

TheLINK

中欧国际工商学院校友杂志

2008年 春季刊

CEIBS Alumni Magazine

Spring 2008

中欧 & 奥运

CEIBS & THE GAMES

四位中欧校友在北京奥运会的幕后
筹备中身居要职。

BEHIND THE SCENES AT THE BEIJING OLYMPICS: Four CEIBS alumni are among the key decision-makers preparing for August 8.



Take-aways from ...

- 2008年CMI会议：
“市场营销、创新与企业成长”
2008 CMI Conference:
“Marketing, Innovation & Business Growth”
- 中国商界女性论坛
Chinese Business Women in Leadership Forum

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封面关注 COVER STORY 054

中欧 & 奥运 CEIBS & THE OLYMPICS

在举国上下翘首期待 8 月 8 日北京奥运会开幕之时，四位在奥运会策划中身居要职的中欧校友带领我们巡游了奥运会的筹备之旅，并对中国举办首届奥运会的重大意义发表了身为局内人的真知灼见。

As Beijing readies for August 8, four CEIBS alumni decision-makers give a backstage tour of the preparations for – and the implications of – China hosting its first Olympic Games.

CEO 访谈：跨国公司必须造福中国
CEO TALK: FIRST IN CLASS OR BEST IN CLASS

罗氏研发（中国）中心总经理安德利·切尔基 (CEIBS EMBA 2005) 带领《The LINK》杂志亲历了中国最富挑战性的行业之一制药业，这一领域以极高的研发水平和极低的新产品成功率以及知识产权风险闻名。

Roche R&D Centre China General Manager Andreas Tschirky (CEIBS EMBA 2005) guides *The LINK* through China's challenging pharmaceutical research sector, a field characterized by super high product development costs, super low new-product success rates, and IPR risks.



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市场营销、创新与企业成长
MARKETING, INNOVATION, AND GROWTH

中欧市场营销与创新中心 2008 年论坛将告诉您：何时创新，怎样创新以及创新多少？提醒：企业创新，过犹不及。

Find out when, how and how much to innovate at CEIBS' 2008 Centre of Marketing and Innovation Conference. Warning: too much innovation can be harmful to your business.



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编者的话 MESSAGE FROM THE EDITORS



一年之计在于春

亲爱的读者们：

春回大地日渐暖，烟花三月下扬州，我们想在此提醒所有忙碌的中欧校友、同学以及教师们：春季，正是充电放松的最佳时节。身为编者，希望各位能够从拥挤纷杂的工作及生活中抽身而出，为你的大脑充电。经过了一个漫长而寒冷的冬季后，本期《The LINK》给大家推荐了两种恢复活力的最佳方式：读万卷书，行万里路。

为了帮助您获取更有价值的阅读材料，除了这本“长篇累牍”的《The LINK》，我们还有其他好推荐。请翻到本期“管理前沿”一栏(86页)，您会看到中欧教授新近出版图书及发表论文的简介，其中涉及 B2B 品牌管理、中印企业的社会责任、Web2.0 的威力以及理解私有企业对中国经济的影响力。我们衷心期盼这些新著能够给您提供丰盛的精神食粮。

同样值得向您推荐的是新鲜出炉的中欧月刊——《The LINK》的姊妹篇《中欧商业评论》。这本中文月刊于今年4月首发，以“思维力成就决策力”为箴言，主要面向中国的中高层管理者。

《中欧商业评论》首期的封面故事——《2008，企业应对之道》——为中国企业如何应对通货膨胀、信贷紧缩、股市动荡、出口受阻、

Refresh Yourself This Spring

Dear CEIBS Alumni:

As the weather warms, we want to remind all busy alumni, students, and faculty of CEIBS that spring is the perfect season to refresh yourself. We editors hope the coming months will allow you some rejuvenating breaks from your hectic work and life schedule to recharge your intellectual batteries. With this issue of *The LINK*, we are promoting two of the best ways to revive your spirits after a long, cold winter: through good reading, and through international travel.

