



星巴克 CEO
霍华德·舒尔茨
Starbucks CEO
Howard Schultz



熔盛重工总裁陈强
Rongsheng Heavy Industries
President Chen Qiang



万得资讯董事长
陆风
Wind Info Chairman
Lu Feng



传播管理新知 梳理商业脉络

中国第一本以全球视角深度剖析中国经济与企业管理问题的商业杂志。本刊依托中欧国际工商学院强大的研究力量和国际网络，面向高端商务人士，注重对新热点、新趋势、新概念的捕捉和分析，传播前沿管理思想，推动中国企业进步。

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- **发现机会:**发现即将或正在改变商业发展轨迹的关键企业、关键人物、关键技术和关键机会。
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- **引导观念:**传播最新商业思想，提供战略思维框架，推动中国企业进步。

《中欧商业评论》由中欧国际工商学院主办，将于2008年4月创刊。我们有丰富的资源，远大的理想，广阔的平台和优厚的待遇，现诚邀志同道合之媒体人士加盟，共同打造中国最具影响力的思想媒体！

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中欧国际工商院校友杂志 2007年冬季刊
CEIBS Alumni Magazine Winter 2007/8

游戏开始 中国创业者的最佳创业时机

START YOUR GAME

CEIBS research – and a host of successful alumni-run startups – show that China entrepreneurs are in the right place at the right time to play big.

AND:

中国汽车产业高峰论坛
China's Auto Industry Ramps Up

目录

CONTENTS

本期看点 IN THIS ISSUE

2007年 冬季刊 Winter

CEO 访谈：自我革命 CEO TALK: GREAT HELMSMAN

造船专家、熔盛重工总裁陈强 (EMBA2000)，如何带领两大造船企业从无到有，在短时间达到一流的管理智慧。

Shipbuilding maverick Chen Qiang (CEIBS EMBA 2000), president of Rongsheng Heavy Industries, has made a career of breaking world records and otherwise shaking up China's ship-making industry.



026

COVER STORY

开始游戏：中国创业者的最佳创业时机

START PLAYING

中欧教授的研究和四位中欧校友的成功创业故事表明，中国正处在创业黄金期。

CEIBS research plus four successful alumni startups prove that China entrepreneurs are in the right place at the right time to play big. So write your business plan and roll the dice!

058



商业特写：咖啡传奇 BUSINESS FEATURE: FRESH BREW

星巴克 CEO 霍华德·舒尔茨在中欧独家分享其缔造咖啡帝国的成功秘诀

Starbucks CEO Howard Schultz shares his secrets to phenomenal success exclusively with CEIBS during the CNN filming of "The Boardroom Master Class."



046

编者的话 MESSAGE FROM THE EDITORS



中欧 2007 新篇章

CEIBS Shone in Year of the Boar

亲爱的读者们:

“豕去呈丰稔，鼠来报吉祥”。在此辞旧迎新之际，让我们回顾中欧在过去一年中取得的成绩。在校友、学员、公司赞助伙伴，以及各界人士的大力支持下，中欧的成功故事又增添了很多新的篇章。

542 名 EMBA 毕业生和 164 名 MBA 毕业生满载着两年中收获的管理知识走出了校园。随着中欧在国际上影响力的不断扩大，中欧吸引了越来越多的国际学生，在毕业的 MBA2005 级中，海外学生人数创下了 30% 的记录。在就业方面，中欧 MBA 毕业生的优异表现令他们每个人都获得了平均多达 6 个的就业机会。

除了学员令人欣慰的成长之外，2007 年中欧值得书写的大事件还包括:

- 获得了欧洲质量认证体系 (EQUIS) 的 5 年续认。中欧依然是中国大陆唯一一所获得此令人尊敬的欧洲标准认证的商学院;
- 中标欧盟 1000 万欧元的“欧盟 - 中国工商管理培训项目”(见第 14 页);
- 成功召开多个高端会议，包括：首届银行家高峰论坛、首届传媒产业高峰论坛、第三届中国健康产业高峰论坛、第五届中国汽车产业高峰论坛，以及企业社会责任国际论坛等;
- 成立了中欧陆家嘴国际金融研究院、中国

Dear Readers:

As we bid farewell to 2007 and to the Year of the Boar and get ready to begin the Year of the Rat, CEIBS has much to celebrate. Over the past year – with the help of our alumni network, our excellent students, and our corporate sponsors – the school has added many important chapters to the CEIBS Success Story.

First, CEIBS graduated a record 542 EMBA students and 164 MBA students during the past year. Due to rising interest in the school from international students, the MBA2005 class included a record 30% foreign students. And in terms of job-placement, each CEIBS MBA student received an average of six job offers upon graduating last year.

Other milestones for CEIBS in 2007:

- Renewing its EQUIS accreditation, maintaining its position as the only business school in China to be accredited via the European standard system.
- Receiving the EU-sponsored €10m Europe-China Business Management Project.
- Hosting premier events including: the 2007 Being Globally Responsible Conference, Annual China Bankers Forum, Annual China Media Forum, Annual China Healthcare Management Forum, and Annual China Automotive Forum
- Launching the CEIBS-Lujiazui International Finance Research Center, the China Services Outsourcing Center, the Research Center for International Entrepreneurship.

服务外包研究中心、国际创业中心等研究中心。

2007 年，中欧还受到了各国际权威媒体机构的充分认可，包括:

• 《金融时报》: 2007 年，英国《金融时报》将中欧国际工商学院 MBA 课程评为全球第 11 名，中欧在此榜单上连续 4 年蝉联亚洲第一。中欧 EMBA 排名全球第 23，连续 7 年跻身全球 50 强。高层经理培训项目排名亚洲第二。

• 《福布斯》: 《福布斯》(中文) 连续三年将中欧评为“中国最具价值全日制 MBA 项目”。这也表明，中欧 MBA 毕业生获得了极好的投资回报。而《福布斯》则将中欧评为非美国商学院中的全球第 9 名。

• 《商业周刊》: 在每年一度的《商业周刊》中国雇主调查中，中欧赢得多达 38% 的雇主的最佳赞赏，摘得“中国最佳商学院”称号。(中欧所有最新排名，见“2007 中欧大事记”，第 18 页。)

在过去一年中，中欧还受到了国内外媒体更为广泛的关注。在 1 月至 11 月间，共有 5541 篇有关中欧的中文媒体报道，以及 541 篇国外媒体报道。同时，另有 42 个电视节目对学院进行了报道，包括美国 CNN 电视台“董事会大事班”栏目、第一财经“头脑风暴”(9 次) 栏目等，以及英国 BBC 电台、《经济学家》和《金融时报》网络版专访节目等。

迎头跨入 2008 年之时，我们将继续通过《The Link》杂志，和大家一起分享中欧的精彩故事。

2008 年的一大事件是将在首季度创刊发行的《中欧商业评论》。该杂志是中国第一本以全球视角深度剖析中国经济与企业管理问题的商业杂志。杂志将依托中欧强大的研究实力和国际网络，面向高端商务人士，注重对新热点、新趋势、新概念的捕捉和分析，传播前沿管理思想，推动中国企业进步。

周雪林

周雪林
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Snow Zhou
Assistant President (Marcom)

During 2007, CEIBS also received excellent recognition from some of the world's finest international media organizations, including:

• *Financial Times*: The 2007 *Financial Times* global annual ranking rated the CEIBS MBA Program #1 in Asia for the fourth year in a row, and #11 worldwide. The CEIBS EMBA Program was ranked #23 worldwide, and the Executive Education Program placed #2 in Asia.

• *Forbes*: CEIBS was rated by *Forbes (China)* as “Most Valuable Full-time MBA Program in China” for the third year running – meaning that our graduates enjoy an exception ROI with their CEIBS diploma. The school was also rated by *Forbes* as #9 among non-U.S., two-year MBA programs worldwide.

• *BusinessWeek*: CEIBS was rated “best in China” according to 38% of recruiters surveyed in the annual *BusinessWeek/China* employer poll, released December 2007.

In terms of print and online media coverage, from January through November, 541 articles were published on CEIBS via international media (up from 485 articles, year on year). Within China, the school was covered in 5541 articles printed or posted online in those months, versus 4450 for the year earlier. CEIBS was also featured in 42 TV programs during 2007 including CNN's *The Boardroom* and CBN's *Brainstorm* (9 times), plus radio interviews on BBC and internet interviews on Economist.com and FT.com.

As we head into 2008, we are determined to keep telling the CEIBS Story to the world's top media. One of our biggest stories for early 2008 will be the launch of the CEIBS Business Review in the first quarter. The Review will be a monthly Chinese-language journal that provides practical ideas for business leaders and management executives to make informed and better decisions on business.

Laurie Underwood

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对外关系主任
Laurie Underwood
External Communications Director

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目录 CONTENTS

008

要闻 BRIEFING

温家宝总理赞扬中欧、中欧陆家嘴国际金融研究院成立、李岚清艺术讲座、伦敦金融城市长来访
Praise from Premier Wen Jiabao, Visits from Shanghai Mayor, Lord Mayor of City of London, and more

018

2007 中欧大事记
2007 CEIBS MILESTONES

特别报道 FEATURES

CEO 访谈 CEO Talk

026

自我革命——专访熔盛重工总裁陈强
Great Helmsman

熔盛重工总裁陈强 (EMBA2000) 创造业界记录，打造令全球敬仰的一流企业的秘诀。
Rongsheng Heavy Industry President Chen Qiang (CEIBS EMBA 2000), is known for setting – and achieving – daredevil goals for himself and his company despite the rough waters of China's shipping industry.

文 / 吴冯淑 By Audrey Wu

034

新格局下的中国汽车产业
2007 汽车产业高峰论坛
2007 China Automotive Industry Forum

在已经成为全球第二大汽车市场的同时，中国市场充满日益激烈的竞争，130 多家整车生产企业谁将成为赢家？第五届中国汽车产业高峰论坛探讨产业发展，为行业参与者出谋划策。
China is the world's No. 2 auto market in size and No. 1 in competitive ferocity. Which of the 130-plus car-makers now vying for the China market will succeed? CEIBS 5th Annual China Automotive Industry Forum offered insight into the present and future of this dynamic industry.

文 / 吴冯淑 By Audrey Wu

046

咖啡传奇——星巴克 CEO 霍华德·舒尔茨亲述星巴克创业历程

Fresh Brew: Starbucks CEO at CEIBS
在美国 CNN 电视台“董事会大师班”节目中，星巴克 CEO 霍华德·舒尔茨与中欧师生分享成功经验、点评中欧 MBA 学生商业计划。
During the on-campus filming of CNN's *The Boardroom*, Starbucks founder and CEO Howard Schultz shared his business insights, and even assesses student business plans.

058

开始游戏：中国创业者的最佳创业时机
START YOUR GAME:

中国创业者已经迎来创业最佳时机。尽管每五个创业项目中只有一个能够获得最终成功，中国正提供世界

090



096

上最好的创业环境。中欧教授们说：要创业，趁现在。China entrepreneurs are in the right place at the right time to play big. Despite the tough odds against startups – only one in five reaches its first birthday – China is in some ways offering the best entrepreneurial environment in the world right now. But CEIBS professors say these conditions won't last forever

文 / 安若丽 By Laurie Underwood

PLUS

062

选择什么行业创业？ Which Industry?

068

韧性的收获：外国企业家在中国
Resilience Pays: Foreign Entrepreneurs in China

070

创业阶段 1：创造“新奇”
STARTUP #1: Building Curiosity
文 / By Lauren Hilgers

074

创业阶段 2：李雄：创业是一个不断提升学习能力的过程
STARTUP #2: Dial & Dine
文 / 袁婕 By Helen Yuan

080

创业阶段 3：来自墨西哥的中国贸易商
STARTUP #3: Mexican Connection
文 / By Charmaine N. Clarke

084

创业阶段 4：成长中的中国金融服务巨头——万得资讯
STARTUP #4: China's Bloomberg
文 / 袁梅 By Yuan Mei

职业发展 CAREER

090

去海外工作 Outward Bound
海外工作的中欧校友经验：海外工作经历将极大地改变你的职业生涯。
CEIBS alumni working overseas tell how an offshore working stint can turbo-charge your career
文 / By Charmaine N. Clarke



118

096

“变脸”艺术 Quick-Change Artists
IBM “2008 全球人力资本调查”发现：在日益变化的环境中，发展企业适应能力极为关键，而又充满挑战。
Corporate adaptability is a critical, but challenging, requirement for China-based firms, finds a new *Global Human Capital Study* by IBM
文 / By Lauren Hilgers

管理前沿 CEIBS KNOWLEDGE

106

最新中欧研究
中欧教授在基金、劳动者工资、市场营销等方面的最新观点
Round Up: New CEIBS research on equities, China's skilled labor crunch, marketing myths

108

金融家沙龙
Finance Salon

112

高层管理论坛
CEIBS Executive Forum

在中欧 INSIDE CEIBS

114

教务长专栏
From the Dean's Desk: EU Endorsement

118

校园新闻 School Updates

校友之声 ALUMNI VOICE

132

艺术面面观 Not “All Business and No Art”

140

活动报道 News & Views

146

班级通讯录 Linking In

温家宝总理称 中欧是优秀管理人士的摇篮

Premier Wen Jiabao Praises CEIBS



11月28日，第四届中欧工商峰会在人民大会堂举行，双方回顾了中欧关系十年来的发展成果。国务院总理温家宝出席会议并发表讲话。温家宝总理在讲话中将中欧国际工商学院作为中欧双方在教育领域合作中的典范，他说：“中欧国际工商学院已成为众多优秀管理人士的摇篮。”

Chinese Premier Wen Jiabao publicly praised CEIBS during the November 28 EU-China Business Summit. In his concluding remarks at the Summit, held in Beijing's Great Hall of the People, the Premier congratulated the school on its accomplishments in promoting international standard business management education in China. "China will continue to cooperate with the European Union in the areas of education and science. Our previous agreements have led to obvious, positive results," he said. "The China Europe International Business School is an example of this. CEIBS has become an incubator for excellent business leaders." The Premier referred specifically to CEIBS in part because of the school's successful bid for the €10m Europe-China Business Management Training Project.

优秀管理人士的摇篮：在11月28日召开的第四届中欧工商峰会上，温家宝总理称赞了中欧国际工商学院在中欧教育领域中所做出的贡献。

INCUBATOR FOR EXCELLENCE — Chinese Premier Wen Jiabao praised CEIBS during the EU-China Business Summit on November 28.

李岚清对中欧学生畅谈“音乐、艺术、人生”

Former Chinese Vice Premier Li Lanqing Speaks to CEIBS on Music, Art and Life

11月8日下午，上海大剧院变成了一个特殊的大课堂，原中共中央政治局常委、国务院副总理李岚清同志走上讲台，为中欧国际工商学院的MBA、EMBA及兄弟院校的师生做了题为“音乐-艺术-人生”的专题讲座，与大家一同感怀音乐，畅谈人生。这也是中欧国际工商学院又一人文素养教育的重要活动。

在近3个小时的讲座里，李岚清同志以丰富的人生阅历、深厚的音乐素养和充满哲理的语言，让听众徜徉于高雅的艺术殿堂中，真诚地与大家分享他对音乐、艺术和人生的感悟。讲座中，李岚清同志深入浅出地阐述了音乐在个人修养、素质教育过程中的重要作用，并结合自己对古典音乐多年的钟爱与体会，讲述了欧洲经典音乐家的许多故事。他甚至还用

亲身经历讲述了音乐如何架起了中外友谊的桥梁。

李岚清同志认为，现代知识分子，只有专业知识，而不会审美是远远不够的。好的音乐和其他优秀的艺术一样，不仅能培养人的高尚情操和良好品格，还会有助于提高学习和工作效率。李岚清同志殷切寄语：音乐的魅力在于它能使生活更有情趣，思想更有创意，工作更有效率，领导更有艺术，人生更加丰厚。

讲座最后，中欧国际工商学院名誉院长刘吉教授接受了李岚清同志亲笔签名的《李岚清音乐笔谈》、《李岚清教育访谈录》等书籍并回赠了礼物，中欧EMBA学生代表向李岚清同志献花并表示感谢。

The best education in the world does not make one a cultured person. That was the advice given to CEIBS students, alumni and faculty by Former Chinese Vice Premier Li Lanqing. CEIBS representatives were among a select audience invited to hear the former Vice Premier speak at the Shanghai Grand Theatre on November 8.

In an address entitled "Music, Art and Life," the former Vice Premier emphasized the importance of cultural awareness and appreciation. "Knowledge alone does not develop a person into a cultured, well-rounded individual," he said. "It is not enough for the modern intellectual to develop professional knowledge but to have no ability to appreciate the arts." He added that appreciation for the arts is also helpful in stimulating effective study and work habits.

At the conclusion of his lecture, former Vice Premier Li presented CEIBS Honorary President Prof. Liu Ji with two autographed copies of his books, *Li Lanqing's Music* and *Li Lanqing Interviews on Education*.

文化使者：中欧名誉院长刘吉教授接过国务院副总理李岚清同志（左）签名赠书。

CULTURAL AMBASSADOR — Former Vice Premier Li Lanqing presents CEIBS Honorary President Liu Ji with autographed copies of his works after speaking to CEIBS.



上海市市长韩正为中欧陆家嘴国际金融研究院成立揭牌

Shanghai Mayor Han Officially Opens CEIBS Lujiazui International Finance Research Center



盛大开幕：10月26日，上海市市长韩正为中欧陆家嘴国际金融研究院成立揭牌。研究院将成为建设上海国际金融中心的权威智库。

GRAND OPENING – The CEIBS Lujiazui International Finance Research Center, officially opened by Shanghai Mayor Han Zheng on October 26, will serve as a think tank fostering Shanghai's development into a regional finance center.

2007年10月26日下午，上海市市长韩正到访中欧陆家嘴国际金融研究院，并为新落成的研究院揭牌，上海市常务副市长冯国勤也一同到访并致贺词。市委常委、浦东新区党委书记杜家毫、市府秘书长李良园等同志陪同参观了中欧陆家嘴国际金融研究院并出席揭牌仪式。

中欧国际工商学院院长朱晓明教授，副院长兼中方教务长张维炯教授，中欧国际工商学院荷兰银行风险管理教席教授、中欧陆家嘴国际金融研究院副院长张春教授和中欧金融学及经济学的部分专家教授，陆家嘴集团杨小明总经理，浦东新区、市金融办、市银监局、市证监局、市保监局、市外管局、上海银行、汇丰银行等政府部门和机构代表及二十余家媒体一起见证了这一具有重要意义的时刻。

韩市长及嘉宾一行在学院领导陪同下参观了面

临黄浦江、背靠东方明珠塔的中欧陆家嘴国际金融研究院。中欧陆家嘴国际金融研究院是在上海市政府和浦东新区政府关心下，由中欧国际工商学院与上海陆家嘴集团有限公司共同发起，由市金融办、本市各金融监管部门以及上海银行、汇丰银行、伦敦金融城等中外金融机构共同参与创办，为上海国际金融中心建设和上海金融机构发展服务的一家智库型机构。

据中欧国际工商学院领导介绍，研究院主要有三项功能：一是要研究与上海国际金融中心建设密切相关的前沿性课题，为政府提供相关的决策咨询；二是要为金融家提供交流、研讨和凝聚共识的高端平台；三是要为金融机构提供一流的研究、咨询和培训服务。中欧在现已建立的，包括吴敬琏、许小年、张春等著名学者在内的经济学、金融学教授队伍基

础上，又聘请了吴晓灵、项俊波、高西庆、朱民、李剑阁、屠光绍、王华庆、方星海、郑杨等多位著名金融专家担任该研究院金融学兼职教授。

上海市常务副市长冯国勤致贺词，他说：“我谨代表韩市长和上海市人民政府对中欧陆家嘴国际金融研究院正式成立表示热烈祝贺！中欧国际工商学院成立中欧陆家嘴国际金融研究院，为上海国际金融中心建设和中外金融机构发展提供研究、咨询、培训等服务，搭建沟通、交流、分享的平台，确实是一项适逢其时、服务大局、可喜可贺的创新之举。我希望新生的中欧陆家嘴国际金融研究院能够引起金融界和社会各界更多的关注，得到更多的支持，因为，支持这家研究院，也就是支持上海国际金融中心建设。”

冯国勤常务副市长说：“中欧国际工商学院是一所国内领先、全球知名的国际化商学院，金融学是其重点学科领域之一，近年来，该学科取得了长足发展，获得了许多成果。因此，我相信，由这样一所商学院所创办的中欧陆家嘴国际金融研究院一定能够很好发挥其国际化的优势，贡献出国际水平的成果，为上海国际金融中心建设起到智库的作用。同时我也希望中欧国际工商学院能够积极与本市、长三角地区和国内其他地区的金融界和学术界加强合作，整合各种资源，办好中欧陆家嘴国际金融研究院。”

最后，在热烈的掌声中，韩正市长为研究院揭牌，这标志着中欧陆家嘴国际金融研究院在上海市政府的关心下正式开始运作。研究院在10月12日已经推出了她的第一项服务——中欧陆家嘴金融家沙龙。中欧陆家嘴金融家沙龙是一个高层次的系列讲座。

Shanghai Mayor Han Zheng officially opened the CEIBS Lujiazui International Finance Research Center on October 26. Located in the Lujiazui Finance & Trade Zone, Shanghai's banking center, the new facility is

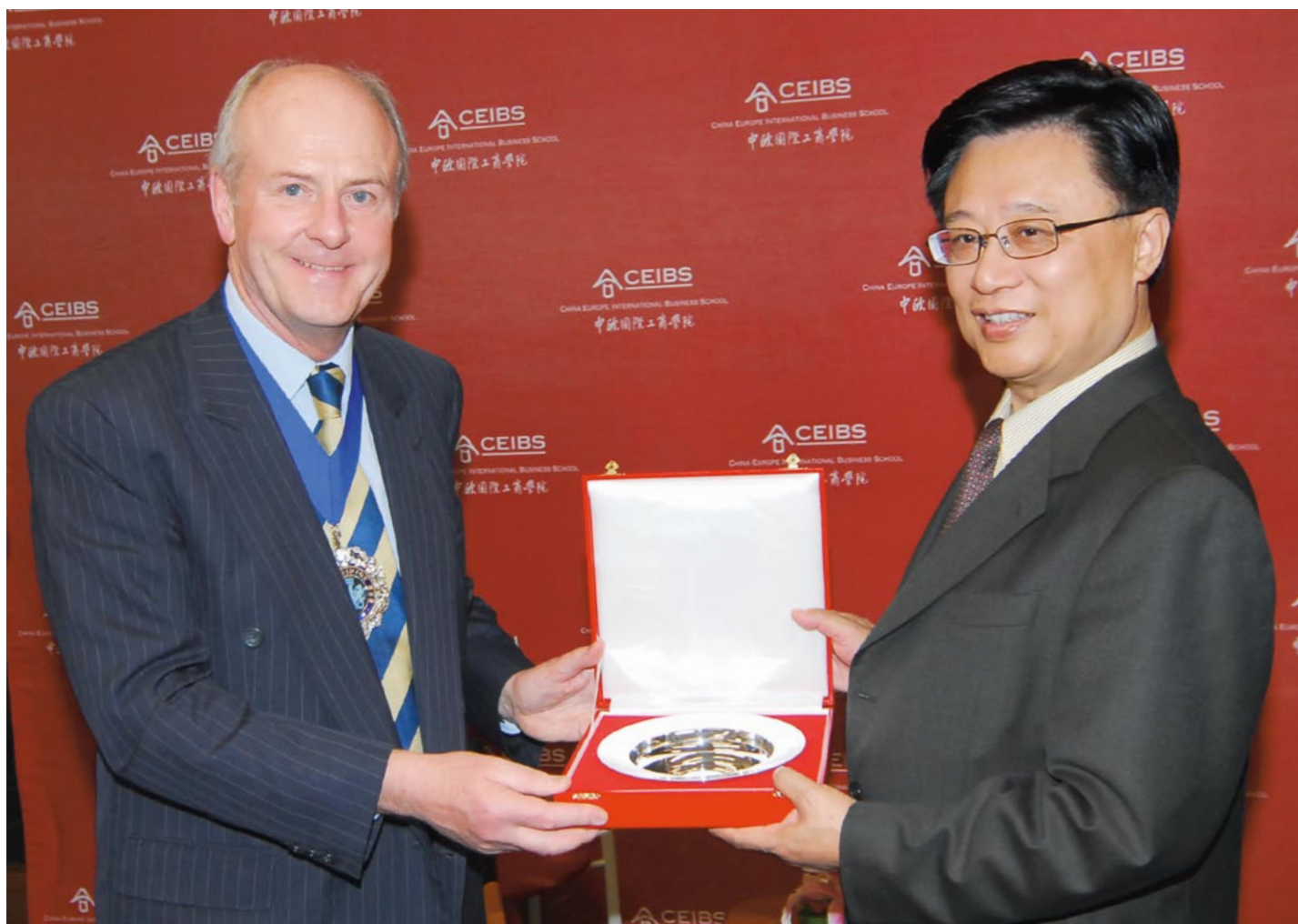
jointly managed by CEIBS and the Shanghai Lujiazui Development (Group) Co.

Mayor Han's delegation included Shanghai Executive Vice Mayor Feng Guoqin, who delivered a congratulatory speech to celebrate the opening. “The Center will provide first-class research, consulting services and educational programs for financial organizations and government entities,” Feng said.

The Executive Vice Mayor also expressed confidence that China's finance industry experts, as well as members of the general business community, will benefit from the new facility. He noted that the study of finance – a topic of increasing global importance – has served as one of the vital planks of CEIBS' academic curriculum during the school's 13-year history.

Following the Executive Vice Mayor's presentation, Mayor Han unveiled a plaque commemorating the Center's official launch with the support of the Shanghai government.

Among the industry leaders, government officials and academics attending the ceremony were: CEIBS Vice President and Co-Dean Zhang Weijiong, ABN AMRO Chair Professor of Risk Management Chang Chun (who is also Director of the China Center for Financial Research, CEIBS), and Lujiazui Group General Manager Yang Xiaoming. Other attendees included: representatives of the Pudong New District government, Shanghai Banking Regulatory Bureau, China Securities Regulatory Commission, China Insurance Regulatory Commission, State Administration of Foreign Exchange, Bank of Shanghai, HSBC, and more than 20 members of the media.



英国伦敦金融城市长史达德先生被授予 中欧陆家嘴国际金融研究院名誉理事

Lord Mayor of the City of London Named Honorary Board Member of CEIBS Lujiazui Financial Research Center

英国伦敦金融城市长史达德先生向朱晓明院长赠送银盘。

LONDON CALLING – City of London Mayor Stuttard presents a gift to CEIBS President Zhu Xiaoming after receiving honorary board membership to the CLFC.

2007年10月19日,英国伦敦金融城市长史达德先生(Alderman John Stuttard)到访中欧国际工商学院,并就“伦敦金融城如何决胜于国际金融市场”为题发表演讲。

中欧国际工商学院院长朱晓明教授对史达德先生的到访表示热烈欢迎,他说:“伦敦金融城名列世界三大金融中心之首,以‘世界经济的发动机’著称。伦敦金融城在发展过程中,注重完善金融环境,积极开放金融市场,获得了大量成功经验。今天我们建

设上海国际金融中心,应该很好地学习和借鉴这些经验。”

随后,朱晓明院长介绍了中欧陆家嘴国际金融研究院,并代表中欧国际工商学院和中欧陆家嘴国际金融研究院向史达德先生授予中欧陆家嘴国际金融研究院名誉理事称号。朱院长衷心期待,作为研究院名誉理事的史达德先生和各届继任的伦敦金融城市长积极关注中欧陆家嘴金融研究院的各项活动并对研究院的发展提出宝贵建议。

史达德先生很高兴地接受了名誉理事的证书,他说,“商学院对任何一个国际金融中心的发展不可或缺,目前中国金融方面的人才还十分匮乏,中欧国际工商学院在过去十几年做出的成绩令人赞赏。作为名誉理事,我承诺将尽自己所能帮助中欧陆家嘴国际金融研究院发展。”

The Right Honorable Lord Mayor of the City of London Alderman John Stuttard was named Honorary Board Member of the CEIBS Lujiazui International Financial Research Center during a visit to the facilities on October 19. The Lord Mayor also spoke at the Shanghai campus (see story, page 110).

CEIBS President Zhu Xiaoming presented the award during a visit to the Shanghai campus by the Lord Mayor and his delegation which included Lance Browne, senior advisor to the City of London and vice chairman of Standard Chartered Bank (China). "We sincerely hope that Mr. John Stuttard and other colleagues from the City of London will continue to show valuable support for the CEIBS Lujiazui International Finance Research Center in the future," said President Zhu. The award will be passed to the British city's successive Lord Mayors.

In accepting the award, Lord Mayor Stuttard stated that he and his successors would do their best to promote the development of the center in the coming years. The center will serve as a think tank for Shanghai with a focus on assisting the city in its development into an international finance center.

