徒步穿越对于队员的体力和耐力以及心理承受能力都是极其严峻的考验。比赛前,中欧团队的16位EMBA学员和校友进行了严密的组织和安排、制定了正确的战略战术。在四天的穿越过程中,他们拼搏进取,为团队荣誉和集体荣誉挑战着体能的极限。他们冒险营救长江商学院中暑队员的事迹更被广为传赞并被中央电视台和北京电视台报道,为中欧赢得了荣誉。

赛后,中欧队员们将拟申请成立“中欧EMBA户外活动协会”;三位学员将以“高端人群户外体验的商业策划”为题准备毕业课题;部分校友将对当地希望小学进行针对性捐助。



我们几乎丧失了我们的天性。

行走 = 活着, 你能走说明你活着。

行走 = 友谊, 在路上你能结交真心的朋友, 你能找到真正的师长, 你能发现危难时什么最重要。

行走 = 思考, 独自行走没有电话信号的地方, 和自己的脚步对话, 和自己的心灵对话, 和自己的身影对话, 和自己的呼吸对话, 你会领悟很多。

行走 = 目标, 我们朝着我们的目标前行, 我们为到达目标而欢呼。

行走 = 坚忍, 坚韧隐忍是到达目标的必备的素质, 是克服炎热、伤痛的良药。

行走 = 帮助, 把自己照顾好, 不给团队增加负担是对团队最大的帮助。

行走 = 放弃, 走不动了如何? 坚持; 坚持不住了如何? 再坚持; 实在坚持

不住了如何? 继续坚持; 无法继续坚持了如何? 放弃。学会放弃也许更难。对自己要有清醒的认识, 知道什么需要放弃, 什么需要坚持。

行走 = 准备, 成功永远是给有准备的人。

意外：荒漠里的感动

我们行走的路是国家瓜州县博物馆的地方, 这里是不允许人随便进入的, 因为这里伫立着锁阳古城, 古玉门关, 古塔尔寺……看着这些饱经风霜的建筑, 我们感受到来自盛唐时期的震撼, 感受到历史自然的无情。然而这些都不如我们在行走几天里发生的小事让我觉得难忘。

第二天下午, 在已经行走20公

里的情况下, 我们的队伍进入传说中的9公里“盐碱地”——这3个字代表: 高低不平, 几乎没有平路; 骆驼刺丛生; 气温40多度, 地表接近60度; 汽车不能进入, 没有救援; 前行速度会下降到2-3公里每小时。进入前, 组委会的车停在那里一个个地问大家有没有不舒服, 能不能完成, 已经体力透支的跟他们回去, 因为他们知道进去后就要靠队员自己了, 他们的救护和补给将无能为力。

危险发生的时候, 我在事发地点前2公里左右。因为我双脚起了很多泡, 不能跟上小队, 就一个人以每小时2公里的速度独自挪动。这个时候突然听到我们的对讲机里传来长江商学院的呼救: 有人中暑了, 经度XX,

Standing on the outskirts of Guazhou, it does not take long to understand why this area nearly ended Monk Xuan Zang's pilgrimage. It is a daunting feeling to prepare to face the same challenges yourself.

SPIRIT OF THE TREK

What is a "trek"? Is it a sport, a skill, or a type of spirit? After experiencing the Gobi Desert Challenge, I view trekking as a kind of lifestyle. In modern, urban life, we have nearly forgotten the natural world. All day long, we sit in temperature-controlled buildings made of steel and cement, our feet replaced by cars, our lives untouched by Nature and our emotions muted and dulled.

Trekking equals being fully alive. Trekking equals real friendship. During a trek, you can make true friends, find true teachers, and discover within yourself the survival qualities necessary in an emergency.

Trekking equals thinking. Without the interruption of telephone calls and email, you can talk to your steps, your heart, your shadow and your breath.

Trekking equals a target. We move towards our target and we celebrate when we achieve our goal.

Trekking equals endurance. This is a critical quality while striving to reach the target and is a necessary medicine for overcoming heat and pain.

Trekking equals self-sufficient. Taking care of yourself is the best help you can offer to the group.

Trekking sometimes equals giving up. You must learn when

to give up and when to insist on continuing.

Trekking equals preparation. Success belongs only to those who are well prepared.

DANGER IN THE DESERT

The route for our trek was not open to the public because it passes through several preserved historic sites viewable only by special permission. We were lucky to have the chance to walk past the Suoyang Old City, the famous Jade Gate Pass, and ancient Taer Temple. These ruins reminded us of the prosperity of the Tang Dynasty, the ruthlessness of history, and the power of nature.

But as we trekked, these feelings of awe in the face of history were soon overshadowed by a present-day drama. On the second afternoon, after trekking for 10 km, we reached a region of cracked and dry saline alkali soil covering about 4.5 kilometers. The area made for rough walking, with an uneven surface full of *Alhagi sparsifolia* shrubs. The temperature had soared above 40°C while the land surface reached a roasting 60°C. There was no rescue vehicle accompanying us.

Before starting out, the organizers had asked everyone about their health, giving a detailed warning of the challenges we would face.

On that day, I was trekking alone at a pace of about 2 kilometers per hour because my feet were covered with painful blisters. Suddenly, I received an emergency call by walkie talkie. A member of the CKGSB team fainted from heatstroke at a location about 1

kilometer away. His team mates called for help. A feeling of dread came over me; under these conditions, such an attack could cost someone his life. Later I learned that three members of the CEIBS team volunteered to help the victim. The trio were the first to arrive, covering about 800 meters in 20 minutes.

From the video images taken at the scene of the emergency, we were later able to watch what happened during those critical moments when the CEIBS team found the CKGSB team and its unconscious member. In the video, one trekker lifts the head of the victim and crosses his legs to make him more comfortable. Another uses his clothing to make shade, then pours water over his head to lower his temperature. A third uses acupressure under the victim's nose to try to bring back consciousness. That night, we learned that at the most critical period, the injured student's heart-rate had raced to 170 beats per minute. Later, his condition stabilized, although he remained unconscious.

For the next interminable hour, all trekkers waited for news of the injured student. All of our minds were on him and we each prayed for his recovery from different corners of the desert. At last, the car sent by the organizing committee arrived to the scene and fetched the student, leaving behind a box of water. It was then that the CEIBS members realized the danger they were in: they had used up their own drinking water to cool the victim. Hours later, we finally calmed down when we heard that the student was in stable condition. A



中欧激情：在比赛中，中欧队员用自己独特的方式诠释了激情的含义。

纬度 XX，请求支援。我当时心中一紧。要知道在这样的条件下，中暑有可能意味着有生命危险。中欧后面的队员距离事发地点 500-800 米，在请示队长后，他们派了 3 个人向兄弟学校移动并第一个到达了现场，此时距离呼救时间已经过去 20 多分钟了。

因为我不在现场，不知道发生的细节。但是在事后的录象中我们可以看到如下情形：一个队员向右侧卧，右手枕在头下，左腿压右腿（正确的救护），边上的人用衣服搭了凉棚挡住阳光直射他的头部，同时用水浇他的头部降温，有人按压人中希望他不要昏迷……时间在一分一秒地过去，情况得到了控制，但是伤者仍旧昏迷，心率一度达到 170。

为了保证与组委会的及时沟通，大家把对讲机的 1 频道空出专门用于这次救援。我后来知道那个时候大家虽然散布在荒漠的各个角落谁也看不到谁，但几乎都默契地转到了 1 频道默默地关注。原来还热闹的对讲机一下子都沉静了，大家都在为他祈祷。大概过了 1 个多小时，难挨的 1 小时，

组委会挑选的汽车向坦克一样疯狂开了过去，终于到达了。他们带走了伤员，给救援的人员留下了一箱矿泉水。这个时候很多救援的队员才意识到当时把水都浇到了伤员的身上，现在想来有点后怕。当组委会告诉大家一切已经在控制中，已经将伤员送到救护车的时候，我们悬着的心终于落下，同时传来长江商学院的感谢。

当时你会强烈地感觉，什么是重要的？友谊，这两个字实实在在地烙在你的心里。那时你纵有家财万贯有什么用呢？

再想想，我们又要在这个世界上如何行走？原来走的对吗？

沙漠、酒：中欧激情

我为是这个团队中一员而骄傲，骄傲的不光是我们的成绩，还有我们的风采。中欧用自己独特的方式诠释了什么叫激情。

每到营地开饭，疯狂找啤酒的人几乎都是中欧的，大家都散了，我们还在喝，喝得组委会都限制给中欧酒了。每次要“贿赂”下我们可爱的组

委会妹妹才能又弄出几箱。我们的老娄有个经典，有天别人都睡觉了依旧觉得喝得不过瘾，于是满营地找酒，后来实在没有酒了，只得找了不知谁剩下的 3 个半瓶回帐篷解馋。我们都佩服得紧。

每天徒步，我们总有队员主动掉队无私地帮助其他队伍的女队员，有很大的搭讪嫌疑，反正结果是，晚上吃饭的时候我们经常把别的队伍的女队员拉来一起喝酒。弄得一度群众关系不好。

我们的队伍始终是欢歌笑语地前行，一路调侃，但分工明确，有条不紊。表面上散漫，但是一看成绩，哇，紧追清华，好无悬念的第二。弄得清华的同学还挺有压力。我调侃说：如果每天的路程与每天的喝酒量关联，我们可能就第一了。估计组委会肯定不采纳。

庆功宴上，也是中欧的同志们狂放地第一个脱了上衣让女同学签名。弄的宴会群情激昂。连主持人魏向东都未能幸免。中欧广交朋友口号也一直荡漾在会场。 **TheLINK**



THE CEIBS PASSION: Trekker's from CEIBS will be remembered for their fast finishing time and for their enthusiastic toasting each evening. Chang Tao says if the judges had factored in both trekking time plus beer consumption, CEIBS would have placed first.

message of thanks was sent to all from CKGSB.

It was during these moments of the trek that the paramount importance of friendship became intensely clear to me. Without friendship, even great fortune matters little.

The episode made us think again about the way we choose to walk in this world and how we should continue on our trek.

VICTORY, CELEBRATION, AND THE CEIBS PASSION

I feel intensely proud to have been a member of the CEIBS team, not just because of winning our medal, but also because of the passion we displayed in the evenings after trekking.

We may have received Second Place in our trekking time, but I can proudly state that our team placed first in beer drinking! In fact, almost all of the celebratory toasting every evening came from the CEIBS team.

We toasted ourselves and our fellow trekkers with such enthusiasm that the organizing committee imposed some restrictions on us! At the time, these restrictive efforts only encouraged us to find new methods of acquiring beer, especially displaying our appreciation for one particular staff member of the organizing committee, a lovely girl. On one night, our beloved team member known as Old Lou, valiantly searched through the entire campsite, while the others rested, in search of beer. His efforts yielded only three half-filled bottles, but we admired him anyway.

Some members of the CEIBS group tended to lag behind the rest of the team to give special assistance to female members from other groups. I suspected their real intentions, however, for such actions usually resulted in the CEIBS team drinking with the assisted females that evening. This behavior caused some other male group members to feel

jealous.

Despite our celebratory mood, during the trekking, we were very efficient in our designation of tasks and our strategy. Our score added a lot of pressure to the students of Tsinghua University, the No. 1 team.

After the trek, I concluded that if the race results had been calculated according to trek time plus beer drinking volume, CEIBS would certainly have been named No.1. But I am sure the organizing committee would refuse this measurement.

At the celebration party at the end of the trek, I am also proud to report that it was a member of the CEIBS team who took the initiative to take off his shirt and ask all the female members for their signature. Such a gallant action made everyone, including the party's MC Wei Xiangdong, appreciate the friendliness and sporting spirit of the CEIBS students. **TheLINK**

知行合一

CSR 商学院制造

Walking the Talk: CSR Activism Comes to CEIBS

在中欧学习就意味着案例讨论、考试和获得一个学位的日子已经一去不复返。在过去的几年中，积极参与社会的观念在校园中日益浓厚，尤其是在 MBA 学生当中。以下文章中从多个方面展现了中欧的企业社会责任活动。

Gone are the days when studying at CEIBS meant focusing strictly on case studies, exams and gaining that degree. For the past few years, the school has witnessed a rising activist mindset on campus, particularly among MBA classes. Read on for the details on the following CSR initiatives under way at CEIBS:

■ 安若丽 (Laurie Underwood)





38 更上层楼：2007 企业社会责任国际论坛
Even Bigger, Even Better: The 2007 Being
Globally Responsible Conference

42 企业责任与利润：是友是敌？
Corporate Responsibility and Profitability:
Friends or Foes?

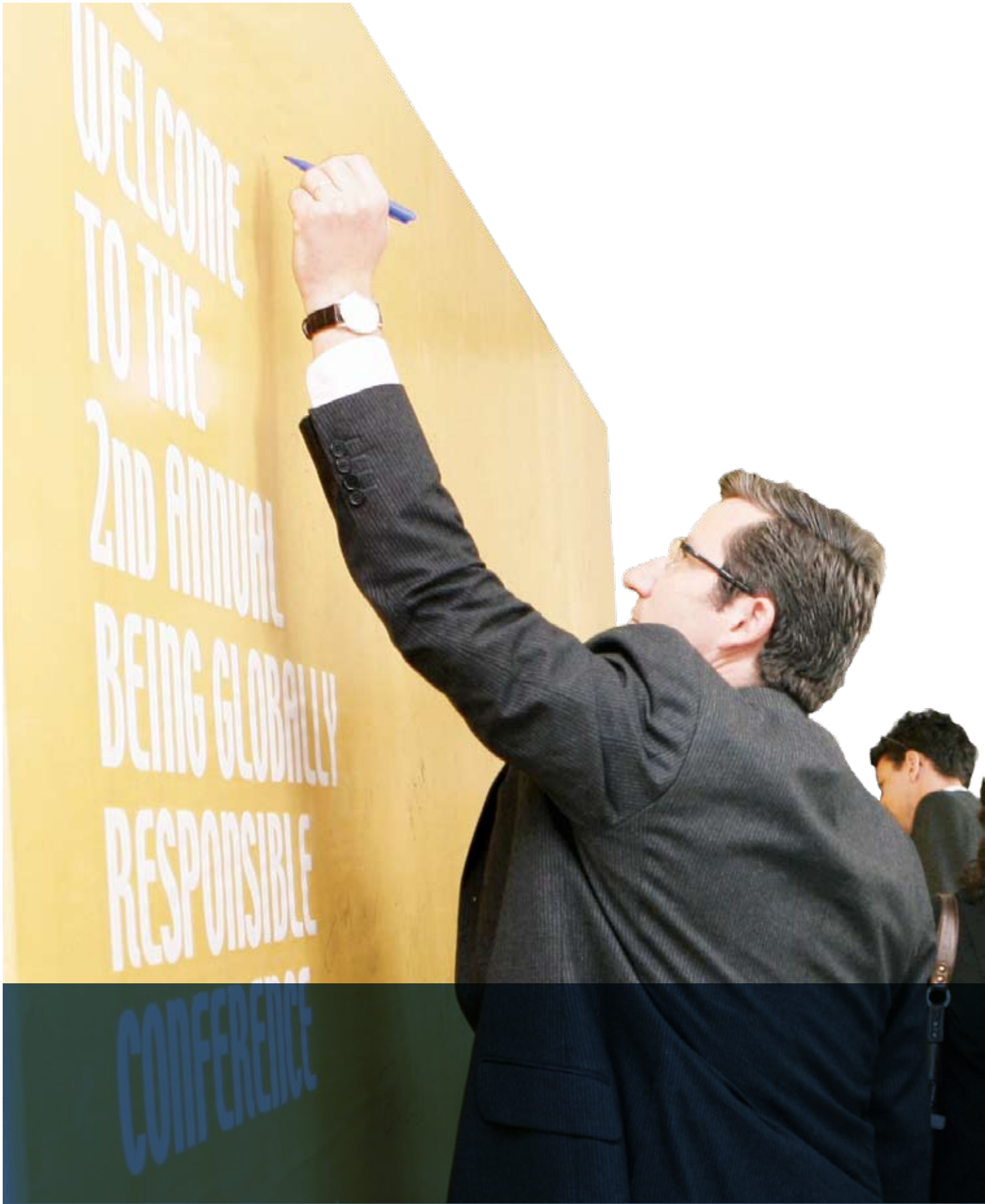
50 绿色行动
Going Green

52 商业透明化
Tackling Transparency

56 美特斯·邦威：利润之上的追求
Beyond the Profit Margin

62 当艺术走出象牙塔
Out of the Ivory Tower

68 希望在行动
Light of Hope



更上层楼： 2007 企业社会责任国际论坛

Even Bigger, Even Better: 2007 Being Globally Responsible Conference



由中欧 MBA 学生组织的企业社会责任国际论坛是亚洲第一个由商学院学生自己组织的社会责任会议。该会议于去年首次举办，今年的第二届会议吸引了更多的与会者、演讲嘉宾和媒体报道，尽管组织者第一次需要靠自己筹集会议资金。

For the second year running, CEIBS has sponsored Asia's first and only CSR conference organized by MBA students. This year, the conference grew in participants, speakers, and media coverage, despite organizers needing to raise their own funding for the first time.