欧盟负责教育、培训、文化及青年事务委员访问中欧国际工商学院 EU Commissioner for Education Visits CEIBS

2007年10月21日,欧盟负责教育、培训、文化及青年事务的委员扬·费格尔访问中欧国际工商学院,并就学院未来的战略规划及当前在国内外的地位影响做了简要发言。

欧盟驻华代表团大使安高胜、中国驻欧盟使团教育和文化参赞马燕生陪同到访。

在访问中,中欧国际工商学院院长朱晓明教授首先向费格尔委员略述了中欧未来发展的蓝图。随后,中欧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分别向客人们详细介绍了中欧作为一流的国际商学院在国内和国际上的影响力。

EU Commissioner for Education, Training, Culture and Youth Jan Figel visited CEIBS on October 21 for a briefing on the school's future strategy as well as its current positioning within and outside of China.

Figel was accompanied by H.E. Serge Abou, ambassador of the European Union Delegation in China; and Ma Yansheng, counsellor for Education and Culture at the Chinese Mission to the European Union.

During the visit, CEIBS President Zhu Xiaoming outlined to the commissioner and members of his cabinet the school's blueprint for future development. CEIBS Dean Rolf D. Cremer and Co-Dean Zhang Weijiong then detailed the impact the school is making both nationally and globally as China's top-ranked international business school.

中欧国际工商学院中标欧盟“欧中项目” CEIBS Wins €10m "Europe-China Business Management Training Project"



中欧教育合作进一步加深：中欧副院长兼中方教务长张维炯教授在 11 月 30 日的新闻通气会上宣布中欧成功中标“欧洲-中国工商管理培训项目”。

BIG NEWS – CEIBS Vice President and Co-Dean Zhang Weijiong speaks at the November 30 press conference to announce CEIBS' successful bid for the Europe-China Business Management Training program.

11 月 30 日下午，中欧国际工商学院在中欧陆家嘴国际金融研究院宣布中欧国际工商学院中标欧盟“欧洲-中国工商管理培训项目”，获得欧盟约 1 千万欧元的项目资金支持，以及上海市政府的支持。

欧盟在“2002-2006 年对华国家战略文件”中将支持中国的社会经济改革进程列为工作重点之一。正是基于上述背景，欧盟与中国政府达成协议，在中国开展一个全新的培训项目，提供一系列高水准的现代工商管理培训活动，把欧洲的最佳实践和丰富的管理经验传授给中国的管理人员。

中欧教务长兼副院长郭理默教授介绍了学院中标的过程。今年 4 月份，欧盟开始在中国和欧洲的商学院中进行公开招标。中欧国际工商学院在 11 月初得到了中标的通知。令人兴奋的是，在 11 月 28 日人民大会堂举行的第四届中欧工商峰会上，中国和欧盟双方政府共同宣布了这个项目的合作。

该项目力图弥补中国高等工商管理教育领域中的诸多不足之处，增进学员对欧洲的认识，并紧密结合中国的商业实践，通过中国和欧盟学术界和企业界的相互交流，进一步加强双方的商业和文化交流。通过培养决策者和思想领袖，本项目将对中国的社会经济改革做出积极的贡献，并推动中国进一步与世界经济融为一体。

郭理默教授表示，在这个项目中，中欧将设置

博士试点课程、设立全球治理和中欧企业关系欧盟教席、并为 60 名来自于欠发达省份的 MBA 学生提供奖学金、为中国欠发达地区（如中国中部、西部和东北地区）提供工商管理培训等。

CEIBS announced on November 30 that the school had been awarded the highly coveted “Europe-China Business Management Training Project,” receiving funding of €10.1 million from the European Union. The Shanghai Municipal Government will also supply CEIBS with substantial funding in support of this project.

At a press conference attracting 40 members of the media to the newly opened CEIBS-Lujiazui International Finance Research Center, CEIBS Vice President and Dean Rolf D. Cremer stressed the significance of receiving the Europe-China Business Management Training (BMT) Project. The project brings a number of new developments to CEIBS, focusing on the central goal of transferring high level, practically-oriented business knowledge from the EU to China.

Specific project activities will include: providing educational opportunities for disadvantaged individuals, groups and regions in China (especially in the Western provinces), as well as for women; launching a pilot PhD program; and delivering business management training with an emphasis on responsibility and leadership.

“With this project, the Chinese authorities have endorsed CEIBS very clearly as the platform for further advancement of business education and research in China,” said Dean Cremer. Academic partners in the BMT Project will be: European Foundation for Management Development, Frankfurt School of Finance and Management, and IESE School of Business.

教育部副部长吴启迪访问中欧 勉励学院再创佳绩 Vice Minister of Education Wu Qidi Supports CEIBS' Upcoming PhD Program



再接再厉：教育部副部长吴启迪期望中欧继续培养国家急需的高级管理人才，对中国管理问题进行高水平研究，不断努力，再创佳绩。ADVANCED EDUCATION – Education Vice Minister Wu Qidi congratulates CEIBS on its plan to launch a PhD program

2007 年 11 月 4 日上午，教育部副部长吴启迪在上海市教委主任沈晓明、副主任李骏修陪同下访问了中欧国际工商学院。

吴副部长一行首先在学院新老领导陪同下参观了校园，然后听取了学院领导的汇报。张维炯副院长兼中方教务长介绍了学院概况和办学特色。然后，朱晓明院长汇报了学院发展战略。朱院长指出，学院现阶段面临的任务是，根据市场变化更新完善课程；增加研究投入，做强师资队伍，争取开设博士课程；以及积极推进上海校园三期建设，为教育研究提供一流的硬件设施。同时，他还介绍了学院围绕上海国际金融中心建设，将战略重点转向金融领域的认识和举措。

在听取汇报后，吴副部长做了重要讲话。她指出，中欧是中国政府和欧盟共同创办的，中欧的发展始终得到政府有关部门的积极支持。目前，中欧正在考虑开设博士学位课程，教育部将给予积极支持。吴副部长在对中欧 MBA 取得全球排名第 11 位表示祝贺的同时，也对学院发展提出了期望。她希望，中欧在继续培养我国急需的高级管理人才同时，

对中国管理问题进行高水平研究，贡献有价值的成果。她还勉励学院师生员工不懈努力，再创佳绩，将中欧这一管理教育的中国品牌做得誉满全球。

座谈结束后，刘吉名誉院长向吴副部长赠送了中欧教授撰写的学术著作。

Vice Minister of Education Wu Qidi has expressed the ministry's strong support of CEIBS' intention to add a PhD program to its roster of MBA, EMBA and Executive Education programmes. The Vice Minister made the comments during a visit to the Shanghai campus on November 4.

Vice Minister Wu also congratulated the school on its achievements and encouraged all faculty and staff to continue offering specialized training for China's high-level management professionals. She urged the school to “score a second goal in promoting the CEIBS brand around the globe.”

In his speech to the visiting high-level education ministry officials, CEIBS President Zhu Xiaoming highlighted the school's current areas of focus. He spoke of the ongoing shift towards the finance industry and CEIBS' wider efforts to continuously adapt programs to match market changes. In addition to the establishment of a PhD program, President Zhu also outlined the school's efforts to expand academic research, strengthen its teaching team, and complete construction of Phase III of the Shanghai campus.

Other education ministry officials who participated in the school visit included Director of Shanghai Municipal Education Commission Shen Xiaoming and Deputy Director Li Junxiu.

中国驻欧盟使团大使会见中欧院长 China's EU Ambassador, CEIBS President Discuss School's Focus



中国驻欧盟使团大使关呈远（右）向朱晓明院长（左）表达对中欧的赞赏，以及对学院发展的支持。

DIPLOMATIC VISIT – CEIBS President Zhu Xiaoming met with Chinese Ambassador to the EU Guan Chengyuan in Brussels to discuss the current accomplishments and future focus of the school.

11月17日，中国驻欧盟使团大使关呈远携夫人在比利时布鲁塞尔官邸会见中欧国际工商学院院长朱晓明教授和副院长张维炯教授。

朱晓明院长和张维炯副院长向关大使详细介绍了学院在中国和欧洲相互了解、相互学习过程中所发挥的积极作用，以及在2007年中所取得的新成绩。

关大使非常高兴地听到过去一年时间中，学院在中方和欧方院长密切配合、共同领导下取得如此优异的成绩，对学院在加强中国与欧洲合作与交流中发挥的积极作用表示赞赏，并殷切希望学院今后能够在中欧双方都密切关注的汇率、对外贸易等重要学科领域开展更多的研究，进一步促进中国与欧洲之间的相互理解与支持。关大使还表示将会继续支持学院的发展，进一步加强学院与欧盟有关方面的密切联系。

China's Ambassador to the European Union Guan Chengyuan gave his commitment to support CEIBS' development and to help the school foster an even closer relationship with the

EU during a November 17 meeting with CEIBS President Zhu Xiaoming and Vice President Zhang Weijiong in Brussels. The Ambassador's wife and Counsellor of the Mission, Mrs. Guan Hu Zuzhen, was also present at the meeting.

During the meeting, professors Zhu and Zhang outlined the active role CEIBS has played in promoting mutual understanding and learning between China and Europe. They also shared the school's achievements in 2007.

Ambassador Guan expressed pleasure with the school's accomplishments and the close cooperation between its Chinese and European presidents. He also praised the school's efforts to enhance cooperation and exchange between China and Europe. In addition, Ambassador Guan expressed the hope that CEIBS will conduct more research into important areas including exchange rate and foreign trade in order to build understanding on both sides.

天津市市长戴相龙到访中欧北京办学点 并发表主题演讲 Tianjin Mayor Dai Speaks at CEIBS 'Distinguished Guests' Executive Forum



他说：“我希望在二十年以后，在天津滨海新区的大公司的高层领导中，四个里面有一个是中欧国际工商学院的学生！”

Tianjin Mayor Dai Xianglong was the keynote speaker at CEIBS' 13th 'Distinguished Guests' Executive Forum, held at the Beijing campus on November 24.

In his speech entitled "The Development and Opening of Tianjin Binhai New Area," the mayor outlined the advantages of the New Area, then discussed the significance of the development zone's future growth as a driver of China's regional development strategy. The mayor also discussed industry distribution, and pointed out that the New Area serves as a comprehensive "national zone" similar to Shanghai's Pudong New Area. Finally, he stressed the impressive progress of the Tianjin Binhai New Area in terms of construction and infrastructure.

Mayor Dai also encouraged CEIBS students to take advantage of the New Area's promising career opportunities. "I hope, in 20 years, there will be one CEIBS student out of every four high-level executives in the big companies in the New Area," he said.

Before he became Mayor of Tianjin Municipality in December 2002, Dai served as governor of the People's Bank of China from 1995 to 2002, and as the People's Bank of China Monetary Policy Committee Chairman in July 1997.

During the event, he also took time out to meet with CEIBS alumni who had traveled from Tianjin to participate.

主题演讲：天津市市长戴相龙在“高朋满座”论坛上发表有关天津滨海新区的主题演讲。

KEYNOTE ADDRESS – Tianjin Mayor Dai Xianglong spoke on the Tianjin Binhai New Area at CEIBS' 2007 Distinguished Guest Executive Forum

11月24日，2007年“中欧论坛-高朋满座”校庆特辑于北京举行。天津市市长戴相龙应邀出席并发表题为“天津滨海新区的开发开放”的主题演讲，中欧国际工商学院名誉院长刘吉教授出席并致辞。演讲前，戴市长还会见了专程从天津前来参加此次活动的校友代表。

戴相龙先生曾于1995至2002年出任中国人民银行（中央银行）行长，并于1997年7月任中国人民银行货币政策委员会第一任主席。戴相龙先生于2002年12月起出任天津市长。

戴市长在演讲中从五个方面介绍了滨海新区的开发和开放：一、滨海新区的综合优势；二、党和国家将推进滨海新区的开发、开放作为实施国家区域发展的战略布局及这一战略布局的重要意义；三、滨海新区的定位及其产业布局；四、滨海新区继上海浦东新区后获批“全国综合配套改革试验区”；五、滨海新区的建设进展。

戴市长在演讲中鼓励中欧的同学们关注作为国家的发展战略、具有巨大发展潜力的天津滨海新区。



<< 1.29 中欧 MBA 课程
跻身英国《金融时报》全
球排名第十一
January 29: CEIBS MBA
Program ranked 11th in
the world by *Financial
Times* – the first time
an Asia-Pacific busi-
ness school enters the
"top-tier."



<< 4.13 法国前总统瓦莱里·
吉斯卡尔·德斯坦到访中欧
April 13: CEIBS hosts former
French President Valery
Giscard D'Estaing.



>> 3.20 哈佛商学院院长
杰·莱特到访中欧
March 20: Dr. Jay O. Light,
Harvard Business School
Dean, visits CEIBS.



>> 5.18 德国前总理施罗德访问中欧
May 18: German Ex-Chancellor Gerhard
Schroeder speaks at CEIBS.

学生与校友活动

STUDENT & ALUMNI ACTIVITIES



<< 4.21 中欧 MBA2005
级毕业典礼隆重举行,
164 名学员毕业
April 21: CEIBS holds
MBA 2005 Graduation
Ceremony for record 164
students.

>> 5.11-13 中欧 MBA 学
生打造第二届“企业社会
责任国际论坛”
May 11 - 13: CEIBS MBA
students organize 2nd
annual Being Globally
Responsible Conference.



>> 5.15-20 中欧国际工商学院荣获“第二届商学院戈壁挑战赛”第二名
May 15 - 20: CEIBS Team places 2nd in Gobi Desert Crossing Challenge
among domestic business schools.





<< 6.25 西班牙国王胡安·卡洛斯一世与索菲娅王后到访中欧
June 25: CEIBS hosts His Royal Highness King Juan Carlos I of Spain, awards Medal of Honor.

>> 6.25 中欧执行院长佩德罗·雷诺教授获西班牙国王胡安·卡洛斯一世亲授 Gresol 勋章
June 25: CEIBS Executive President Pedro Nuevo receives Gresol Award from His Royal Highness King Juan Carlos of Spain.



<< 6.30 中欧获得欧洲质量认证体系 EQUIS 续认
June 30: CEIBS renews EQUIS accreditation.

>> 6.30 中欧举办首届银行家高峰论坛
June 30: First Annual China Bankers Forum held at CEIBS.



学生与校友活动

STUDENT & ALUMNI ACTIVITIES

√ 9.22 中欧 EMBA2005 级毕业典礼隆重举行, 542 名学员毕业
September 22: CEIBS holds EMBA 2005 Graduation Ceremony for record class size of 530.

>> 8.31-10.20 中欧举办首届 EMBA 文化艺术节
August 31 - October 20: CEIBS holds first annual EMBA Culture & Arts Festival.



√ 11.03 校友返校日
November 3: 2007 Alumni Day attracts more than 400 alumni.





<< 7.3 商务部副部长马秀红为中国服务外包研究中心揭牌
July 3: Vice Minister of Commerce Ma Xiuhong unveils name plate for the China Service Outsourcing Center.

>> 9.29 中欧执行院长佩德罗·雷诺教授获上海市市长韩正授予上海市白玉兰奖
September 29: CEIBS Executive President Pedro Nueno receives Golden Magnolia Award from Shanghai Mayor Han Zheng.



7.6 中欧举办首届中国传媒产业高峰论坛
July 6: CEIBS launches First Annual China Media Industry Forum.



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Top Non-U.S. Two-Year Business Schools

Class Of 2002					
Five-Year MBA Gain	Ratio To Expenses	Years To Payback	Pre-MBA Salary	2006	
Total ¹	174%	2.5	\$9,000	\$46,000	
\$50,000					
Class Of 2005					
Tuition	GMAT Score	No. Of Applicants	% Accepted	Total Enrolled	Years Work Experience
\$28,000	680	506	46%	180	5.0
Class Of 2006					
Top Hiring Firms		Base Salary	Signing Bonus	Other Compensation	
Honeywell, Johnson & Johnson, CICC		\$32,100	\$4,774	\$NA	

<< 8.16 中欧成为首家进入美国《福布斯》杂志排名的亚洲商学院，MBA 课程位列非美国商学院排名第九
August 16: CEIBS places 9th in Forbes' 2007 Top Non-U.S. Business Schools rankings.



>> 12.1 中欧 MBA 课程连续两年蝉联《商业周刊/中文版》“中国最优秀商学院”。
December 1 – In their annual employer survey, BusinessWeek international and BusinessWeek/China find CEIBS to be the top business school of choice among China-based employers surveyed, for the second consecutive year

学生与校友活动



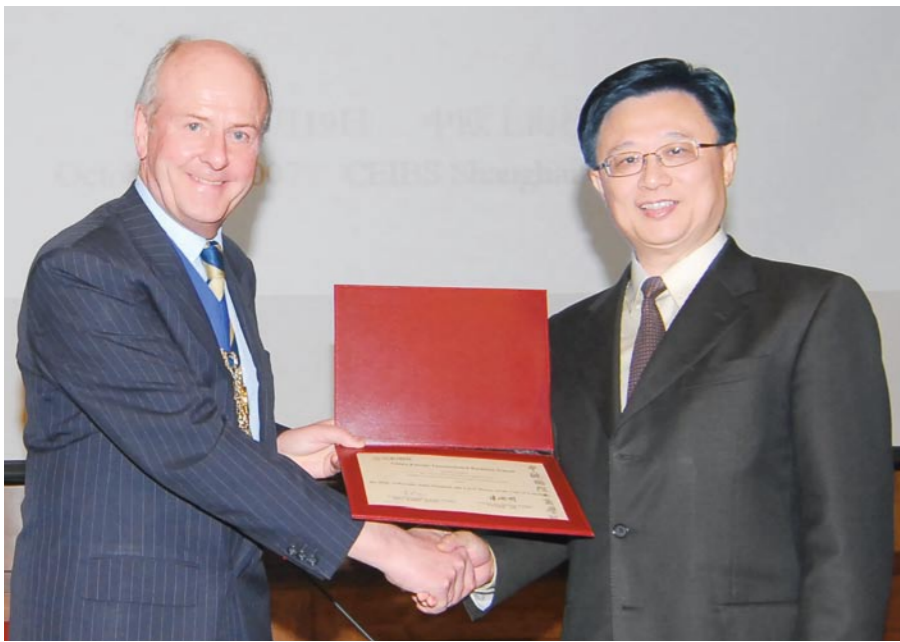
3.16 中欧 MBA 学生在罗特曼 (Rotman) 全球商学院金融交易大赛中荣获第四名 (下图)
March 16 – CEIBS team of MBA 2006 students finish 4th in the 2007 Rotman International Trading Competition, beating out top Western schools including Duke and MIT (below).

<< 4.13 中欧 MBA 学生在 MIT 斯隆管理学院公司运作模拟竞赛中获得骄人成绩，3 支队伍进入前 10。
April 13 – Out of 64 teams accepted worldwide, CEIBS sends 8 to the MIT Sloan 2007 Littlefield Manufacturing competition. Of these, 3 MBA 2006 student teams finish in the Top 10, and 7 finish in the Top 25.



9.15 中欧举办第三届中国健康产业高峰论坛
September 15: CEIBS hosts 3rd Annual China Health-Care Management Forum.





<< 10.19 英国伦敦金融城市长史达德到访中欧
October 19: The Lord Mayor of the City of London honored by CEIBS, speaks on London's rise as a financial hub.



>> 10.26 上海市市长韩正为中欧陆家嘴国际金融研究院成立揭牌
October 26: Shanghai Mayor Han officially opens CEIBS Lujiazui International Finance Research Center.



<< 11.2 CNN 在中欧录制“董事会大师班”栏目，星巴克 CEO 霍华德·舒尔茨担任嘉宾
November 2: CEIBS hosts CNN's *The Boardroom Master Class* featuring Starbucks CEO Howard Schultz interacting with MBA students.



<< 10.29-30 中欧举办第五届中国汽车产业高峰论坛
October 29 - 30: CEIBS hosts 5th Annual China Automotive Industry Forum.

>> 11.4 教育部副部长吴启迪到访中欧
November 4: Vice Minister of Education Wu Qidi visits CEIBS, voices support for upcoming PhD. program.



^ 10.12 中国银行副行长朱民开讲中欧陆家嘴国际金融研究院首期金融家沙龙
October 12: CEIBS Lujiazui International Finance Research Center holds debut Finance Salon, featuring Bank of China Deputy Governor Zhu Min.



>> 11.8 李岚清对中欧学子畅谈“音乐艺术与人生”
November 8: Former Chinese Vice Premier Li Lanqing speaks to CEIBS students on "Music, Art and Life."

<< 11.18-25 中欧携手第一财经《头脑风暴》栏目，探讨医疗问题
November 18 - 25: CEIBS featured on CBN's *Brainstorm*, exploring issues affecting China's medical services sector.



自我革命

——专访熔盛重工总裁陈强

GREAT Helmsman

一手创建两大船厂，并在短短几年内带领其成为领先企业，屡创国际造船界记录，震惊业界，造船专家陈强有何管理秘诀，打造一流？

SHIPBUILDING MAVERICK CHEN QIANG (CEIBS EMBA 2000), PRESIDENT OF RONGSHENG HEAVY INDUSTRY, HAS MADE A CAREER OF SETTING – AND ACHIEVING – DAREDEVIL GOALS FOR HIMSELF AND HIS COMPANY. THIS MONTH, CHEN SHARES WITH *THELINK* HOW HE IS BREAKING WORLD RECORDS AND OTHERWISE SHAKING UP CHINA'S SHIPBUILDING INDUSTRY.

从基层到高层管理，身为企业最高领导人的陈强身上透露出工程师严谨和实干的作风。在中国目前最大的900吨龙门吊前，注重超越和创新的陈强已经为熔盛制定了新的高度，并在考虑未来的种种可能。

FORWARD THINKER – Having built Rongsheng Heavy Industries into China's largest shipbuilder, Chen Qiang is now determined to expand the company into one of the world's top players. Here, posing before the largest 900-ton crane in China.

By Audrey Wu

On April 28, 2007, Rongsheng Heavy Industry broke the global shipbuilding record for constructing a 75,500-ton Ice Navigation Ship hull – from laying the first piling to lowering the completed and water-tight ship body into the docks – in just six months. The previous global record, set by a Japanese firm, was eight months.

Only one person in the international shipbuilding world was not surprised by the record: 46-year-old engineer-cum-executive Chen Qiang. After all, the unassuming but determined Chen has built a career on achieving seemingly impossible goals in the high stakes, high risk industry of shipbuilding. In fact, Chen had also set an international record

for speed in 1997, when he oversaw the construction of Shanghai Waigaoqiao Shipyard, from greenfield to successful completion of the first ship, in just 3.5 years – one-third the time the industry standard then allotted for such a project in China.

Although Chen himself is low-key about such accomplishments, a glance at his resume shows that he has kept his career moving forward at a breakneck pace. Beginning two decades ago as an entry-level technician in the state-owned Jiangnan Shipyard, China's first and oldest shipbuilder, Chen quickly began gaining skills and recognition. In 1994, at the age of 33, he was promoted to Jiangnan's Assistant General Manager, making him the youngest shipbuilding professional in China to enter the industry's top management tier. Three years later, he was appointed as Director of the Preparation Committee to construct Waigaoqiao Shipyard, then China's largest shipyard.

Chen is also shaking up China's shipbuilding industry by introducing innovative and even daring new strategies for improving efficiency. In overseeing the Waigaoqiao Shipyard project, he successfully tested his own theories in water conservation to build the facility's "cofferdam" (a temporary barrier built against water during the initial stage of shipyard construction) using earth instead of the traditional steel construction. This bold and controversial move saved RMB70 million in construction fees, cutting two-thirds of the project budget.

Under Chen's direction, the Waigaoqiao Shipyard got off to a stunning start. While industry insiders publicly predicted that the new shipyard would be at least four months late in delivering its first vessel, the boat – a 150,000-deadweight-ton Floating Production Storage and Offloading Unit – was actually delivered 10 days in advance of the deadline.



文 / 吴冯淑

2007年4月28日，46岁的陈强再次震动世界造船业。这位国内外赫赫有名的造船专家又一次创造了造船史上的记录：2005年10月28日才打下第一根桩的熔盛重工，一年后便开工建造首制船，仅用六个月便迎来首制船下坞，这样的速度在世界造船史上绝无仅有。

在陈强的记忆里，值得骄傲的记录有很多。大学毕业后就进入江南造船厂工作，从一般的技术员干起，1994年，33岁的陈强成为船厂最年轻的高层干部；36岁时，陈强被委以重任，建造当时中国最大的船厂——上海外高桥造船厂。带着一个只有3个人的创建班子，陈强拍着胸脯表示能够用4年时间出船，一时轰动业界，被认为是不可能完成的任务，因为按当时国内的经验，一个新船厂从建厂到出船的正常速度是10年。然而，仅仅3年半后，陈强便创造了当时从开工建厂到首制船交付的世界记录，并使外高桥船厂由起初的3人小组迅速扩展成一个拥有约7000人的特大型船厂。在此期间，他力排众议，在大批专家关于安全性的质疑声中，研究利用水库的建造原理，首次突破传统的钢围堰技术，采用经济高效的土围堰技术，大获成功，节约了该项目2/3（七千万元）的建造成本。此后，他又在一片“技术能力无法承受”的反对声中，接单研发建造17.5万吨环保型散货船和15万吨浮式生产储油船（FPSO）。前者日后成为外高桥船厂的主力船型，被国际造船界称为“外高桥型”。而15万吨FPSO的首制船亦奇迹般提前完工交船，再次轰动业界……他的种种决策为外高桥船厂的日后发展奠定了基础，也为他个人在业界赢得了极高的声誉。

2003年，不惑之年的陈强决定“换一种过法”。尽管已经是正局级干部，并被纳入国家省部级后备干部，被大家称为“天生造船人”的陈强选择了做一名一流的企业家，继续以他热爱的造船事业为社会做贡献。2004年，江苏熔盛重工集团项目启动，2005年10月28日，正式开工建设船厂，陈强任集团总裁。在熔盛，陈强以其一如既往的实干作风和超越精神续写着造船界的一个传奇。目前为止，创建仅两年的熔盛手持船舶订单总量已经达到1300万吨，位居中国造船企业前列。熔盛在欧洲和亚洲都已经树立起了自己的品牌。熔盛落户江苏南通甚至改变了这个城市的定位，如今，熔盛正带动南通向“世界级造船基地”的目标进发。

陈强的目标是将熔盛发展成为世界一流的大型现代化造船企业。他将自己喜欢钻研、不断自我超越的精神称为“自我革命”。对于习惯于把“不可能”变成“可能”的他来说，这个目标并不遥远。

在本期中，《The LINK》编辑将与熔盛重工总裁陈强（EMBA2000）对话，带领读者走近一位充满革新和前瞻精神、善于运用智慧的企业家的管理世界。

熔盛船厂在开工建厂后不到4个月，就签订了第一个船舶建造合同。建厂不到两年就在欧洲和亚洲地区树立了很高的品牌，你们的核心产品苏伊士型油轮的市场占有率（接单量）已经达到全球第一。这是一个难以想像的成绩。熔盛是如何做到的呢？

第一，这和我个人品牌有关。

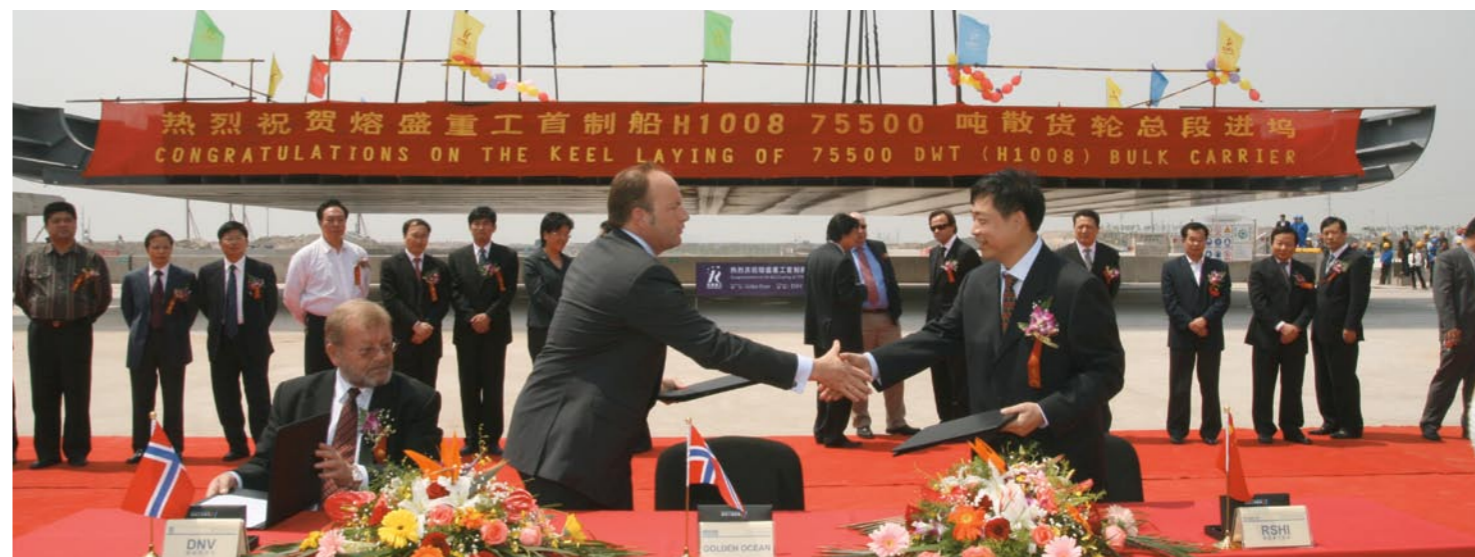
第二，船东的影响力非常大，因此我们都选择国际上的优秀船东，采取重点客户战略，一旦这些著名船东在你这里订了船，其他的船东就会接踵而来。我们的第一个船东是挪威的Frontline，当时我建议我08年6月份交船，而我们在今年春节前就可以交船给他。我们的速度和质量赢得了他的信任，所以他现在已经在我这里订了16条船。我在外高桥也采用了这种方式，当时我们的第一条船是欧洲最大的散货船船东Bergesen。这对提升熔盛的品牌很有好处。

第三，首制船很重要。有一次我去韩国的现代重工访问，发现他们竟然把外高桥船厂作为第一位的中国竞争对手。我觉得很奇怪，那时候外高桥还是个年轻船厂，员工平均年龄只有20多岁，这有什么好害怕的。他们的评价是这样的：第一，这么年轻的企业，这样的一批年轻人就创造了这么好的业绩，不简单；第二，所有人包括船东在内都预期你们的首制船要延期四个月才能交船，而你们竟然能够提前十天交船。这样的速度和成绩太不可思议了！你们这么年轻，前景无限。

迅速打造品牌的经验：借力发力，用最优秀的客户带动其他客户；先发制胜，一炮打响。

目前是国际造船业的旺盛期，在数以千计的国内造船厂中，以及面对更多的国外生产商，熔盛如何定位自己的产品，如何保持优势？

我们从一开始的目标就是把熔盛打造成优秀的企业。我们采用蓝海战略，规避和现有的主要国有企业竞争。目前我们推出了两个船型，一是7.55万吨的冰区加强型散



信任一握：熔盛重工首制船进坞仪式上，陈强和船东代表握手庆贺。由于仅用6个月就完成船体总段下坞，熔盛充分赢得了船东的信任。

WORLD RECORD – Chen Qiang receives congratulations last April for cutting the existing speed record for largescale ship construction time by two months.

For the Waigaoqiao Shipyard's second ship, Chen made an even bigger splash when he bid to build a controversial new 175,000-deadweight ton "Green Capesize" bulk carrier. The decision was fiercely criticized by domestic shipbuilding experts as "technically impossible to build" in China. Again Chen proved the naysayers wrong; the Green Capesize type developed by his team eventually became the most popular, and profitable, vessel model at Waigaoqiao Shipyard. The type has even been dubbed within the global shipbuilding industry as the "Waigaoqiao Type."

Such daring initiatives have built Chen's international reputation as one of the most ambitious and successful executives in shipbuilding. In fact, Chen's leadership abilities caught the eye of the Chinese government and, several years ago, he was listed by the central government among potential candidates for future ministerial positions.

But Chen declined the chance to pursue a political career in order to stick with his first love: ships. After seven years at the helm of Waigaoqiao Shipyard, it was time for him to branch into private shipbuilding. In 2005, he joined Rongsheng Heavy Industries to help the conglomerate launch a shipbuilding subsidiary. Today, Chen is realizing his dream of running a private company. Already, two-year-old Rongsheng has accepted orders for 85 vessels, or 1,300 tons of vessels, attracting sales revenue

of US\$6.5 billion dollars, making it the leading shipbuilder in China. Rongsheng also enjoys a strong reputation in Europe and Asia. Chen's long-term goal is to build Rongsheng into one of the world's biggest shipmakers.

Last month, *TheLINK* visited Rongsheng Shipyard for a frank chat with Chen Qiang. Dressed in a plain blue sports jacket, and surrounded by gigantic hulls in the bustling shipyard, Chen shared insights and strategic tips with the CEIBS community.

TheLINK: Rongsheng secured its first shipbuilding contract less than four months after breaking ground for the shipyard. After just two years of operation, the company has achieved a solid reputation in Europe and Asia, and now holds the lion's share of the global market for Suezmax oil tankers. How have you developed the company at such a remarkable pace?

CHEN QING: First, my personal reputation plays a certain role.

Second, we use key account strategy – establishing a good reputation among the best ship owners. Once we have their recognition, the other ship owners will naturally follow. Our first [client] was the Norwegian tanker company Frontline. They asked me to deliver the ship in June, 2008, but we will deliver before Spring Festival (February 2008). Our speed and quality impressed them and

货船，这是中国首创。二是国内第一个满足共同规范（国际船级社双层壳油轮和散货船新级船舶结构共同规范，英文 Common Structural Rules，简称 CSR）的 15.6 万吨苏伊士油轮，当时大家都觉得这种油轮市场不大，但是一经推出就大受欢迎，我们现在已经承接了将近 40 艘，在全球的市场占有率排名第一。目前散货船市场非常好，加上我有外高桥的经验，所以我们迅速推出了这个船型。与此同时，我们已经在向更高附加值的船型领域进军。比如，我们在今年 7 月份中标了一条深水铺管起重船，这是代表世界领先水平的海洋工程项目，在中国尚属首例。这个项目的中标，证明了我们的技术能力，也奠定了我们企业向更高技术领域的发展。另外，我们十分注重研发，坚持不断创新的理念，比如光冰区加强型散货船，我们就已经研发出了四种船型，另外目前我们还有六种储备船型，这些是很少有人能够做到的。总的来说，一方面我们生产常规船型，通过批量化和高效的生产，获得效益。另一方面通过承接高附加值船型，树立熔盛高科技的形象。这是我们一个很重要的战略思想。

对于处于飞速发展阶段的熔盛来说，资金的保障尤其重要。除了股东的支持之外，我们一直在策划资本市场的运作。虽然我们的船厂还没有完工，首制船还没有交付，但我们已经在策划上市的工作了，并且也已经得到了国际资本市场的积极反应。我觉得要想得前一点，远一点。

“两条腿”走路，资本推动的策略：用批量化生产常规船型保证赢利；用高附加值船型树立高端形象，同时在资本市场积极运作。

管理好大型企业是非常不容易的，您可以说说您的管理特点？

发挥几大优势。

第一，三地人才优势，国际、上海、江苏。我请了好几个韩国籍的原大宇员工（韩国大宇是世界第二大造船厂）加入我们的研发和技术团队。下一步我们还要引进欧洲员工。这些外籍人才的引进一方面提升了熔盛整体的人才水平，另一方面也降低了成本。当初引进外籍员工的时候，反对意见很多，但我还是坚持引进。他们的工资那么高，为什么要引进呢？应该看到，通过这些为数不多的外籍高水平人才的引进，可以把两百、三百名中国大学生带成一流的工程师，这样看来，成本是很低的。所以不能算单一成本，要算综合成本。我聚集了一个非常优秀的团队，许多人都对我说陈强的团队是国家级的，也有人说是世界级的，他们带动和提高了几千几万名工人的技术。另外，南通当地

有很多会技术的造船工人，这是相当好的优势。

第二，三种机制优势：我们充分利用和结合了国企的和谐、外企的规范和民企的灵活这三种机制的优势。

第三，企业文化非常重要，一个企业要围绕一种文化来走。来自不同地方的人有不同的文化圈子，我在外高桥提倡“我们是外高桥人”，在熔盛就要做“熔盛人”。始终用熔盛的品牌和理念凝聚人心。我们和韩国籍员工签订长期合同，我对他们说，“你努力工作，我让你在中国一样做到退休”。他们感觉很安定，就能非常安心地工作。

第四，以人为本。很多农民工到城里打工都没有归属感，但是这里有。我们建造了一个熔盛花园，让员工感觉这是你的家。这样就提高了企业的凝聚力。经常和员工进行沟通非常重要。我喜欢到基层，跟班组长一起讨论怎样解放思维。我的目的，一是看望大家，大家感到很高兴，在很多企业，老总高高在上，连看到都很难。第二，是启发大家。第三，培训大家。

第五，很多民营企业都是家族管理，容易产生家族弊端——决策多变、不科学。怎么规范呢？我说服了董事会一定要规范，“你是投资者，我是职业经理人”。让董事会接受让职业经理人打造企业的观念。因此，我们引进了新的股东、新的资本。

第六，要有创新和超越的精神。在外高桥的时候我就率先采用信息化技术造船。中国的企业在工作方法研究上往往不到位，我在外高桥成立了专门的工法研究所，我自己担任组长，在熔盛我又成立了工程技术研究所。除了注重工艺之外，我们的管理方法比别人更为细化，我们向日本企业学习精细化，在此基础上再加以改进。同时，我们也注重流程的优化，由于我们采用细分化、分段化造船模式，不同的分段可以并行建造，因此速度非常快。我当时在外高桥时，规划产能指标是年产 105 万吨，但我把这个指标提高到了 350 万吨。我觉得一个企业要时常进行革命和超越，才可以发展得更好。要自我超越，自我革命。在熔盛，我已经请了好几次中欧的老师去给大家上课，讲如何自我超越。

大企业管理的成功方法：充分发挥各地人才优势；发挥不同性质企业的机制优势；建立富有凝聚力的企业文化；以人为本，给员工安定感；解决企业管理弊端；保持创新和超越精神。

您在外高桥的时候就做出了很多突破性的创举，大大节约了成本，提高了效率，您将此总结为“智慧地干活”。那么在熔盛您是如何继续发挥您的智慧的呢？

干活不能“傻干”，要多思考，多研究。实际上，我们的设备和国有企业差不多，甚至还没有他们的好，但是我们抓住核心管理，比如计算机信息化的运用，这对造船非常重要。另外我们重点抓核心设施，比如船坞、



前瞻思维：建厂仅两年，便带领熔盛成为中国领先的造船企业，然而陈强并不满足于于此。这位总是比他人看得更远，走得更快的造船专家的目标是进军世界一流。
COMPETITIVE ADVANTAGE – Chen Qiang says Rongsheng's shipbuilding successes stem from: not competing with SOEs, emphasizing R&D, and using capital effectively.

built up our credibility. Altogether, Frontline has ordered 16 ships from us.

Third, the first ship is critical. During my visit to Hyundai Heavy Industries, the largest shipbuilding company in the world several years back, I found that they took Waigaoqiao as the No. 1 Chinese competitor. I was confused: what are they afraid of? We are such a young company. The average age of employees is 20-something. They told me, ‘Everybody thought you would delay the delivery of the first ship to four months, but you delivered ten days before the deadline. Your speed is amazing. As a young ship maker, you have had such great achievements that your future is unimaginable.’

CHEN QIANG TIP: To build your brand, use a ‘key account strategy’ – attract the best clients and your reputation will spread.

TheLINK: The international shipping industry is booming, and this means fierce competition. What are

Rongsheng's advantages against local and international competitors?

CHEN QIANG: We avoided direct competition with major state-owned companies by entering a “blue ocean” field where there is no competition yet. We are focusing on two types of ships. First, the 75,500-deadweight-ton Ice Strengthened Bulk Carrier; we are building the first of this kind in China. Second, the 156,000-deadweight-ton Suezmax oil tanker, the first ship of this model in China to meet the [international standard] Common Structural Rules. At the beginning, people didn't think the Suezmax oil tanker would be popular, but we are now the No. 1 seller of this ship worldwide, with nearly 40 orders for this ship.

We also emphasize R&D and innovation. In general, we make our profit by improving efficiency and producing high value-added ships.

Capital is especially important to a fast-developing company like Rongsheng. We began planning to go public in the capital market even before our shipyard was completed and our first ship delivered. Our plan has already received a positive response from international capital markets. But I always think people need to think early and far ahead.

CHEN QIANG TIP: You can move forward fast using the power of international capital. First, we have earned a high-tech image by making high-value ships. Second, we are preparing for an IPO in the international capital market.

TheLINK: Rongsheng now employs 7,000 people. What is your management style and strategy?

CHEN QIANG: First, I take advantage of three kinds of talent hired from abroad, as well as from Shanghai and Jiangsu. I have hired several South Korean experts for our R&D team from Daewoo Group, the second-largest ship maker in the world. Next, we will hire European experts. These foreign talents can improve the overall technology level and lower the cost. I was criticized by many at first; they asked, ‘Why do we pay so much to hire them?’ The fact is these

900吨龙门吊等瓶颈资源，这些设施都是中国最大的。但有些东西没必要那么先进。比如厂房，我们的厂房不像国有企业那样都非常宽大，而是有大有小。我们精细化生产以后，不同大小的厂房可以建造不同类型和尺度的分段，这样达到资源的有效配置。国有企业的厂房什么都能做，这也就意味着投资最大，但常常不能做到物尽其用，造成资源的浪费。我们这样做，提高了厂房的使用效率和资金效率。我很重视资金效率。我要求我的管理队伍在完成任务的同时，还要评估资金的使用效率。

创造效率的“智慧地干活”：抓住核心，物尽其用，财尽其用。

无论是外高桥船厂还是熔盛，在您的带领下，都在短时间内成为业内领先的企业，您的成功秘诀是什么？

敢想。从一开始，我就把熔盛的发展目标定位成中国的著名船厂。目前以中国、韩国、日本为主的亚洲造船产量占全球造船份额的84%左右。日本、韩国正在向高附加值船型进军。我想，中国在高附加值船型市场攀升方面第一个敢想的肯定是我，我们已经在考虑未来怎样建造豪华游轮。这一程度要归功于当年我在外高桥时参加的由上海市经委组织的“与世界500强的对话”活动。当时我记忆最深刻的是美国杜邦CEO的演讲，他说，他在考虑100年后人们是怎么生活的，通过对此的预测，提出杜邦应该研发什么。这样的大公司都是引导思潮、创造市场的，我们国内的企业大多缺乏这样的理念，一是因为规模太小；二是喜欢跟风；三是“客户需要我们”是一个很重要的概念，但是客户需要什么可能连客户自己都不明白。所以我们必须具备预见能力，应该告诉客户，我为你提供的产品会使你获得更好的收益，告诉客户这个市场是具备很好潜力和前景的。如果要成为真正的领先者，思维一定要走到客户的前面。

我们所做的一切都是朝着我们设定的先进目标去走的。因此，2006年6月，时任江苏省省委书记，现任中共中央政治局委员、中共中央组织部部长的李源潮在来熔盛指导工作适时提出了将南通打造成“世界级造船基地”的宏伟目标。而时任江苏省省长，现任江苏省省委书记、江苏省省长的梁保华等领导也对此表示了高度重视。

真正的领先者的经验：思维走在客户前面。

您是一位从技术转型到管理岗位的人才，从您的经验来看，从技术型转到管理型人才的成功因素是什么？而您成为一位出色的管理者的要素又是

什么？

技术型人才和管理型人才在某些方面并没有本质的区别。最重要的是你感兴趣什么。管理人才必须具备两个条件，一是高情商，乐于和人打交道，二是兴趣面广。如果兴趣面不广，做技术型人才更合适，某一方面做得精就可以了。管理人才更注重的是团队、整体，而不仅是个人做到最好。

我历来干活都很努力，很敬业，无论从事什么工作，我有一个理念，我走到任何地方，我都希望做得最好。

我在管理时很关注技术，我非常关注技术效率的提高，我经常跟工程师在一起讨论专业问题，有的时候我比他们想得还要长远。我到了国外，经常到处看，甚至和造船没有关系的房地产也看。比如，我看这个房子是怎么造的，为什么用这样的理念？又比如看五星级宾馆，我就想这和豪华游轮相像，有的地方可以借鉴。如果你总是局限在某一个面，就突破不了。我的关注面很广，因此容易提高。有的时候我很发散，有的时候又很专注。

为什么我是一名优秀的管理者：兴趣广泛，专注事业。 **TheLINK**



foreign talents can help the 300 Chinese college graduates in our company to grow into first-class engineers. In that sense, the cost of hiring these foreign employees is very low. I also have a high-level research team, most of them from shipbuilding companies in Shanghai. These people help to improve the efficiency of thousands of workers.

Second, corporate culture is very important. People from different places have their own cultural norms. Here at Rongsheng, we encourage people to think of themselves as “Rongshengers.” We have signed a long-term contract with the Korean employees and I have told them, if they work hard here, they can work to retirement in China. This has made them feel quite at ease to work in Rongsheng.

Third, being people-oriented. Many migrant workers lack a sense of belonging when working in the city. We make them feel at home. We have built a Rongsheng Garden, a home for employees. Also, I talk with blue-collar employees regularly. My goal is to make my people feel cared for, inspiring their thinking and giving them training.

Fourth, we should be innovative and always strive for excellence. I am the first in China to introduce an IT system for shipbuilding. Also, we learned accuracy management from Japanese companies and place a heavy emphasis on optimizing working flow. When I was overseeing Waigaoqiao Shipyard, the planned production goal was 1.05 million ton of ships each year. I raised the number to 3.5 million tons. I think a company needs to revolutionize and improve itself all the time in order to grow higher and better.

CHEN QIANG TIP: To successfully manage a large-scale company, take advantage of talent from different places; build a cohesive corporate culture; remain people-oriented and innovative.

TheLINK: You achieved many breakthroughs in the Waigaoqiao Shipyard by lowering costs and improving efficiency. You coined the phrase “smart working.” How do you con-

tinue your smart working concept in Rongsheng?

CHEN QIANG: You cannot work well without thinking and researching. In fact, Rongsheng’s equipment is no better or maybe even worse than those used in the SOEs. But we have made sure that the core tools – the IT system, the dock and 900-ton gantry crane – are all the largest and best quality in China.

Not everything needs to be so advanced. For example, our factories are of different sizes, unlike the uniformly large-scale factories of SOEs. We think different sized factories can supply different parts of a ship, allowing resources to more efficiently be used. My managers must not only finish their assignments perfectly, but also use money efficiently.

CHEN QIANG TIP: “Work smart” by improving efficiency; for critical equipment, use only top-of-the line technology and products

TheLINK: Under your leadership, Waigaoqiao and Rongsheng became leading companies within very few years. How did you achieve this?

CHEN QIANG: By thinking ahead. Currently, 84 percent of the ships in the world are built in Asia – mostly in China, South Korea and Japan. South Korean and Japanese companies are already producing high value-added ships. I must be the first one to dare think of building high value-added ships in China.

Big international companies set the consuming trends and new markets. Most [domestic] companies don’t have this mindset. One reason is that they are too small-scale; second, they are just followers. Third, “make what the customers need” is an important concept. But sometimes, the customers don’t know what they need. Then, we must be able to predict the future. We should be able to tell customers that the new products I provide you with will make you more profitable. If you want to be a true leader, you must think ahead of your customers.

CHEN QIANG TIP: A true leader thinks ahead of his customers. **TheLINK**

新格局下的 中国汽车产业

Changing Gears: China's Automobile Industry Revs Up

中国已经成为全球第二大汽车市场，产业布局已初步形成。在新形势下，从经济到政策，从竞争到合作，从消费者特征到品牌建设，摆在各厂商面前的各种问题都将如何展开？

CHINA IS NOW THE NO. 2 AUTOMOBILE MARKET IN THE WORLD, AND PERHAPS NO. 1 IN TERMS OF COMPETITIVE FEROCITY. MORE THAN 130 CAR-MAKERS NOW CROWD CHINA'S SHOWROOMS WITH THEIR LATEST MODELS, EACH VYING BITTERLY FOR THE ATTENTION OF BUYERS. WHICH ONES WILL SUCCEED? CEIBS ASKED 20 LEADING INDUSTRY EXPERTS THIS AND OTHER BURNING QUESTIONS AT THE 5TH ANNUAL CHINA AUTOMOTIVE INDUSTRY FORUM.



文 / 吴冯淑

经 过近十年的迅速发展，中国已经成为世界第二大汽车市场，吸引着全球汽车制造商纷纷涉足。目前，中国的汽车整车企业有130多家，数量之多名列世界前茅。中国市场已经成为国际汽车制造商们全球战略中不可忽视的重要部分。而另一方面，中国本土品牌的发展也超出了预想，不仅在国内取得了良好的成绩，一些品牌业已走向国际市场。同时，随着消费能力的不断提高，中国的汽车消费者也在日益成熟起来。入世以来，中国汽车产量增长了3倍（至06年末），民用汽车，尤其是私人汽车消费一直保持旺盛的增长态势。中国已经逐渐步入汽车社会。

伴随着消费者的日渐成熟和各汽车制造商在国内的安营布局，汽车行业呈现出越来越激烈的竞争态势。在这样的形势下，本土和外国汽车制造商在相互竞争的同时，必须加强合作，以巩固其在中国和国际市场的地位，谋求更好的发展。尽管本土汽车制造已经起步，但在这个技术驱动的产业中，随着消费者需求的不断变化，行业标准的不断提升，中国汽车产业的发展仍需要寻求外资的支持。另一方面，外资企业如果不借助本土力量，或适应本土需求，很难保持市场竞争力。

中国汽车产业将会产生什么样的格局变化？宏观经济和政策将对其产生什么样的影响？合作联盟是否为取胜必由之路？本土制造商如何进一步打造品牌、提升价值？……在日益升温的中国汽车市场，汽车制造商们如何应对挑战，抓住机遇？

2007年10月29-30日，由中欧国际工商学院主办的第五届中国汽车产业高峰论坛以“中国汽车产业：从合资到全球联盟”为主要议题，邀请国际汽车行业巨头以及相关领域的政府官员、专家学者齐聚一堂，与300多位业内人士共同探讨中国汽车产业的未来。

高位运行的中国经济的五大问题

在过去的五年中，中国GDP继续保持迅猛的增长势头，以年均两位数的增长令全球瞩目，而长期没有明显增长的居民消费需求也在最近两年得到了增长。



中国高速发展的经济在取得瞩目成绩的同时，也带来了一系列的问题，中国社会科学院特邀顾问王洛林教授在论坛上指出五大问题，包括经济运行从偏快转向过热的风险、通胀压力加大、资产价格过快增长、内外部失衡并存、转变经济增长方式的紧迫性。他提醒说，这些问题如果不能加以及时解决，中国经济就难以保持快速发展。

对于今年以来的通货膨胀现象，王洛林认为这是由于“最近几年来，银行资金流动性过剩越来越严重、原材料价格上涨、居民实际收入提高，中国经济在好几个方面都积累了通货膨胀的压力，这样一种压力必然会以某种方式表现出来”。他表示，只要经济保持目前这样一种超高速增长，在可以预见的将来，中国的通货膨胀率还将继续。但是他更为担心的是资产价格的过快增长，以及由此导致的金融风险。他指出：“目前相对于通货膨胀来说，人们对于资产价格膨胀的危害性还缺乏警惕。因为资产价格膨胀在一段时期内不至于直接导致物价的上涨，而股价、房价的大幅度上涨所带来的财富效应甚至还会刺激消费的增长。而实际上资产价格的膨胀已经不限于股票和房地产，一旦资产价格泡沫破灭，会导致严重的金融风险。”

对于目前中国经济面临的主要矛盾——内外部

内外部失衡并存：中国社会科学院特邀顾问王洛林教授认为目前中国经济面临的挑战是“内外部失衡并存”的问题。
OUT OF BALANCE – Chinese Academy of Social Sciences Special Advisor Wang Luolin said the top challenge facing China's economy is “internal and external imbalances.”

By Audrey Wu

China is now home to the world's largest automobile market after the United States, and the largest consumer population on the planet. These two facts have sent global car-makers swarming into the Middle Kingdom in recent years. Simply put: Winning the China market is now critical for the global success of international automakers.

But succeeding in this market is not easy, even for the world's best known car brands. More than 130 international and domestic automobile manufacturers now operate in China. Each of these makers is competing against the world's top international players as well as fast-improving domestic players.

Adding to the competitive fire is China's increasingly attractive and fast-growing auto-buying population. Since China's accession to WTO in 2001, national civilian auto purchases have grown significantly every year. According to NBS statistics, Chinese citizens purchased 50 million civilian cars in 2006, a 15 percent increase over the previous year. China now boasts a large population of sophisticated and wealthy car buyers, proving its arrival as an “Auto Nation.”

Maneuvering through this new Auto Nation was the topic of CEIBS' 5th Annual China Automotive Industry Forum, held from October 29 to 30 at the school's Shanghai campus. Entitled “China's Auto Industry: From Joint Ventures to Global Alliances,” the event attracted more than 20 top executives from global automakers, high-level Chinese government officials, and industry experts to speak on the challenges and opportunities of the country's auto industry. More than 300 professionals and 70 local and international media members attended. To follow are the primary

findings gleaned from the conference.

CHINA'S COMING ECONOMIC CHALLENGES

During the past five years, China has witnessed rapid economic growth with an impressive GDP rate of over 10 percent annually. This growth has helped give a modest boost to general consumer demand, which had stagnated during the past decade. Conference speakers began by delivering rosy predictions for China's auto industry, but noting a raft of emerging problems related to the nation's economy.

Special Advisor & Professor of Chinese Academy of Social Sciences Wang Luolin kicked off the forum by warning of key challenges that have accompanied the rapid development of the Chinese economy. These include: the risk of an overheated economy, increasing inflationary pressure, surging asset prices, internal and external imbalances, and the need to reform China's economic growth model.

Wang believes China's inflation in 2007 was triggered by a combination of reasons including excess liquidity of bank capital, rising raw material prices, and increasing domestic real income. “All these factors have added to the inflationary pressure. And this pressure must be released in some way,” he said, predicting that as long as the economy maintains this current high-speed growth, inflation will continue. Wang also warned that the “wealth effect” brought on by the considerable increase of China's stock and property prices “may even accelerate” the purchase of real estate and stocks. China's asset-price inflation is now “not limited to stock and real estate,” he said, but includes a wide spectrum of products from tea to orchids. Wang called this shift “a very dangerous signal,” adding: “the potential bursting of the bubble will lead to severe financial risks.”



龙头作用：汽车产业对经济发展具有重大的影响，国务院发展研究中心研究员陈清泰建议汽车产业应成为工业化最为理想的带头产业。

LEADING ROLE – Because of the car industry's high impact on the economy, PRC State Council Research Fellow Chen Qingtai recommends that the government promote car production rather than “micro managing” the industry.

发挥汽车产业的龙头作用

持续高速发展的经济催生着汽车产业和汽车消费的升温。入世以来，中国汽车行业的增长总体保持在22%左右，轿车增量达到37%，几乎是GDP增长速度的三倍，国家统计局在2006年首次将汽车列为第1大类消费品予以统计。中国正快步进入汽车社会，汽车产业在国民经济的发展中的支柱和龙头作用也日益显著。

中国的汽车消费近来呈现出激增的态势，根据国家统计局数据显示，2006年末全国民用汽车保有量达到近5000万辆，比上年末增长15.2%，其

中私人汽车保有量近3000万辆，增长近23.7%。中国汽车业的增速发展，令很多全球汽车制造商相信，在不远的将来中国将成为世界上最大的汽车消费市场。

对于正在走入汽车社会的中国，中国国务院发展研究中心研究员陈清泰认为由于汽车工业产业链特别长、产业规模特别大和技术密集、资本密集的特点，汽车产业应该成为工业化最为理想的带头产业。

在新的产业形势下，政府应该从对汽车生产经营的微观干预中淡出。由关注汽车产业自身转向汽车产业的外部性因素，因为汽车是一种耗能、污染环境和需要大量基础设施支持的产品，制约汽车消费持续性的主要因素不在汽车产业的内部，而是涉及能源、环境、交通畅通和交通安全等外部性因素。政府的政策重点应及时由投资、生产侧的经济性审批转向更加重视消费政策的引导。政府通过制定和实施符合国情的汽车消费政策，影响消费者，而消费者的选票又会对厂商的研发和生产有强烈的导向作用，最终形成汽车生产消费的良性循环。此外，陈清泰还建议政府要从专注汽车产业自身转向关注汽车社会。在进入汽车社会的起点就应该从未来居民出行方式、城市布局、交通网络和基础设施、汽车能源结构、替代能源和节约能源、汽车减排和生态保护等方面，形成具有前瞻性、全局性、战略性的大思路和顶层的政策框架。

长远合作，多元共享

目前，中国本土厂商的市场份额已经从5年前的17%增加到了29%，而中国日益成熟的消费者也在提出不同的要求，这使得国际厂商面临着巨大的压力。与此同时，尽管本土厂商已经取得良好的成绩，无论是增进本土发展还是开拓海外市场，对于在各方面还相对稚嫩的本土厂商，合作仍然是一条加速发展，提高能力的重要途径。而对于国外厂商来说，“本土化”与“合作”是同样重要的发展战略。

拥有成功合作经验的两大世界著名厂商的当家人，大众集团执行副总裁Winfried Vahland和标志雪铁龙公司集团首席执行官Christian Streiff，以及力帆控股有限公司董事长尹明善都表示了合作的重要性。他们认为合作必须建立在真诚的基础上，相互理解、相互信赖，要聆听合作伙伴的意见，双方要有共同的长远目标，才能达到双赢。

Vahland认为合作是双方相互学习的过程，而

Wang also warned of the co-existence of internal and external imbalances which he identified as the top challenge now facing the Chinese economy. He suggested solving the external imbalance by adjusting the country's export-oriented strategy, reducing the foreign trade surplus, and speeding up exchange rate reform. However, Wang also named fundamental problems in China's imbalance between savings and consumption. Addressing this issue, he said, will naturally help solve the external imbalance. It is essential to correct the disproportionate distribution of national income — China's increase in government and corporate savings greatly exceeds its increase in personal savings accounts. Therefore, the government must reshape the country's investment structure and leverage financial policy to adjust wealth distribution. Such a restructuring, Wang said, would increase residents' income and encourage greater consumption. In the near future, he expects China's economic growth-rate to decrease “mildly” in response to government efforts to chill growth.