企业应该主动承担提高社会福利的责任还是将此留给政府? “绿色”产品和包装真能提高利润? 企业是否应该为了环境保护而不惜牺牲利益? 公司如何决定支持哪种社会慈善事业: 帮助孤儿, 还是艾滋病防御? 儿童教育还是老年人的医疗问题?

讨论这些复杂的企业社会责任问题还有比商学院更好的地方吗? 对于商学院学生来说, 在重新进入职场前好好考虑这些问题, 对于他们将来真正做出管理决策是种很好的准备。而在目前的中国, 企业社会责任还是一种比较新的观念, 并存在着一些误解, 这既给企业带来挑战, 也带来了机遇。

这些问题正是促使一群中欧 MBA 学生在 2006 年发起企业社会责任国际论坛的原因。利用从 Asia Link 基金得到的资助, MBA05 级学生举办了亚洲第一个由商学院学生自己组织的社会责任会议。今年, 中欧 MBA06 的学生面临继续把会议办得更具声色的挑战, 更为困难的是, 这一次他们没有确保能够得到的资助。

第二届企业社会责任国际论坛

2007 年 5 月 11 日至 13 日, 中欧

MBA2006 级学生成功举办第二届企业社会责任国际论坛, 并在第一届的基础上, 将其打成一个规模更大、层次更高的国际性会议。

仅仅一年, BGRC 四个字母就在中欧和其他亚洲商学院中, 成为由学生发起的改善社会活动的代名词。该会议由中欧 MBA2005 级学员在去年创立, 是亚洲第一个由商学院学生自己组织的社会责任会议。目的是提高亚太地区的企业社会责任意识, 推动 MBA 学生和商学院积极采取行动。如今, 它已成中欧体现社会责任的一个重要方面, 也是学员、校友和教授们引以为豪的事情。

2007 全球社会责任会议吸引了众多国际知名人士前来发表演讲, 其中有环境保护媒体专家前 CNN 首席环境记者盖里·斯基克 (Gary Streiker) 先生、联合国开发计划署驻华副代表丁雅珊 (Alessandra Tisot) 女士、联合国全球契约高级官员杜晖贤 (Fred Dubee) 先生等。16 位演讲嘉宾围绕“负责任的领导开创可持续的未来”为主题分享了各自的经验和智慧, 演讲议题包括中国的可持续性发展和环境保护, 亚洲商业伦理和

企业家社会精神等。

为期三天的会议还吸引了 120 多位与会者。MBA 学生代表皆来自中国大陆、中国香港、新加坡、马来西亚、泰国、菲律宾、韩国、澳大利亚和西班牙等国家和地区的一流商学院。与会者还包括来自政府及非政府组织的代表, 以及来自支持 CSR 的知名跨国企业拜耳、德国赛、百安居、道康宁的企业高层。

中国的财富与福利问题

联合国开发计划署驻华副代表丁雅珊在开幕式后发表了题为“中国的贫困消除”的演讲。丁雅珊首先赞扬了过去二十年中国充满活力的经济发展和在消除贫困方面所作出的巨大进步, 她说就连联合国也在“偷学中国, 并把学到的经验传播到其他国家, 尤其是其他发展中国家。”

但是, 中国在这方面还面临一些挑战, 丁雅珊强调。最主要的挑战是平等问题, 她指出, 中国的财富和福利之间差距正在扩大。大量的农民工涌向城市, 为城市的快速发展做出了贡献, 也造成了农村的留守人口主要由老人、妇女和儿童构成的问题, 这

TWO YEARS AND COUNTING:

This year's BGRC attracted 16 VIP speakers and 120 participants from top business schools in nine countries and territories.

两年，更好的发展：

今年的企业社会责任国际论坛吸引了 16 位演讲嘉宾和来自 9 个国家和地区的顶级商学院的 120 名与会者。

Should businesses be responsible for promoting social welfare or should this be left to government? Can “green” production and packaging practices really boost profitability or should companies take on environmental practices at a loss? How should companies determine which social responsibility causes to support: orphan relief or AIDS prevention; children’s education or health-care for the elderly?

Where better to debate the complex issues surrounding corporate social responsibility (CSR) than at business school? For students, considering the issues at play before re-entering the job market can be useful preparation for facing real-life boardroom decisions on CSR. And in China, the concept of corporate support for social welfare programs is still young and somewhat misunderstood, creating both challenges and opportunities.

These were the issues that lead a group of CEIBS MBA students to

launch the Being Globally Responsible Conference in 2006. Using funding from the Asia Link Foundation, a group of MBA05 students hosted Asia’s first CSR conference organized by business school students. This year, CEIBS MBA06 students faced the challenge of keeping the fledgling conference going, and this time without guaranteed funding.

BEING GLOBALLY RESPONSIBLE, II

Being first to launch a great idea is often easier than keeping that great idea going year after year. Bucking this trend, from May 11 to 13, 2007, the CEIBS MBA class of 2006 (MBA06) hosted the school’s second annual Being Globally Responsible Conference, and succeeded in building it into a larger and higher profile event than the debut conference.

In just one year, the letters B-G-R-C have become synonymous at CEIBS, and other Asian b-schools, with grassroots, student-

run initiatives to support social improvement. The goal of the event is to raise awareness of Corporate Social Responsibility in the Asia Pacific region, and to foster action toward CSR goals among MBA students and schools. Today, it has become a school tradition, a mainstay of CEIBS’ social responsibility efforts, and a source of pride for students, alumni and faculty.

BGRC 2007 attracted top international speakers on CSR including environmental media specialist and former CNN Senior Journalist Gary Strieker, United Nations Development Programme (UNDP) Deputy Resident Representative Alessandra Tisot, and UN Global Compact Senior Advisor Fred Dubee. Focusing on the theme of “Responsible Leaders Building a Sustainable Future,” a total of 16 conference speakers shared their personal experience and wisdom on topics from sustainable development and envi-

使得城市和农村的差距扩大，影响社会和谐。例如，50%的中国城市人口和80%的农村人口缺乏医保，丁雅珊说，这也意味着在农村，几乎所有（90%）医疗费用都要由病人自己支付。由于无力承担医疗费，很多农民生了病也不愿意看医生。另一方面，进城务工的农民工还缺乏必要法律保护、医疗救治，农民工子女的教育也存在问题。而中国的老龄化人口也正给养老保障提出问题。

针对以上问题，丁雅珊总结道，中国政府制定的很多政策都朝着正确的方向，目前的问题是如何执行。

以“商业、创新和全球契约”为题，联合国全球契约高级官员杜晖贤向与会者介绍了该组织及其在中国的相关活动。联合国全球契约是一个将公司与联合国机构、劳工组织联合起来支持全球环境和社会发展的国际性组织。自2000年发起以来，该组织吸引了全球数万企业与国际劳工

组织合作，反对腐败，促进人权、劳工权利和环境保护。

该组织目前的目标是迎接挑战，抓住机会——这指的是平等和环境恶化问题，杜晖贤说。他指出解决这一问题需要公司把企业目标和社会目标联系起来，调整目标，承担社会责任。从目前来看，那些对环境和社会福利不负责任的企业反而获得了更好的经济收益，但是除非这些企业承担起社会责任，他们不会获得真正

企业责任与利润：是友是敌？

■ 安若丽 (Laurie Underwood)

“要是承担社会责任能够为企业带来利润，那么所有企业早就这么做了。实际是，现在只有那些声誉卓著的跨国公司才这样做。我们应该认识到承担社会责任会在短期内会增加企业的成本……所以，企业应该明白承担社会责任不能着眼于利润，而应该认识到这是正确的事情。”

“企业的社会活动和收益是相互促进的。承担社会责任最终会给企业带来回报。比如，耐克、麦当劳这样的企业，采取了有益于社会和环境的做法，使得企业的利润和公众形象都得到了提高。”

这是一场在中欧 MBA 学生和长江商学院 MBA 学生之间展开的辩论赛。时间是5月23日，题目是“企业责任与利润：是友是敌”。整个企业社会责任（CSR）商业论坛为期一天，由荷兰驻上海总领事馆主办。来自中欧、长江、上海交大、同济和复旦的 MBA 学生济济一堂，共同讨论企业与社会的问题。

由在华企业高管组成的专家评委团对整个论坛上学生的表现进行评论，并与 MBA 学生们一起分享了如何平衡社会责任和公司利益的现实经验。评委团成员包括联合利华中中国区集团副总裁 Frank Braeken，帝斯曼中国区执行董事会顾问 Stefan Sommer，飞利浦电器大中华区副总裁和首席营销官 Frank Chen，以及德和威咨询工程（中国）有限公司运营总监 Tim Jeanne，上海国际涂料有限公司总经理 Aidan Metcalfe。

论坛从激烈的辩论赛开始。长江商学院 MBA 学生为正方，其观点是承担社会责任能够提高企业利润，作为反方的中欧 MBA 学生则持相反意见。辩论结束之后，观众进行投票，大多数人赞同承担社会责任能够提高企业利润。但在评判哪一支队伍的论述更具说服力时，大多数人把票投给了东道主中欧队。

评委团在对辩论赛做点评时，大多表示承担社会责任和企业的可持续发展是“朋友”。Stefan Sommer 指出，虽然可持续性经营在短期内一般会让企业花费更多，但是从长期来看，却可以给企业带来利润。譬如，公司减少污染物的排放，可以提高公众形象。良好的公众形象能够吸引到更好的员工，进而提高公司盈利。Tim Jeanne 强调，企业除非能够进行可持续性的发展，不然不可能走得长远。“如果企业不負責任”，他说，“活不过大约 10 年时间。”

Frank Chen 进一步肯定，消费者也开始对那些推行可持续发展措施的企业更加青睐。比如，飞利浦正在寻求“三赢”方案，即采取负责任的经营实践降低企业成本、吸引消费者以及加强企业文化。Frank Braeken 对此表示同意，企业承担社会责任能够保持核心员工的忠诚度，用他的话说：“最优秀的员工更愿意给能够让自己晚上睡个安稳觉的公司干活。”

ronmental protection in China to “Asian” business ethics and social entrepreneurship.

More than 120 participants descended upon CEIBS during the three-day conference, including MBA students from top business schools in mainland China plus Hong Kong, Singapore, Malaysia, Thailand, Philippines, Korea, Australia and Spain. The BGRC

also attracted representatives from the Chinese government and from international NGOs plus executives from CSR-supporting multinational companies including Bayer, Degussa, B&Q, and Dow Corning.

CHINA'S WEALTH AND WELFARE GAP

In her kickoff speech just after the opening ceremony, UNDP's

Alessandra Tisot addressed “Poverty Eradication in China.” She began by praising China's “vibrant” economic performance and its progress in poverty reduction during the past two decades, adding that the UN is “stealing lessons from China and disseminating the lessons learned to other countries, particularly other developing countries.”

Today however, Tisot stressed



获胜者是..... 在校际辩论赛和论坛“企业责任与利润：是友是敌？”上，听众把胜利之票投给了中欧 MBA 队。在这一活动中，5 所商学院的学生就 CSR 问题展开了论述。

在自己的公司里实行企业社会责任已经相当困难，那么如果在公司所有在华的供应商里推行这样的标准会是什么样呢？这个难题由来自交大安泰管理学院的 MBA 学生来解答。他们以美国零售巨头沃尔玛（中国）为例，展开案例讨论。沃尔玛正在努力确保其所有供应商企业的工作环境能够达到标准，这一做法既费力又费钱。对此，学生们希望专家们能够分享他们在处理此类问题中的建议。

Frank Braeken 认为，如果从全球范围而不是仅仅从本地范围来看企业的社会责任，企业更容易做到“生意责任两不误”。就拿沃尔玛来说，社会责任行为可能在当地的经营中增加了成本，“但是从全球来说，给公司带来了好处，因为这提高了他们的声誉。” Aidan Metcalf 也建议在华的买方企业与供应商合作，帮助他们发展可持续性经营。

最后，来自同济大学的学生做了演示，阐述了企业如何在经营中注意环境保护的挑战。专家团强调目前在华企业的一个主要挑战是，虽然政府已经通过了环境保护方面的法律，但是还没有得到有效的执行。对于守法和违法的企业来说，竞争是不公平的。Frank Braeken 肯定这种情况在未来将得到改善，并预言“中国企业对于保护环境会有更大的兴趣。”

最后，荷兰驻上海总领事馆总领事 Eric Verwaal 发表讲话，提醒大家商业目标不能局限于盈利。“老鼠与老鼠之间的激烈竞争，即使赢了，它还是只老鼠。”他说，15 年后中荷建交 50 周年之际，今天在场的很多 MBA 学生都将成为公司的 CEO，分享他们在中国实行企业社会责任的经验。

的成功。杜暉贤指出：“任何以牺牲社会责任来谋求成功的企业将会发现成功只是一种暂时性的假象。”因此，他呼吁负责任的企业利用可持续性的项目，获得快速而巨大的回报。他进一步说，如果乐于承担社会责任的企业能够获得更好的经济回报，那么他们都会更好地表现。因此，他呼吁消费者和投资者通过支持致力于社会福利的企业，让自己的钱发挥作用，让企业听到自己的声音。

森林砍伐问题

CNN 前高级记者盖里·斯基克有着 20 年的环境报道经历，他阐述了“商业策略与社会发展”的议题。他专门就自身作为 CNN 环境及调查栏目资深记者的经历现身说法，特别提出了全球面临的森林过度砍伐的问题。

斯基克指出，过去十年中国的木材进口量增加了 4 倍，使人感觉中国对木材产品需求旺盛。然而，事实并非如此，中国进口的大部分木材都是在加工后作为成品再出口到美国和欧盟，这两个地区同期对中国的进口

分别增加了 10 倍和 8 倍。一些中国企业，尤其是私人小企业往往使用非法从热带雨林砍伐的木材，这些企业尚缺乏社会责任意识，很难改变其购买行为。斯基克认为，要杜绝非法使用木材的行为，离不开政府的支持及行动，以及消费者的意识。他呼吁全球的消费者履行责任的购买行为，提高公众对发展可持续的木材产业的必要性和保护森林栖息地的认识。

亚洲智库全球明天协会 CEO 钱德兰·纳伊尔 (Chandran Nair) 作了题为“亚洲可持续发展所面临的挑

Corporate Responsibility and Profitability: Friends or Foes?

■ Laurie Underwood

“ If CSR practices were profitable, every company would be already be using them. In fact, only well established multinationals are doing so. It's better to acknowledge that CSR is expensive in the short run.... Companies should pursue CSR because it is the right thing to do, not because it is profitable.”

“ Corporate social performance and profits are positively correlated. Ultimately, it pays to follow socially responsible practices. Corporations such as Nike and McDonalds are simultaneously improving their margins and strengthening their public image by using practices that benefit society and the environment.”

So ran both sides of a debate between MBA students from CEIBS and the Cheung Kong Graduate School of Business (CKGSB), in a May 23 event entitled “Corporate Social Responsibility: Friends or Foes?” The day-long forum, sponsored by the Consulate of the Kingdom of the Netherlands in Shanghai, brought together students from CEIBS, CKGSB, Jiaotong, Tongji, and Fudan universities to

present issues facing business and corporate social responsibility.

Throughout the event, the students' arguments were assessed by a panel of China-based business leaders who shared their real-life experiences in balancing CSR and profitability: Frank Braeken, group vice president, Unilever China; Stefan Sommer, advisor to the Managing Board, DSM, China; Frank Chen, vice president and chief marketing officer, Philips Electronics, Greater China; Tim Jeanne, director of operations, DHV Engineering, China; Aidan Metcalfe, general manager, International Paints (Shanghai) Co.

The forum began with a timed debate between CKGSB and CEIBS, in which CKGSB students argued that socially responsible policies enhance profitability, while the CEIBS team argued the opposing view. Following the debate, the audience voted on whether CSR practices do boost profitability (most said “yes”), and on which team spoke more persuasively (most named the home team, CEIBS).

Commenting on the debate, the panel of business experts largely agreed that CSR or sustainability practices are “friends.” Stefan Sommer pointed out that while sustainable business practices are often costlier in the short-term, they tend to benefit the bottom line long-term. Companies that reduce polluting emissions, for example, improve their public image. This good image, in turn,

that China now faces several obstacles to alleviating poverty. The key challenge is equity, she said, because the nation is witnessing growing gaps in wealth and welfare. China's rural population is now vulnerable to poverty due to the massive migration from the countryside to the cities. This shift is contributing to the fast development of the urban centers but is also resulting in the "leaving behind" of elderly, women and children. Thus a rural-urban rift is grow-

ing, straining social cohesion. For example, while 50 percent of China's urban residents lack medical coverage, 80 percent of rural residents are uninsured, she explained. That means nearly all (90 percent) of medication costs in rural areas are charged directly to patients. Not surprisingly, many rural patients go without medical treatment, mainly due to inability to pay. Another example: migrant workers entering the cities for work very often lack legal protection, ac-

cess to medical care, and access to education for their children. China's aging population is also creating a serious need for pension coverage.

"There are signs that the poorest are no longer taking part in [China's] economic growth," Tisot said, citing World Bank data showing that the poorest segments of China's demographic have become poorer during the past five years. Other emerging domestic problems include the rise of HIV and the imbalance of boys to



AND THE WINNER IS..... At the intra-school debate and forum "Corporate Social Responsibility: Friends or Foes?", the audience voted the CEIBS MBA team as winners. The event featured presentations from five China-based b-schools on CSR issues.

attracts better employees – which in turn brings increased profitability. Tim Jeanne stressed that companies seeking to survive over the long-term must ultimately either achieve sustainability or fail. "If we don't behave in a responsible way," he said, "we won't be around in 10 years time."

Consumers are beginning to value companies that follow sustainable business practices, added Frank Chen. He said Philips seeks to create a "win win win" scenario in which socially responsible practices cut costs, attract customers, and strengthen the corporate culture. Agreeing that CSR projects can help keep key personnel loyal, Frank Braeken stated: "The top talent will work for a company that let's them sleep well at night."

Ensuring responsible policies in your own company is tough enough, but what about enforcing such standards throughout your China-wide supplier network? This was the challenge addressed by Jiaotong students in presenting a case study on Wal-Mart China. The retail giant is striving to guarantee standards in working conditions throughout its supply chain – an undertaking that is proving difficult and expensive. Presenters asked the business panelists to share their insights on how best to tackle such a project.

Frank Braeken said companies can "do business while doing good" by taking a global view rather than a local view of CSR policies. In the case

of Wal-Mart, he said, the CSR policy may increase costs locally "but globally, it makes good sense for the company because it improves their reputation." Aidan Metcalf also advised China buyers to work with their suppliers to help them develop sustainable practices.

In the final presentation, students from Tongji University spoke on the challenge of implementing environmentally friendly business practices. The panelists stressed that one key challenge in China is that, while environmental protection laws have been passed, they are not yet well enforced. This creates an uneven playing field because not all companies follow the laws. Frank Braeken reassured that this situation will likely improve over time, promising that "Chinese companies will become increasingly interested in protecting the environment."

In closing Dutch Consul General in Shanghai Eric Verwaal reminded the audience that business goals must extend beyond profit-making. "The problem with the rat race," he said, "is that even if you win, you are still a rat." He predicted that, 15 years later, on the 50th anniversary of Sino-Dutch relations, many of the MBA students who had presented at the forum would be sitting in the CEOs panel and sharing their insights into successful CSR policies for China.

战”的演讲，他关注的是中国和印度的现在和未来对世界环境的影响。纳伊尔强调了两国迅速的城市化进程，到2030年，中国城市人口比例将由40%增加到60%，印度将从28%增加到40%。他提醒过快的城市化速度和规模将对环境造成的压力。目前，中国有不少城市存在缺水危机和城市空气质量不达标的情况，他提醒各界对此问题加强注意。

奈尔列举了一些亚洲环境保护和发展共存的良好范例，比如香港地铁集团，东京地铁网络，新加坡道路收费系统，这些项目一方面减缓了交通流量，另一方面则减少了汽车废气的排放。这归功于政府对环保的倡导和公众对环保的支持两方面。

烽火接力

2007企业社会责任国际论坛于5月13日落下帷幕，与会者参加了为

期三天的演讲、研讨会、集体会议和社交互动活动。组织者虽然很累，却感到自豪，因为这个会议为大家提供了高层次的演讲，《工人日报》、搜狐网、MBA教育在线、中国企业社会责任等中文传媒和Shanghai Business Review、国际文传社等英文传媒对此次活动进行报道。

今年夏天，组织者将把2008企业社会责任国际论坛的筹备任务交给了MBA2007级学员。其中一个重要任务就是筹集赞助费。第一届企业社会责任国际论坛由获得Asia Link奖学金的同学组织，因此得到了Asia Link基金的资助，但是2007年的论坛完全由学生志愿者组织，所有资金必须自己解决。

今年，从企业获得赞助是件很困难的事情。事实上，赞助费都是在过去的两个月内才刚刚获得的。“到（今年）1月底，我们还没有任何的赞助企业，没有任何好消息。”2007企业社会责任国际论坛的联合主席朱践知记忆犹新。“太可怕了。”他在处理好自己学业的同时，和其他志愿者一

起，每周都要花费10到15个小时寻找赞助者和做会议的准备工作。学生们联系了将近50家公司才最终获得了一个赞助商。

三月中旬，德固赛同意赞助20万元，阿特拉斯·科普柯赞助了8万元，4月份，Gamesa公司决定赞助4万。这些赞助费足够支付演讲者的费用和为与会学生提供差旅费用。

增加此会议在企业界的知名度是会议的另一个重点。“今年，我们不仅提倡商学院之间建立联系，也提倡学生和企业管理者之间建立关系。”大会志愿者郑维娜这样说道。这一努力为宣传以后的会议提供了基础。事实上，德固赛和阿特拉斯·科普柯都已经同意支持2008年的企业社会责任国际论坛，这一届的组织者也已经收集了潜在赞助商名单。

与会者的积极反应是企业社会责任国际论坛最令人满意的事情，也是使得志愿者们虽累但是依然热情不减的原因。其中的一个高潮就是第二天下午举行的企业社会责任研讨会，讨论超过了原先设定的90分钟。毕崑说：“时间到了，但大家还在提问，这个时候，我就感觉到我们做的事情是有意义的。”朱践知补充说：“BGRC举办得非常成功。证明了中欧MBA的学生有能力去承担一项重大的任务，并且把它做好。” **TheLINK**



“如果乐于承担社会责任的企业能够获得更好的经济回报，
那么他们都会更好地表现。”

——BGRC 演讲者杜晖贤，联合国全球契约高级官员

“Companies will generally behave more responsibly if rewarded for undertaking CSR work rather than being punished for not doing so.”

– BGRC Speaker Fred Dubee, Senior Advisor, UN Global Compact

girls under the “one child” policy.

Tisot concluded that while many of China’s current government policies reflect a move in the right direction, the challenge now is in implementation.

Speaking on “Business, Innovation and the Global Compact,” UN Global Compact senior advisor Fred Dubee introduced his organization and its relevance in China. The UN Global Compact (GC) is an international initiative that “brings companies together with UN agencies, labor and civil society to support universal environmental and social principles,” according to its website. Since the GC’s launch in mid 2000, it has attracted thousands of companies worldwide to cooperate with international labor and civil society organizations to fight corruption and promote human rights, labor rights, and environmental protection.

The compact’s current goals are to meet the challenges – and the opportunities – concerning “massive social inequities” and environmental degradation, said Dubee. He added that find-

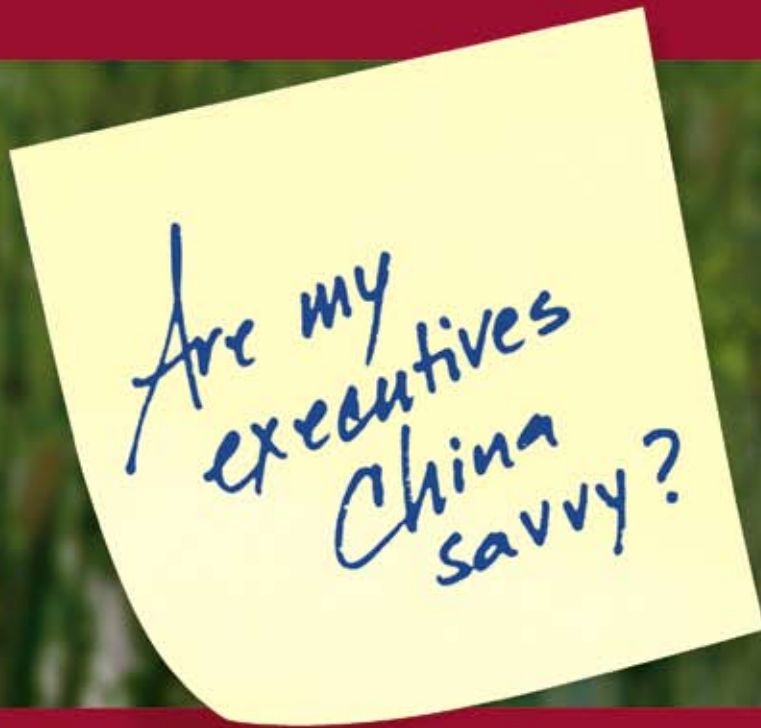
ing solutions will require companies to view business goals and social goals as interconnected, then alter their objectives to reflect CSR obligations. He acknowledged that the stock markets often reward companies that negatively impact the environment and social welfare, but he added that companies cannot truly succeed unless they address CSR: “Any business that pursues its success at the expense of society will find its success illusory.” Instead, he urged socially-responsible enterprises to take advantage of “low hanging fruit” in the form of sustainability projects that offer rapid and significant returns. He added that companies will generally behave more responsibly if rewarded for undertaking CSR work rather than being punished for not doing so. With this in mind, he urged consumers and investors to “make their pocketbook count and voices heard” by supporting companies that are committed to social welfare.

DANGERS OF DEFORESTATION

Twenty-year environmental reporter

and former CNN Senior Journalist Gary Strieker discussed “Business Strategy and Social Development.” In particular, he drew upon his experiences as a pioneering environmental journalist and investigative reporter at CNN to illustrate China’s role in global deforestation.

Streiker explained that timber imports of to China have increased 400 percent in the past 10 years, making the nation appear to have a voracious appetite for wood products. Not so. Actually, most of the imported timber is processed in China for re-export as finished items for sale in the U.S. and EU, where exports from China have increased 10 times and 8 times respectively, during this period. “China has become the wood-shop of the world,” said Streiker. The problem, he stressed, is that many Chinese companies – especially small private companies – use illegally harvested timber from rainforests. These companies typically lack CSR awareness and have little incentive to change their purchasing behavior. Streiker said ending use of illegal timber will



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2008 Shanghai International class will open in March, 2008. For more information, please contact

SHANGHAI
emba@ceibs.edu
+86-21-2690-5169

BEIJING
embabj@ceibs.edu
+86-10-8286-1677

SHENZHEN
embasz@ceibs.edu
+86-755-2693-5599

require government support, enforcement, and consumer awareness. He urged consumers worldwide to practice responsible purchasing and to raise public awareness of the need to develop a sustainable timber industry and to protect forest habitats.

Speaking on “Sustainable Development Challenges for Asia,” Global Institute for Tomorrow CEO Chandran Nair focused on the current and coming impact of China and India on the world environment. Nair highlighted the rapid urbanization of both countries, showing that the percentage of China’s population living in cities is expected to increase from 40% to 60% by 2030, while India’s urban population will increase from 28% to 40%. The speed and scale of urbanization will trigger serious environmental threats.

Nair painted a grim picture of environmental concerns in China, telling that more than 100 cities nationwide face water shortages, while 500 cities suffer from air quality that rates below standard. He also explained that China is the world’s second-largest energy consuming nation, and second-largest carbon dioxide emitter.

Positive examples of environmental protection and development co-existing do exist in Asia, Nair said. He pointed to Hong Kong’s Mass Transit Railway Corp., Tokyo’s advanced underground network, and Singapore’s Electronic Road Pricing scheme – projects that have reduced traffic volume. In fact, Tokyo went from suffering serious pollution in the 1970s to offering some of

the cleanest air in Asia today, partly due to public and government support for environmental protection. Such projects can serve as models for achieving sustainability in Asia.

PASSING THE MANTLE

When BGRC 2007 concluded on May 13, participants had taken part in three days of intensive speeches, workshops, networking sessions and social interactions. Exhausted but proud, organizers knew that they had delivered high profile speakers and attracted solid media coverage from Chinese-language Workers Daily, sohu.com, MBAedu.com, ChinaCSR, as well as from English-language Shanghai Business Review and Interfax.

This summer, organizers will prepare to pass the mantle to the MBA 2007 class in order to organize BGRC 2008. One key lesson for newbies will concern seeking sponsorship. While the debut BGRC was launched using funding from the Asia Link Foundation, and was organized by students sponsored by Asia Link, BGRC 2007 was organized entirely by student volunteers who had to seek funding on their own.