THE ROLE OF CHINA'S AUTO INDUSTRY IN ECONOMIC DEVELOPMENT

Turning from the general economic outlook, conference speakers next addressed the future of China's auto industry, specifically. Since China's entry into WTO in 2001, the nation's auto sector has grown at an average rate of 22 percent, two times faster than that of the country's annual GDP. In 2006, China's NBS for the first time added “automotives” to its list of key consumer categories, showing the increasingly significant role of this industry in the development of the national economy.

Automobile consumption in China has surged in the past few years. According to NBS statistics, private Chinese citizens bought 30 million cars in 2006 – a jump of 23.7 percent over 2005. This surge has convinced global manufacturers that China is on a fast-track to becoming the world's largest car market.

Even before that happens, Chen Qingtai, Research Fellow of the Development Research Center of the State Council of PRC, believes China's automobile industry will play a leading role in the nation's economic development. Chen explains that the car sector “involves the widest range of industries; incorporates the maximum number of new technologies, materials, processes and equipment; and enjoys the largest scale of production and market.”

Given the importance of this industry, Chen recommends that the government “move away from micro-managing and towards automobile production and operation” and “focus on external rather than internal factors.” He points out that obstacles to sustainable consumption mostly originate outside the auto industry – such as high energy costs, environmental concerns, congestion, and traffic safety.

Chen also suggested that government redirect its focus from economic and investment control of the auto industry and toward social regulation and consumer guidance. In this way, the government would influence consumer behavior by implementing industry policies on issues including energy saving, pollution reduction, traffic efficiency and road safety. These steps would, in turn, enhance manufacturers' R&D efforts as they meet changing consumer demands.

SPIRIT OF “CO-PETITION”

The marketshare of China's local automakers has increased to 29 percent, up from 17 percent five years ago – a move that has caught the attention of the global industry. International manufacturers face growing competition from local rivals as they vie for increasingly demanding and well-informed Chinese consumers.

Despite the remarkable achievements of local players in recent years, forum speakers stressed that most still benefit from cooperating with overseas automakers to boost domestic growth and explore overseas markets.



战略合作：汽车业领军人物大众集团执行副总裁 Winfried Vahland (左)、标志雪铁龙公司集团首席执行官 Christian Streiff (中)和力帆控股有限公司董事长尹明善(右)一致认为合作必须建立在真诚的基础上，双方要有共同的目标。

不是索取的过程。说到合作的具体战略，标志雪铁龙的经验是：合作并不仅仅是资本上的投入，而是要注重联盟对双方带来的好处，双方是否达成了互补的技术和能力。在合作上，成本、研发，以及产品的多元化方面都要能够共同投入和分享。明确界定责任，当产品质量出现问题时双方也应该共同承担责任承担，这样可以减轻合资的风险。“目前汽车产业大步伐的发展会使得毛利逐渐下降，竞争会越来越激烈，越来越细分化，这就使得合作的概率越来越高。通过合作可以使资本支出分摊、研发成本共享，从而使得多方都能够在细分市场当中获利，而不是大家互相残杀。我觉得汽车行业一个非常大的特色就是它的竞合。” Streiff 说。

尹明善则提出了“合作既要和先进企业进行强强合作，也要和发展很快的企业搞一点强弱或者是强弱快合作。强强合作就像股市上买的绩优股，进行强弱快合作买的是潜力股。我认为中国的本土品牌都是潜力股。”

除了合作的重要性之外，本土化也是各大国外生产商所十分强调的。“行业竞争加剧意味着我们今后在价格上要有竞争力，这就意味着我们必须把生产本地化和国产化。” Vanland 指出。相比 20 年前中国轿车部件 3% 的国产化率，今天所有在中国本土生产的轿车部件的本土化率都已经达到了 80% 左右，并将继续上升。Streiff 说，无论对于整车厂

还是供应商，“必须能够根植于中国的市场才能有长远的发展”。作为最早进入中国市场的一家国外厂商，大众“已经完全融入了中国市场，完全融入了中国的法律法规环境，我不认为我们是一家外来的企业”，Vanland 表示。此外，国外厂商在培养本土人才方面也不遗余力。

对于与多家本土厂商合作所带来的本土品牌与合作品牌，以及本土品牌之间的相互竞争问题，Streiff 认为“要进行长远的合作就要有长远的利益”。

中国的四类汽车消费者

中国国产汽车品牌目前有 81 个，而美国汽车市场上的本土品牌只有 47 个。2006 年，每三天就有一款新车推向市场。一方面，是诱人的巨大市场机会，另一方面是激烈的竞争：新款频出，各种促销，价格跳水。如何让消费者在眼花缭乱的选择中锁定你的产品？如何赢得消费者忠诚的心？树立起坚实的品牌才是制胜之道。

要抓住消费者的心，必须先要了解消费者。TNS 的研究调查显示，目前中国汽车消费者的年龄还比较年轻，大约在 35 岁左右，75% 男性，25% 女性，大多是第一次购车。但从过去几年的数据来看，女性消费者和再次购车者的比例正在上升。

STRATEGIC COOPERATION – Industry leaders Winfried Vahland of Volkswagen Group (left), Christian Streiff of PSA Peugeot Citroën (center) and Yi Mingshan of Lifan Holding Co. (above) agreed that foreign-domestic auto JVs must be built on mutual trust, win-win strategies and shared goals.

Meanwhile, most foreign manufacturers still benefit from the local expertise of a domestic partner. Thus, domestic-foreign cooperative ventures remain the rule of thumb for many car-making ventures in China.

On this point, three conference speakers agreed – Volkswagen Group Executive Vice President Winfried Vahland, PSA Peugeot-Citroën CEO Christian Streiff, and Lifan Holding Co. Chairman Yin Mingshan. These industry leaders stated that foreign-local cooperative agreements must be built on the basis of mutual understanding and trust; that it is critical to listen to partners' opinions; and that a win-win strategy can only be achieved if partners share common long-term goals.

Strategic cooperation requires more than capital investment, stressed Streiff, adding that PSA Peugeot-Citroën's experiences show that both sides must provide complementary technology and skills, and must collaborate in covering costs and conducting R&D. In addition, Streiff urged JVs to reduce risk in two ways: by defining clearly the liabilities of both parties, and by sharing responsibility for ensuring quality. PSA

Peugeot-Citroën has coined the term 'co-competition' to refer to the combination of competition and cooperation which characterizes the industry. Says Streiff: "We believe that 'co-competition' is the best word to define the auto industry. Compete, fight hard on one side; and at the same time, cooperate to develop the market to make it better."

Lifan Holding's Yin put it another way: "Cooperation is not limited to a union of two titans. Leading companies should also forge alliances with fast-developing companies. The former is more like buying a blue chip while the latter is like buying a potential stock. I think that the Chinese auto makers are like potential stocks."

Localization is now a key goal of many international players in China's auto industry, pointed out Vahland. The increasingly competitive market in China will force industry players to offer competitive prices, which Vahland stressed means localizing production. Currently, China supplies 80 percent of auto parts for made-in-China automobiles, up from 3 percent in the mid 1980s. Thus, he said, both international automakers and auto parts suppliers must now be rooted in China in order to succeed.

CHINA'S CHANGING CONSUMERS

There are 81 local brands in China (as compared to 47 in the U.S.) releasing an astounding average of one new car model every three days. In such a revved up environment, conference speakers said players are often forced to compete bitterly for consumer attention by launching dazzling sales promotions and even taking price plunges. But the long-term key to survival, speakers agreed, is establishing a strong brand.

The first step toward winning the fickle hearts of Chinese car buyers is to understand them. According to research by London-based TNS market research firm, domestic car buyers are mainly young (aged around 35) and male (75 percent of buyers are men) and first-time buyers, however the number of women buyers and repeat buyers is now rising.



抓住消费者的心：追踪和满足快速变化的中国汽车消费者的偏好是 TNS 汽车研究北亚区总监 Klaus Paur (左) 和福特汽车 (中国) 有限公司副总裁 Keith A. Davey (右) 共同关注的问题。

CHANGING DEMOGRAPHICS – Tracking and responding to the fast-changing preferences of Chinese car buyers is a top concern for Klaus Paur of TNS Automotive (left), Keith Davey of Ford Motor Co. (center).

TNS 将中国的购车者分成三类：地位导向型，购车为显示身份，主要购买大车和名牌车，占 35% 的份额；关爱导向型，主要是代步，需要实际安全的产品，占 37% 的份额；冒险派，向西方生活方式靠拢的年轻人，需要时尚的车型，占 28% 的份额。根据对过去两年的数据分析，冒险类的比例大大增长，地位导向型正在下降。

TNS 汽车研究北亚区总监 Klaus Paur 认为，汽车市场最大的挑战是怎样获得消费者的忠诚度，解决办法是提供“非常全面的、能够不断升级的产品组合”。中国购车者的品牌忠诚度正在上升，目前有 38% 的人对品牌比较忠诚，而在成熟市场这个数字超过 60%。这对大力建设品牌的厂商是个积极的信号。

福特汽车建立品牌的经验是，“品牌必须植根于公司的每一个角落”，福特汽车 (中国) 有限公司副总裁 Keith A. Davey 说。

Davey 表示，品牌应该是产品价格和性格的综合体，要保证品牌是一个合理的匹配，它包括了有形产品、消费者个性和态度的最佳组合。他认为打造品牌最重要的三项因素就是“产品，产品，产品”，要有合适的产品，质量好、安全性高，并且具有自己的特点和优势，还要针对不同的消费者进行品牌建设，包括见多识广的消费者、初次买家、回头客、从竞争对手那里赢得的新客户等，另外还要考虑是要将这四种客户一网打尽，还是有所重点。

要赢得消费者的心，必须“理解顾客的要求，甚

至是创造新的需求。与消费者进行沟通，把他们的需求转变成我们的优势，建立起与消费者的关系。品牌和消费者之间的情感联系是很难被复制的”。此外，Davey 还提到了品牌组合管理的重要性。如果要在不同的细分市场是进行竞争，就需要有一个品牌组合，要管理好品牌，保证品牌之间有合力，不会自相残杀。

零部件生产的挑战与解决方案

在中国生产的汽车零部件本土化率已经达到 80%，这一比率还在继续上升。“中国企业在制造能力上变得越来越强，品质也在不断提升，全球性的企业开始不断加大对中国的采购力度，在中国生产的比例也越来越高。”著名轮胎生产商固特异轮胎橡胶有限公司亚大区总裁 Pierre E. Cohade 指出。今年，中国零部件的出口比去年同期增长了约 33%。

零部件生产和销售在形势一片大好的同时，还面临着挑战。3M 大中华地区常务董事兼总经理余俊雄认为这一挑战是，向客户提供“新科技、环保、节能、节约成本”的产品和“迅速的服务”。为汽车行业提供超过 1000 种产品的 3M 公司的两条重要经验是：一方面增进研发，提供不同的解决方案；另一方面，“贴近客户”，加快服务反应速度。公司在每一个主要服务厂商周边两小时车程左右的距离内都设有分支机



TNS classifies China purchasers into three types: status-oriented, those who buy large cars as a status symbol (35%); care-oriented, those who buy practical and safe vehicles (37%); adventure-oriented, those who buy trendy cars emulating a “Western” lifestyle (28%). Over the last two years, China’s “adventurers” are growing while “status seekers” are decreasing.

Regional Director of TNS Automotive, North Asia-Greater China and Korea, Klaus Paur says winning consumer loyalty is the biggest challenge for China’s automakers. The best strategy, he says, is to provide a comprehensive product mix that can quickly be updated. Paur also says brand loyalty among Chinese purchasers is improving: 38 percent of domestic consumers now exhibit brand loyalty when purchasing cars. In mature markets, the ratio is 60 percent, showing room for improvement in China.

Sharing his strategy for successful branding at Ford Motor Co., company Vice President for China Keith A. Davey had this advice: “Brand building must be undertaken in every corner of the company.” Davey explained that branding is “the art of connecting with consumers” by providing them with a product that consistently lives up to

its promise. “The promise highlights the features of that product versus a commodity... The most important thing in establishing a brand is ‘product, product, product,’ he said. A strong brand, he added, can generate large sales volumes while commanding a higher price than competitors.

To win consumer loyalty and gain a competitive edge, companies must “drive” client demand, Davey said. “We define ourselves as a consumer company that tries to understand and respond to – and create – demand within our consumers. We do that by translating consumer needs into a competitive advantage within our brand, then building sustained relationships,” he said.

CHALLENGES AND SOLUTIONS IN AUTO PARTS PRODUCTION

The localization of auto parts production has now reached 80 percent and climbing. “Chinese suppliers are becoming more reliable, by manufacturing higher quality products. So not surprisingly, China is starting to become an export hub to the world,” said Pierre E. Cohade, President of



满足客户：3M大中华地区常务董事兼总经理余俊雄认为零部件生产商在中国市场取胜需要加强研发、了解客户、尽快响应客户需求。

TOUGH DEMANDS – 3M China Managing Director Kenneth Yu said surviving in the domestic market requires enhancing R&D, knowing your customer, and reacting quickly to customer trends.

构，在一些大企业里，直接派驻员工提供服务。

Cohade认为中国的供应商在产品、工艺和供应链方面还需要进一步的提升。他指出，中国供应商在价格方面往往比较重视，但在关系塑造和品质的持续提高方面还要加强。此外，在标准方面，中国供应商要么对标准不太熟悉，要么就是在执行的时候力不从心。在工艺方面，Cohade建议中国供应商要进一步改进，提高稳定性，加强自动化技术，“不能因为劳动力比较便宜就只顾加大劳动力的使用”。对自己下一级的供应商要进行监控，尤其是质量监控，同时要实行多供应商的制度。

激烈的竞争和原材料价格上涨等因素导致了汽车生产商和零部件生产商的利润下降。对此，Cohade提出了两种解决方案：一，推出新的差异化的创新产品，比如专门为中国市场生产的特质产品；二，在保证质量的前提下降低成本，比如回收再利用，这在另一方面也提高了厂商的环保意识。

商用车市场自主品牌独领风骚

不同于乘用车市场合资品牌唱主角的情况，商用车市场的主要利润由本土自主品牌所分享。尽管国际知名的商用车厂商基本上都已经进入中国，但目前还步履艰难，有些甚至不得不撤资。

“在中国目前的经济发展阶段，由于合资商用车价格偏高，因此需求还比较弱。”国家信息中心信息

资源开发部主任徐长明由此指出了需求较弱的根本原因。具体分析，有四项原因：买不起价格贵的商用车，也没有必要买这么高档的车，60%-70%的中重卡的购买者都来自县级以下的城市；运输的货物价值比较低，主要运输原材料、建筑材料等；现行的车的标准比较低，如排放要求等，对车子的节能要求不高路况比较差。

徐长明预计，随着中国经济的进一步发展，未来高档商用车的发展会比过去10年快很多。到底未来的商用车市场由合资品牌还是自主品牌来占领？徐长明认为还很难估计。“自主品牌通过产品的改进升级会上提升产品质量和性能，合资品牌也可以降低一些标准往下走，两者都有可能占领市场。”他建议，“自主品牌要想在中国取得顺利发展，最好是针对中国市场做开发或二次开发，如果固守现有质量标准和性能标准，固守现在的价格，将难以占领市场。”

在国内厂商开拓国际市场方面，目前面临的最大挑战是质量、售后网络、质量标准及认证、销售网络、恶性竞争五个方面。徐长明建议：“目标市场选择最好从第三世界到中等发达国家再到发达国家，因为发展中国家在技术标准、购买力方面都和我们相像。在产品方面，不要沿用现在的低端、低价策略，而是在可接受的质量和有吸引力的价格之间寻求平衡。”他希望中国厂商不要进行低价竞争，“我们的价格有足够的竞争力，即使再增加10%，我们的价格都绝对有竞争力。”同时，他建议既做整车出口，也做技术出口。TheLINK



COMMERCIAL VEHICLES: THE RISE OF LOCAL BRANDS

In contrast to China's passenger car market, where JV-produced brands dominate, Chinese brands enjoy a large slice of profits in the commercial vehicle market. Although most international commercial vehicle makers are already established in China, nearly all remain small-scale and some have already exited the market.

Why? The low price of domestic suppliers presents a barrier that international suppliers cannot overcome, explained Xu Changming, director of the Information Resources Department of the State Information Center, PRC. Xu explains that 60 to 70 percent of Chinese buyers of medium- to heavy trucks hail from rural areas, where demand is low for high priced international vehicles. Most buyers are looking for low-value vehicles for use on China's rough backroads, and few buyers are willing to pay extra for features such as energy saving or emissions controls.

With the further development of the Chinese economy however, Xu predicts that demand for high-end vehicles will increase in the future, but says the jury is still out on whether domestic or foreign players will win in this brand new market. Said Xu: "Local brands will improve product quality and performance through updating their products, while JV brands may lower their standards to meet local needs. So the question is open."

For Chinese auto makers struggling to clear a path to international markets, the biggest challenges lie in ensuring quality, after-sales service, sales networks and marketing. Xu recommended that Chinese companies target developing countries first, because "technology standards and purchasing power are similar with China." He warned Chinese companies "not to continue the current low-end, low-price strategy, but seek a balance between acceptable quality and attractive price. "Our prices are so competitive that even if increased by 10 percent, they still enjoy advantages," he said. Finally, he urged Chinese companies to not only export completed cars, but also technologies. TheLINK

本土优势：在乘用车市场，本土厂家尽显优势，但随着中国经济的发展，对于高档乘用车的需求会有所增长，国家信息中心信息资源开发部主任徐长明指出。

HOME COURT ADVANTAGE – Few foreign makers in China's commercial vehicle market can compete against low-priced domestic suppliers, says Xu Changming of the State Information Center, but this may change.

Asia Pacific Region, Goodyear Tire Management Co. (Shanghai). At present, China's auto parts makers not only supply 80 percent of demand from China-based auto makers, but exports also rose 33 percent in 2007.

Despite fast growth, the industry still faces challenges, however. 3M China Managing Director Kenneth Yu said the key difficulties lie in providing innovative, environmentally friendly, energy efficient products, instantaneously and at a low cost. Yu shared the following advice for thriving in the China market, based on 3M experiences as a supplier of 1,000 auto parts: enhance R&D, understand your customer, and react fast to customer requirements.

Goodyear's Cohade suggested that Chinese suppliers continually improve their products, techniques and supply chain processes. He advised against focusing on price at the expense of maintaining customer relationships and improving product quality to meet international standards. "Cheaper is not always better," he said. Finally, he urged buyers to gain a solid understanding of the strengths and weaknesses of China-based suppliers and urged foreign manufacturers to invest in training and monitoring those suppliers.

咖啡传奇

——星巴克 CEO 霍华德·舒尔茨亲述星巴克创业历程

FRESH BREW

Starbucks CEO Howard Schultz Shares Business Advice at CEIBS

文 / Laurie Underwood

2007年11月2日，美国有线电视新闻网（CNN）来到中欧国际工商学院录制“董事会大师班”节目，中欧成为该节目在全球选择的首家商学院。“董事会大师班”是CNN制作的一档全新栏目，其创办宗旨是，在世界一流的商学院与世界一流的CEO对话。在本期节目中，星巴克（Starbucks）CEO 霍华德·舒尔茨走进中欧国际工商学院，与中欧学员一起分享他的商战实践经验。

11月2日上午，近300名中欧学生、教授和嘉宾聚集石化演讲厅，参与了节目的拍摄过程。CNN工作人员经过四天夜以继日的准备，把石化厅的讲台神奇般地变成了大师班节目的舞台场景，台上最为醒目的是一块窗口造型的巨大背景板——在蓝天白云的衬托下，上海、伦敦和纽约三地的标志性建筑高高耸立。这三个城市正是这档节目一系列的拍摄地点。继中欧国际工商学院之后，“董事会大师班”的下一站将分别走进另两所全球知名商学院：英国的伦敦商学院和美国的哥伦比亚商学院。

By Laurie Underwood

On November 2, 2007 CEIBS made history as the first business school worldwide to host the inaugural filming of a new show produced by CNN called *The Boardroom Master Class*. The idea behind the show was to bring a world class CEO – in this case, Starbucks CEO Howard Schultz – to the campus of one of the world's leading business schools – i.e. CEIBS – for a new twist on CNN's popular interview program *The Boardroom*.

The nearly 300 students, professors and guests who packed the CEIBS auditorium that morning witnessed a bit of television magic. Working around the clock for the four days leading up to the show, CNN crews had transformed the school stage into the dramatic backdrop for the *Boardroom Master Class* series, erecting a massive window depicting a fantasy skyline that incorporated buildings from the three cities featured in the series: Shanghai, London and New York. After CEIBS, the program will be filmed at London Business School, then Columbia.

As the lights went down, CNN host Andrew Stevens warmed up the audience with a slick video montage introducing the star of the show. The MTV-style video showed clips of Schultz during his nearly 30-year history with Starbucks, beginning with a wholesale stall at Seattle's Pike Place Market and ending with 14,000 retail coffee bar locations worldwide. The clip ended with Schultz arriving at Pudong International Airport, driving through Shanghai, ordering a coffee at Xintiandi, crossing the river and pulling into the distinctive CEIBS gate.

During the 90-minute interview that began as Schultz strode onstage, the chairman of one of the world's best known and most successful brands shared with CEIBS frank insights into

his business plan, management philosophy, past frustrations and concerns for the future. He candidly discussed projects that failed, told why he closed the Starbucks shop in the Forbidden City, and discussed the famous leaking of an internal memo in February 2007 in which he expressed fears that Starbucks was becoming “sterile” and lacking in soul.

The program aired on CNN International worldwide on November 10, 11 and 12, in a 12-minute show. On November 12, a longer version of the program was uploaded onto CNN.com and to the CEIBS website (www.ceibs.edu/media/archive/22899.shtml). Read on for highlights of the Howard Schultz interview, conducted by CNN at CEIBS.

CNN HOST ANDREW STEVENS (AS): Shanghai, China! I don't know about you but every time I come here I'm amazed by how much this place changes, the economic development... every time you come back, it's almost like you're visiting a different place, don't you think?

HOWARD SCHULTZ: I've been here four or five times over the past 12 months and every time I come back it seems as if it's been transformed all over again. China, and specifically this part of the world, will be the number one growth region for Starbucks.

AS: Let's talk about that Howard... Just how big are your plans for China?

HS: We're approaching 600 stores in greater China, 300 in the Mainland. I think at the end of the day, there'll be thousands of Starbucks stores in China. But I think it's important to note that despite the success that we have enjoyed in other parts of the world, success is not an entitlement anywhere – especially in China. We have to earn the respect of the Chinese customers and do it in

星巴克 CEO 霍华德·舒尔茨在中欧石化厅讲述星巴克的成功之道。

TV Magic – Starbucks CEO Howard Schultz lit up the CEIBS Auditorium stage, and CNN's *The Boardroom*, with his exclusive Q&A session with MBA students on November 2.



霍华德·舒尔茨与美国 CNN 电视台著名节目主持人安德鲁·史蒂文斯对话。
BIG PLANS – Schultz expects Starbucks to expand from the current 300 stores in mainland China to “thousands.”

灯灭，节目开始。CNN 著名节目主持人安德鲁·史蒂文斯首先以短片的形式回顾了星巴克 30 年奇迹般的发展历程：由一家位于美国西雅图、卖咖啡豆的公司起家，发展成连锁店遍布全球 14000 个地区的“绿巨人”。短片结尾处，星巴克 CEO 霍华德·舒尔茨抵达上海浦东国际机场，驱车来到新天地的星巴克，点了一杯咖啡，随后，穿越黄浦江，最后画面定格在中欧国际工商学院气势恢宏的正门前。

随着短片的结束，星巴克咖啡连锁帝国的缔造者霍华德·舒尔茨在观众的热烈掌声中，款步走上舞台，开始与台下的观众分享他的商业计划和管理理念，回顾创业路上的艰辛和挫折，展望星巴克的未来。

整个谈话节目于 11 月 10 日、11 月 11 日和 11 月 12 日在 CNN 电视台播出，片长 12 分钟。从 11 月 12 日起，观众可以登录 CNN.com 观看完整版节目，或登录中欧网站观看节目。

安德鲁·史蒂文斯：中国，上海！我不是非常了解你，但是每次来到上海，我总会惊叹，这个城市的发展是如此迅速，经济发展是如此迅猛……每次来到上海，仿佛是来到一个全新的城市，你有这种感受吗？

霍华德·舒尔茨：在过去的 12 个月里，我来过上海 4-5 次。每一次，都能感觉到这个城市的变化。中国将成为星巴克全球发展最为迅速的国家。

安德鲁·史蒂文斯：您关于中国市场的发展计划有多

大？
霍华德·舒尔茨：我们在中国开设了将近 600 家连锁店，其中，中国大陆有 300 家。我想有一天，中国的星巴克会达到几千家。但是，需要指出的是，尽管我们在全世界那么多地方都取得了成功，成功在任何地方都不是赐予的，尤其在中国。我们必须赢得中国顾客的尊重。我们必须非常尊重并感知中国人的生活方式。

安德鲁·史蒂文斯：当你选定一个市场的时候，星巴克的经营模式是“量体裁衣”还是稍微调整“均码适用”？

霍华德·舒尔茨：如果你把星巴克当作一个商业案例来看，你会发现我们的经营模式完全不同于一般的消费品牌。具体来说：过去 10 到 20 年中出现的大部分的消费品牌都是依靠传统的市场营销和广告手段树立起来的，而星巴克不做广告。很多人认为我们是一家靠大量的市场营销建立起品牌的公司，事实上，我们在市场营销方面的投入非常少，我们更多地把钱用在人员培训上，而不是打广告。

安德鲁·史蒂文斯：你们会沿用这种方式吗？

霍华德·舒尔茨：星巴克建立初始，资金缺乏。我们没有选择，不得不另辟蹊径。但我想强调的一点是我们是靠顾客的体验来树立起星巴克品牌的；回顾星巴克的历史，我们是靠店堂里的精致体验建立起

“ Success is not an entitlement anywhere – especially China. We have to earn the respect of the Chinese consumers. – Howard Schultz, CEO, Starbucks ”

a way that is very respectful and very sensitive to how people live here.

AS: When you look at a market do you radically alter the Starbucks model or is it much more of a case of 'one size fits all', with a few minor modifications?

HS: When you look at Starbucks as a business case, what we have done and the way we do business is quite different than a classic consumer brand. Let me be specific: Most consumer brands that have emerged in the last 10, 20 years have been built through traditional marketing and traditional advertising. Starbucks is not an advertiser. People think we're a great marketing company but in fact we spend very little money on marketing. We spend more money on training our people than advertising.

AS: Was that always the plan?

HS: Well, when we started, we had no money. We had no choice: we had to figure out a different way. But the point I want to make is that we built the brand by the experience; and when you look back on the history of Starbucks, we are the quintessential experiential brand built by what's happened inside our stores. And the mantra has been this: if you want to exceed the expectations of your customer, you can't do that unless you exceed the expectations of your people first. Which means you have to treat people with respect, and dignity. People want to be part of something larger than themselves; and at the end of the race, there has to be something in it for them.

AS: Let's talk about the closing of Starbucks in the Forbidden City.

HS: We were invited to open up a store there and we did very well, and then all of a sudden it was reported by a local blogger that perhaps we were being disrespectful of the history and culture of China. And I think for us, as soon as that occurred, we took a step back and said we don't want to do anything that would dilute the integrity of the heritage and culture of the Chinese people; and if they want us to leave, we will leave. And I think we did that very respectfully and walked away and I think many other companies probably would have fought it. But we didn't. We don't want to do anything that would be inconsistent with how people would view an outsider.