Winning corporate sponsorship this year was not easy. In fact, funding came together only in the last two months. “At the end of January, we did not have any sponsors – no good news at all,” remembers BGRC 2007 Co-President Richard Zhu. “It was scary.” In addition to handling his MBA classload, he and other volunteers spent 10 to 15 hours a week

seeking sponsors and doing other conference work. All told, the students contacted nearly 50 companies before finding a sponsor.

In mid March, Degussa signed on for sponsorship of RMB200,000. Soon after, Atlas Copco donated RMB80,000 and Gamesa promised RMB40,000. This gave the conference enough funding to cover speaker expenses and to subsidize travel costs for visiting students.

Increasing recognition for the conference among the business community was another focus. “This year, we promoted networking not only between business schools but also between students and business people,” says conference volunteer Sarah Zheng. This effort has built a foundation for promoting future conferences. In fact, both Degussa and Atlas Copco already have agreed to sponsor BGRC 2008, and the outgoing organizers have amassed a list of likely corporate sponsors.

The most satisfying reward for the BGRC organizers was in watching the reaction of participants when the event finally took place. One highlight was the well-attended the CSR workshops at the end of Day Two, an event that ran well past the allotted 90 minutes. Conference volunteer Ian Bi says: “When people kept asking questions well past the finishing time, I knew we were really doing something meaningful.” Adds Zhu: “The BGRC was very successful. It shows the ability of CEIBS MBA students to undertake a huge task and do it well.” **TheLINK**

绿色行动 GOING GREEN

几个月没到中欧校园? 来到校园, 你会感到惊喜。灰白相间的中欧建筑中如今增添了一抹新的颜色, 那就是绿色!

教室、讨论室、餐厅, 甚至是洗手间, 在校园的每一个角落都能够见到一张张小小的绿色贴纸, 号召中欧的学生和来访者们共同努力, 把学校建设成一个绿色的校园。

那么, 什么是绿色校园呢? 这个主意是由一群 MBA06 级学生在上完第二学期的商业伦理课后提出来的。“中欧在教导我们环保知识和环保实践方面做了很多努力, 但是我们觉得学校本身在日常的环保实践中也可以有更大的进步。于是, 我们决定学以致用, 号召大家建设更为环保的绿色校园”。

中国有 10 亿多人口, 而中欧的人员还不到 1000, 绿色校园行动能带来什么变化吗? 当然可以。中欧在推进中国的环境保护工作中大有前途。如果好的环保措施能够在学校里实施和推广, MBA 学生们就会把这些思想和实践带到他们未来的公司中去。除此之外, EMBA 学生在他们的企业中更具有影响力, 运用他们的影响力, 也可以在其领导的企业中做出很多改变。中欧是个巨大的平台, 可以向大家展示环保措施将给社会和企业未来的盈利都带来好处。

为了更好地推行绿色校园行动, 我们拟了一份提议, 成立了一个永久性的绿色校园委员会。委员会由郭理默 (Rolf Cremer) 教务长、对外关系主任安若丽 (Laurie Underwood)、翟博思 (Henri-Claude de Bettignies) 教授、后勤部代表唐慧杰, 以及 8 位学生代表组成。



TEAM GREEN

CEIBS kicked off its Green Campus Initiative in May with a recycling and energy reduction campaign. Here, Green Campus Committee members display their enthusiasm.

携手创绿色

中欧在 5 月发起了以回收和节能为主的绿色校园行动。绿色校园委员会的成员们在此展现他们的热情。

绿色校园行动不单是一个学生活动或俱乐部。我们希望绿色校园行动能够成为中欧使命的一部分, 增加学生们的社会责任感。

许多人都对我们的倡议表示了支持。郭理默教务长为我们签发了使命书。我们的使命是: 推动、协助中欧成为一个致力于推进可持续性发展和环境改善的商学院典范。

我们的第一个项目主要是处理垃圾回收和节约能源的问题。在后勤部和市场部的帮助下, 我们设计了统一的绿色校园标识, 印刷了 1350 张绿色校园的贴纸, 和很多海报, 提醒大家“节约能源—随手关灯”、“随手关门”、“节约用水”、“充分利用草稿纸”。我们把这些提醒贴到了校园的每个角落——教室、讨论室、门道和洗手盆。

我们还校园里设置了 20 个绿色垃圾回收点, 鼓励大家注意垃圾的分类回收和利用。我们把提示纸贴粘这些新垃圾箱上, 分成废旧纸张、瓶罐等三大类。两个月的使用表明, 这个系统起到了很不错的效果, 但是真正的成功需要每个人都能投入进来, 充分利用这些设施。

绿色校园接下来将采取以下行动:

- 记录每个月可回收利用的垃圾量, 鼓励学生、教授和来访者进行再利用。
- 组织环境保护活动, 如组织中欧家庭日中的小朋友们玩回收游戏。
- 与中欧北京办事处合作, 北京办事处最近在 EMBA 学生当中发起了一项环境保护活动。

我们的长期目标是, 希望能够参与建议和改善学院的采购政策, 推行更加环保的采购。

有兴趣参加绿色校园行动的校友和同学, 请联系:
柯丽娜 Cristina email: ccristina.m06@ceibs.edu

钱飞琼 Lisa email: qfeiqiong.m06@ceibs.edu

■ Cristina Castillo Cerdà (MBA06)

If you have not been on campus for the past few months, visiting CEIBS will bring a surprise. A new color has been added to the distinctive white-and-gray façade of the school. That color is green!

Throughout the campus, in the classrooms, the discussion rooms, the cafeteria and even in the bathrooms, the campus has been covered in small green stickers urging CEIBS students and visitors to make the school a green campus.

What do we mean by Green Campus? The Green Campus Initiative originated with a group of MBA06 students who had taken the Ethics course in Term 2. We realized that the school is doing a great job in teaching about environmental best practices but we saw that day-to-day practices at CEIBS could be improved significantly from an environmental point of view. We decided to practice some of the good things we had learned in class.

Since there are more than 1 billion people in China, and fewer than 1,000 at CEIBS, will the Green Campus Initiative make a difference? Of course! CEIBS has great potential to improve environmental protection in China. If good environmental practices are implemented and enforced at our school, students will transfer these insights and practices to their future business organizations. In addition, EMBA students are very influential and can certainly change many things within the organizations they manage. CEIBS is a great platform to show that environmentally friendly practices are good for both our society and the long term bottom line of our business.

As we learned in our Organizational Behavior class, change is difficult to bring about. Therefore, we looked for support. We drafted a proposal to establish a permanent Green Campus Committee comprised of Dean Rolf Cremer, External Communications Director Laurie Underwood, Professor Henri-Claude de Bettignies, Logistics Department Representative Sharon Tang and eight student representatives.

The Green Campus Initiative is not simply a student activity or club. The forming of the Green Campus Committee shows that CEIBS is committed to making the dream of a Green Campus come true. Our goal is that the initiative becomes a permanent part of the CEIBS mission, and that it can be handed over year by year to the new incoming students.

Many people have shown support for our initiative. In fact, Dean Cremer has signed our mission statement, which is: The objective of the Green Campus Initiative is to stimulate,



START YOUNG:

Children play a Recycling Game during CEIBS Family Day.

从娃娃抓起:

孩子们在中欧家庭日上玩回收游戏

facilitate and guide CEIBS to become an exemplary institution in sustainable and environmental issues. CEIBS is committed to undertaking actions to create a Green Campus”.

For our first project, we decided to focus on recycling and energy saving. With help from the Logistics and Marcom departments, we designed a Green Campus logo, then printed 1,350 Green Campus stickers and posters reminding people to “Save Energy – Turn off the Lights,” “Close the Door,” “Save Water” and “Use Scratch Paper”. These were posted throughout the campus, in every classroom and discussion room, doorway, and bathroom sink.

We also set up 20 Green Point recycling stations on campus, with posters designating new recycling bins for paper and containers. After two months of use, the system is working fairly well, but true success will require everyone to make full use of the recycling bins. Next steps for Green Campus Initiative:

- Train security personnel, and all users, to regularly turn off unused lights.
- Track recycling volume month by month and urge students, faculty, and visitors to recycle.
- Organize environmental activities such as recycling games for children during CEIBS Family Day.
- Cooperate with the CEIBS Beijing Campus, which recently launched an environmental initiative among its EMBA students.

In the long term, we hope to work with the school to review and improve our purchasing policies in order to instill environmentally friendly practices. [TheLINK](#)

Alumni and students interested in joining the Green Campus Initiative should contact:

Cristina Castillo email: ccristina.m06@ceibs.edu; **Lisa Qian** email: qfeiqiong.m06@ceibs.edu (For Chinese)

商业透明化 Tackling Transparency

■ Lauren Hilgers



NEWLY TRANSPARENT: CEIBS Professor Wang Jianmao (far left) stressed that the concept of transparency is still new in China; under the state-controlled system, business operations were not openly disclosed.

透明化新概念: 中欧王建翎教授(左一)强调,透明化概念在中国公司仍然是新事物,在国有体制下,企业经营状况并不公开披露。

随着安然、Amaranth Advisors 对冲基金等国际大公司相继爆出丑闻,以及全球日益严重的环境污染等问题,公司透明化操作、企业社会责任这些字眼日渐成为人们重视的话题。最近,一群中欧教授和企业管理者走到一起,共同讨论商业透明化的问题。

公司为什么要给会计报表做假,私下行贿呢?“人们觉得用这些行为比正规途径更容易进入市场”,中欧EMBA学员,科朗曼化工(武汉)有限公司岑岭说,有些商人甚至把行贿等看作是商业游戏的一部分。这种不良的影响甚至蔓延到了商学院,尽管认为不对,但一些商学院学生也把这种行为看作是必要的。

一直致力于领导力研究的中欧全球领导力特聘教授翟博思希望能够改变这种观念,提高商业透明化,

培养MBA学生的责任意识,促进企业的健康发展。翟博思教授目前正在创建中欧责任领导力中心,他认为,管理者要作出负有责任的商业决策,首先就要远离腐败等不良的行为。他指出,“在尚还不完善的商业环境中,领导者的价值观及其行为对于公司的行为将起到非常重要的作用。”

5月9日,翟博思教授在中欧举办了一个名为“通过提高透明度来提升企业竞争力”的圆桌会议。专业人士和学者在该会议上针对商业透明的问题分享了各自的经验和智慧。在会议上,与会者就一些重大的企业不负责任行为及其影响进行了回顾,交流了各国和企业的经验,同时积极探讨对策。与会人士呼吁管理者作出富有社会责任的决策,提高企业的透明度,从而提升企业竞争力和保证可持续性发展。

会议的演讲嘉宾包括透明国际组织(Transparency International)主席劳伦斯·库克库勒夫特(Laurence Cockcroft)、威尔士亲王国际商业领袖论坛企业行为研究部主管、中国商业领袖论坛副主席彼得·布鲁(Peter Brew)。德国拜耳大中华区企业公关传媒总经理威廉·瓦伦蒂诺(William Valentino),奢侈品集团法国路威酩轩(LVMH)中国区总监吴越等。

商业透明化是一个全球性问题。对于中国企业而言,商业透明化问题也已提上日程。

对于中国企业透明度的问题,中欧经济学教授、副教授、案例中心主任王建翎解释道,这一问题有其历史原因。由于中国的企业从最初计划经济体制下的国营企业发展而来,因此,还缺乏市场经济的透明度意识。

另一方面的原因是中国经济发

A little adjustment to the books, an under-the-table payment or two: corrupt business practices are not news to businesspeople around the world and here in China, executives can face unique challenges. With this in mind, a group of CEIBS professors and executives recently took the issue out from behind closed doors, bringing to light the tough decisions that many of today's business men and women face, around the world.

"Companies have to compete in a very tough context where there is no real level playing field beyond rules, codes of conduct and compliance," says Henri-Claude de Bettignies, Professor of Globally Responsible Leadership at CEIBS. "What makes a difference are the values of the leader and the way he or she walks the talk". It is such thinking that de Bettignies, professor of Globally Responsible Leadership at CEIBS, is trying to change.

To start the conversation, de Bettignies recently organized a roundtable discussion entitled *Enhancing Business Through Transparency*. The event, hosted at CEIBS on May 9, brought together professionals and academics to discuss the realities of corruption around the globe. The event was organized, de Bettignies says, to paint a more complete picture of the history and consequences of corrupt business practices, to learn from other countries and corporations' experience, and to share and discuss remedies.

Participant Cen Ling, general manager of Wuhan-based KCH Co.

and a CEIBS EMBA student, says the roundtable was a step in the right direction. "It's good just to have this topic discussed," he says. "It may take time, but people are working to change the situation."

Conference speakers included Laurence Cockcroft, chairman of Transparency International (UK); Peter Brew, director of Responsible Business Solutions and co-chairman of the China Business Leaders Forum; William Valentino, general manager of corporate communications at Bayer (China) and Andrew Wu, group representative director of the LVMH Shanghai representative office.

NO CHECKS AND BALANCES

The discussion began with an acknowledgement that corruption – defined by Transparency International as "the misuse of entrusted power for personal or corporate gain" – is a global problem. TI's definition includes practices such as manipulating government, diverting profits from shareholders and illegally destroying the environment for corporate gain. Peter Brew stresses that such practices are being fought worldwide. "We want to emphasize that this is not an issue unique to developing countries," Brew says, pointing to scandals involving companies including Enron and Amaranth Advisors in the United States.

But while corruption is an issue for nations around the globe, conference speakers agreed that China faces some particularly serious challenges.

Putting the situation into histori-

cal context, CEIBS Associate Dean Wang Jianmao says lack of transparency in China can be traced back to the period when most companies were state-owned. As authorized monopolies, the companies had little reason to be transparent. For a state-owned company, there were no checks and balances.

Also important, Wang says, are "inequalities" in the way China's economy initially developed. "Early strategies caused imbalance," he says. "Preferential treatment was given to businesses that would invest in certain areas." China's initial economic development policies, launched in the 1980s, focused investment on certain geographical regions – in some instances through Special Economic Zones that offered tax incentives to investors. Today, Wang says, the government is working on correcting those imbalances. For example, a recent corporate income tax law brought foreign and domestic corporate taxes to the same level, negating some of the benefits of the Special Economic Zones and instead encouraging investment in specific industries.

Today, China-based companies, however, should not sit back and wait for regulations to change, speakers said. Opaque practices can harm competition, reduce trust between companies, and ruin an individual's reputation. "I always advise my students, 'you have to be at least a half-step ahead of [your competitors],'" Wang says. "You have to be able to protect your reputation."



HIGH-POWERED PANEL: Speakers at CEIBS' May 9 "Enhancing Business Through Transparency" forum included LVMH Group's Shanghai Representative Office Director Andrew Wu (far right); Transparency International Chairman Laurence Cockcroft (second right), CEIBS Vice President and Co-Dean Zhang Weijiong (center); Responsible Business Solutions Director Peter Brew (second left), and CEIBS Associate Dean Wang Jianmao (far left).