CEIBS MBA student Robert Zhang: Starbucks products are expensive, but it also means a fashionable experience. Can you tell me why people see [Starbucks products] as premium items and are willing to spend so much money on them?

HS: I wouldn't say Starbucks coffee is expensive; I would say it's a premium product at a premium price, based on what it is we deliver to the consumer. And the price of coffee that we buy is significantly higher than most people in the coffee business. In terms of what we deliver, people really do feel that there is good value for the experience [they have] in a Starbucks store.

品牌的。星巴克的口号是：只有先超越你自己的员工的期望才能超越顾客的期望。这意味着你必须尊重他们。每个人都希望能够成为比他们伟大的事物中的一部分，到最后，这成功中也有他们的一份子。

安德鲁·史蒂文斯：让我们说说关闭紫禁城星巴克的事情。

霍华德·舒尔茨：我们受邀在紫禁城里开设了一家连锁店，我们干得非常好。突然，有一个人在自己的博客上发表了一篇文章，指责我们不尊重中华民族的历史文化。那件事情一发生，我们就采取了退让政策。我们向外界表示，我们不会做任何破坏中华民族文化和遗产完整性的事情。如果他们要我们离开，我们就离开。我认为我们做得相当有尊严。我想如果其他公司碰到这种事情，可能会抗争。但我们不会，我们不会做人们认为外国人不应该做的事情。

中欧 MBA 学生张金镛：星巴克咖啡很贵，但它象征着一种时髦。您能告诉我为什么人们把星巴克看作高档咖啡，并且愿意花那么多钱来购买？

霍华德·舒尔茨：我不认为星巴克咖啡价格很贵。我认为高档产品就应该有高档价格，这个“高档”体现在我们能给顾客带来什么。我们买来的咖啡豆价格比大多数其他咖啡店贵很多。此外，加上在星巴克品尝咖啡的体验，人们会觉得物有所值。

中欧 MBA 学生 ALEKSANDRA KRAINSK：我们知道，中国是茶文化大国，您是如何让咖啡文化渗透到这个民族中去的？您有没有打算在中国开设一家星巴克茶吧？

霍华德·舒尔茨：又是一个好问题。我刚才说到进入中国要尊重中国的文化和遗产。星巴克进驻中国不是来取代中国的茶文化，而是为了创造一种新的饮品文化。我们从事茶经营已超过 30 个年头，但这部分收入还不到我们整体收入的 1%。我不认为未来星巴克能在传统的茶馆经营中赢利。

中欧 MBA 学生 SHER LE CHUA：星巴克的法布奇诺（星冰乐）还有许多不同口味的咖啡在中国很受欢迎，听说这些口味都是您引进来的，

星巴克 CEO 舒尔茨点评中欧 MBA 学生商业计划

想象一下请世界上最炙手可热的 CEO 来到中欧校园，为你和团队成员的一项商业计划做点评？如果我们还请到一个香港的专业摄像队和美国有线电视新闻网（CNN）的制作人操刀上阵，为你的计划量身定做一个 3 分钟电视短片，来吸引 CEO 的注意力，你是不是觉得那太棒了？

这些正是中欧 MBA 商业计划大赛的胜出者所能获得的奖励。11 月 2 日，CNN “董事会大师班”栏目移师中欧国际工商学院，星巴克 CEO 霍华德·舒尔茨正是此次节目的访谈嘉宾。为了配合节目录制，中欧于今年 10 月举办了一场资格选拔赛。所有的学生都可以递交自己的商业计划，由副教授长兼 MBA 学术主任白诗莉博士和创业学教授方睿哲博士担任评委。共有 7 个团队参与了这场比赛，其中 4 支团队商业方案被递交到 CNN 的制作人手中做最后的挑选。最后胜出的 2 支队伍在节目录制现场向霍华德·舒尔茨展示了他们的商业计划。

第一个获胜的计划由 MBA2006 级的 Weifang Chen、Karl Leung、Fabio Mercurio 设计，张颖作演示。这是一个叫做“The Pit Stop”的家庭娱乐概念——为中国多代同堂的家庭提供一站式的休闲和教育设施。这个计划的目的是提供一个能同时吸引父母、祖父母和孩子的场所。

在进行 3 分钟商业计划录像演示时，张颖强调了中国高收入家庭盼望找到能够一站式满足家庭各年龄层成员需要的地方。张颖告诉霍华德·舒尔茨：“The Pit Stop 是一个能够享受运动、教育和娱乐的集合体……我们认为目前中国还没有出现类似概念，尤其是针对家庭的”。她也承认，该计划所面临的最大挑战是如何在周末以外的日子里吸引足够的顾客。

舒尔茨首先对他们的“大创意”表示祝贺。对于在平时保证客流量的问题，他提出了以下建议：“这种商业类型的成本结构有一个突出的特点，周一到周五的经营是一个很大的负担……这是一个周末的生

CEIBS MBA student Aleksandra Krainki: We know that China is a nation of tea drinkers. How do you make it a nation of coffee drinkers and have you ever thought of adding a tea chain to your business: Starbucks tea?

HS: Another good question. I was talking about coming to China and being respectful of the heritage here. Starbucks is not coming to China to displace the love that people have for tea, we're coming to China to create a complementary beverage experience. We have been

in the tea business for over 30 years, but it's less than 1 percent of our sales. I don't think that there is an economic model that I can see for a traditional tea store in our future.

CEIBS MBA student Sher Le Chua: We've heard of the frappuccino and other different products you have introduced. I'm wondering what products have not made it – ideas that did not work.

HS: Well I'll give you one idea that was a big



中欧 MBA 学生商业计划获胜者代表张颖和 CNN 主持人安德鲁·史蒂文斯（左）合影。

WINNING SMILE – Rachel Zhang (MBA06) was one of two winning students representing CEIBS during the filming of *The Boardroom*. Zhang presented her team's business plan on air. Here, with CNN Host Andrew Stevens (left) and producer Andrew Demaria.

这项计划所面临的关键挑战是吸引足够多的具有资质的牙医加入。团队计划一方面吸引自己行医的资深牙医加入（他们可以拥有自己的诊所，并享受公司的分红），另一方面培训年轻的牙医。

舒尔茨认为这个团队发现了一个未被触及的新兴市场，蕴含着基本牙科治疗和牙科美容服务这两个细分市场的巨大需求。他建议把美国作为优秀牙医（北美的牙医已经过剩）和风险投资资金的来源，他认为许多美国的医生都会对加入这个商业项目很感兴趣。“我认为你们的发现非常有意义，这里蕴藏着巨大的机会”，舒尔茨表示。他同时也建议团队“把经营重点更多地放在牙科美容上，而不是单纯的牙齿治疗……让人们认识到无需忍受痛苦，你们就能够让他们拥有更加灿烂的笑容和更美的容貌。”在品牌建设方面，舒尔茨建议“中国微笑”可以从推广一个消费者乐于接受的产品，如美白牙齿的产品入手，给消费者一个便宜的体验机会。最后，舒尔茨给予了这个商业计划充分的肯定：“我喜欢这个点子，非常喜欢！”

意。”因此舒尔茨建议团队扩大经营范围。“在提供休闲、教育活动的同时，你们也要为顾客们提供很多食物和饮料。但是，你们一下子进入了休闲生意，现在又要进入餐饮生意，这对于一个刚刚起步的公司来说，是比较困难的。但我认为休闲和聚焦家庭与孩子的核心想法是一个亮点”。

第二个获胜商业计划来自 MBA2006 级学生 David Garcia、Jim Hsieh、李琪、袁良永，由交换学生 Brit Simon 做演示。他们推出的是“中国微笑”概念。这个计划是在中国成立能够提供国际一流牙科服务的连锁牙科诊所。

“这里绝对有巨大的市场需求”，Simon 在录像陈述中告诉霍华德·舒尔茨，录像片里 Simon 坐在一个牙科医生的椅子上。“目前中国只有 6 万名牙科医生服务市场，这还远远不够。”这个团队还对上海消费者做了调查，大部分人表示他们去看牙科医生的次数每三年还不到一次。

FORTUNE 500 Advice: Starbucks's Schultz Assesses Student Business Plans

Fancy having one of the world's superstar CEOs give feedback on a business plan cooked up by you and your group-mates at CEIBS? What if we threw in a professional Hong Kong-based camera crew and CNN producer to create a slick 3-minute video of your plan to catch the CEO's eye?

These were the terms enjoyed by the winners of the CEIBS MBA Business Plan Competition in preparation for the November 2 filming of CNN's *The Boardroom Master Class*, starring Starbucks CEO Howard Schultz. In October, all MBA students were invited to submit business plans for review by MBA Dean Lydia Price and Marketing Professor Rama Velamuri. Seven groups entered the competition, and four were recommended to CNN producers for the final decision, and two groups were chosen to present their Business Plan to Howard Schultz on air.

The first winning plan, developed by MBA 2006 classmates Weifang Chen, Karl Leung, Fabio Mercurio, plus presenter Rachel Zhang, developed a family entertainment concept called The Pit Stop – a chain of one-stop leisure-and-education facilities for multigenerational Chinese fami-



lies. The goal is to create a single entertainment destination that appeals equally to parents, grandparents, and children.

In presenting the plan via 3-minute video (filmed at a bowling alley), Rachel Zhang stressed that upper income Chinese families are eager to find a single location that can entertain an entire extended Chinese family. Zhang told Howard Schultz: "The Pit Stop is a combination of sports,

中欧 MBA 商业计划另一支获胜队代表 Simon Brit 和霍华德·舒尔茨合影。SOLID PLAN – Simon Brit, was the other CEIBS MBA student to present his team's business plan – for a chain of dental clinics – to CNN. Schultz' response? "I love the idea!"

education and entertainment. ... We think there is no such concept in China, especially for the family." The biggest challenge, she acknowledged, would be to keep the place filled during weekdays.

In responding to the video, Schultz first congratulated the group on its "big idea". Addressing the problem of keeping the facility full during weekdays, he had the following advice: "The cost structure of something like this has an overhang where there is a big burden during Monday through Friday. ...It's a weekend business." Schultz advised the group to expand the business into a line of products he knows well. "You need a lot of food and beverage to go along with the activities," he said. "Now, all of a sudden you're in the leisure business and you're in the food and beverage business and that's a lot to take on in a start-up. But I think the core idea of leisure and focusing on families and children is spot on."

The second winning Business Plan came from MBA 2006 students David Garcia, Jim Hsieh, Lily Li, Leon Yuan, and presenter Brit Simon (exchange) with the concept China Smiles. This plan focused on setting up a chain of dental clinics across China, providing international standard dental services.

"There is absolutely a tremendous need for this service," Simon told Howard Schultz in his video, which

To view this and other segments of *The Boardroom Master Class* at CEIBS, visit www.ceibs.edu/media-center or CNN.com

那么请问，有没有不太成功的案例呢？

霍华德·舒尔茨：好，我想向诸位讲述一段我个人的惨痛教训。几年前，我萌生了一个宏伟的想法，出版一本我们自己的杂志，从表面来看，这似乎是一个绝妙的机会：我们观察到每一个到我们咖啡店来喝咖啡的顾客都有阅读的习惯，店里每天都会留下很多报纸，我就在想为什么我们不创办一本自己的杂志呢？外面有成千种很棒的杂志，但是对我们而言还不够好，我们要创办自己的杂志。我们找到了一个非常棒的合作伙伴——时代公司。我们投资了上百万美元，打造了一份非常精美的杂志，我们的编辑非常出色，但是就是没有人愿意购买，我们遭受了巨大的亏损。我在我的办公室里放了一大叠那份杂志，提醒我自己和其他员工一个非常重要的商业教训：要从失败中吸取教训，但有时你要为之感到

庆幸。我非常不愿意看到那次失败影响了我们创业和创新的信心。我积极鼓励员工，让他们意识到我们的成功不是被赋予的，而是我们自己挣来的。只有一如既往地想顾客之想，才能保持领先。但是我们需要保持一个平衡：世界的迅速变化给顾客带来更多的选择，因此重要的是，不仅要“与时俱进”，还要保持和加强自己的核心业务，这样核心业务才不会因为其他的事情分散。这是艺术，不是科学。

安德鲁·史蒂文斯：让我们回到 1983 年，当时你刚刚加入星巴克，在那里待了几个月，你就去了意大利米兰，据说那是你职业生涯的一个重要转折点。

霍华德·舒尔茨：1982 年星巴克正准备开设它的第四家分店的时候，我加入了星巴克并担任市场总监。过了不到一年，我就被派到意大利去参加当地的一

failure, and it was my personal idea. A few years back, I had the brilliant idea that we should publish our own magazine. On paper, it looked like a great opportunity: all the people coming into our store, we see them reading. We saw lots of newspapers in our stores, [so I thought] why don't we just create our own magazine? There are a thousand magazines out there that are fantastic, [but] not good enough for us – we'll do our own. We got a great partner, Time Inc, and we invested millions of dollars. It was a fantastic-looking magazine, a great editor – and no one bought it. We lost our shirt. I have a rack of those magazines sitting permanently in my own office to try and remind myself, and others, of a very important business lesson. That

he filmed while seated in a dentist's chair. "There are only 60,000 dentists to serve the [China] market, that's just not enough."

To meet one of the key challenges to the plan – attracting enough qualified dentists – the group plans to focus on attracting entrepreneurial senior dentists to join the enterprise (by offering ownership and revenue sharing) and to focus on training younger dentists.

Schultz said the group had identified an "untapped" and "emerging" market, and that he expected strong demand for both basic dental care and more sophisticated cosmetic services. He suggested that the United States could be a source of both qualified dentists ("there are a plethora of dentists in North America") and of venture capital money, commenting that many U.S. dentists would be interested in joining the venture. "You have identified something that I think is really significant and a big opportunity," said Schultz. He also suggested that the group "focus more on the cosmetic side than on pure dentistry ... get people to recognize that you can improve their smile, their looks – and that it's not painful." In terms of brand building, Schultz suggested that China Smiles start by promoting a consumer friendly product such as teeth whitening via inexpensive trials. His closing remarks were a clear endorsement. "I love the idea," he said. "I really do!"

is: it's one thing to learn from your mistakes but sometimes you have to celebrate them. The one thing that I do not want to do at Starbucks is have the kind of failure where we start discouraging creativity and entrepreneurship. I'm very fond of encouraging our people to recognize that our success is not an entitlement, it has to be earned. And we have no right to enduring success unless we continue to be relevant and close to the consumer. But there is a real balance here: the world is changing so quickly and the consumer has so many choices that the important thing is not only staying relevant but preserving and enhancing your core business so that it's not diluted by other things you do. This is an art, not a science.

次咖啡贸易展。来到米兰，我从酒店步行到展览中心，沿途随处可见刚才短片里面出现的浪漫诱人的咖啡馆。我走进那些咖啡馆，我得说，我马上被那种融融的氛围和 espresso 的醇香所倾倒了。我突然意识到，星巴克什么都没有。简直无法想象从 1971 年至 1982 年，星巴克从未卖过一杯咖啡。我们只是按斤论两地出售家用咖啡豆。我赶紧回到西雅图，米兰所见和心中的主意让我兴奋异常。起先，星巴克的创建者（我非常尊敬他们，因为是他们创建了星巴克）不同意星巴克进入这个业务领域，两年半的时间里，我不停地试图说服他们，他们终于同意我开设第一家星巴克咖啡店。

安德鲁·史蒂文斯：抱歉，我打断一下，当你所敬仰的星巴克创建者对你说他们不感兴趣的时候，你的感受是什么？

霍华德·舒尔茨：我有一种强烈的受挫感，但是我很耐心。我非常尊重他们，因为星巴克是他们一手创办的。第一家星巴克咖啡店的面积有 1500 平米，而我只有几百美金开店的资金。几星期内，我们的客户量就达到每天 1000 人次。我们把咖啡饮料拿铁”这个词引入了西雅图和美国。

中欧学生 GULNARA ABDULLINA：你认为你有没有牺牲了你早先的想法？

霍华德·舒尔茨：值得庆幸的是，回顾创业初期的计划，我们不难发现，我们所做的大部分的事情同我们当初的梦想是一致的。我们最初商业模式希望平衡利润与社会责任、建立员工与顾客之间的信任、营造一个家和办公室以外的休闲环境。在保持我们传统（舒适的环境，与员工和顾客保持密切联系）的基础上，我认为我们未来继续前进的挑战是，我们现在是一个大公司。因此问题就是：我们如何和我们的 20 万名员工保持亲密联系，同每周 5000 万顾客保持紧密联系？答案是：当初我们制定商业计划的时候根本没有想到今天我们会拥有 15000 家连锁店。要知道当我刚开始为星巴克筹集资金的时候，我们的计划是开 100 家连锁店。但是筹资非常困难，我只能把连锁店改成了 75 家。可是我连重印计划书的费用都负担不起，所以我只能自己用笔把 100 家改成 75 家。我从来没想到我们能发展到现在这个样子。我们极其注重产品的品质以及为

顾客提供优雅环境。我们现在不会，将来也不会为了扩张，降低对店堂环境的要求。在企业发展的同时保持和员工、顾客密切关系是一场长久的战斗和挑战。

安德鲁·史蒂文斯：今年 2 月，网上泄漏了您并不愿意公开的一段言论。这里我引用一下里面的一句话：星巴克的品牌正在走下坡路，因为星巴克开了太多没有特色和内涵的咖啡店。请问，您真的认为星巴克在倒退吗？

霍华德·舒尔茨：让我说一下这个事情的前因后果。如果过去的 15 年中，你一直坐在我们周一早上的晨会里，你会明白这是怎么回事。如果你只是一个外来人，你可能会说，这家公司真有麻烦了。因为我们不会花很多时间来庆功。我们会把很多精力和时间花在努力工作，提升自我上。我觉得我需要提醒我的员工，随着我们的发展和前进，我们不能把公司的发展和成就公司的传统断裂开来。我不想为那段言论道歉，我只是对公司的一些状况做自我批评。我的职责就是保证公司的赖以成长的原则不被破坏。

安德鲁·史蒂文斯：你在你的公司里注入了哪些你自己的道德价值？它们是从哪里来的？

霍华德·舒尔茨：我是一个来自布鲁克林（美国纽约市西南部的一区）的穷孩子，成长于社会的底层，所以我非常强调，我希望公司的员工——无论他是否受过高等教育，无论他的家庭贫富，无论他持有何种宗教信仰，无论他的肤色，都要被重视、受人尊重。五六十年代我还是个小男孩的时候，我的父亲觉得没有自尊，因为他是一名蓝领工人，我觉得他的价值被低估了。我永远不会忘记这些，所以我们的文化和我童年的经历直接有关。

安德鲁·史蒂文斯：有一天你总要离开星巴克，面临每个人都要面对的那道槛 [死亡]，你希望你能给星巴克留下些什么，你希望人们如何记住您为星巴克所做的一切？

霍华德·舒尔茨：这个问题很难回答，因为我离开那一天还很远。但是我想说一个公司的成功在于，能把公司的理念和精髓深入到公司所做的每一件事中。公司的成功应与员工一起分享，这对我而言就已经足够了。 **TheLINK**

AS: Let's go back to 1983. You had just joined Starbucks, been there for a few months and you went to Milan, Italy, and it's been said that was a defining moment in your career.

HS: When I joined Starbucks, we were getting ready to open up store number four in 1982 and I was the head of marketing. Within a year of being with the company, I was sent to Italy to a coffee trade show. I went to Milan and I found myself walking from the hotel to the convention center and everywhere I walked I saw... these wonderful, romantic coffee bars. I walked in there and I must say I was just swept away with the sense of community, the romance of espresso. But the idea was, I saw something that Starbucks was not doing; and it's almost unbelievable to think of the fact that from '71 to '82 Starbucks did not sell one cup of coffee. We only sold coffee by the pound for home consumption. So I raced home to Seattle and I was so excited and probably a little overheated about what I had seen and what I thought we had missed. And the founders of Starbucks – and I must be very respectful because they had started the business – but they did not really want to move Starbucks

into this area of the business. But after two-and-a-half years of me kind of knocking on the door, they allowed me to open up the first coffee bar for Starbucks.

AS: Let's just stop there for a moment ...The founders, the people you look up to, have said, 'not interested'. How did that make you feel?

HS: I was terribly frustrated but I was patient. I was very respectful of the fact that it was their business and when we got to the first coffee bar it was a store that was about 1,500 square feet and I only had a couple hundred dollars to open up the bar. Within a few weeks, we had about 1,000 customers a day and we introduced the drink and the word 'café latte' to Seattle, and America.

CEIBS student Gulnara Abdullina: Do you think you have had to sacrifice, partially, your early vision?

HS: I think we've been fairly blessed. If I look back on the initial business plan for our company and what we were dreaming about, most of the things that we've been able to do are very consistent with that. The original business model was to be able to achieve



霍华德·舒尔茨的商道箴言

11月2日，在中欧国际工商学院石化演讲厅——美国有线电视新闻网（CNN）“董事会大师班”栏目录制现场，星巴克 CEO 霍华德·舒尔茨与现场的中欧学生及教授分享了他的为商之道。

1. 你必须百分之百地可信和真实。我认为无论你是自己创业还是进入一家公司，你都必须诚实坦白的，不可以做“两面派”。
2. 一个伟大的领导，有时也得表现出自己的弱点，并同他人分享自己真实的情感。
3. 成功需要投入无限的热情与激情。因此一定要找到你确实热爱的东西。
4. 你要清楚知道成功不易，因为建立伟大而不朽的成功需要个人的牺牲。
5. 你必须找到和你有共同梦想的人，不仅仅是为了赚钱。一些大公司之所以失败是因为他们仅仅专注于追逐利润。另一些大公司之所以成功，是因为他们专注于满足员工、顾客和社会的需求，由此获得巨大的利润。找到那个微妙的平衡点，你就能建立起成功的事业。
6. 与那些比你更聪明、更有经验的人共事，并与他们分享成功。

Howard Schultz' Golden Business Rules

During the filming of CNN's *The Boardroom Master Class* on November 2 at the CEIBS auditorium, Starbucks CEO Howard Schultz shared the following strategic tips with CEIBS students and faculty:

1. You have to be 100 percent authentic and true. I think when you're either building a business or joining a company, you have to be transparent – you can't have two sets of information for two sets of people.
2. A great leader, at times, has to demonstrate a level of vulnerability and share with people how you really feel.
3. In order to achieve success, it takes unbridled enthusiasm and passion. You have to find something that you really, really love.
4. You have to be willing to understand that this is hard to do – to build great and enduring success takes personal sacrifice.
5. You have to find people who share your dream, and not only to make money. Great businesses do not succeed because they're focused purely on making a profit. Great businesses succeed at a high level of profitability because they are doing fantastic things for their people, for their customers and their communities. Find that fragile balance and you will build a profitable business.
6. Surround yourself with people who are smarter and more experienced than yourself and share the success with them.

the fragile balance between profitability and a social conscience, to build trust between our employees and our customers, to create a “third place,” where it really would be an extension of people’s home and work. I think the challenge for us going forward, while maintaining our links with the past, is that we’re a big company today. And the question is: how do you get big and stay small, how do you maintain intimacy with 200,000 people who work for our company, with 50 million customers a week. And so the answer is: the original business plan never imagined that we would have 15,000 stores. And one thing you should know is that when I was raising equity for Starbucks, the original business plan was 100 stores, and I had such a hard time raising money and I couldn’t afford to reprint the business plan, so I actually crossed out [100] in ink and wrote “75.” I never imagined that we would be here today. We are maniacally focused on quality, maniacally focused on providing a great environment for our people, we don’t want to dilute the environment of our company, and will not, for growth’s sake. And so it’s a constant battle and challenge in growing the company and at the same time maintaining its intimacy with those constituents that I have mentioned.

AS: In February this year, a memo, written by you, appeared on the Internet. It wasn’t meant to appear publicly, but it did. And I’ll quote this. It says the Starbucks brand is being watered down because Starbucks is opening too many “sterile, cookie cutter stores that lack character and soul.” Now to me, what you are saying is that Starbucks is losing its way. Is that how you felt?

HS: Let me provide some context for the memo. If you sat in our Monday morning meeting for the last 15 years, you’d go in that meeting, if you’re an outsider and you’d say, ‘this company’s really in trouble.’ We don’t spend a

lot of time celebrating. We spend a lot of time focusing on the things that we need to get better and we are very, very, hard on ourselves. And I felt I needed to remind our people that as we are growing and looking forward, we need to link the growth and development to the heritage and the tradition of what has built this company. I wouldn’t apologize for the memo, I was self-critical of some of the things I think we were doing and that is my role and responsibility to make sure that the guardrails of the company are intact.

AS: What are your moral values as they apply to your corporation? Where do they come from?

HS: I was a poor kid from Brooklyn, New York, growing up on the other side of the tracks, and I’ve never lost sight of the fact that I want people in our company – whether they are highly educated, come from a rich or poor family, whatever religion they are, whatever color they are – I want people to be valued and respected. And I think that goes back to the fact that, as a young boy, I watched my father lose his self esteem because, as a blue-collar worker in the 50s and 60s, he was kind of devalued. And I never forgot that. And so what we’ve tried to do as a company is directly linked to my childhood experience.

AS: You will step down from Starbucks one day, the proverbial bus is always out there. What do you want your legacy to be. How do you want to be remembered for what you have done at Starbucks?

HS: It’s hard to answer that question because I’m a long way from that bus. But I would say the success of the company is linked to the fact that the company really did try to have a conscience and a soul in everything it did. And the success of the company was shared with its people. That would be enough for me. [TheLINK](#)

游戏开始:

中国创业者的最佳创业时机

START YOUR GAME:

China entrepreneurs are in the right place at the right time to play big

中国创业者已迎来创业黄金期。急速增长的消费者需求、众多的市场空隙、较低的创业“机会成本”，以及政府的支持，种种因素都为创业者创造了良好的创业环境。不过这个黄金期可能只有10年，所以中欧教授们说：要创业，趁现在。

案例：四位中欧校友的创业故事——经验与教训分享。

CHINA ENTREPRENEURS ARE IN THE RIGHT PLACE AT THE RIGHT TIME TO PLAY BIG. DESPITE THE TOUGH ODDS AGAINST STARTUPS - ONLY ONE IN FIVE REACHES ITS FIRST BIRTHDAY - CHINA OFFERS ONE OF THE BEST ENTREPRENEURIAL ENVIRONMENTS IN THE WORLD RIGHT NOW. BUT CEIBS PROFESSORS SAY THESE IDEAL CONDITIONS WON'T LAST FOREVER.

TO PROVE THIS POINT, IN THIS COVER STORY THELINK PROFILES FOUR ALUMNI-RUN COMPANIES THAT STARTED UP - AND SUCCEEDED.

VIRGINIA
AVENUE

STATES
AVENUE

ELECTRIC
COMPANY





文 / 安若丽

1997年，陆风只是西北轻工业学院工业设计专业的一名学生，当时他有个简单但却很聪明的想法：假如把国内市场上的主要金融数据编排到一张携带方便的软盘上，投资者可以轻松估计市场走向，会怎么样？十年后，陆风（EMBA2002）经营着国内最大的金融数据公司，而他创办的万得资讯公司也在国际上赢得了“中国彭博社”的美誉。

四年后的2001年，在墨西哥中部的鞋都莱昂（Leon），胡安德（Juan Martínez）（MBA2002）准备圆他儿时就有中国梦——这个梦想促使他就读中欧，并在2003年成立了一家贸易公司，在中国与西语国家之间经营皮革、时尚衣服饰品等货品。四年以来，Solhix公司吸引了数百家来自太平洋两岸的供应商和买家。

与此同时，在广东省，李雄（EMBA2002）的2005年忙着解决一个商业人士经常遇到的问题：找到一个可以谈生意、举行活动的理想酒店太难了。于是，李雄就成立了“食在广州第一网”酒店数据库网站，顾客可以通过网站和手机查询广州3000家酒店的信息，并通过“订餐小秘书”订座。如今其电话预定客户数量已经达到了1万家，并且在继续增加。

同年，从巴黎移居上海的Valerie Touya发现，越来越多的高品味的中国城市消费者愿意出“欧洲的价格”，购买出自优秀的年轻时尚设计师之手的服装，而不是去买那些大牌的全球知名品牌，或者购买假冒品。Touya现在经营着一家名为Curiosity的精品店，在上海和苏州共有3家门面。

四位中欧校友的共性在于：他们都成功地实现了在中国的创业梦想。尽管创业充满风险，创业者还要面对巨大的心理压力（有8成的创业项目不到一年就会夭折），还是有越来越多人愿意尝试创业。本期，《The Link》杂志走进中国新一代创业者的生活。本期的主题文章将介绍5位中欧教授对这个群体的研究成果，还将介绍上面4位创业者的成功故事。

东方硅谷

一个有新颖的商业主意的创业者，应该去上海呢，还是应该去以创新、时尚生活和风险投资而出名的加州硅谷呢？

>> 正文继续第64页



By Laurie Underwood

Back in 1997, an Industrial Design student named Lu Feng, from Xian's Northwest Light Industry Institute, came up with a simple but clever idea: what if key financial data on China's markets were formatted onto a handy computer disk, allowing investors to easily assess trends? One decade later, Lu (CEIBS EMBA 2002) operates China's #1 resource for financial data. In fact, his company, Shanghai Wind Information & Technology Co., is known internationally as "China's Bloomberg."