专家聚集：出席5月9日“通过提高透明度来提升企业竞争力”圆桌会议的演讲嘉宾包括法国路威酩轩(LVMH)中国区总监吴越先生(右一)，透明国际组织主席劳伦斯·库克库勒夫特先生(右二)，中欧副院长兼中方教务长张维炯教授(中)、威尔士亲王国际商业领袖论坛企业行为研究部主管彼得·布鲁先生(左二)和中欧副教务长王建柳教授(左一)

展起步时的不平等，王建柳教授说，“早期的经济发展战略导致了不平衡。在特区开办的企业得到了优惠待遇。”从上世纪80年代开始的中国经济发展最初主要在一些特定地区实行优惠政策，比如经济特区可以向投资者提供优惠的税收政策。因此，地区和地区之间存在着一定的不平衡。而如今，中国政府正在努力改变这些不平衡。比如，最近开始实行的双税合并制，统一了中外资企业的税率，取消了经济特区的一些优惠，而鼓励在一些特定产业进行投资。

在政府作出努力的同时，公司管理者不应该坐等法规的变化。因为这些不透明的行为会导致不公平竞争，破坏公司之间的信任，乃至毁及个人声誉。王建柳说：“我总是对我的学生们说，（作为优秀的管理者）‘你们至少要领先（你们的竞争对手）半步’，你们必须维护你们的声誉。”

随着中国在全球市场的崛起，理解和遵循透明的商业操作将变得日

益重要，这是演讲者们一致强调的观点。如果要和有更为严格的信息报告制度的国家的公司建立商业关系，商业透明将是十分关键的。

对于将要走上管理岗位的新一代商学院毕业生来说，这意味着他们将面临新的挑战，比尔·瓦伦蒂诺说。“从可持续性发展的角度来看，无论政府，还是企业都希望能够持续性发展，所以建立透明化的运营管理，将十分重要。”

但是，仅仅在经营中提供透明诚实的信息是否就够了？中欧会计学教授丁远表示，这离透明化的商业操作还有距离，因为“第二个问题是，我们怎样利用由透明化得到的信息？”丁远说，“我们还要注重信息的数量和质量。”他接着说，很多中国经营者和投资者没能很好地使用所获得的信息，比如在选择生意伙伴时作背景调查或在签订合同前作尽职研究。

如何解决这一问题？“不仅需要有效的制度法规和政府的有效执行，

也需要管理者的战略勇气和明确的价值观。”翟博思教授认为这是成为有责任的企业领导的两个重要因素。因为，通常来说，“人们喜欢推托责任，他们倾向于逃避责任，将其行为归咎于文化、习惯，或借口这是发展或生存的必要手段。”

通过参与商业透明化的讨论，中欧的MBA学生得到了更为深刻的感受和理解，彼得·布鲁说。如今，越来越多的企业正在推动社会责任方面相关政策的出台。他说：“我相信，我们正经历商业与社会关系的一个新阶段，我们需要培养能够适应一个不同的环境的下一代——商学院正是最好的地方。”

布鲁希望将来中国以及中欧的学生能够担当起领导负有责任的国际商业实践的任务。他说：“如果中国建立起更为完善的商业环境，那么这个国家有能力向世界展示一个新的自由市场经济能够释放什么样的能量。” **TheLINK**

“我相信，我们正经历商业与社会关系的一个新阶段，
我们需要培养能够适应一个不同的环境的下一代
——商学院正是最好的地方。”

——彼得·布鲁先生，威尔士亲王国际商业领袖论坛企业行为研究部主管

“We need to prepare the next generation for a different environment – business schools are the perfect place to do this.”

– Peter Brew, director, Responsible Business Solutions

As China emerges onto the global marketplace, understanding and following transparent business practices will become increasingly important, speakers stress. Transparency will be critical to building business relations with companies from countries with stricter reporting regulations.

This means that new graduates taking on management positions in China will face different challenges than their predecessors, Bill Valentino says. Going forward he warns that corrupt practices could cripple their ability to do business. “I look at corruption and transparency from the perspective of sustainability,” Valentino says. “Businesses want to remain sustainable, governments want to remain sustainable, and fighting corruption and bribery to achieve transparency all play a huge role.”

Simply providing transparent and honest information during business operations, however, is not enough to achieve transparent

business practices, advised CEIBS Accounting Professor Yuan Ding. “The second question is, ‘how will the information – made available thanks to the transparency – be used?’” Ding says. “We have to look at the quantity and quality of the information available.” He added that many Chinese businesses and investors fail to fully use information that is available, such as doing background checks when selecting business partners or conducting due diligence research before drawing up contract terms.

Solving this problem, professor de Bettignies suggests “requires not only effective institutional mechanisms and an effective government hand to implement the law throughout the country, but also it demands strategic courage and clearly exemplified values.” He says these two qualities are ingredients of “responsible leadership” in the corporation. “People like to pass the buck,” he says. “They

want to escape responsibility and justify their behavior because of the culture, the tradition, or as a necessary step of the development process, or just on survival and the necessity to produce a good bottom line.”

Through discussing the topic, Peter Brew says the students at CEIBS are taking part in a global trend. He explains that more companies are pushing for socially responsible policies. “I believe we’re going through a new phase of business relations to society,” he says. “We need to prepare the next generation for a different environment – business schools are the perfect place to do this.”

In the future, Brew hopes China – and the students at CEIBS – will lead the world in responsible business practices. He says, “China has the ability to demonstrate what a new free market economy can deliver if it is based on sound principles.” **TheLINK**

美特斯·邦威： 利润之上的追求 Beyond the Profit Margin

年轻的美特斯·邦威副总裁、中欧 EMBA02 级校友王泉庚步履匆匆，今天下午，他要赶去给美特斯·邦威大学的学员上课。弧形的阶梯教室、先进的视频会议设备、流利的翻译人员、教室外可供休息和讨论的柔软沙发，还有投进巨大的玻璃幕墙的阳光，一切都让人怀疑这是一个正规商学院的课堂。位于美特斯·邦威上海南汇总部的美特斯·邦威大学在公司大楼的二楼，这里的学员就是公司的员工，来这里教课的既有像王泉庚这样的公司高管，大多数则是从外面请来的专业讲师。

当然，这家如今每秒钟卖出三件衣服，2006 年销售总收入达四十亿，连续 12 年每年以 90% 的速度高速发展的中国民营服装企业提供给员工的并不仅仅是一所现代化的员工大学，提供给社会的也不仅仅是“年轻活力的领导品牌、流行时尚的产品和大众化的价格。”

Known for its high-energy style and low-range prices, 12-year-old retailer Metersbonwe is now among China's largest casual clothing retailers. But executives say the company strives to do far more than increase revenue and build market share. Vice President Wang Quangeng (EMBA02) gives *The Link* an inside view to the company's extensive employee welfare and CSR initiatives.

■ 吴冯淑 Audrey Wu

什么是“以人为本”？

每个人都有自己的关注点，而美特斯·邦威老总周成建每天最喜欢做的事情是进入公司的电子员工论坛，看看员工有什么牢骚、不满、建议。事实上，公司一共有四个这样的论坛，员工、上游加工厂、下游加盟商、VIP 消费者都可以在各自的论坛上发表意见和建议，这些论坛都是周成建最喜欢去看的地方。员工论坛是匿名的。除了在论坛上“秘密”发表自由言论，他们还可以在员工大会或在公司内刊《美特斯·邦威报》上公开发表自己的意见。公司则会根据情况加以解决。

去年，美特斯·邦威组织了一次大规模的员工和家属活动，邀请总部所有 1000 多位员工及其在全国各地的家属来到上海，参加两天的公司活动，公司为此一次性花费了五六百万元。这并不是一般的公司能够做到的。这种重视员工的理念从美特斯·邦威还在温州起步时早就已经开始了。在参观公司的文化走廊时，我们看到了一张照片，上面记录了 1997 年王泉庚和另外 19 名优秀员工拿到公司免费分房的一幕，而所有的钱款都是公司老总周成建自己掏的。这位信奉“人力资源是我们最大的资源”的企业家从一开始，就将“注重员工，以人为本”列为美特斯·邦威的核心价值观。

注重员工福利的美特斯·邦威为员工建立了一系列的福利制度。除按国家要求实行各种休假外，还为员工提供带薪休假、探亲假等，并早早地为全系统数千名员工提供了国家规定的养老、医疗、住房公积金等相关保险。每个月，美特斯·邦威还会为当月生日的员工们举行生日庆祝会，如到野外郊游采风等。

除了宽敞、明亮、现代化的工作环境和各种良好的待

Wang Quangeng, the energetic vice president of Metersbonwe, walks briskly into the lecture room – an amphitheatre equipped with ultra-modern video conference equipment. Sunshine pours through the wall-sized windows, lighting a discussion area arranged with comfortable sofas. Inside the classroom, a staff of first-class interpreters prepares for the coming lecture.

Welcome to Metersbonwe College, located at the company's Shanghai headquarters. In this classroom, the “students” are all company employees, while the lecturers consist of outside professors and top executives. This afternoon, Wang (CEIBS EMBA02) will lecture a group of 40 employees on supply chain strategies.

Such professional development classes are one of the perks available to employees at this private Chinese company that now reigns as one of the nation's leading clothing retailers. Metersbonwe operates 1,800 retail outlets in 1,000 Chinese cities. The company rang up RMB4 billion in sales last year, achieving an astounding annual growth-rate of 90%. In terms of volume, the company's bustling shops are selling clothing at an average rate of three garments per second.

By all accounts, Metersbonwe has developed an impressive retailing business based on its image as a young, energetic brand with trendy products priced at mass-market levels. But as Wang Quangeng tells *The Link*, the company seeks to do more than gain market share and boost profits. Wang says one secret to success is the company's focus on employee welfare and social responsibility programs – projects that improve employee loyalty, satisfaction, and performance.

遇之外，美特斯·邦威还为从基层到高层的所有员工提供了全面的职业培训机会。根据不同层面的员工的不同需要，公司开设不同的课程。基层员工既有针对岗位的技术培训，也有英语、计算机能力这样的综合培训，有基础课，也有选修课，俨然一个系统全面的正式培训机构。对于部以上的中高层干部则指定了国内7所商学院，免费送他们去提高管理水平。2002、2004、2006年，美特斯·邦威都有高层管理人员被送到中欧读EMBA。甚至于所有的加盟商和加工厂也要进行相应的培训。

王泉庚说，对于美特斯·邦威来说，“社会责任是立体的，对员工、员工家属、社区也都是一种责任”，“企业和员工之间不

是一个简单的交换关系，你工作我给你报酬”。“以人为本”不是一个口号，而是在每一个环节的落实。在美特斯·邦威，有三四十辆班车方便地接送员工上班，路线基本覆盖整个上海市，并根据员工住的地方设计和调整路线。注重员工实实在在的福利，在细节处为员工着想，所谓“以人为本”可以体现一斑。而每年低于5%的员工流动性，对比目前中国平均高于10%的员工流动性，无疑是对于公司这种员工责任的肯定。

与合作伙伴共同成长

平均每秒钟卖出3件衣服，有2、3亿的中国人穿美特斯·邦威，每年产品品种1万6千多种，今年更有2万种。这家中国虚拟经营模式的先锋企业本身并不进行实体生产，而是紧紧抓住核心的服装设计、市场营销等高附加值环节，所有生产外包给上游200多家加工厂，拥有分布在全国1000多个城市的1800多家加盟专卖店。如何保证产品的质量，会是很多人的疑问。面对巨大市场高额利润的诱惑，很多企业经不起诱惑，压缩成本，急功近利，但它们往往也逃不过“短命”的厄运。

搭建一个高效的信息技术平台是解决这一问题的技术关键，而“一个企业对质量的认识态度，说明它的责任”，则是理念上的关键，从无到有建设公司信息平台的王泉庚说，面对成本和质量、速度和质量这两对矛盾，美特斯·邦威选择了后者，他们宁愿提高成本、减缓速度，也要保证质量，虽然这意味着眼前利润的一些流失。

美特斯·邦威每年花在质量控制方面的资金大约是3000万元，公司要求从面料、到生产、到出货每一个步骤都要进行严格的检查，符合国际规定，不仅质检部要进行抽查，总部还要进行二次检查，质量无误才能通行。美特斯·邦威要求所有加工厂缴纳一定的质量保证金，如果出现质量问题，就要扣款。每半年对加工厂进行一次评估，从产品质量、成本、交货速度、服务水平等方面进行考量，根

SECRET WEAPON:

More than 200 million Chinese consumers now own Metersbonwe clothing, and purchases are being made around the nation at a rate of 3 items per second. Company Vice President Wang Quengeng (EMBA02) says one reason for success is the strong emphasis on employee welfare and charity support.

秘密武器：

如今，美特斯·邦威平均每秒钟卖出3件衣服，在全国拥有2、3亿的顾客。公司副总裁王泉庚(EMBA02)说，美特斯·邦威成功的要素之一就是对于企业社会责任的充分重视。

FREE SPEECH

Everyone loves a hobby, but Metersbonwe President Zhou Chengjian has a peculiar pastime. Zhou spends his pre-work hours logging on to the company's employee BBS to listen in to online grumbling or suggestions. The company operates a BBS for direct employees, another for factory suppliers, and another for franchisees. BBS users write under pen names, allowing them to speak freely while being read by top executives. Employees are also encouraged to express their ideas in staff meetings and via the internal Metersbonwe Newspaper. The goal with all these communication channels is to encourage company personnel to openly discuss and resolve issues.

At Metersbonwe, employee satisfaction is a concept that permeates the corporate culture, says Wang Quangeng. As an example, he points to the two-day, RMB5 million gala recently thrown for all 1,000-plus direct employees and their families. The lavish event, now a part of corporate lore, is a source of pride for employees who attended.

The emphasis on employee well-being traces back to the company's launch in Wenzhou, says Wang, and is part of company history and culture. For example, the Shanghai headquarters includes a "cultural corridor" displaying photos of employee teambuilding events. One exhibit shows photos of a young Wang Quangeng and 19 other top employees receiving a good service reward in 1997. As their gift, all 20 received a new apartment, personally purchased by company President Zhou Chengjian.

Today, Metersbonwe has earned a

reputation for offering attractive salary and benefit packages, an ultra-modern work environment, and attractive employee welfare terms. In addition to national holidays, employees enjoy generous vacation and personal leave terms, full insurance benefits, as well as monthly employee celebrations and outings. Perhaps most popular among employees is the company's policy of offering all direct employees and even supplier personnel – from blue-collar workers to top executives – comprehensive career development training. At the Metersbonwe College, the company offers a range of professional development classes including technical training, English classes, and computer skills. Executives above the department head level can apply to attend one of seven China-based business schools, including the CEIBS EMBA program.

These practices follow what Wang Quangeng describes as the Metersbonwe definition of corporate social responsibility. "Social responsibility involves many dimensions, such as what the company can do for the employees, their families and the community," he says. "What links employees to the company is more than an exchange in which they work and we pay." He says the company benefits measurably from practices that place employee welfare first. Most importantly, Metersbonwe boasts a low annual employee turnover rate of 5% annually, compared with rates of 15% to 30% at many companies in Asia. In addition, such progressive policies have boosted the company image, helping the company to win public recogni-

tion. In 2005, the company was voted the Favorite Clothing Brand for Young People by China's Central Committee of the Communist Youth League of China and All China Youth Federation. Last year, company CEO Zhou Chengjian was named Best Business Leader by CBN and CNBC TV groups.

Across China, more than 200 million consumers now own Metersbonwe apparel, and counting. The company produces 20,000 different products per year using a strategy of inhouse design and marketing, outsourcing manufacturing and franchised retailing. Given such a model, maintaining quality control poses serious potential problems. The solution, says Wang Quangeng, has been to establish a highly efficient IT platform to track and monitor production, from order placement, to wholesale purchasing, to distribution and retail sales. In addition, the company strives to instill its quality standards among suppliers. Metersbonwe spends about RMB30 million on quality control per year, mainly through partnering with manufacturers. "What holds Metersbonwe and its manufacturers together is a win-win prospect," says Wang. "We never take advantage of them. Instead, we see to it that they maintain a very good profit margin." Over the past 10 years, the company has developed a network of factory suppliers in Jiangsu and Zhejiang provinces, providing them with training to enhance their management skills. This network now represents many enterprises with assets exceeding RMB100 million.

Another aspect of the company's quality control is the use of remote-controlled videotaping across the 20 flagship



据评估结果分成 ABC 类，然后再分配不同的生产量。工厂做得好，可以升级，做得不好，下令整改，如果还是达不到要求，就会被撤销资格。

质量保证不仅靠规则，还意味着带领合作者共同成长，共赢。“美特斯·邦威和加工厂的利益关系是双赢的，我们不会店大欺客，而是保持它们有一个很好的利润。”10 多年来，美特斯·邦威在江浙一带培养了很多工厂，为他们提供培训，优化管理成本、提高管理水平，使它们从小作坊成长为几亿资产的企业。

对于所有新加盟店面的老板和员工，美特斯·邦威也会提供培训。为了确保为消费者提供优良的服务，公司在集团大楼里装置了先进的远程管理系统，20 多家全国各地旗舰店内的情况——店堂货品陈列、营业员的服务态度和技巧、顾客的反应等等，在显示屏上一览无遗。

“把消费者装在心里，对消费者负责，对社会，以及所有相关方负责”，王泉庚说，虽然影响短期利益，但从长远来说，有利于企业的发展，“所以企业要有长期的眼光”。

拥有博物馆的企业

在这家先进的企业，会有很多吃惊的发现，这其中也包括了一个服装博物馆。这个 2000 多平米的博物馆收藏了各个民族和朝代的服装，免费

供外面的学生、公司、各种团体参观学习。“目前除了北京服装学院，国内还没有这样大的服装博物馆。”王泉庚骄傲地说，“以后还要扩展，我们就是国内最大的了”。博物馆目前有各种藏品 5000 多件，凝聚了公司多年的心血。这家企业并不满足于单单做一家普通的服装厂，而是一家有文化、有根基、有品牌的服装生产商。美特斯·邦威博物馆已经成为了上海市经济考察的一个基地，是上海经济发展对外的一个窗口之一。

美特斯·邦威是一家“不满足”的企业，这从公司的标语“不走寻常路”上就可以感受得到。单纯的盈利并不能让他们感到满足。带领美特斯·邦威从温州走出来的董事长周成建始终有着一种超越“个人关怀”的理念，在美特斯·邦威的发展过程中，他从来都没有停止过对社会的回报和对社会责任的承担。

2002 年年底，公司捐赠价值 200 多万元的优质冬装，让 8000 多名贫困群众在春节来临之际穿上冬衣；2004 年 3 月，公司为浙江农村青年发展基金捐赠了 1 千万元；2004 年 9 月，又出资 100 万，成立了“美特斯邦威十全十美公益助学基金”，资助失学儿童与贫困大学生……

捐赠是企业社会责任的一种外在体现，但美特斯·邦威没有停留于此。对于他们来说，内在的落实是同样重

要的，其中之一就是遵守国家的各项制度和倡导。公司给所有育有独生子女的员工发奖金，教育员工遵纪守法，做一个好公民。在中央提出“八荣八耻”后，公司还专门邀请教授来讲解，在公司宣传、组织学习，同时不断在会议上强调，要求员工遵守。这不是做秀，也不是形式，“这是做人的基本要求，不仅仅是国家提出的口号。做好了，是一个好员工也是一个好公民。”

2003 年，周成建在一篇《利润之上的追求》文章中阐述了这样一个观点：我们孜孜不倦追求的是——为消费者提供物美价廉的名牌产品，以丰富他们的美好生活；为员工搭建实现人生价值的平台；为和谐社会承担更多的责任，依法纳税，支持慈善事业回馈社会。这是一家血液中流淌着社会责任的企业。

这家从 500 万的小规模飞速发展起来的企业，把 2010 年的目标定成 100 亿，真正的目标是世界名牌，要实现这样的目标考验着企业很多硬能力——管理、营销、生产、IT 控制……，而美特斯·邦威的魄力还在于它的动力，“人生价值的体现，不在于拥有多少财富，而在于为社会多作贡献。这一信念鼓励着我克服种种困难，努力把企业做大。所以我认为为社会服务才是企业动力的源泉。”周成建这样说。TheLINK

“人生价值的体现，不在于拥有多少财富，而在于为社会多作贡献。
这一信念鼓励着我克服种种困难，努力把企业做大。”

——周成建，美特斯·邦威董事长兼总裁

“The enthusiasm to serve society is the true source of energy for an enterprise.” – **Zhou Chengjian, President, Metersbonwe**

stores nationwide. These video images are viewed real-time at the corporate headquarters, allowing executives to observe how products are displayed, how salespersons interact with customers, and how customers respond.

A DIFFERENT PATH

One of the more unusual features in the Metersbonwe headquarters in Shanghai is the Museum of Clothing. Occupying more than 2,000 square meters and displaying 5,000 items of apparel, the museum displays the clothing of different ethnic groups in China through history. “There is no similar museum in our country, except for the Beijing Institute of Clothing Technology,” explains Wang. Although the museum is now only open to invited guests, the company plans to eventually expand it into China’s largest clothing museum.

Supporting a museum is a fitting project for a company whose corporate motto is: “follow a different path.” Wang explains that such social outreach projects help define the company’s corporate culture. Another aspect of the corporate goal of unconventionality is its support of charity programs. During Spring Festival of 2002, for example, the company donated RMB2 million-

worth of high quality winter clothing to poverty-stricken Chinese. In March 2004, the company donated RMB10 million to the Zhejiang Young People’s Development Foundation, and that fall also spent RMB1 million to develop the Metersbonwe Perfection Public Scholarship, giving financial aid to low income grade-school and college students. Meanwhile, popular Chinese-language TV show *My Hero*, produced by SMG and sponsored by Metersbonwe, also added a CSR element this spring. In April, organizers of the show, which features aspiring Chinese singers, announced plans to donate to charity all earnings derived when viewers cast votes for favourite singers via text message.

Funding charities is one external expression of Metersbonwe’s commitment to CSR. Today the company is also striving to develop internal CSR practices, creating not just good employees but also good citizens. For example, the company actively supports the central government’s campaign promoting “Eight Virtues and Eight Shames,” encouraging people to love their country, serve the people, uphold science, work hard, cooperate, be honest, be disciplined, and live simply. Says Wang, “I think these virtues are actual-

ly the basic principles of a good citizen. If people can follow these, then they are also qualified to be good employees.

Looking over the company’s successes during the past dozen years, Wang says Metersbonwe has come a long way since the company was founded using assets of just RMB5 million. Today, the company’s goals are quite ambitious: to acquire RMB10 billion in assets by 2010, then to become a world-renowned brand. Meeting these goals will require overcoming serious challenges in management, marketing, manufacturing and IT control. Wang remains confident, however, that Metersbonwe will succeed; he says the social responsibility qualities that make the company different also provide the fuel that drives it forward.

Company President Zhou Jiancheng sums up the Metersbonwe philosophy in this way: “The fulfilment of one’s life is not how much he or she possesses, but how much he can contribute to society. This belief encourages me to overcome all hardship and difficulties and to try my best to expand the company. Thus, I believe that the enthusiasm to serve society is the true source of energy for an enterprise.” **TheLINK**



当艺术走出象牙塔 Out of the Ivory Tower

艺术家、企业家、社会公益活动家？EMBA07 级的黄瑞芳正努力使艺术走出象牙塔——艺术可以很社会，而企业也可以很艺术。

Part artist, part social activist, part businessman Vincent J.F. Huang (EMBA07) advocates social responsibility through art-to-business cooperation.

■ 吴冯淑 Audrey Wu



PAINTINGS WITH A PURPOSE

Vincent Huang's "Melting Penguins" exhibition drives home a warning about global warming.

黄瑞芳的“融化的企鹅”画展向大众发出了全球温室效应的警告。

2003年11月9日下午3时，台湾高雄市爱河大饭店高楼楼顶浓烟滚滚，引得民众纷纷驻足观望，惊疑之余，发现这并非火灾或恐怖袭击，而是当代艺术家黄瑞芳借用古代战争中传递信号的狼烟，用艺术重现9·11恐怖袭击，警醒世人。“狼烟计划”引起了巨大的社会反响，令人反思现代社会的种种矛盾与冲突以及文明发展的负面效应，成为南台湾近十年来最具社会震撼力的行为艺术作品。

这可能是台湾当代艺术家黄瑞芳目前为止最得意的一件作品。作为一名艺术家，黄瑞芳可能有点“异端”。在他的名片上，同时印着这样几个身份：策展人、美术硕士、中欧EMBA2007级学员。他是一名艺术家，但又不仅是一名艺术家。

艺术的责任心

黄瑞芳的作品主要关注文明的冲突、沟通、科技进步以及人类文明发展带来的负面性，用艺术表达的方式，提醒民众的重视和关注。他用艺术作品提问：科技越来越发展，我们是否感到越来越幸福？沟通手段越来越方便，人们之间是否越来越亲近和温暖？文明越来越发展，但人类和自然的关系却越来越疏远和紧张。在他的作品中，有恬淡的古代信鸽和电路板组成的密密麻麻的城市交通网的强烈反差，由线路、芯板组成的机器人在友善地和人握手后反踢一脚，无助的南极企鹅站立在受全球变暖影响而融化的冰川上……

从一名普通的艺术家到一名富有社会责任心的艺术家，苏格兰罗伯哥登大学格瑞斯艺术学院令他完成了这种转变。“作为一位艺术家，一位公共知识分子，必须要借以作品对社会和世界提出批判和审视，而不是回

归内心世界。”此后，黄瑞芳便不断尝试以不同形式，多种角度展现不同的文化与社会问题。

对于目前国内大多数艺术家仍然囿于艺术的象牙塔，黄瑞芳期望看到变化。他希望艺术不再是少数人的“专利”，而能够普及到更多的民众。艺术不仅要吸引民众“走进”展馆，其自身也需要“走出”展馆，发挥更多的社会影响力。

亦艺亦商

黄瑞芳的第二重身份是策展人。策展人是当今欧美美术馆运作中颇为常见的一种职业，目前在国内虽尚不普遍，但也开始慢慢发展起来。

策展人的地位相当于电影制作中的导演，艺术展览活动的筹划构思、主题的学术论述、艺术家的挑选、布展、公关与媒体计划，获得企业赞助与募款，展览行销策划执行等，都需策展人来发挥其领导与管理能力，从而将艺术展览的能量发挥到最大，甚至影响或引发社会讨论话题。策展人对相关的美术馆、画廊、收藏家、艺术家、拍卖公司都具有相当重要的



At 3 p.m. on November 9, 2003, thick plumes of smoke suddenly rose from the roof of the Love River Hotel in bustling Kaohsiung, Taiwan. Residents stopped on the streets to watch, astonished. After the initial shock, they soon learned through the media that the smoke was neither a fire nor a terrorist attack, but a modern art “performance” by local artist Vincent J.F. Huang. The event, called *Balefire Project (Performance)*, used the ancient Chinese tradition of sending out smoke signals to warn soldiers of enemy attack. Using this traditional emergency communication form, Huang intended to simulate the 9.11 terrorist attack and to send a warning message to the public of the conflicts and negativity in modern society. Not surprisingly, Huang had to overcome opposition from government officials who found the project dangerous and “not art” before launching the performance. In the end, he won the right to perform the piece. Despite sparking heated debates about what is and is not appropriate as a public arts performance, Huang says the event succeeded in attracting media attention and triggering public reaction.

Balefire Project was Huang’s most high profile – and controversial – art performance to date, but it is far from his only news-making event. Over the past eight years, Huang has organized dozens of exhibitions and arts events in Taiwan, the UK, and now mainland China – all designed to shock and inspire viewers, and to change their social views.

“Unorthodox” is a good word

to describe Huang. Much about his character is clear from his name-card, which reads: curator, arts master, and participant of CEIBS EMBA2007. As the card states, he is not only an artist, he is also part social activist and part businessman.

ARTIST’S RESPONSIBILITY

A visit to one of Huang’s exhibitions makes clear that his artistic projects focus on cultural conflicts, communication, and the negative impact of technology on society. He seeks to attract public attention to these problems through art, by encouraging audiences to ask: Do technological advancements make us happier? Do modern communication tools bring us closer to one another? Why have human relations become colder and more distant as civilizations have modernized?

At a recent exhibition, one representative painting juxtaposes a homing pigeon against the snarl of city traffic networks. In another interactive display, a smiling life-sized robot first shakes hands with exhibition-goers, amusing and charming them, then suddenly kicks at them.

At Huang’s “Melting Penguins” exhibition held last May in Shanghai’s Creek Art Center, the show carried a strong message against global warming. The show’s giant paintings depict helpless penguins set against a melting backdrop, standing atop shrinking glaciers, trudging across a sunburnt desert, or floating in a polluted city sky. In the most poignant piece, a penguin ad-

resses an astronaut – symbolizing the highest level of human technological achievement – seeming to ask how the natural world could have transformed this way?

Huang believes artists have a duty to address social issues. “As artists, as intellectuals, we must use our works to relate our observations and criticisms of society, not just retreat to our small inner world,” he says. Huang says most artists in China work within the confines of the intellectual “ivory tower.” In his view, art should accomplish more than attracting the public into galleries; art should hit the streets and change people’s thinking.

ART-AND-BUSINESS

Huang’s second profession is curator of the Shanghai Duolun Museum of Modern Art and of Taiwan’s Art Space in the Academia Sinica. He views this role, which is relatively new to China, as similar to that of a film director. As curator, he oversees the planning of exhibitions, the development of a central theme or message, the selection of artists, the marketing, media, and PR, and the corporate sponsorship and donations. Throughout his work, Huang seeks to heighten the impact of the exhibition and to succeed in attracting public attention to social issues.