Four years later, in the central Mexican shoe-manufacturing town of Leon, Juan Martínez (MBA 2002) was preparing to follow his childhood dream of visiting China – an ambition that led him to found a trading company handling leather materials, fashion accessories and more. Now in its fourth year, Solhix is bringing together hundreds of suppliers and buyers from both sides of the Pacific.

Meanwhile in Guangdong province, Li Xiong (EMBA 2002) spent 2005 developing a solution to a common problem among his peers: fellow businesspeople were constantly scrambling to find the best restaurant for company meetings or events. In response, Li formed the MYFB Restaurants Guide, offering internet or mobile access to a database of 3,000 Guangzhou-area restaurants. Today, the service reaches a user base of 100,000 clients, and growing.

That same year, Parisian transplant Valerie Touya (EMBA 2002) discovered a growing population of sophisticated urban shoppers willing to pay "European prices" for trend-setting clothing from talented new designers as an alternative to buying big name, global brands or fakes. Touya now operates three bustling Curiosity Concept stores in Shanghai and Suzhou.

What these four CEIBS alumni have in

common is their successful pursuit of an entrepreneurial dream in China. While starting a company remains one of the most financially risky and emotionally stressful endeavors a person can undertake – 80 percent of new businesses perish before their first birthday – a growing number of businesspeople are making a go of it. This month, *TheLINK* takes a close-up look at the life and times of the new generation of entrepreneurs in China. Our cover story features the findings of five CEIBS professors who are researching this topic, and profiles the four successful alumni entrepreneurs introduced above.

SILICON VALLEY, EAST

Which is a better environment for an entrepreneur with a hot new business idea: Shanghai or California's Silicon Valley – home of America's trendsetting Web 2.0 technology and famous for its creative minds, stylish living, and venture capital?

The answer is "Shanghai," according to CEIBS Professor of Entrepreneurship Ge Dingkun. Prof. Ge should know: he is a product of California's famous creativity and entrepreneurial spirit, having spent several years working in San Francisco in the early 2000s.

"In the Silicon Valley, when you just walk down the street or stop for a coffee, you hear people talking about their ideas for startups," says Ge. But while the atmosphere near San Francisco is crackling with innovative brainwaves, Ge stresses that China now offers other valuable benefits for entrepreneurs. Ironically, the nation's status as a developing market, and even its past as a planned economy that banned entrepreneurship, has created one of the world's best environments for launching a startup. The reason: On one hand, Chinese buyers are well informed of international product trends, and are increasingly willing and



Prof. Amy Shuen

选择什么行业创业？ WHICH INDUSTRY?

有了一个在中国开发畅销产品的好主意？在你将辛苦积攒起来的钱投进去，以及把自家住处变成工厂之前，《The Link》杂志作了一些调查，以便提高你的成功机率。我们就此采访了中欧的几位创业学教授，询问了对创业者来说最具潜力的行业、产品和服务。

来自加州大学伯克利分校 Haas 商学院的中欧创业学访问教授 Amy Shuen 建议，中国未来的创业者要关注正在兴起的 Web2.0 运动。“在 Web 2.0 的很多领域都有巨大的发展，特别对于中国年轻的城市职业人士来说”，她说。Shuen 教授正在完成她的新书的中文版，书中她预测了“下一波”因特网技术对世界和中国的影响。

Shuen 的一个发现就是，中国公司和其他地方的公司一样，可以通过使用新兴的技术精确追踪和满足消费者需求来取得成功。Web 2.0 关注的是记录使用者行为的技术能力，企业可以据此制定更具针对性的广告计划。这在中国特别有用，因为这里的消费者的偏好变化很快。

中国巨大的手机用户群——目前是世界上最大的——提供了巨大的赢利机会。Shuen 指出 Google 就是通过吸引用户和广告商使用其快速的关键词搜索来挣钱的。“谁要是能够使手机具备这个能力，那么他就可以成为中国的下一个 Google”，她说，“现在就是试图使用用户公开的或自愿提供的信息，为他们提供更加相关的服务。”手机现在已经被用来追踪用户的习惯，诸如呼出情况（如是否从同一个外卖公司购买午饭），甚至购物习惯（是否反复去附近的干洗店或者咖啡店），公司要是能收集和利用这些数据，然后直接满足消费者的偏好，就可以取得成功。

Shuen 教授认为，“搜索引擎已经显示，创业者可以将很多当地的营销知识运用到网络上去。”下一步，在中国和全球，就是要发展平台，使这些数据“货币化”。

中欧创业学教授葛定昆同意，不久的将来中国将“更加依赖科技驱动”，政府对高附加值的科技服务业的日益支持，以及国内专业技术的积累，将使该行业受益。

葛教授不仅看到了新兴企业的前景，他认为中国整个服务行业都很有前途。他指出，美国的服务业产值达到 6000 亿美元，占 GDP 的 65%，而中国的服务业产值只占 GDP 的 38.7%（2007 年前三季度）。随着中国经济的持续发展，服务业的发展潜力很大。

选择政府鼓励的行业是另一个选择。葛教授认为，“中国政府正在花重金来发展清洁技术——节约能源、降低污染物的项目，以及高科技行业，特别是生物技术和纳米技术。”

两个趋势值得关注：中国的老龄化——65 岁以上的老人占上海人口总数的 24%，以及城市化。到 2015 年，超过一半的中国人将居住在城市里，为企业创造了满足一系列新需求的机会，比如餐厅业的增长，葛教授指出。

最后，中欧言培文教授建议创业者采取正确的心态。他引用了欧洲富翁罗特席尔德的一番话：“小提琴的悦耳琴声在音乐厅响起的时候，是无法产生巨大财富的。只有当郊外响起嗖嗖的子弹声时，才可能创造巨大的财富。”言培文解释道，“变化是创业能力的来源。在中国，很多行业正经历着变化。只要发生巨大的变化，就可能产生巨大的创业机会。”

Got a great idea for a hot product to launch in China? Before you cash in your hard-earned savings and transform your apartment into a factory, *TheLINK* has done some research to help improve your odds. We checked in with CEIBS professors specializing in entrepreneurship to ask which industries, products and services offer the best potential for entrepreneurs.

Professor of Management Practice Amy Shuen, who now splits her teaching time between CEIBS and Berkeley, first advises China-based would-be entrepreneurs to pay attention to the booming Web 2.0 movement. “There is going to be huge growth in many of the ‘Web 2.0’ areas, especially among China’s young urban professionals,” she says. Shuen is now finalizing a China edition of her upcoming book on the Web 2.0 phenomenon. The book predicts the impact of the “next wave” of internet technology worldwide, and in China.

Among her findings, Shuen says companies based in China, as elsewhere, stand to win big by using emerging technology to accurately track and meet consumer demands. Web 2.0 technology focuses on the ability to record user behavior (web-viewing patterns and click-streams, for example), then customize advertising campaigns. This ability will likely prove extremely useful in China, a market in which consumer preferences change particularly quickly.

China’s enormous mobile phone using population – now largest in the world – also offers vast, lucrative opportunities. Shuen points out that

Google made its money by attracting users and advertisers to its efficient key-word searches via the laptop. “Whoever collapses this ability to the cell phone and makes it available for users will be the next Google for China,” she says. “The whole game right now is to try to use open and volunteered information from users to provide them with a more relevant experience.” Already, handsets are being used to track user habits such as calling patterns (ordering lunch from the same delivery service for example) or even shopping habits (repeated trips to the neighborhood drycleaner or coffee shop). Companies that can access and “mine” such data, then cater directly to consumer preferences, will succeed.

“Search engines have shown there is a great deal of local marketing savvy that entrepreneurs will be moving onto the web,” says Shuen. The next step, in China and worldwide, will be to develop the platforms to “monetize” that data.

Agreeing that China will be “more tech driven” in the near future, CEIBS Entrepreneurship Professor Ge Dingkun says this sector will benefit from the combination of increased government support for value-added tech services plus growing domestic expertise in the field.

Taking a broader view of the landscape for startups, Prof. Ge says the entire services sector in China is promising now. He points out that the U.S. now operates a US\$600 billion services sector which supplies the nation with 65 percent of its GDP. By contrast, China’s services sector supplied just 38.7 percent of GDP in the first quarter of 2007. As China continues with its economic development, the potential for growth in services is vast.

Government-promoted industries are another good bet, Ge says. “The Chinese government is spending tons of money on clean technology – energy saving, pollutant reduction programs – as well as on high tech sectors, especially biotech and nanotech,” he says.

Two other trends to track: China’s shift toward an aging population – 24 percent of Shanghai residents are over 65 years of age – and China’s trend toward urbanization. By 2015, more than half of Chinese citizens will live in cities, creating vast opportunities to meet a new set of demands. Says Ge: “I predict more and more catering to urbanites.”

Finally, CEIBS Marketing Professor Per Jenster advises would-be business launchers to adopt the right mindset. He quotes the famous Rothschild statement that “Great fortunes are not made when the violins are playing in the concert halls. Great fortunes are made when the bullets are raging outside the cities.” The meaning, Jenster explains, is this: “Change is a great source of entrepreneurial energy. In China, there are some industries that are experiencing a lot of change right now. Whenever you have dramatic changes, this creates great entrepreneurial opportunities.”

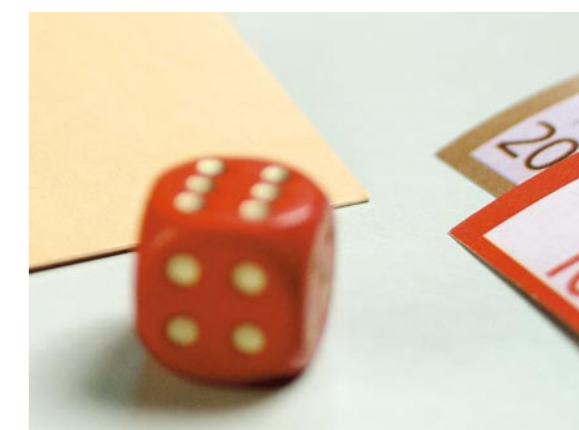
able to buy. On the other hand, local supply lags far behind in many categories. This “asymmetry” – more demand than supply for superior products and services – presents an ideal scenario for launching a new business.

“The Number One success factor [for a startup] is demand. Finding demand is much easier in a high-growth economy like China,” says Ge. “Entrepreneurs can succeed in China simply by doing something faster and cheaper than the existing suppliers.” In contrast, he says startups in California typically face a tough time attracting spoilt-for-choice consumers.

In the short term, Ge expects this market “asymmetry” to continue in China. He points out that, in transforming from a planned economy to a market economy, China has opened many new market segments, resulting in “huge opportunities.”

MUCH TO GAIN, LITTLE TO LOSE

China’s now flourishing environment for entrepreneurs is especially remarkable considering that entrepreneurship was flatly banned just 30 years ago, points out CEIBS Management Professor Terence Tsai. During the 1970s and 1980s, private enterprise started with the introduction of the township village enterprises, then expanded to include private domestic enterprises and joint ventures, then wholly owned foreign enterprises. Says Tsai: “It is only very recently that you have true entrepreneurial spirit





答案是上海，这个答案来自中欧国际工商学院战略和创业学助理教授葛定昆。葛教授是有发言权的：他自己就受益于加州的创新精神和创业精神——本世纪初他在旧金山工作了好几年。

“在硅谷，只要你走上街头，或者去喝杯咖啡，就可以听到人们在谈论他们的创业想法。”葛教授说。虽然旧金山到处都弥漫着创业的气息，葛教授认为中国可以为创业者提供其他的好处。有意思的是，中国只是一个发展中市场，计划经济时代甚至还禁止创业，现在却创造了世界上最理想的创业环境。原因在于，一方面，国内的消费者熟知国际产品趋势，并且越来越愿意和有能力购买高档品牌。另一方面，在众多方面当地的供应商还滞后于消费者的期望。这个“失衡”——高质量的产品和服务供小于求，提供了创业的理想场所。

“创业成功的首要因素是需求。在中国这样经济增长迅速的国家里，发现需求是很容易的事情。”葛教授说，“在中国，只要比现有的供应商动作快、价格低就可以成功。”但是，在加州，创业者很难吸引到消费者，因为他们的选择太多了，葛教授说。

葛教授估计，在短期内，这种“失衡”现象将在中国继续存在。他指出，中国在从计划经济向市场经济的过渡中开放了许多市场，所以产生了“巨大的机遇”。

得多失少

中欧工商学院管理学副教授蔡舒恒认为，考虑到30年前创业在中国是被禁止的，中国现在的创业环境发生了显著的变化。1970和1980年代，私营

企业首先从乡镇企业开始，然后发展到私企、合资企业，然后是外商独资企业。蔡教授认为，“中国最近才产生名副其实的创业精神。”尽管它是新兴事物，但是发展却非常迅速。据全国工商联的资料显示，如今，中国GDP的一半来自私营企业。

展望未来，中欧管理学教授言培文(Per Jenster)认为，中国两位数的经济增长将继续为新兴公司的创立创造有利条件。言培文教授和中欧管理学教授范悦安(Juan Antonio Fernandez)合著的《The Dragon on Fire: Lessons From Entrepreneurs in China》(点燃的龙：中国创业经验谈，编者译)将由中欧案例中心于2008年出版。根据自身的研究，言培文教授强调，一些国有企业的倒闭和国企的私有化创造了很多机会。“现在有很多这样的情况，经营不良的国有企业全部或部分由私营企业接管”，他说。很多中国最成功的私营企业都是起身于改制的国企。

为中国的创业热情加油添火的另一个因素，是越来越多的大学毕业生就业难的问题，以及中国创业很低的“机会成本”。言培文认为，“其他地方的MBA放弃自己的工作去创业时会非常谨慎。”但是在中国，职业人士的薪资普遍低于国际标准，所以很多人觉得创业失去的很少，相反得到很多。

在中欧的教授看来，一则好消息是，政府对创业表示支持，尤其是对中国创业者。“作为一个发展中国家，中国的新公司注册程序是特别顺畅的”，言培文教授说。除了几个“敏感”行业仍然受到限制外，中国政府非常欢迎创业。中国的另外一个优势是，创业程序没有发达国家那么正式。但是，言培文认为，中国可以进一步改进，比如，更多的步骤可以在线完成。



in China.” Despite its newness, the sector is growing at warp speed. Today, 50 percent of China’s GDP comes from the private sector, according to the All-China Federation of Industry & Commerce.

Going forward, China’s double-digit economic growth rate will likely continue to create favorable conditions for startups, adds CEIBS Management Professor Per Jenster. Jenster and fellow Management Professor Juan Antonio Fernandez are co-authoring the book *The Dragon on Fire: Lessons From Entrepreneurs in China*, to be published in 2008 by the CEIBS Case Study Center. Based on his research, Jenster stresses that the closure or privatization of many state-owned enterprises (SOEs) has also created rich business opportunities. “In many cases now, the work of defunct SOEs is fully or partially being assumed by entrepreneurs,” he says, adding that many of China’s most successful private companies got their start as re-vamped or replaced SOEs.

Also fueling the domestic entrepreneurial flame are the growing population of university graduates unable to find attractive jobs, plus China’s low “opportunity cost” for startups. As Jenster says: “MBAs elsewhere will think twice before giving up their paycheck to start a business.” But given that many of China’s professionals are generally underpaid by international standards, many feel that they have less to lose and more to gain by venturing out.

One piece of good news voiced by the CEIBS professors is that China is generally a relatively easy place in which to seek government approvals to launch a business, especially for Chinese nationals (see *Resilience Pays*, page 69, regarding foreign entrepreneurs in China). “For a developing country, the business registration process is unusually smooth in China,” says Prof. Jenster. Outside of a handful of still-restricted “sensitive” industries, the Chinese government is usually quite welcoming to startups. Another plus in China: procedures are often less formal than in developed markets. However, Jenster stresses that China could improve, for

example by making more official processes available online.

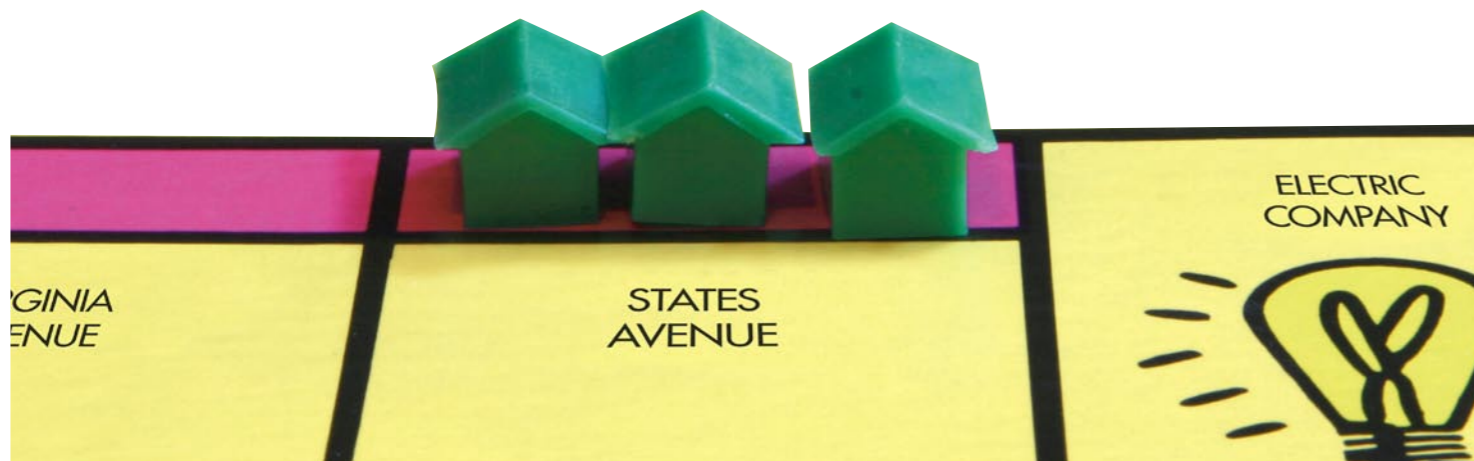
MICHAEL DELL VS LEI FENG

Despite the benefits for entrepreneurs in China, startups here still only stand a one in five chance of survival to 12 months. In China, CEIBS professors agreed that one of the most serious difficulties is that entrepreneurship is often discouraged – by academia, by financial institutions, and even by the friends and family members of would-be entrepreneurs. Prof. Ge points out that in the United States, SMEs now employ 85 percent of citizens and supply 95 percent of new jobs created. Thus, China has much to gain from creating a welcoming environment for entrepreneurship.

One aspect that Ge hopes to see change in China is the low level of risk tolerance within China’s business culture. “Venture capitalists in the West do check the success or failure rate of a company but they also look at what lessons you have learned. In China, the market is not so well developed. Therefore, people judge a business’ value only by results – and that environment is not good for entrepreneurship. In China, we need a nurturing environment [for startups],” he says.

To create a more conducive environment, he and other CEIBS professors recommend that China develop the public institutions focused on helping startups and SMEs, such as the United States’ Small Business Administration.

In fact, younger Chinese are already showing entrepreneurial spirit, Ge says. “The post-80s generation [of Chinese] are quite different from earlier generations – they are more diverse,” he says. “In the past, the role model was Lei Feng. Now it is Bill Gates and Michael Dell.” He points to Chinese entrepreneurs such as Cai Daibiao (CEIBS EMBA 2006) Founder and CEO of Kungfu Catering – the first company worldwide to achieve mass preparation of traditional Chinese cuisine.





迈克尔·戴尔还是雷锋

尽管创业者在中国可以收获很多好处，但是只有 1/5 的新兴公司能够顺利渡过一年。中欧教授们一致认为，在中国，创业所面临的一个最大障碍就是缺乏对创业的鼓励，无论是学术界、金融机构（不愿意提供信贷），甚至朋友、家人都反对创业。葛教授指出，在美国，中小型企业解决了 85% 的就业，95% 的新就业岗位由中小企业创造。因此，中国如果创造一个有利于创业的环境，可以获益很多。

葛教授期望看到中国商业文化对风险的承受能力能够得到改变。“西方的风险资本家也会检查公司的成败，但是他们也看中你从失误中收获了什么。在中国，市场尚未成熟，所以，大家在判断公司的时候只看其结果——这样的环境不利于创业。我们应该在国内营造一个有利于创业的环境”，他说。

他和中欧的其他教授建议，为了营造更有利的环境，中国应该建立诸如美国小企业管理局这样的公共机构，来帮助新兴企业和中小企业。在葛教授看来，事实上，中国年轻一代的创业精神已经初见端倪。“80 后的一代和上一代不一样，他们更多元化。”他说，“过去的楷模是雷锋，现在是比尔·盖茨和迈克尔·戴尔。”他提到了诸如真功夫餐饮集团创办人及 CEO 蔡达标（EMBA2006）这样的企业家，真功夫是首家成功地大规模推广中式快餐连锁店的公司。

风险与风险资本

新兴企业所面临的另一个困难就是中国的银行体制。“国内银行一般不支持创业和小型企业，特别是在西部地区。”言培文教授说，更糟糕的是，当创业者无法通过正规的金融机构获取资金时，他们就会求助于地下钱庄。“中国有一个很发达的灰色市场，很多中国创业者都从那里获取资金——但是这样是有问题的。”言培文说，因为这个体系是非法的，创业者很容易受骗，这个问题在国内欠发达地区显得尤为严重。

就可获得的风险资本而言，葛教授认为中国有很多的风险资本，但并不针对那些处于起步阶段的公司。“创业者在播种阶段进行初步市场调查时，还无法获得充足的资金。你必须依靠自己。而当你发展壮大，不需要钱的时候，投资者才愿意投资。”

一旦公司开始运作，它面临的一个最大挑战就

是保证其商业运作的道德性。蔡舒恒教授这样描述道：“在某种程度上，你可以将现在的中国和 30 年前的台湾进行比较。创业者就像牛仔——他们很喜欢冒险，很喜欢风险”。很多情况下，因为新创建的公司规模小、抵抗力差，所以就很可能在商业伙伴、供应商和员工间滋生腐败。蔡教授对这个问题进行了研究。他专门研究了台湾地产公司信义在运营中防范腐败所采取的种种努力。蔡教授在美国费城召开的 2007 管理学会年会上阐述了该研究结果，并将于 2008 年以案例形式将其发表。

言培文教授对此表示同意，他说：“确实可以看到不少创业者的不道德行为，如侵犯知识产权或其他侵犯法律的行为”。他强调，中国商业圈中讲关系的习惯也导致了一些不符合商业道德的行为。对新兴企业来说，尤为致命的威胁是，员工或者以前的员工盗用公司的技术、合同或流程，创办一个类似的对手公司。

适逢其时

未来将会给中国的创业者带来什么？中欧教授认为前景非常之好，至少在近期是这样的。“未来五年对创业者来说是相当令人兴奋的”，言培文教授说，“你能够得到发展，有很多创业者可以进入的空间。”

葛教授进一步说，对很多行业而言，最佳创业阶段就是现在。“十年后，竞争就会很激烈了。很多行业的格局正在形成，因此未来进入的门槛就会高得多。所以我告诉学生们：要创业，趁现在。” **TheLINK**



COWBOYS AND COWGIRLS

Another hardship for would-be startups is China's banking system. “The banks in China are generally not very supportive of entrepreneurs and small businesses, particularly in western China,” says Prof. Jenster. Even worse, when cash is not available via established financial systems, business founders often turn to China's underground money lenders. “There is a well developed gray market for lending where many Chinese go to get financing – but this can be very problematic,” says Jenster. Because the system is not legal, business founders can easily be cheated. He says the problem is particularly serious in the lesser developed regions of China.

In terms of available venture capital, Prof. Ge says lots of VC money is available in China, but not for startups at the beginning phase. “Sufficient money is not available for entrepreneurs in the seed stage, for conducting initial market research. You have to do this on your own [in China]. Only when you don't need money – when you are up and running – then investors are willing to invest.”

Once a new company is operating, one of the biggest challenges is ensuring ethical business operations. CEIBS Management Professor Terence Tsai describes the scenario in this

way: “In some ways, you can draw parallels between China now and Taiwan 30 years ago. Entrepreneurs are behaving like cowboys and cowgirls – they are very adventurous, very risk friendly.” In many cases, because startups tend to be small-scale and vulnerable, they make likely targets for corruption among business partners, suppliers or even employees. Tsai's research into this issue includes a detailed case study on the Taiwan-based real estate firm Sinyi Realty Inc., chronicling the company's efforts in Taiwan, and now mainland China, not to tolerate corrupt practices within its operations. Tsai's research on this was presented at the 2007 Academy of Management annual meeting in Philadelphia, and will be published in 2008 as a CEIBS case study.

“You do see quite a lot of seriously unethical behavior where entrepreneurs in China are engaged in IPR crimes or other violations,” agrees Prof. Jenster. He stresses that China's guanxi system of business relationships also creates the potential for unethical behavior. Particularly devastating for startups is the threat of current or former employees stealing company technology, contacts, or processes and starting a similar and competing business.

NOW'S THE TIME

What will the future bring for entrepreneurs in China? CEIBS professors see a rosy future, at least in the short term. “The next five years will still be very exciting for entrepreneurs,” says Per Jenster. “You have the growth; you will have a lot of room for entrepreneurs to step into the market.”

Going one step further, Prof. Ge says, for many sectors, the best time to launch a business in China may be right now. “Ten years from now, competitors will have come in. Many industries [in China] are now consolidating. In the future, the entry barriers will be much higher,” he says. “I tell my students: If you want to start a business, start now.” **TheLINK**



中欧国际工商学院管理学教授范悦安一直在为他 2008 年即将出版的新书《中国企业家》研究在中国市场创业的外国企业家。此书是由范悦安教授与中欧国际工商学院对外关系主任安若丽一起合写的。范悦安将在以下的访问中与《The Link》杂志的读者分享他采访了 40 位在中国的外国企业家和咨询人士后的初步研究成果。

《THE LINK》：一般来说，中国对于外国企业家在此开创事业是否是一个好的市场 - 是不是优势胜过风险？

范悦安：在我采访的 40 位外国企业家之中，90% 的人看法非常正面。他们说中国是一个创业能够赚到钱的地方。但这并不意味着容易。外国企业家要面对在语言和文化上的许多挑战，在这方面他们和本土的竞争者相比处于劣势。但在另一方面，他们把自己在国外的经验和专门技术带入了中国，这是他们的优势。

《THE LINK》：中国的商业环境对于外国企业家和本土企业家来说有什么不同？

范悦安：本土企业家的优势在于他们知道如何在中国变化的水域中游泳。中国仍然是一个关系的社会。很多的生意是通过同学、家庭或者朋友之间来达成的。外国人没有这个优势，他们必须从头开始建立自己的网络。

另外还有法制上的不同。要求中国本土企业家的启动资金比要求外国企业家的启动资金要少。因为中国的法律一直在变化，这也是让外国企业家痛苦的地方。例如，房地产业不再允许外国投资者，而且仍然有一些外国人不可以投资的敏感产业。但总的来说，中国对外商投资和外国企业家还是相当

开放的。

《THE LINK》：外国企业家面对的主要挑战是什么？

范悦安：对每个在中国的企业家来说招聘雇员都是一个重大挑战，对小公司来说这个问题更加尖锐。人们对事业发展和有竞争力的薪酬都有很高的期望 - 这些是小公司很难提供的。

另外的问题是如何保护你的生意经。当你有一个很好的主意时，这很容易被模仿。外国企业家应该要非常清楚和注意这个风险，你自己的雇员可能开设同样的公司与你竞争 - 这样的事情并不罕见。

与本地供应商打交道，保证产品质量是另外一种挑战。比如，我们采访的一位外国餐饮业主就买到了假酒，他一直不知道自己买的是假酒，直到他的顾客告诉他。

回收账款又是一个问题。许多企业家都经历了应收账款的问题。融资也很困难，在其他市场上可用的信贷额度在这里不能用，并且有着对企业家普遍的不信任。

《THE LINK》：在采访过程中让你感到惊讶的事情是什么？

范悦安：我们所采访的企业家在中国创业都不容易，他们来到中国时并没有很多资金，并且面对许多真实的挑战 - 例如被客户或生意伙伴欺诈，他们的雇员与他们进行同业竞争，以及面对法律条款的种种限制。尽管有这些负面的经验，他们仍然热爱中国，他们认为中国是一个无论居住还是做生意都很棒的地方。这与他们的个性有关 - 企业家，至少成功的企业家都是充满韧性的。他们从不放弃，尽管四处碰壁，他们仍然相信中国市场的种种好处。

韧性的收获：外国企业家在中国

Resilience Pays:

Foreign Entrepreneurs in China

CEIBS Management Professor Juan Antonio Fernandez is researching the China market for international start-ups for his upcoming book, CHINA ENTREPRENEUR. Written with CEIBS External Communications Director Laurie Underwood, the book will be published by John Wiley in 2008. Below, Prof Fernandez shares with *TheLINK* preliminary findings from his interviews with 40 China-based international entrepreneurs and consultants.