A key goal for Huang is to support art with sponsorship from the corporate world, in order to more effectively broadcast his message beyond the scope of an art museum. He recently received sponsorship from ShuTe University in Kaohsiung for

地位与影响力。

作为策展人，黄瑞芳的身份更接近一名管理者。他认为作为策展人并没有影响他的艺术创作，策展和艺术同样是以作品向公众传达信念。但作为一名策展人，需要更多的沟通协调能力以及管理能力。

不同于大多数策展人只活动在既定的艺术产业圈内，黄瑞芳更感兴趣的是如何将艺术与企业结合，用艺术传达产品信息，进行产品推广，以及提升企业的形象。黄瑞芳希望能够借此使艺术跳出美术馆的藩篱，通过与具有前瞻创新思维的企业合作，主动将当代艺术融入公众的生活环境中。既让艺术在整个社会中发挥更大的作用，也创造企业创新而富有社会责任感的形象。

用艺术提升企业形象与价值

迄今为止，黄瑞芳已经“开创”了很多第一。他的作品“狼烟计划”是台湾地区首次以整个城市空间为创作场所，以艺术创作形式介入公众生活空间的创新艺术形式。他是首位参加中国大陆公共美术馆艺术家工作

室的台湾艺术家。他可能还是国内第一位也是目前唯一一位就读EMBA课程的艺术师。

一位艺术家为什么要读EMBA呢？这是很多人的疑问。对于力图让艺术走出象牙塔的黄瑞芳这是最自然而然的事情。“作为策展人，用艺术来协助和推动企业的社会责任是我读EMBA的原因之一。中欧的学生素质都很高，而中欧也是一所十分重视人文素养培养的学校，这会有利于我推动艺术与企业的结合”。黄瑞芳自创了一个词“艺企合作”。

三十年来的中国经济发展以及全球化趋势，对中国的企业产品和形象提出了更高的要求。企业怎样才能突出自我，表达自我？黄瑞芳认为，对于想以创新思维来创造和提升企业价值的企业，当代艺术正是兼具创新时尚形式，又能结合企业产品共创双赢的渠道。

在欧美国家，企业以赞助或结合产品来举办艺术活动或创造城市艺术景观已经十分普遍。艺企合作对企业来言，不但可以提高企业的形象，也更加赋予企业艺术品位的社会责

任感，从而获得更高的消费者认同。如诺基亚、LG擅用艺术创造产品与竞争者的差异，提升价值品位。联合利华更在近年来赞助英国泰特艺术馆的大型展览，有效提升企业形象。在台湾地区，也有银行或企业总部大厅请艺术家运用创意创造有别于其他刻板印象的环境。以优秀的艺术活动取代企业传统的产品发布会或展会活动，让艺术品走入办公空间及企业厂区创造截然不同的氛围，让艺术借助企业的力量，相辅相成，使整个社会更具艺术氛围，从而提升人心。这是黄瑞芳正致力于的事业。

2007年5月24日，上海苏河艺术中心。大幅图画像融化的冰激淋，孤独无依的南极企鹅有的站在仅可容足的碎冰上，有的耷拉着脑袋艰难地走在炙烤着的沙漠中，有的漂浮在滚滚废烟的城市上空，一只企鹅正在诘问代表人类科技最高发展代表的宇航员：我们的生存空间怎么会变成这样？

数十位在中欧就读的企业家纷纷议论，询问黄瑞芳的创作理念。而不久，黄瑞芳发起的中欧校友当代艺术俱乐部就要启动。 **TheLINK**



中欧校友当代艺术俱乐部

中欧校友当代艺术俱乐部，是国内商学院中第一个以当代艺术为主题的俱乐部。俱乐部旨在为会员提供各类艺术社交活动及讲座和论坛，提高会员的艺术赏析水平，增强会员的投资知识，同时帮助会员了解全球当代艺术发展趋势，以及如何应用结合于企业的营销策略，开创营销的全新蓝海，提升企业形象。

黄瑞芳的电子邮箱：parisdove@gmail.com

several arts projects, and is now seeking similar partnerships in mainland China. Through such cooperative ventures, Huang seeks to fuse artistic expression into the lives of ordinary people, and to unite communities in their commitment to social issues, as well as to help boost the image of sponsoring companies.

Huang is a man of many “firsts.” His *Balefire Project* was the first art performance in Taiwan staged in a publicly owned space. He is the first Taiwanese artist to participate in the Artists Residency Project in mainland China, a

project that sponsors international artists to spend two months in China to develop new arts projects. He is also most likely mainland China’s first and only EMBA degree-holding artist.

What made Huang want to study an EMBA? Huang finds this question easy to answer: He says the business degree was a natural next step given his goal of bringing art out of the ivory tower and down to the street level. “Using art to boost and promote CSR is the major reason I took an EMBA,” he says. “CEIBS students are all high calibre and the school puts great em-

phasis on artistic accomplishment. This will help me build what I call art-and-business cooperation.”

The rapid economic development and globalization of China over the past three decades has resulted in new pressure on Chinese companies to differentiate their brands. Huang hopes to tap into this new drive among domestic firms by offering them innovative and fashionable ways to distinguish themselves from the competition via art. As he explains, sponsoring arts events can be an effective way to publicly express corporate values and to build a brand image.

While it is fairly common in the West for companies to sponsor arts activities, Huang hopes to bring the same tradition to China. He points to Unilever’s continued sponsorship of large-scale exhibitions in London’s Tate Gallery of Modern Art in recent years, a program that has effectively raised the company’s image. Huang also commends LVMH for its support of art, including its current sponsorship of an exhibition featuring sculptor Richard Serra (running this June to September at New York’s Museum of Modern Art). Meanwhile, several Taiwan-based banks and companies have invited artists to create artistic spaces in their lobbies to transform cold, serious places into places of warmth, beauty, and social consciousness. This is the type of art-and-business cooperation that Huang is committed to spreading into China. No doubt many artists, and many socially-responsible businesspeople, are hoping he succeeds. **TheLINK**



CEIBS Alumni Contemporary Art Club

The CEIBS Alumni Contemporary Art Club, founded by Vincent Huang, is the first of its kind among mainland China business schools. The club aims to help members understand emerging trends in contemporary art worldwide and learn to effectively use art in corporate marketing.

Alumni are invited to contact Vincent J.F. Huang at: parisdove@gmail.com.

希望在行动

Light of Hope

■ 陈绮 Pamela Chen

“你那智慧的目光，闪烁坚定的希望，迈出坚实的步伐，去追寻希望之光！”这是一首美丽动听的歌曲。从今年六一听到开始，它便成了广东省清远阳山黄垆镇小学的孩子们最喜爱的一首歌。它鼓舞对于未来充满憧憬的孩子们好好努力，用自己的智慧去追寻未来的希望。

The CEIBS Alumni Shenzhen Chapter recently brought a new spirit of community and cooperation to the farming town of Huangben. On Children's Day, the chapter kicked off a social welfare program that brought the town's elementary students not only new school supplies but also a new sense of friendship and hope.



对于这群孩子来说，今年的六一是个特殊的日子，他们在那天得到了很多难忘的礼物：各种各样的文具、图书、文体用品、衣物等等，当然让他们更难忘的是这首鼓舞人心的《希望之光》主题歌，以及来自中欧深圳校友会的企业家们的关爱和希望。

6月1日至2日，中欧深圳校友会“希望之旅阳光行动”爱心活动首航成功，近七十位中欧校友、家属及中欧深圳代表处员工专程赶赴清远阳山黄垆镇为当地的小学生们送去关爱，与山区的孩子们一起欢度节

日，并为当地山区的两所小学建立图书馆、配备文体用品及其它教学物资，以此为纽带，传播知识，奉献爱心，点燃希望。

深圳校友会在徐航会长的大力倡导下，把回馈社会关心公益事业作为校友活动的一项重点内容。由深圳校友理事会李蜀华、丛林和欧阳旭组成的项目小组，从4月份开始，就对公益活动策划作了大量前期调查和实地考察，最后确定清远阳山黄垆镇山区小学作为中欧深圳校友会“希望之旅”活动的首站。

在政府的努力下，当地小学虽然硬件设施已经具备了教学条件，但在教学设备、图书和文体用品配备方面却相当匮乏，制约了山区孩子的发展，因此深圳校友会希望通过“希望之旅”活动为当地的学生创造更好的学习条件。

活动倡议发出后，很快得到了校友们的热情响应，短短两周，收到的捐款超过10万元，图书、文具、电子琴、文体用品、童装等捐赠物资更是堆满了中欧深圳代表处办公室。参加捐赠的校友人数达到70多人。被



This year's Children's Day, on June 1, was a day of surprises for the Huangben Town, a rural townships in Guangdong province. On that day, the residents received piles of brand new stationary, books, clothing, toys and sports equipment, plus their very own theme song, written and performed for them. All this, thanks to 70 entrepreneurial members of the CEIBS Alumni Shenzhen Chapter.

On June 1 and 2, the CEIBS alumni and their families, plus

CEIBS personnel from the Shenzhen offices, organized the first "Light of Hope" trip to Huangben. Their short-term mission was to build a library and to donate materials for teaching, studying, and healthful recreation; the long term goal was to establish solid ties for ongoing volunteer work with the town.

The Shenzhen Chapter of the CEIBS Alumni has made CSR work a strong focus in recent years. Lead by chapter head Xu Hang (EMBA2002),

chairman of Shenzhen Mingray Co., the group formed a CSR project team in April. The team, consisting of and three Shenzhen-based entrepreneurs -- Li Shuhua (AMP2005), Cong Lin (EMBA 2006) and Ouyang Xu (EMBA2005) – selected the elementary schools of Huangben after researching potential CSR beneficiaries. "As entrepreneurs, we should serve as role models," says Li, "especially since public awareness of social responsibility is still relatively weak."

The project team found that the Huangben schools urgently needed teaching equipment, books and recreation and sport equipment. Within just two weeks, 70 alumni from the South China CEIBS Alumni chapters had donated RMB130,000 in cash and RMB70,000 worth of books, notepads, musical instruments, clothing, badminton racquets and other gifts.

The most memorable donation came from Guo Xiaoguang (CEMI-4), deputy general manager of Sino-Egypt Joint Commercial Chamber, who wrote a theme song for the Huangben children entitled Light of Hope. "I like writing songs," says Guo. "I hope to create a happy mood among people, and to convey our love to those in need. This is a meaningful job." The song was later performed by the Huangben students at the Children's Day celebration.

Participating alumni describe the event as a day of cooperation, of not just making donations but forging friendships. As Guo says: "We want not only bring them materials, but more importantly to instill the values

中欧的学生和校友一直积极参与各种社会公益活动，奉献自己的力量和爱心。这种精神正在中欧人中不断地扩散、传承。以下所列只是所有活动中很小的一部分：

EMBA 上海班 2003 级 5 班 05 年春，全班捐款 46 万元，选址在江西上饶弋阳县葛溪乡捐建中欧葛溪希望小学。06 年 4 月学校正式落成。07 年 4 月，上海浦东昌邑小学为该班培训师资，现正准备为该校建立图书室及计算机房等。

EMBA2 上海班 2003 级 2 班 05 年，全班捐款 22 万元，给班上患重病的同学陈锐，用于自体肝细胞移植手术。07 年 5 月，陈锐再次入院，全班再次捐款十几万元，用于他的治疗。



EMBA 上海班 2005 级 5 班 07 年初，王炯煜同学支助云南丽江孤儿院 26 名孤儿，为每人每年提供 3600 元，包括生活费、读书等所有费用。

EMBA 上海班 2007 级 2 班 07 年，全班捐款 20 万元，支助学校招收宏志班。

EMBA 上海班 2006 级 5 班 07 年，全班捐款 30 万元，准备捐建希望小学，目前正在选址中，中欧副教务长王建柳教授也在其中。

EMBA 北京班 2003 级 2 班 06 年 5 月 12 日，成立“春雨奖学金”项目，每年给西北农林科技大学 30 名经济困难学生提供共 6 万元的“春雨”资助。2007 年 3 月“春雨”进入年度筹款期，目前筹款总金额超过 15 万元。

中欧合怡俱乐部：07 年 6 月 9 日，由中欧合怡俱乐部捐建的“爱心图书室”在北京市儿童福利院落成。中欧北方区校友、同学和北京代表处员工共捐款 68700 元。



称为“顽童-天鹰哥哥”的郭晓光校友主动担任起创作主题歌的任务，这位喜欢用歌声点燃生活的快乐的企业家说：“写歌是我的爱好，我希望给大家营造一个快乐融洽的气氛，希望通过歌曲把我们的爱心带到边远的山区。这是一个很有意义的事情。”

活动这天，校友们纷纷放下忙碌的工作，带着家人和孩子亲身加入到活动中，他们认为这次活动的意义一方面是奉献爱心回馈社会，另一方面能够让自己和自己的孩子亲身体验农村孩子们的学习和生活状况，体会他们的淳朴自然和勤奋好学，本身也是很好的学习机会。正如徐航会长在活动现场发言时所说的：“我们不仅是来把我们的关爱送给你们，我们也是向你们学习，学习你们在艰苦的环境下如何勤奋努力，希望你们能够用知

识改变命运，去创造财富”。

令校友们最记忆深刻的是，当捐赠物被一箱箱打开时，好奇的山区孩子们面对花花绿绿的画笔、精美的笔记本发出了啧啧的赞叹，特别是当看到乒乓球拍、羽毛球拍等文体用品时，他们的脸上泛起了兴奋快乐的光。随后，校友们把书包、文具一一送到山区孩子的手上，深圳来的小朋友们也把已准备多时的礼物送给了他们。而山区小朋友则用花生、地瓜、刻着祝福词句的石头、自己作的画、折的幸运星表达了他们朴实而又真实的情谊。

在艳阳下，校友们和山区的孩子们同唱“希望之光”主题歌，歌声回荡在操场上，把气氛推向了高潮。歌声中，新竖起的“希望之旅”碑在阳光映衬下熠熠生辉，而孩子们早已不

分彼此地溶在一起了。

高陂小学的黄校长代表学校感谢中欧校友的爱心和真心，他说“山区学校不仅承载着各界的关爱，也承载着一份责任。我们不能仅仅为孩子们提供一张课桌，更要为他们的将来提供动力，把他们培养成才。”

中欧深圳校友会的校友们也在思考着如何把这个爱心活动持续下去，用行动去感染和鼓舞身边更多的人参与进来，用他们微薄的付出，为更多孩子的成长和收获播种下希望。正如李蜀华所说的：“现在，慈善活动无论是企业还是政府都在做，但是一般都是给一笔钱就结束，我们希望传递给他们一些思想上的东西。”深圳校友会将利用这次活动筹集到的余款成立一个“希望之旅”公益基金，把爱心行动进行到底。TheLINK



BRINGING HOPE: When CEIBS alumni launched a cooperation with the elementary schools of Huangben Township in Guangdong Province in June, they brought donations, friendship, and even a custom-written theme song.

带来希望: 当中欧校友为广东省清远阳山黄盆镇小学送去爱心时, 他们带去了捐赠品、友谊, 以及一首特地为他们所写的主题歌。

of good citizenship and community.” Fellow alumni Xu Hang told the Huangben students and their families: “We come here not just to convey our love, but also to learn from you, to learn how to endeavor under difficult conditions. We hope you can change your lives and create fortune with the help of knowledge.”

The most impressive moment of the Light of Hope events came when the donation boxes were opened. The children rushed to see the school’s new teaching and sports equipment. CEIBS alumni then presented schoolbags and stationary to each pupil, one by one. The Huangben students, in turn,

presented gifts of peanuts and stones carved with good luck wishes. The celebration ended with the Huangben students and the children of CEIBS alumnus performing the Light of Hope song, singing: “Your eyes are full of wit, twinkling with hope and confidence. Let’s stride together, pursuing the light of hope.”

Principle of Gaobei Elementary School Principal Huang was especially touched, telling CEIBS alumni, “We rural schools have an obligation to not just provide the children with a desk, but to inspire them to seek a better future and educate them to develop their talents.” **TheLINK**

WORTHY CAUSES

Additional CSR projects under way by CEIBS Alumni:

EMBA (SHANGHAI) 2003 CLASS 5

On the eve of graduation this spring, a total donation of about RMB460,000 was collected from the entire EMBA03 class. In 2005, CEIBS Gexi Hope School was established in Gexi, Jiangxi Province. The campus was built in April 2006. In April 2007, Changyi Primary School in Pudong, Shanghai provided training for the school’s faculty. Now, we are preparing to set up a library and computer lab for the school.

EMBA (SHANGHAI), 2005, CLASS 5

In early 2007, Wang Jiuyi helped 26 orphans at the Lijiang Orphanage in Yunnan Province with a donation of RMB3,600 for each child, covering living expenses and tuition.

EMBA (SHANGHAI) 2007, CLASS 2

This year, the EMBA07 Class has donated RMB20,000 to Hongzhi class.

EMBA (SHANGHAI) 2006, CLASS 5

Working in cooperation with CEIBS Associate Dean Wang Jianmao, a donation of RMB300,000 was made to Hope Project this year.

EMBA 2003, CLASS 2.

In 2005, this group donated RMB220,000 to classmate Chen Rui, who was having major liver surgery. In May 2007, the group donated another RMB100,000 to cover Chen Rui’s second operation.

EMBA BEIJING 2003-2 CLASS:

In May 2006, this group established the “Spring Rain Scholarship,” signing an assistance agreement with Northwest Agriculture and Farming University to provide RMB60,000 to 30 poverty-stricken Chinese college students per year. The class has collected over RMB150,000 so far.

HER CLUB:

The CEIBS “Her Club” donated a “love library” to the Beijing Children’s Welfare Center on June 9, 2007. CEIBS alumni and students in North China, and staff from school’s the Beijing office, has so far donated RMB68,700 for the project.

For information on participating in Alumni Giving efforts, contact CEIBS EMBA Office at (8621) 2890-5205.

游易网: 完美在线订票体验 Taking Flight with Yoee.com

■ 吴冯淑 Audrey Wu

在竞争异常激烈的在线旅游服务业中，游易网没有大张旗鼓，面对强大的携程、e龙，却悄然实现了快速攀升，成为国内最大的电子机票平台，而游易的目标决不仅在于此。

With little fanfare and no adverting, Yoee.com quietly emerged this year as China's largest online air ticketing website. Since its launch four years ago by co-founder Xiong Changqing (CEIBS EMBA01), the company has unseated market giants ctrip.com and elong.com in the air travel niche. Xiong says this achievement is just the first stop in a long and glorious journey for Yoee.com.

Yoee.com Co-founder Xiong Changqing (EMBA01)
游易航空旅行网创建者之一熊长青 (EMBA01)



对于习惯于互联网的人来说，如果你要去旅游，你会先想到携程、e龙。但如果你要订机票，可能你还不知道将你的鼠标点向哪里。那么试着在google上输入“电子机票”，第一个出现在你眼前的是一个叫“游易网”的在线旅游服务网站。

2003年，一直关注和看好在线旅游服务的卓越网CIO熊长青准备试水，当时携程、e龙已经确立了市场的霸主地位。但多年的电子商务服务和技术经验让熊长青清楚地看到这个市场的巨大潜力和机会。熊长青颇为自豪地说，他是中国最早接触互联网的人之一。1994年，早在中国电信都还没有接上互联网时，他就曾建议军事医学科学院计算中心接入Internet。20十多年浸淫于互联网的经验使他在电子商务业务中锻炼了一双锐眼。他发现，携程、e龙的旅游、酒店做得虽然好，但由于存在一定的进入门槛，电子机票这一块做得并不怎样，这将是一个很好的切入点。

从形成想法到创立公司并没有花多少时间。当时即将从中欧EMBA毕业的熊长青和同学，时任中国民航信息网络股份有限公司市场总监的黄澎在课题讨论中交流了不少经验，并通过他的引见，用一个半小时的PPT演示打动了公司未来的股东外企航空服务公司——业内最大的机票代理商之一的管理层。两天之后，熊长青便接到了对方肯定的答复，大约一周后，新公司就开始了筹备。一切都顺利得有些出乎想象，但是对于一位进入激烈的在线旅游服务市场的后来者，起步往往并不是那么容易。

作为市场后来者，游易网最初的烦恼来自于资本市场的认可。由于有携程、e龙挡在前面，一时间难以获得投

For Chinese net surfers familiar with online travel services within China, the first names that pop up in your “favorites” list are likely to be ctrip.com or elong.com. These two have steadily dominated the sector since shortly after their launch in 1999.

But in the specific niche of airline ticket booking within China, another website has recently taken the lead. A quick visit to Google shows that the first name to pop up after searching the category of “e-ticket” (in Chinese) will be neither ctrip.com nor elong.com, but yoe.com will appear.

Back in 2003, internet veteran Xiong Changqing, then CIO of Joyo – the “Amazon of China,” one of the nation’s largest B-2-C companies – began setting his internet-savvy eyes on China’s online travel service industry. One of China’s true pioneers in the internet field, in 1994 Xiong had been among the first batch of researchers to advise China’s Military Medical Science Institute to begin using the internet. As a result, the institute began linking in even before China Telecom started using the Net. With this experience under his belt, as Xiong prepared to graduate from CEIBS, he was able to draw on his two decades of internet sector knowledge to find lucrative niches. He found what he was looking for when he noticed that, while elong and ctrip offered efficient services for booking domestic hotels and tours, their services in booking airline tickets lagged behind. With this weak point in mind, Xiong

投资者的青睐。靠着来自外企航空和创建者自身投入的有限的100万启动资金，熊长青不得不“勤俭持家”，这也令游易错失了不少发展的良机。资金的束缚在一定程度上影响了公司拓展的速度。在其他网站令人眼热地大笔砸钱做广告、搞推广、打知名度的时候，熊长青选择了练好基本功——完善消费体验，以此打动消费者。熟悉网上零售的熊长青深知公司获得消费者的法宝是便捷的消费体验。

丰富的经验和团队的努力，很快将游易网的网络平台和运营系统搭建起来，运行两年，便开始盈利。由于拥有来自合作方的资源优势，游易网和中国民航GDS订座系统建立了实时接口，保证了其能够向消费者提供最实时、最准确、票价最低、最多的支付选择。顾客在游易网“订”票实际上变成了“定”票，不仅能够保证获得所需的机票，甚至还能获知航班内还有多少剩下的舱位以及机舱的内部座位图等信息。不仅如此，在游易网，顾客还能方便地进行在线中转、改签和退票。如此便捷的在线订票服务是携程和e龙等其他服务商不能提供的。目前游易网的机票产品已经涵括国内外85家航空公司的10万

多条航线。

为了保证顾客订票过程的流畅性，游易网对客户的每一步消费进行漏斗分析，从网站访问者，到注册用户、预定用户，直至成交用户以及重复购买用户，进而改善订票流程，让订票的每一步都简单而易于操作。“注重体验、完善细节”、“想客户所想”，熊长青认为这就是在线服务行业成功的关键因素。比如，注意到国内消费者对于网上交易还不太习惯，游易及时推出了电话付款方式，成为国内第一家同时提供网上支付和电话支付的在线旅游网站。对于经常往返于国内大城市的商务人士，游易为他们提供了特殊的航空月票，目前开通的城市有上海、北京和广州。游易还在全国55个城市提供上门送票的业务。

2006年，游易网的在线交易量达到3亿元，机票收入1500万，成为国内最大的电子机票代理商，其机票查询预定业务在国内名列前茅。不过，这样的规模竟是靠口碑相传达到的。“我们的客户中有50%是靠口碑相传获得的”，熊长青颇为骄傲地说。在缺少资金推动的情况下，靠着出色的在线体验与服务，游易网稳扎稳打，顾客像滚雪球一样悄悄地被吸引

进来。“未来，游易也不会在广告推广方面花费太多钱。”靠练好基本功而获得巨大收获的熊长青，决定继续游易不“张”而“扬”的发展方式。

成功的定位助力了游易的快速发展。虽然抓住了电子机票的机会，感觉到日益加剧的B-2-C市场竞争所带来的威胁的熊长青没有留恋于此，他开始将目光转到新的细分市场。目前，公司正在准备将游易网打成一个代理商和旅游社交易的高效平台，让旅游产品的提供者在统一的平台进行资源分享和产品分销，并在积极的产品研发中。公司将从单向服务转向双向服务。不同与一开始所碰到的资金困难，现在的熊长青考虑得更多的是如何带领自己的管理转到新的业务中。

一直看好在线旅游服务的熊长青认为这个市场有着很大的发展潜力。尽管有强大的对手，但他认为只要找到适合公司的资源和管理团队优势的定位和细分市场，避开与行业领先者的直面竞争，“有所为有所不为”，就能占有自己的一席之地。这也是他给后来者的建议。他一直认为选择进入如旅游行业是他感到最开心的事情，是最好的选择。TheLINK

创业者描述：

公司名称: **游易航空旅行网**
 创建者之一: **熊长青, 游易网 CEO, 中欧 EMBA01 级学员**
 创建时间: **2003 年 7 月**
 主要产品 / 服务: **在线国内外机票订购**
 公司经营理念: **成为买机票最便捷的公司**
 员工数量: **150 人**
 总部所在地: **北京**
 公司网站: **www.yoee.com**
 个人描述: **理性、执著、坦诚**
 个人发展目标: **成就一个令人尊敬的公司**
 工作与生活的平衡: **工作就是生活**

PIONEER BIO:

Company name: **yoee.com**
 Co-founder: **Xiong Changqing, yoee.com CEO; CEIBS EMBA01 graduate**
 Company established: **July, 2003**
 Primary business focus: **online booking of air tickets (Chinese- and English-language)**
 Mission: **To provide the most convenient online air ticket experience in China**
 Number of employees: **150**
 Headquarters: **Beijing**
 Website: **www.yoee.com**
 Self description: **“Reasonable, persistent and frank”**
 Personal goal: **“To establish a profitable but also highly respected company”**
 Advice on achieving work-life balance: **“Work is life”**

formed his strategy for attacking the giants.

After finding his business focus, Xiong rushed the idea from conception to reality. He shared his ideas with fellow EMBA01 classmate Huang Peng, marketing director for Travelsky (China's national civil aviation system). Huang used his connections to set up a meeting for Xiong with the Foreign Enterprise Air Service (FEAS) in Beijing, the largest

air ticketing agent in China. When the FEAS general manager and management team appeared impressed by Xiong's presentation, he took the plunge. Just 10 days later, Xiong committed to launching the business.

As a latecomer to the market, Yoee was initially troubled by lack of capital. With ctrip and elong standing in the limelight, Yoee could hardly attract the interest of VCs – many thought the online ticketing game was

already over. Instead, the company was launched with a total of RMB1 million, contributed from the founders themselves plus FEAS.

BEST WEAPON

Yoee's capital shortage hindered its early development and Xiong faced the painful experience of watching promising opportunities slip by due to financial constraints. Looking back, however, Xiong says the lean early days forced the company to focus on building a solid technical base and perfecting its booking services rather than spending on advertising and promotion. Based on his 20 years of e-commerce experience, Xiong believed the best weapon for capturing the hearts of online customers would be to provide a convenient user experience.

Through teaming with FEAS, Yoee was able to offer real-time connections with the national monopoly civil aviation booking system China GDS Travelsky. This allowed Yoee to provide the fastest and most accurate air flight information, the most flight choices, and the cheapest prices. The company also differentiated itself from the competition by offering extras such as allowing customers to see how many seats were available on a flight, to view the layout of the plane, and, when ready to purchase, to “lock in” their seat selection immediately. In addition, Yoee customers can also easily change and refund tickets and frequent flyers can automatically calculate their accumulated mileage. Such perks were not available via



TAKING ON THE GIANTS

Despite entering the e-travel business late in the game, Yoee.com has become a market leader in online air ticket booking in just four years. Next up: expansion into B-2-B services to travel agents.

战胜强大的对手

作为在线旅游服务行业的后来者，游易网仅用四年时间就成为了在线机票订购的市场领先者。下一步：向 B-2-B 服务拓展，为代理商提供平台。

企业并购， 是翻车还是提速前行？

—— 企业并购与整合课程
2007年8月28日 - 31日 上海

过去20年来，国际性兼并、收购和战略联盟急剧增多，然而，中外企业的发展经验表明，并购活动中至少有百分之五十以失败而告终，无法达到其原定的目标，有的甚至于使企业陷入困境。究竟是什么因素导致如此之高的失败率？从失败中可以吸取哪些教训？究竟有哪些战略问题必须充分予以考虑，从而避免并购中的误区和陷阱，使得并购得以成功进行？

目标

本课程旨在向学员讲述有关并购的最新知识，从概念和实践的角度帮助他们理解并购的规划、谈判和管理所涉及的问题和挑战，提供收购与兼并管理的实用性指导。

对象

参加本课程的学员为负责公司战略发展或参与公司重大收购与兼并事宜决策的高层管理人员，其中包括首席执行官、财务总监、事业部总经理、业务拓展经理、战略规划主任、董事总经理等。

受益

参加课程的学员将：

- 更深入地了解收购与兼并在公司发展中的作用
- 更有效地组织收购与兼并决策过程
- 形成收购与兼并融资的概念和框架
- 了解如何筛选出合适的、与战略匹配的收购与兼并目标
- 懂得确定更好的融资结构
- 学习如何成功整合已收购的公司/资产

详情请洽：

上海：021-28905187(章小姐)
exec.ed@ceibs.edu

北京：010-82862890(管小姐)
bjo@ceibs.edu

深圳：0755-26935750(王小姐)
szo@ceibs.edu

中欧同时提供为公司量身定制的公司特设课程。
详情请查询网站www.ceibs.edu/csp

避开与行业领先者的直面竞争，找到适合公司的资源和管理团队优势的定位和细分市场，“有所为有所不为”，这是熊长青给后来者的建议。

“Don't compete face to face with your big rivals,” Xiong Changqing advises fellow entrepreneurs. Instead, he recommends seeking out the “weak spot” among existing players.



trip and elong.

Creating a positive customer experience by matching user preferences is the key to success in online service industry, says Xiong. For this reason, Yoeo regularly analyzes user behaviour to determine such characteristics as preferred payment methods. The company keeps close track of website visitors, recording the number of users who register, place orders, close a purchase, and come back for repeat orders. This data allows Yoeo to continuously test and improve its system while constantly measuring user reactions. For example, Xiong has found that China-based users still feel insecure using online payments. Thus, the company provides a telephone-based payment system, making Yoeo the first online travel service company in China to provide two payment methods. Another service launched based on user data: because many travellers

are frequent business flyers between urban centers including Shanghai, Beijing and Guangzhou, the company provides special commuter tickets for them, at reduced cost.

Yoeo's efforts to customize services to meet customer needs are paying off. In 2006, the company's online trade volume reached RMB300 million, for an annual revenue of RMB15 million. Last year, the company emerged as China's largest online air ticket booking company in terms of sales value.

Word of mouth has been the primary method of promotion, bringing 50 percent of sales, Xiong says proudly. For now, the company prefers to let personal connections build the reputation, like a “snowball,” while avoiding traditional advertising channels. “We'd rather take it step by step,” he says.

What's next for Yoeo? Sensing that the company's rapid rise will

bring pressure from competitors, Xiong is now seeking to broaden and strengthen the company's services. His next goal is to expand from B-2-C into B-2-B by developing Yoeo into an integrated platform that allows travel agents nationwide to share information and sell products. The new service, now in the R&D phase, will make Yoeo a “double-edged” service, reaching both travel agents and end users.

As he prepares to make the next leap with Yoeo, Xiong offers this advice to fellow entrepreneurs: “Don't compete face-to-face with your big rivals. Find the right resources to match your management team's capability... Then you will find the best place for your company in the industry.” Concerning the online air ticket booking segment, he remains confident despite fierce competition. Says Xiong: “The market is very juicy.” **TheLINK**