TheLINK: In general, is China a good market for international entrepreneurs to try to launch a business - do the benefits outweigh the risks?

Prof. Fernandez: Among the 40 foreign entrepreneurs I have interviewed for the book, 90 percent of them have a very positive view. They say China is a place where startups can make money. But that doesn't mean it is easy. Foreign entrepreneurs face many challenges - in the language and culture, they are of course always at a disadvantage vis a vis local competitors. But on the other hand, they bring their experience and expertise from their home countries into China. That is their advantage.

中欧国际工商学院管理学教授范悦安
CEIBS Management Professor Juan Antonio Fernandez



TheLINK: How is the China business environment different for international entrepreneurs versus domestic entrepreneurs?

Prof. Fernandez: Local businesspeople have the advantage of knowing how to swim well in China's turbulent waters. China is still a very relationship-oriented society; a lot of business is done through classmates, family or friends. Foreigners don't have that advantage; they have to create their network from scratch.

There are some legal differences, too. Chinese startups need lower minimum capitalization than foreign startups. Foreigners also struggle because China's legislation is changing all the time. For example, the real estate industry no longer allows foreign investors. Also, there are still some sensitive industries in which foreigners cannot invest. But in general, China is quite open to foreign investment and entrepreneurs.

TheLINK: What are the main challenges that international entrepreneurs face?

Prof. Fernandez: Hiring staff is a challenge for everyone in China but it is even more acute for a small company. People have high expectations for career development, competitive salary - these things are difficult for a small company to offer. The other problem is protecting your business idea. When you have a good business idea, it is easily copied. Foreign entrepreneurs should be very aware of this risk and always be attentive - it is not unusual that your own staff might start a business to compete against you. Dealing with local suppliers can be another challenge, in terms of ensuring quality. For example, one restaurateur we interviewed was buying fake liquor from his supplier. He did not know until a customer discovered it. Collecting payments is another problem. Many entrepreneurs experience problems getting paid. Financing the business is also a hardship. The lines of credit available in other markets are not available here and there is a general mistrust of entrepreneurs.

TheLINK: What surprises did you learn in doing the interviews?

Prof. Fernandez: We interviewed people who did not have an easy time starting up in China; they did not come here with lots of funding and many faced real challenges - they were cheated by their clients or partners, their employees started competing businesses, they struggled with the legal regulations. But despite all these negative experiences, they still love China, they think it is a great place to live and to do business. It has something to do with their personality - entrepreneurs, at least successful ones, are resilient. They don't give up. Despite the hard knocks, they still believe in the benefits of the China market.

创造“新奇” Building Curiosity

文 / Lauren Hilgers

巴黎人 Valerie Touya (EMBA2002) 的服装精品店 Curiosity 坐落在时尚的上海巨鹿路，店里陈列着一排排时髦的毛衣、大衣和夹克衫，墙上还挂着创造这些服装的设计师的大幅照片。一边是来自新加坡的尼古拉斯，他正若有所思地凝视着自己设计的裙子，另外一边是 InSh 品牌的李红艳，她正扭头望着自己的产品。在 Touya 的店里，顾客不仅知道自己购买是什么牌子的衣服，还可以知道它是出自于哪位设计师之手。

引进有才华的本地（亚洲地区）服装设计师对于中国的服装零售业来说是个前所未有的大胆想法。目前中国市场上的品牌服装主要是国际大品牌，或者是假冒品。Touya 精心布置商品的陈列，将其商业才能充分地应用到了顾客身上。拥有 10 年时尚行业经验的 Touya 2005 年开始在中国开店。她的经营方针是：时尚行业的成功不仅需要精明的头脑进行商业谈判、节约成本，还需要创造的热情、紧跟潮流，以及最重要的一一与设计师、供应商和顾客保持好的关系。

Touya 说，尽管 Curiosity 卖的是新潮产品，但其为商之道却很中国化。“我的经营理念非常私人化一一这是这种店成功的关键。我和合作伙伴都是很好的朋友。在中国，如果你和某人做成了生意，你就知道你就可以信赖他们了。”依靠这样的经营方针和在上海很容易找到的低成本服装生产商，Touya 的生意做得非常顺利。第一家精品店开张之后，很快供不应求。如今 Curiosity 的店面发展到 3 家：上海 2 家，苏州 1 家。



Valerie Touya (EMBA 2002)

职位：Curiosity 精品店创始人

公司创办时间：2005 年

主营业务：时尚零售，包括服装、配件、首饰

公司规模：7 名员工；三家分店（上海两家、苏州一家）；共 8 个设计师品牌

2008 年发展目标：帮助欧洲品牌进入中国市场

Valerie Touya (EMBA 2002)

Hometown: Paris, France

Title: Founder of Curiosity fashion boutique

Company launch date: 2005

Business focus: Retail fashion — clothing, accessories, jewelry

Business size: Seven employees, two stores in Shanghai, one in Suzhou, offering eight designer brands

Goal for 2008: Helping European brands enter the China market

By Lauren Hilgers

Hovering over the chic sweaters, coats and jackets that line the walls of Valerie Touya's Curiosity clothing boutique on Shanghai's trendy Julu Road, are giant images of the clothing designers featured inside. On one wall, Singaporean designer Nicholas peers down broodingly at his dresses; from the other, Li Hongyan, of the brand InSh, glances over her shoulder to watch over her wares. At Touya's stores, customers are sure to know not just what they are buying, but who.

Introducing talented up-and-coming regional fashion designers is a new bold concept among clothing retailers in China, a market in which designer clothing has, up to now, meant mainly big name international brands or knockoffs. In her carefully designed displays, Touya is transferring her unique business acumen to her customers. When this Parisian 10-year fashion industry veteran (CEIBS EMBA 2002) launched her fashion retail business in China in 2005, she used a formula that relies not only on smart negotiations and number crunching, but also on creativity, timeliness and, most importantly, relationships — with designers, suppliers, and clientele.

Despite the newness of Curiosity's merchandise in China, the business strategy is a “very Chinese way of doing business,” Touya says. “The whole concept is very personal — that's what it takes to get a store like this to be successful. I have a very personal relationship with my partners. In China, once you make a deal with someone, you know you can rely on them.”

The formula, in combination with Shanghai's easy access to low-cost clothing manufacturers, has worked well for Touya. Her first shop quickly burst its seams; today, Curiosity has expanded to three locations: two in Shanghai and one in Suzhou.

When Touya arrived in China in 2002 to join her husband in his relocation to Suzhou, she faced the task of finding a new career track. The ideal job would put to use her experience in retail fashion design for Nike and Printemps, including overseeing the opening of a new 9,000-square-meter



寻找隙缝市场

Touya 的创业故事可以回溯到 5 年前。2002 年，Touya 跟随到苏州工作的丈夫来到中国，她需要找一份新的工作。Touya 曾为耐克和巴黎春天做过店面设计，9000 平米的巴黎春天巴黎店的设计开张就是她负责的，因此最理想是一份能够发挥她所长的的工作。Touya 迈出的第一步是进入中欧国际工商学院的 EMBA 就读，一方面发展她的商业技能，同时在上海的零售行业寻找机会。

在调查了市区的零售业后，Touya 很快就找到了一个可以挣钱的隙缝市场。“中国的大商店卖的牌子都一样”，她说，“而小商店里卖的又都是些过时的假冒商品。”所以，Touya 的经营策略是，满足品位不断提升的中国消费者——越来越多的中国时尚人士对大批量生产的服装品牌不感兴趣，而对精致的欧洲时尚品位越来越为敏感。Touya 说，她的目标市场是，“我想绕过那些国际大品牌，去寻找更加特别的市场。”

Touya 的第一个机会来自法国的 Lady Soul (女士心灵) 品牌，这个品牌看上去很适合她的目标市场。那时她还在中欧读书。该品牌的朋友表示，只要 Touya 可以在上海找到代售的商家，他们就可以免费提供 600 件该品牌的服装。结果，有好几家商店都愿意代售该产品，销售量很快上升。“衣服还没有上柜，我就已经卖了很多了，” Touya 说，“我想，天啊，我得开家了。”

代售成功之外，Touya 还有一个发现：七成的“女

士心灵”服装都产自苏州附近的一家工厂。Touya 为未来的商店取名“Curiosity”，有着奇物和新奇双重的含义。有了便捷的生产途径和一个响亮的店名，她准备开店了。“在中欧读书期间，我就迫不及待想建立自己的品牌，”她回忆道。如今，她的精品店除了出售“女士心灵”服装外，还出售其他精挑细选的品牌服装，销售量很稳定。Touya 说，向中国消费者提供真正的、新潮的（设计）品牌产品，以欧洲价格出售，这个做法是那些有品位的城市消费者完全能够接受的。到 2007 年末为止，3 家“Curiosity”店平均每月能够卖出 450 件高档服装。

创业教训：合资还是独资？

开店之初，Touya 需要做出一个很艰难的决定。由于国内公司比合资公司或外商独资公司在注册资本要求上要低得多，因此 Touya 选择与一位中国朋友合作，把公司注册在这位朋友的名下，这位朋友则成为一位隐形伙伴（不参与公司经营）。通过这个方法，公司很快通过了注册，既加快了速度，也减少了费用。

但是，Touya 现在却因此而遇到了麻烦。经过两年成功的经营，她走到了很多小公司都梦寐以求的阶段：开特许经营加盟店或者把品牌卖掉。但由于她自己并不持有营业执照，因此她无法获得最大程度的好处。

明年夏天 Touya 将回到巴黎，所以她正在出售这 3 家商店。苏州的商店和上海的一家男装店卖给了她的中国合作伙伴和她的姐夫。第 3 家店则被一对热衷于该理念的中国夫妇收购，他们计划年末接过这家店的经营。

Touya 从卖掉商店的经历中得到了外国企业家在中国创业的一些教训。由于她没有将“Curiosity”注册为商标，因此商店出售的过程就比较复杂。比如，在使用“Curiosity”这个名字的问题上，两家新的店主起初还发生了争执，最后决定共同使用。回顾自己的创业经历，Touya 建议，应该采用外资或合资的形式，一定要注册商标名，虽然这在公司创建时会花费更多的财力和时间，但是随着公司的发展和成功，最终能够得到更多的益处。

回到法国之前，Touya 将会帮助另一位中欧校友仲梅（EMBA2003）开办公司。仲梅现在正在重演 Touya 的成功之路——在中国推广国外品牌，不同的是，她引进的是玩具。仲梅正在建立一个名为 Kidsland（知乐）的零售公司。Touya 将会利用她在中国的最后几个月，全力帮助她建立公司。

Touya 计划回到法国之后充分利用她在上海的经历。Touya 说：“我可以利用我的欧洲经验和知识，我也可以为欧洲公司提供了解中国的窗口。”与此同时，她还带回去了在中国成功创建一个品牌，然后出售的丰富经验。TheLINK



Printemps store in Paris. As a first step, Touya enrolled as a CEIBS EMBA student in order to both develop her business skills and find openings in Shanghai's retail scene.

The plan worked; soon after investigating the urban retail scene, she found a lucrative niche to fill. “The department stores [in China] all sell the same brands,” she says. “And the small shops often sell fakes and their merchandise is not very fashionable.” Her strategy was to tap into the increasingly discerning taste of the Chinese consumer – the growing population of fashionistas who are not interested in wearing mass-produced brand-name labels but have a more sophisticated European fashion sensibility. Her target market, she explains, “want to look past these big, international brands to find something more specialized.”

Touya found her first opportunity in a small French label called Lady Soul, which seemed ideal for her target market. While still studying at CEIBS, friends at the brand offered her 600 pieces, free-of-charge if she could sell them on consignment via Shanghai retailers. She found several retail chains willing to take the product on consignment, and sales soon followed. “Even when the clothes were just at the back of the shop, I was selling a lot of products,” she says. “I thought, My god, I have to open a shop.”

Adding to her success was the fact that 70 percent of Lady Soul product is manufactured at a factory near Suzhou. With easy access to the product, and a name for her future stores – she chose “Curiosity” for its double meaning as an emotion and an intriguing object – she was ready to launch. “I could hardly wait for the classes on building a brand at CEIBS,” she remembers. Today, her shops enjoy solid sales with a mix of Lady Soul products plus other hand-picked designer products. Touya says the concept of offering authentic, trendy designer product in China, sold at European prices, is working among her target market of urban sophisticates. By the close of 2007, the three Curiosity stores together were selling an average of 450 high-end clothing items per month.

LESSONS LEARNED: PARTNERSHIP VS WFOE

One of the most difficult decisions Touya has faced was in the official establishment of the business. The legal process of registering the company was straight-forward because she opted to team up with a Chinese friend who registered the company under the friend's name, as a si-

lent partner. This decision made starting up quick and also inexpensive, since Chinese-owned businesses must show far less registered capital than do JVs or wholly foreign owned enterprises (WFOE).

Today, however, Touya is experiencing several downsides to her choice of registering as a Chinese company. After two years of successful operations, she faced a scenario that many startups dream of: offers to franchise or buy-out her brand. Not holding the business license herself, however, hindered her ability to make the most of these offers.

In fact, this coming summer, Touya will relocate back to France and is thus now managing the sale of her three stores. The shop in Suzhou and the men's shop in Shanghai have already been sold to her brother-in-law and a Chinese business partner. The third store is being purchased by a Chinese couple so enthusiastic about the concept that they offered to take over operations by the end of 2007.

The experience of selling the stores has left Touya with several lessons for foreign entrepreneurs in China. Because she never registered the name Curiosity as a trademark in China, selling the shops has been complicated. For example, the two sets of new shop owners initially disputed over the use of Curiosity as a name. In the end, both new owners will keep the name. Looking back, Touya advises that operating as a WFOE or JV, and making the effort to register the brand name, do have legal benefits as the business grows and succeeds.

Before she returns to France, Touya will be assisting in the venture of another CEIBS graduate, Crystal Zhong (Beijing EMBA 2003). Zhong is recreating Touya's success marketing foreign specialty brands in China, but this time with toys. Touya will spend her last months in China helping to establish the business, working with Zhong to launch a retail company called “Kidsland.”

Once home in France, Touya plans to continue using her experience in Shanghai to her advantage. “I can apply my experience from Europe and my local technical knowledge,” she says. “I can offer European companies a window into the China market.” She also takes back the rich experiences she learned in successfully launching and selling off a business and a brand in China. TheLINK

李雄： 创业是一个提升自我修养的过程

Dial & Dine

文 / 袁婕

初 见李雄，给人的第一印象是生气勃勃、热情友善、自信豁达、充满斗志。若不是他自报年龄，谁都无法相信李雄竟然已到知天命之年——更让人钦佩的是，虽然已年近半百，他仍在努力攀登人生的第二个高峰——2005年初，李雄创建了“食在广州第一网”，意在打造中国第一家餐饮专业品牌。经过两年的努力，“食在广州第一网”的经营模式已相当成熟、完备，目前拥有广州 3200 家餐厅信息，136 家餐厅电子优惠券。

李雄出生在广州，虽为南方人，却拥有北方人豪爽的性格，他的爽朗总能感染身边的每一个人。在这个浮躁的年代，很多人都想尽办法求得 VC 的宠爱，使自己从默默无闻中脱颖而出。而李雄却不急不躁，有计划有步骤地专注于办好自己的网站，他说，“我的执著只会放在对自己的价值增加上面，放在对行业发展规律的把握上面，放在对市场的判断和对客户的了解上面，放在对‘食在广州第一网’的健康发展上面。因为我要做一个让市场承认自己价值的人。公司希望如果有一天您外出就餐，需要帮助的时候，首先想到的就是 www.myfb.com.cn”。

创业是一个提升自我修养的过程

目前，市面上非常流行的诸如“餐馆指南”这样的实用餐饮手册，收集了当地餐馆、各类菜系的详细地址和订座电话，虽然方便读者查询和订座，但是由于手册的信息过于单一，还远远不能满足顾客多样化的需求。餐饮的电子商务之所以难经营，



李雄 (EMBA 2002)

职位：“食在广州第一网”创始人兼市场总监

公司创办时间：2005 年 1 月

主营业务：网上和手机订餐服务

公司规模：员工约 30 人；拥有餐厅数据库 3200 家；手机订餐用户 10000 人；网站日平均点击人数 900 人

2008 年公司目标：建立拥有 7 - 10 万条数据的中国餐饮、购物、娱乐、休闲数据库，奠定“食在广州第一网”在中国电子优惠券市场的领先地位。

Li Xiong (CEIBS EMBA 2002)

Hometown: Guangzhou

Title: Founder & Marketing Director, MYFB Restaurants Guide

Company launch date: 2005

Business focus: Online and mobile phone accessible restaurants guide

Business size: 30 employees, 3,200 listed restaurants, 100,000 mobile subscribers, average 900 website visitors daily

Goal for 2008: Increase current database to 70,000 restaurants in Beijing, Shanghai, Guangzhou, Shenzhen, Hangzhou and Nanjing.

By Helen Yuan

Grand business plans sometimes originate from the simplest of ideas. The now-thriving Guangzhou-based company started by Li Xiong (CEIBS EMBA 2002) is a testament to this; the service provided to his 10,000-plus customers is help in answering the common question, “Where should we eat tonight?”

The concept started with Li's dissatisfaction with existing restaurant guides, mainly conventional, printed books flawed by limited, inconsistent and often outdated information. Seeing big demand for dining information – eating out is a major social and business pastime in Guangzhou – and little competition, the 48-year-old former realtor moved swiftly to fill the void. His product: an online and mobile-phone accessible MYFB Restaurants Guide. The service provides detailed information on listed restaurants, their location, their dishes (including eye-catching photos and clearly stated prices) plus honest comments posted by fellow customers. Using its “booking secretary” program, customers can make reservations at any of the listed restaurants by calling just one phone number. Perhaps best of all, the service allows diners to download coupons from its website, to use at the restaurant of their choice.

Today, 3,200 Guangzhou restaurants have listed on Li's Guide at www.myfb.com.cn. In addition to the 100,000 phone subscribers, the service is also viewed by 900 visitors to the website daily. Most impressively, Li's revenues are growing quickly, using a series of creative sales streams. First, he pays restaurants



起步维艰：如何建立起关键的数据库？无论是说服餐厅老板，还是引入银行合作者，李雄的解决办法是双赢战略。

RISK-TAKER: When few restaurants and fewer investors were convinced by Li's project back in 2004, he tried the risky – and expensive – plan of developing a prototype product first, then securing investment. The scheme worked and Li attracted one of China's Big Four banks as a partner. Here, Li inspires his management team in Guangzhou.

主要是由于它的非标准化，同一款菜，同一处就餐环境，甚至同一个就餐者，只要心境不同，就餐的感觉也就会截然不同，因此就餐指南需要更多的人文关怀。李雄窥测到餐饮信息市场的这一缺憾，为了弥补就餐指南服务的不足，便创建了“食在广州第一网”。网站上不仅增加了餐厅、菜系的分类和介绍，还配有图片，标明价格，并且在每家餐厅介绍后面附上交通路线地图以及网民点评。更具特色的是，公司还开设了订座小秘书，只要顾客记住一个订座电话就等于记住广州地区 5000 家餐厅订座电话，省去了顾客从手册里一一寻找不同餐厅订座电话的时间和精力。此外，顾客还可以直接从网上下载各个餐厅的优惠券。“食在广州第一网”的核心价值在于：第一，无论身处何地，都可以第一时间通过“食在广州第一网”了解餐厅的详细信息，提前订座；第二，享受“食在广州第一网”给客户带来的餐厅特定优惠折扣。这些增值服务让顾客既省心又省钱，得到了真正的实惠！

“食在广州第一网”拥有一个较为完善的餐厅

数据库。就餐环境、菜式介绍、平均消费等数据指标也是经过与消费者多次交流后最终确立的。创业初期，为了获得一手的餐厅数据资料，李雄亲自登门拜访餐厅经理，也曾屡次被人拒之门外，然而挫折并未消磨他的斗志，他开始反思别人为什么要拒绝自己。站在餐厅老板的位置上思考，他很快就想明白了其中道理，因为餐厅老板关心的是：我的餐厅是不是天天有人登门，我的产品是不是天天有人知晓。于是，他重新敲开餐厅老板办公室的门，从如何满足餐厅老板需求的角度，说服老板同自己合作。

那么如何吸引顾客前往网上推荐的餐厅吃饭呢？有一次李雄和一位香港朋友吃饭，结账的时候，那位香港朋友从钱包里翻出一叠信用卡，问服务员哪张信用卡可以打折。正是这个举动启发了李雄。首先，他制作了一本样书，书中含有广州各大特色餐馆和菜系的介绍，并配有彩色图片和优惠券。随后，他带着样书找到某上市银行的行长，他对行长说：“如果贵行愿意在上面做广告，那我就把所有优惠权都签给贵行”。行长带着怀疑的口吻反问道：“行吗？”

a small fee to list with the Guide, then invites client restaurants to use his service to organize promotional events. Another revenue stream is the agreement with China Mobile in which the telecom giant shares the pay-per-message revenue earned by phone users of the Guide service. Last, the Guide cooperates with corporate partners to create customized products such as dining coupon books that give bank customers a discount on meals when they use the bank-issued credit cards at listed restaurants. These three channels have seen the Guide's revenue jump from zero in 2006 to RMB1.4 in 2007.

But such figures make Li's success sound easily won. In fact, just three years ago, he faced serious difficulties in launching. First, he needed listed companies to attract viewers. Thus, before he could launch the service in January 2005, he had to compile a comprehensive database of

eateries. But restaurateurs were reluctant to list on a site with no track record of user-ship. After setting face-to-face meetings with hundreds of reluctant restaurateurs, many repeatedly refused to cooperate. After several months of stalemate, Li decided to take a radical approach.

JUMP-START

Li's strategy for jump-starting the business was to create a mock-up sample of a traditional printed restaurant guide, with several twists. First, he sought to attract support from one of China's Big Four state-run banks. Customers could only use the coupons for the restaurants in the book if they paid using the bank's credit card. When the bank president remained unconvinced, Li added a sweetener: he would defer the contract signing



李雄信心满满地说：“那就等我把书做出来，我们再签合同。”行长半信半疑地说：“那试试吧”。在此之后，李雄让他的业务员花了整整两个月的时间，说服所有商家把优惠权全部签给那家上市银行。最终李雄与银行的信用卡中心达成了合作协议，并重新整合了餐厅数据及优惠信息，在样书的基础上，为那家上市银行量身定制，编辑了一本更具趣味性、知识性、实用性的《高级商务应酬宝典》，并为银行广大客户提供VIP会员增值服务。

与上市银行的合作，从谈判到结束总共耗费了李雄半年多的时间。在此过程中，好多同事劝他放弃，他告诉自己的同事若放弃就不是创业，而是在赌气。李雄认为和上市银行的信用卡业务合作，是他创业道路上的一笔丰厚的财富，因为他把银行的品牌资本化了，对他而言，这就是融资，就是钱。那家上市银行从这次合作中促进了信用卡业务量的提升，渐渐地，银行领导越来越相信李雄的团队，最后把广东省的特优惠商家开发和持卡人帐单广告业务经营权全部签给了“食在广州第一网”，李雄拿着这些合同再去找餐饮老板谈合作，成功的几率就大多了。

鉴于餐厅数据库的优势，2007年3月“食在广州第一网”与中国移动广州分公司建立了合作关系。中国移动广州分公司借助网站庞大而完善的餐厅数据库，为其广大的客户提供高价值的增值服务，目前这个项目给“食在广州第一网”带来的收入为每年约为20-30万元人民币（其中包括月维护费、月新增餐厅费、移动彩信收入分成、GPRS流量分成）。2007年8月，李雄又加强了彩信业务方面的研究，开拓了手机导航业务，顾客只要通过手机彩信就能立即查到去餐厅的交通路线。“食在广州第一网”最大的特点是在收集餐厅数据库的同时，不断提升整合营销的能力。这样，一方面，为餐厅带来了价值，另一方面，也为公司创造了源源不断的现金收入。李雄的经营团队收集了广州地区十多万人的手机号码，通过对手机号码种类以及消费习惯进行分析后，开发了彩信业务。“食在广州第一网”立志做到更为精准的营销，向广大消费者更好介绍就餐服务。

李雄对公司未来的发展非常自信，他希望以“食在广州第一网”的运营模式赶在2008年3G时代到来之前快速拓展上海、南京、杭州等沿海城市以及深圳、北京等大城市，抢占市场份额，培养用户习惯，在3G时代，形成以手机为载体，以电子优惠券下载的无线营销方式，为广大消费者进行有偿收费订餐服务。

在创业道路上，李雄所碰到最大的困难并非业

务方面的困惑，而是如何转变员工的观念。“要转变团队的观念，并非三言两语就能解决的，要解决这个问题，必须靠领导的言传身教，潜移默化。”经过两年的努力，李雄的方式已有成效，过去公司员工遇到问题，总是从自己的角度去思考，现在他们能够站在客户和市场的角度去思考了。

若从资金投入的角度来看，“食在广州第一网”的进入壁垒并不很高，它真正的壁垒在于经营模式的创新，这并非每个人都能够想到的。当被问及如何保持自己的优势，不被后来者居上时，李雄的回答充满了坦然自若的气度：“这个问题我不太担心，提升学习能力、整合资源、创新是我们公司追求的文化，文化的东西是很被复制的。如果有一天出现了竞争者，那就面对它拼一场，若被对手打败，不是因为竞争对手太强大，而是自己内部出了问题。”他深信：狭路相逢，勇者胜！

从“战术家”向“战略家”的蜕变

战术家与战略家不同，战术家亲临一线指挥战斗，制定作战计划，具备灵活多变的指挥艺术，一般来说战术家是军队的指挥官；战略家相比战术家要目光长远，纵观整个战局，能从全面的角度剖析战争本身，并且能提出正确的战略方针引导军队获胜。

李雄早年从事房地产行业，令人难以理解的是，为什么他要放弃自己熟悉的房地产行业，转向陌生的餐饮电子商务呢？他在博客中写道：“进入中欧读MBA后，我开始立志要成为一个既能做战略决策，又能监督实施过程、管理团队的领头人，也就是说，要完成从‘战术家’向‘战略家’的蜕变。”这就是他第二次创业的重要目的之一。

当谈及母校中欧国际工商学院，李雄内心的感激之情溢于言表。他说：“如果没有在中欧学习、沉淀、升华的那段经历，那么我的第二次创业是不会那么顺利的。因为中欧为我提供了一个系统梳理创业理念的平台，许多商业概念我都是从中欧的教授和校友那里得到了更高层次的体会。我第一次创业的目的十分单纯，纯粹为了解决温饱问题，冷不丁地发了点小财。而第二次创业的境界与第一次相比，真是天壤之别，如果你对自己的创业目的和道路没有做好充分的思想准备，那么你一定在某个环节上摔跟头。而中欧就赋予了我这样的一个空间和时间，让我在这两年时间里，不断地反省自我，想清楚了自己创业道路中的困难和挑战，在心理上做好了充分的准备。” **TheLINK**

until after the book was printed.

With the future of the bank deal still uncertain, the MYFB Restaurants Guide sales team spent the next two months persuading restaurant owners to not only offer discounts, but also to tie their price cuts to the use of one bank's credit cards – terms that did not make for easy sales.

Even so, eight weeks later, Li was able to present an attractive, well designed *Advanced Business Diner Handbook* to the bank president. Impressed, he signed the contract. In fact, noting that Li's product had attracted credit-card holders, the bank president gave the green light for Li to place restaurant ads on all Guangdong Province credit-card statements. This brought Li the legitimacy and clout to expand his services to include even more restaurants. At last, momentum was building.

GOING MOBILE

The next frontier for Li was mobile technology. In March 2007, MYFB Restaurant Guide inked a deal with China Mobile (Guangzhou) in which both sides share information from their databases of restaurants and phone subscribers, respectively. The deal allowed MYFB access to more

than 100,000 mobile phone subscribers, which the company used to enter into Multi-media Messaging Services (MMS). Soon after, MYFB began providing cel users with text, sound, images and video messages giving data on its member restaurants. This portion of MYFB's operations now brings in up to RMB300,000 each year.

Going one step further, this past August, MYFB's MMS business began offering information via a Global Positioning System (GPS) platform. Li's clients can now use their GPS systems to access maps to listed restaurants or use their mobile phones to plan travel routes.

The coming year will be a critical time for MYFB as Li plans to introduce his mobile-based services in Beijing, Shanghai, Hangzhou, Nanjing and Shenzhen. His goal is to offer cel users the ability to download restaurant coupons straight from their mobile phones.

Constant innovation has been a critical strategy for his company, says Li. After all, his line of business requires minimal start-up capital and has low entry barriers. For example, Li launched his business using RMB2 million of his own funds. The bad news is that competitors can also enter the business easily.

Courage and vision will help the company succeed as competitors arrive, Li says. “If a competitor appears one day, let's fight face to face. If, unfortunately, we are beaten by the opponent, it must be that the problem lies with us, rather than that the opponent is too strong,” he says. “I am not too worried about competitors. Improving our skills, integrating resources and being innovative are a part of the company culture and that is very difficult to replicate,” he adds with calm confidence.

In addition to facing external challenges, Li has also faced internal challenges. He says his biggest operational difficulty has been in changing his employees' attitude so that they approach their job from the customers' point of view. His strategy for instilling such a mindset has been simple: Says Li: “Words alone cannot change the way a team thinks. A leader should also practice what he preaches.” **TheLINK**



来自墨西哥的中国贸易商

Mexican Connection

文 / Charmaine N. Clarke

胡安德 (Juan Martínez) (MBA2002) 来自被称为“世界制鞋之都”的墨西哥中部城市“莱昂” (Leon)。当大多数当地人都把中国看作是争夺美国市场的威胁时，胡安德却看到了中国的商机。事实上，他已经通过改变墨西哥和其他国家供应商的想法，消除他们对中国发展的恐惧，转而从获益，建立起了自己的事业。

胡安德说：“他们的观念开始转变了；墨西哥人逐渐消除了对中国的害怕，更愿意在这儿做生意了。不过这需要一个过程，一些人还是非常害怕。”

31岁的胡安德从儿时起就梦想有一天能到中国工作。正是带着这个强烈的愿望，他跟随原来的公司来到亚洲，随后入读中欧 MBA，最后建立了自己的公司。

2001年，电子产品制造商 Sanmina-SCI 与胡安德签订了一份到江苏昆山工作的短期合同，希望借此吸引胡安德重新回到公司工作，因为他辞去了公司在墨西哥的 DELL 项目负责人的职位。胡安德在昆山同样负责公司的 DELL 项目。六个月后，该项目结束，而他也开始着手追寻自己的中国梦了。

2002年，胡安德成为中欧 MBA 的一员。在中欧 MBA 读书期间，他就准备创建自己的公司了。带着笔记本电脑从这个教室转到那个教室听课的同时，胡安德也忙碌地处理着来自墨西哥皮革供应商的一份份订单。2003年，胡安德注册成立了索力斯控股进出口有限公司 (Solis Holdings Import & Export)



胡安德 (MBA2002)

职位: Solhix 董事长

公司创建时间: 2003

主营范围: 向西语国家出售中国商品；帮助中国知名厂商投资墨西哥；进口墨西哥产品。

经营规模: 总部位于上海，在广东和墨西哥开设办事处，共 22 位员工。

2008 年发展目标: 巩固已有产品线，拓展客户数量。

Juan Germán Martínez (CEIBS MBA 2002)

Hometown: Leon, Mexico

Title: Director, Solhis Holdings IMP & EXP Ltd

Company launch date: 2003

Business focus: Sourcing goods in China for Spanish-speaking customers; facilitating investment from Mexico into China; selling Mexican leather and other commodities in China.

Business size: Offices in Shanghai and Guangdong; Mexico. 22 employees.

Goal for 2008: Consolidating existing product lines, expanding customer base.

By Charmaine N. Clarke

At a time when most people in his hometown of Leon, in central Mexico – “The Shoe Capital of the World” – viewed China as a threat, an adversary in the battle for the vital U.S. market, Juan Martínez (CEIBS MBA 2002) saw China as a business opportunity. In fact, Martínez has built a business on the basis of changing the mindset of suppliers in Mexico and beyond, encouraging them to quit fearing China’s growth and begin benefiting from it.

“Their opinion is changing; little by little people in Mexico are less afraid of China and more willing to do business here. But it’s a process, and some people are still really scared,” he says.

For Martínez, 31, working in China was a childhood ambition that spurred him to jump at the chance to come to Asia with his former employer, then led him to enroll at CEIBS and launch a company. In 2001, his bosses at electronics manufacturer Sanmina-SCI offered a short-term contract in Kunshan, Jiangsu Province as a way to lure him back after he had resigned as head of one of their Mexico-based DELL projects. When his six-month contract as the company’s DELL project leader in China ended, Martínez was ready to pursue his China dream. He enrolled at CEIBS with the 2002 incoming class and began setting up his company while still a student, placing shipment orders from Mexican leather suppliers via laptop between classes.

Now in its fourth year, Solis Holdings Import & Export Limited (Solhix) focuses on three areas: importing Mexican products for Chinese manufacturers (mainly leather goods and other raw materials), facilitating Chinese investment into Mexico, and sourcing China-made goods for customers in Spanish-speaking countries. The company prides itself on its “insider”



简称 Solhix)。

如今，胡安德的公司成立已有四个年头，公司业务主要包括三个方面：为中国厂商进口墨西哥皮革制品和其他原材料；协助中国知名企业到墨西哥投资；为中国产品寻找更多西语国家的客户。让公司引以为豪的是公司对中国和墨西哥市场双边的“内在”了解，以及利用自己在拉丁国家和中国之间无障碍活动的的能力不断扩大公司的国际网络，为买家和卖家牵线搭桥。

四年来，Solhix 的员工从最初的 2 名发展到了 22 名。公司总部位于上海，拥有 14 名员工，在墨西哥城拥有 3 名员工和广州 5 名员工)都设有办事处。这些经营部处理着公司在各地的生意。最近几年，Solhix 不断调整经营重心，如今公司 60% 的营业收入来自中国货品的出口，40% 的营收则来自帮助投资者在墨西哥的投资和进口墨西哥产品。2007 年，Solhix 的出口业务收入增长了 20%。公司最初的打算是在三方面均衡发展。现在，胡安德正努力让所有的业务都更快地增长起来。2007 年，公司开始直接进口皮革，卖给没有进口权的中国生产商，胡安德希望这能够很快帮助提高进口业务的收益。

胡安德说，作为行业里的先行者，公司很快站稳了脚跟。4 年前，初到中国的胡安德刚开始建立公司时，难以找到启动资金。他只能向家人和朋友求助，最终得到了在宁波保税区注册公司的 15 万美元。Solhix 最初是由胡安德和同班同学文卓夫合资的公司。后来，文卓夫离开公司，将自己的事业发展放在了皮革进口上。起先，两人主要把墨西哥产的皮革卖给中国厂商。胡安德说，创业初期的生活经常与办公室里的熬夜相伴，回家后心里还总想着工作，常常难以入眠。起初的几个月里，胡安德在中国各地到处出差，寻找合适的供应商，昂贵的差旅费用也让刚刚起步的公司感到吃紧。新公司还面临着很多其他的挑战：聘用有能力的员工，从无到有建立客户基础。回忆起创业初期的日子，胡安德说：“一开始我们根本卖不出东西。除非你能证明你有信誉，别人能够相信你，不然不会有人从你这里买东西。这是一个逐渐的过程。”

胡安德说，中国市场的竞争“非常残酷”，Solhix 不仅要和墨西哥的竞争对手争夺市场，还要和来自全球的竞争对手比拼，尽管如此，从公司从开始运营的第二年起，就实现了每年 100% 的利润增长。在未来的 5 年里，胡安德打算继续以这一超过中国经济增长率的速度发展。他准备在墨西哥再开一个办事处，进一步扩展在中国的业务，很有可能将业务发展到西部地区。

胡安德的另一个目标是进入皮革和鞋子零售业，而不是像现在仅仅为进口商寻找中国买家。胡安德希望通过公司业务的这项多元化举措，加上扩展客户群体，能够在 2008 年为公司带来更多的效益。以前，Solhix 出口的商品很多，从电子产品，时尚配件（珠宝首饰、鞋子、皮包、皮带），到墨西哥制鞋业用料。目前为止，时尚饰物仍是 Solhix 卖的最好的产品。

在中国有 80% 的创业者都会面临失败。胡安德已经成功地经营了四年。他说，他已经找到了创业成功的要素：那就是“三个 P”：人 (people)、耐心 (patience) 和坚持 (perseverance)。胡安德的制胜团队包括弟弟 Fernando，夫人周春丽，以及中欧同班同学、公司的采购部经理吴竹青。

展望未来，胡安德信心满怀。他的长期目标是让 Solhix 成为中国和西语国家之间的贸易通道。“这是我的目的，我的长期目标，我们一定能做到”，胡安德说，“Solhix 会成功的，因为我们了解市场，我们拥有经验，我们拥有热情和投入。” **TheLINK**



knowledge of both the Chinese and Mexican markets, and on linking buyers and sellers through its growing international network.

In the last four years, Solhix has grown from a staff of two to 22. Its operations are now spread across offices in Mexico where it has three employees, Guangzhou (five), and the main office in Shanghai (14). In recent years, the company has shifted its focus so that, today, 60 percent of its revenue comes from exporting Chinese goods, while attracting investment to Mexico and selling Mexican products now together account for 40 percent. In fact, Solhix' sales from exporting goods from China grew by 20 percent in 2007. The original plan was for all three segments to be equally weighted. Today, Martínez seeks to grow both sides of the business. During 2007, the company has started importing leather directly in order to sell it to Chinese manufacturers without import rights, a move that Martínez expects will soon result in growing import revenues.

Martínez says being an early entrant in the industry helped the company to establish its foothold. Starting out four years ago as a newcomer to China with no collateral, finding the funding to start a business venture was difficult. Martínez turned to family and friends to raise the US\$150,000 he needed to register Solhix in Ningbo's free trade zone. The company was formed as a joint venture with CEIBS MBA 2002 classmate “Snoopy” Wen Zhuo Fu. (Wen has since left the company, amicably, to focus on producing leather outsoles in Dongguan City). Originally, the pair focused on selling Mexican-made leather to Chinese manufacturers. Martínez says the early days after the company's birth were filled with late nights at the office, followed by sleepless nights at home when his thoughts still focused on work. The first months required numerous, costly trips across China – to areas such as Guangdong and Anhui – to select the right suppliers. The new company also faced serious challenges in finding and keeping competent staff and in building its customer base from scratch. “At the begin-

ning we had no sales,” remembers Martínez. “People will not buy from you until you prove that you are reputable and reliable. It's not an immediate process.”

Today, despite operating in what Martínez describes as a “ferociously competitive” China market in which Solhix battles for turf with not only Mexican rivals but companies from around the globe, the company has been doubling its profits annually since its second year in operation. Over the next five years, Martínez plans to continue outperforming China's economic growth-rate by doubling his profits yearly. By that time, he plans to open another office in Mexico, and to expand operations in China, possibly moving into the nation's underdeveloped west.

Another goal is to enter the leather and shoe retailing sectors rather than sourcing for importers. Martínez expects to expand the company's customer base in 2008 through this diversification, plus efforts to carefully analyze revenue streams and focus on the most lucrative operations. Recently, Solhix' exports have expanded from shoe-making materials to now include different types of hard goods and fashion accessories such as jewelry, bags, shoes and belts. Fashion goods are now emerging as the company's hottest selling items.

After four years of building up his business – in an environment in which 80 percent of startups fail – Martínez says he has hit upon the right ingredients for success. The keys to survival, he says, are the “three Ps”: people, patience and perseverance. His winning team includes Martínez's younger brother Fernando, his wife Diana Zhou, and former CEIBS classmate Winny Wu, the company's Sourcing Manager.

Looking ahead, Martínez's long-term goal is to make Solhix *the* trade channel for China and Spanish-speaking countries. “This is my aim, my long-term goal, and we will get there,” he says. “Solhix is going to succeed because we have the market knowledge plus the experience and we are committed to success.” **TheLINK**

成长中的中国金融服务巨头

— 万得资讯

China's Bloomberg

文 / 袁梅

在 万得资讯股份有限公司创始人、董事长陆风的办公室窗外，整个陆家嘴金融中心尽收眼底，陆风公司的成长与中国金融市场的发展几乎同步进行。他说：“中国黄金十年，伟大的经济体需要一个强大的金融市场，强大的金融市场的成长必然会存在一个金融信息服务巨头。在美国是纽约的 Bloomberg；在英国是伦敦的 Reuters；在中国必定是上海的 Wind。”

“十年磨一剑”，1996 年至今，万得致力于中国金融市场各类金融数据的收集与整理，建成横跨股票、基金、债券、指数、贵金属、外汇、宏观、行业八大类的大型金融数据库，打造出中国金融数据库第一品牌——Wind 中国金融数据库 (CFD)，这个数据库记载着中国证券市场发展的完全历程。以数据为核心竞争力的万得，也超越了所有国内的同行，成为最大的金融数据、信息和软件服务企业。目前 Wind 资讯的客户包括超过 80% 的中国证券

陆风 (EMBA 2002)

职位：万得资讯董事长

公司创办时间：1996 年

员工人数：230 人

主营业务：金融数据服务、金融软件开发

市场地位：中国金融数据领域市场占有率第一

客户数量：600 多家金融机构客户，包括 100% 的国内基金公司、85% 的国内证券公司、75% 的 QFII 结构、60% 的国内保险公司、

公司地址：总部在上海，香港、北京、深圳、成都、大连、武汉设有分支服务机构

Lu Feng (CEIBS EMBA 2002)

Title: Founder & Chairman, Shanghai Wind Information Co.

Company launch date: 1996

Business focus: Financial data provider

Business size: 260 employees, HQ in Shanghai with branches in Hong Kong, Beijing, Chengdu, Dalian and Wuhan

Goal for 2008: Focus on diversification of financial information and services.



By Yuan Mei

From his nine-story office, Lu Feng (CEIBS EMBA 2002), founder and chairman of Shanghai Wind Information Co., enjoys a bird's eye view of Shanghai's Lujiazui Financial Center, a symbol of China's booming financial market. The view is fitting since Lu's company now provides the No. 1 financial database in China: Shanghai Wind Information and Technology Co. "In the next golden decade, China, as a huge economic body, requires a strong financial market which should be led by a financial information service giant," Lu told *TheLINK*. "In America, we look to New York's Bloomberg. In the U.K., it is London's Reuters. And in China, we will watch Shanghai's Wind."

Since its establishment in 1996, Wind has built the world's most extensive database on China's macroeconomic indicators and key industries plus its financial markets including stocks, funds, securities, indexes, precious metals, and foreign exchange. For example, the Wind system records the complete transaction history of the China Securities Market. After a decade of consistent operations, the company is now widely viewed as the most respected supplier of financial data by financial research institutions, governments, academics and media worldwide.

To reach its current position, Wind has spent much of the past decade steadily overtaking its competitors. As of late 2007, the company served more than 700 financial institutional customers, an impressive list that now includes 98 percent of Chinese domestic funds corporations, 85 percent of local securities corporations, and 50 percent of local insurance companies and banks. In the international market, 75 percent of Qualified Foreign Institutional Investors (QFII) approved by China Security Regulatory Commission regularly purchase information from the company.

Displaying his characteristic self confidence, Lu says he knew he had a winning product right from the start. "From the very beginning, I anticipated that this industry was set to thrive, following the growth of the financial market in China," he says. "Having weathered twists and turns in the financial market, we maintain our focus on



公司、基金管理公司、保险公司、银行和投资公司等金融企业；在国际市场，已经被中国证监会批准的合格境外机构投资者（QFII）中60%的机构是Wind资讯的客户。同时国内多数知名的金融学术研究机构 and 权威的监管机构也是他们的客户，大量中英文媒体、研究报告、学术论文等经常引用Wind资讯提供的数据。

从一家仅有三个人的公司，发展至今，陆风并不觉得吃惊，他说：“早在创业伊始，我一直坚信随着中国金融市场的发展，这个行业一定可以做得很大。我们一直坚持以金融数据为核心，经历过数次金融市场的波动，万得没有动摇过，在这个行业里面，万得坚持下来了，这种坚持正是万得能够取得成功的重要原因。”

坚持就是胜利

读大学的时候，陆风就是一个计算机的爱好者，他的创业道路是从一张装有上市公司资讯的软盘开始。90年代中期，中国的证券市场刚刚开始发展，投资者要获得关于市场的信息很难，陆风看到证券公司的门外有人在售卖复印装订的一本本上市公司的年报信息，他就想，我可以通过电脑把这些信息都装在一张软盘里，可以方便投资者对数据进行比较和分析。当时谁也想不到今天庞大的Wind中国金融数据库（CFD）的起步就在这张小小的软盘里。

一直到1997年，陆风才认识到这个行业在国际上已经做得很大了，这个行业还有个名称，叫做金融数据服务行业，当时国际上最大的公司就是路透（Reuters）。他至今记得第一次看到路透的终端时被震惊的感受，这个终端居然有这么多的功能和丰富的数据内容。陆风说：“虽然中国的金融发展当时并不好，但我从那时候开始就坚信，中国也会有自己的金融数据服务行业，这个行业会有光明的前景。”

2000年，互联网热的时候，陆风也面临选择。行业内的几家公司都转向了互联网，但他没有动摇，还是坚持以数据为核心。陆风说：“我们最后没有转向互联网公司那种烧钱的模式，但我们采用了互联网的技术，并使得所有的信息数据化，使数据成为一种结构化的东西。”

在2005年之前，几乎没有人重视数据，中国的证券市场是一个比谁钱多、庄股横行的市场。国内100多家与万得从事相似业务的竞争者，都纷纷倒下了。陆风说：“其中也有比我们公司规模做得大的，

但他们都没有坚持下来，一个原因是他们坚持不了，另外他们觉得这个行业没有希望了。”

大浪淘沙，在这样困难的环境中，万得坚持下来，并迎来了转机。万得的数据产品也历经演变，从wind导航系统、到万得金融终端。从售卖软件，到售卖服务。公司找到了更加成功的商业模式，万得的市场容量也发生了数量级的变化。“金融行业有多少从业人员，我就可以卖多少终端！”

2005年是中国金融改革的元年，也是万得一个重要转折点。从2005年开始，中国金融市场机构投资者开始蓬勃发展，格局发生了很大的变化，而公司也步入了一个快速的发展期。从最初的2000个客户端到2007年底的25000个客户端，市场容量增长了12倍多。万得在中国金融业界的数据服务领域中占据了绝对的优势。

万得“三步走”

一个成功的创业者，除了要有远大的目标、执著的精神、还要有正确的战略。早在2003年，陆风就提出了“三步走”的战略。

2003-2008年，公司实现金融专业化，专注国内的数据金融信息专业化战略，建立Wind资讯的核心优势，达到绝对优势地位。陆风说：“这一步我们已经提前实现了，现在正在进入公司战略的第二



financial data. This is the reason Wind survives and succeeds.”

It was a passion for computers that initially led Lu onto the entrepreneurial path. While studying Industrial Design at Xi'an's Northwest Light Industry Institute in the mid 1990s, he began developing a product that would allow investors to access information on China's listed companies. Back then, domestic investors struggled to find accurate, current market information. After watching an enterprising salesperson selling sets of annual reports of listed companies at the door of securities agencies, Lu had an idea: if he compressed information on listed Chinese companies onto a single, easy-to-read disk, financial analysts would surely buy it. Wind got its start in 1996 as a two-man operation supplying financial data software. Lu never dreamed this little disk would give rise to Wind's enormous financial database.

A critical turning point in the building of his business came in 1997 when Lu had his first glimpse of the financial data service industry. At the time, Reuters was the global market leader for such services. Lu remembers being astonished the first time he saw a Reuters terminal, and used the multi-functional database. He was determined to develop a similar product for China. He says: “Although financial development in China did not seem promising then, I was convinced China would have its own financial data service industry and this industry would have a bright future.” With the Reuter's product model in mind, Lu expanded from software products to internet-based information.

TOUGH CHOICES

In 2002, Lu faced several tough choices brought on by the international dot.com craze. As internet fever reached a boiling point, several of his competitors in China switched from the data collection business to the IT business. Lu, however, stuck firmly to the financial data industry. “We didn't get caught up a money-

burning craze like most IT companies,” he says. Instead, his company used information technology simply to digitalize and organize the data collected.

One factor helping Lu during this critical time was his enrollment at CEIBS. From 2002 to 2004, Lu spent four days per month studying for an EMBA at the Shanghai campus. It was during this period that he finalized Wind's long-term development strategy and redirected the company into offering finance database services rather than software. Using learnings from his strategy and management classes, Li cemented the company's core competency and emerged from this tumultuous period even stronger than before. As a reward to CEIBS, Lu established the Wind Financial Information Terminal on the Shanghai campus in 2004, for use by the EMBA department (see box).

Before 2005, investors in China securities market focused mainly on amassing as many stocks as possible and few people understood the importance of collecting and analyzing data. As a result, financial data services struggled to attract regular users and after the dot.com crisis more than 100 of Wind's competitors eventually collapsed. “Some companies ran a bigger business than Wind but they failed to survive when the situation got tough,” Lu says. “They plunged into crisis or simply lost hope.”

By the time the internet bubble had burst, and world markets stabilized, Wind had revised its business strategy to phase out financial data software and to phase in its new client services including the Wind Financial Terminal (similar to a Reuters terminal with online, frequently updated information). With this switch to a more effective business model, Wind saw its market-share expand exponentially: “Everyone in the financial industry purchased our terminals,” remembers Lu.

China's financial reforms of 2005 coincided with another major turning point for Wind. With many institutional investors rushing into China's financial market and substantial structural changes to the market, the company's pace



步。”

2008-2012年，金融信息多样化战略，实现多样化的金融信息和全方位的服务模式。陆风解释说，因为国内的金融市场在变，金融产品层出不穷地在推出，另外国内的金融政策也一直在变，机构投资者开始可以投资海外市场。在这样一个变化的市场里，万得的产品也要跟着一起变。在产品层面要推出外汇、股指期货等新的数据产品；万得也要和客户一起走向海外，增加多语种的产品，增加海外市场的信息。陆风表示，目前正在进行的，是以金融信息为核心的多样化战略。其中还有包括针对个人投资者的万点网，机构投资者的网络社区服务等。这一切要逐步实现不会那么简单。

陆风还有更长远的打算，到2012年后，万得要实现金融信息增值化战略，以金融信息服务为龙头，向金融增值服务进军。

据英国伦敦交易所的亚洲调查报告显示，虽然大的内容提供商支配着全球数据的提供，但一些新兴的资讯机构也在发挥重要作用，万得资讯成为该报告上中国唯一上榜的金融数据与信息商，在亚洲金融数据市场中的影响力排到了第7位。

据了解，路透和汤姆逊公司都曾经向万得提出过收购要约，但都被拒绝了。“中国要有自己的金融数据服务商，我很高兴地看到外国机构投资者在使用中国市场数据的时候，越来越多的选择了万得。随着中国金融市场的崛起，万得在实现三步走的战略后，在国际市场上也会越来越具有竞争力。”陆风表示。

创业成功的秘诀

陆风是一个很低调的创业者，在他的名片上没有任何头衔，在google上也找不到任何关于他的新闻。陆风说：“我拒绝了很多来采访的记者，我不喜欢抛头露面，但熟悉我的人都知道，我挺狂的，想得比较远，敢想也敢干，这也是创业者的共同特点吧。”

陆风是2003级中欧的EMBA校友，他觉得在中欧最大的收获就是为企业的战略发展理清了思路。作为对母校的回报，2004年他与中欧共同建立了wind金融工程实验室，2005年11月，中欧国际工商学院在其EMBA核心课程中采用“Wind资讯金融终端”进行辅助教学。

陆风分享他创业成功的要素时表示，第一：创业者要想清楚所做的事情是否有价值，如果有价值，

你就要专注，找到好的商业模式，不要三心二意；第二，在使用人员，和资源的调配上，一定要实实在在，不能好高骛远，每个阶段，要用合适的人。小企业就要低成本，公司发展壮大了，就要用更高层次的职业经理人；第三，公司要随着环境的变化，要对市场敏感，在战术上要进行调整，对市场快速反应。

在万得的网站上，最新的一条新闻是关于公司更名的消息：“2007年11月7日起公司正式更名为：上海万得信息技术股份有限公司。改制、更名后的上海万得信息技术股份有限公司继续从事原有业务，大力拓展新业务。公司成功的股份制改造，标志着从此将进入新的发展阶段！”这条新闻意味着，这家创业企业已经在为成为一家上市公司进入实质性的准备阶段了。

中国的证券市场正处于一个前所未有的大牛市当中，这帮助了万得地快速成长。英国的reuters和美国的bloomberg都是在市场的大发展中崛起的。有分析人士指出，万得现在有了稳定的机构客户，但公司业务仍然会受到市场波动的影响，虽然占据优势地位，但也不乏虎视眈眈的竞争者。下一步公司的发展，还要看中国宏观环境的配合与公司多样化战略实施的成效。

“二十年来，家电行业产生了海尔，计算机行业产生了联想，十年后，信息服务行业将会诞生一个伟大的Wind资讯，这就是我们的企业理想。”这句话被万得的公司员工在年会上反复朗诵，而这个理想正在中国金融市场的成长过程中迅速地变成现实。**TheLINK**

The screenshot shows the Wind Information website interface. At the top, there's a navigation bar with 'Home', 'Company Overview', 'Product & Service', 'Customer Support', and 'Contact Us'. Below that, a banner for 'Financial Database Investment Intelligence' features a photo of a man. The main content area is divided into several sections: 'Product & Service' with sub-sections for 'Financial Data Service', 'Wind.NET Terminal', 'F10 Fundamental Information', and 'Integrated Solutions'; 'Download' with a 'Wind.Net installation package' section; and 'Product News' with a headline about 'DOW JONES NEWSWIRES TO PROVIDE CHINA CAPITAL MARKET SERVICE THROUGH AGREEMENT WITH WIND INFO'. There are also 'STRATEGIC PARTNERS' and 'Wind Info' sections at the bottom.

“ In America, we look to New York’s Bloomberg. In the U.K., it is London’s Reuters. And in China, we will watch Shanghai’s Wind. — Lu Feng ”

of development revved up. From 2005 to 2007, the company’s customer base skyrocketed from less than 2,000 to more than 20,000, while its market-share increased 12-fold.

Lu says fast growth has been part of his plan. As early as 2003, he developed a three-part strategy for warp-speed development. First, he expected to spend 2003 to 2008 strengthening his core competency by refining and expanding Wind’s financial data services. By late 2007, though, he told *TheLINK*, the company is “ahead of schedule” and is now “heading for the second phase.”

From 2008 to 2012, Wind will focus on diversifying its financial information and services. In particular, the company will offer more analysis into China’s dynamic financial markets including reporting on regulatory changes and new financial products such as data services for foreign exchange, futures and derivatives. Wind is also developing multi-lingual products and information services for the international market.

Lu’s long-term goal, and the third prong of the company’s strategy, is to launch value-added information services such as investment ratings by 2012.

Even before following Lu’s aggressive growth plan, Wind has already gained a name for itself internationally. A 2005 London Stock Exchange report on Asian financial markets stated that, while large financial information providers now dominate global data supply, emerging agencies are playing a more important role in Asia, for they can collect the information directly from the domestic exchanges. The only China-based financial data and information supplier included in the report, Wind was also ranked seventh in terms of its influence in the Asia financial data market.

Rumors surfaced in 2004 and 2005 that both Reuters and Thomson made purchase offers to Wind. Confirming that both offers were

declined, Lu told *TheLINK*: “China needs its local financial data service supplier.” Lu adds that he would like his company to work with foreign institutions, rather than being merged into one. “I’m glad to see that more and more foreign institutional investors select Wind as a source for China-market data.”

Despite his success, Lu Feng keeps a low-profile. In fact, there is no title on his business card. What’s more, ‘Googling’ his name – in either Chinese or English – produces no relevant results. “I have refused many interviews because I don’t like the spotlight,” he explains. “But people around me know I am basically a crazy guy – able to see the big picture and bold enough to strive for it. Perhaps this is common for all entrepreneurs.”

This fall, the company successfully reshuffled its shareholdings – a move that some observers say signals plans to go public.

Part of Wind’s current pace of growth is fueled by the current bull run enjoyed by China’s securities market, which bodes well for its continued growth. Still, Wind is not without its doubters. Some analysts believe the company remains vulnerable to market fluctuations; others point out that ambitious competitors still represent a threat. The company’s future development depends on China’s continued economic growth and on the company’s successful diversification and expansion of services.

Lu’s response to the concerns of the naysayers shows his trademark pride and strength of conviction. He declares: “During the past 20 years, Haier stands out in the industry of electrical appliances and Lenovo has become the leader of the computer industry. In the next 10 years, the information service industry will see a giant emerge: Wind Information. That is the dream of our corporation.” **TheLINK**