To help get your hands on worthwhile reading material, in addition to this info-packed edition of *The LINK* itself, we make several suggestions for additional good reading. Flip to the CEIBS Knowledge section of this magazine (page 86) for a synopsis of books and papers just published by CEIBS professors on such relevant topics as B2B Branding, CSR in China and India, leveraging Web 2.0, and understanding the impact of private ownership and exportation on the Chinese economy. We hope these new works will provide you with intellectually nourishing food for thought.

We are also very pleased to announce the “birth” of a brand new CEIBS monthly publication – a sister publication to *The LINK* entitled *CEIBS Business Review*. This Chinese-language monthly business journal launched its debut pilot issue in April, and will formally launch in May. Positioned as a high-level paid-subscription journal for mid- to top-level Chinese executives, *CBR* provides content ac-



环保风险等一系列问题出谋划策。

为首期《中欧商业评论》撰稿的知名作家包括中欧经济学教授吴敬琏撰写了《经济环境变化与应对之策》；中国银监会主席刘明康撰写了《中国的挑战和机遇》；还有沃顿商学院教授马歇尔·梅耶撰写了《中国企业全球化的挑战》等。

这一季节去出行？《The LINK》很高兴地向大家宣布中欧国际工商学院国际联络办公室的正式成立，如有需要，您可以联系主任康晓莉女士（Seanie Comerford）（cseanie@ceibs.edu）。中欧国际联络办公室的成立是为了帮助在海外工作或旅行的校友、学生及教授彼此联系并共享资源而专门设立的。康晓莉女士正在积极拓展中欧的海外校友大使网络——增强校友之间彼此联系并通知相关事宜的国际大都市志愿者。校友大使目前已经在欧亚13个城市设立。见155页及156页的相关文章。

有了出行帮助和好书新知，希望您能够愉快而卓有成效地度过这个春季！

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

ording to the motto “Knowledge Determines Achievement.”

The debut issue cover story “Economic Trends of 2008” advises companies on how best to manage the economic trends affecting the China business environment in 2008: inflation, credit crunch, stock market fluctuations, hindered exports, and environmental protection. The following renowned Chinese business leaders sent a congratulatory message with the inaugural issue: Mr. Liu Chuanzhi, President of Lenovo; Mr. Ma Weihua, President of China Merchant Bank; Mr. Pan Gang, Chairman and President of Yili; and Mr. Xu Shaochun, Chairman and Executive President of Kindee.

Well known authors included in the pilot issue include: CEIBS Economics Professor Wu Jinlian writing on “Managing in China’s Changing Operating Environment”; Mr. Liu Mingcan, President of China’s Banking Administration Committee, writing on “China’s Economic Challenges and Opportunities”; and Wharton Business School professor Marshall Meyer on the challenges facing Chinese companies going global.

Traveling this season? *The LINK* is pleased to announce the official opening of the CEIBS International Relations Office in Europe, headed by Director Seanie Comerford (cseanie@ceibs.edu). The IRO has been established specifically to help alumni, students and faculty working or traveling outside China to network, share resources, and socialize. Ms. Comerford is expanding CEIBS network of overseas Alumni Ambassadors – volunteers in major international cities who help link alumni and plan worthwhile networking events. Alumni Ambassadors now operate in 13 cities in Europe and Asia. See related stories on pages 155 and 156.

Now that you are armed with travel assistance and good reading, we wish you a happy and productive Spring season!

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

专访罗氏研发(中国)中心总经理切尔基:

跨国公司必须造福中国

First in Class or Best in Class

文/安若丽 Laurie Underwood



罗氏研发(中国)有限公司
Roche R&D Center (China) Co., Ltd.

中国的制药业以极高的研发成本和极低的新产品成功率闻名，加之严格的制度监管和严峻的知识产权风险，这绝非胆小者敢于涉足的领域。

在本期《THE LINK》的专题报道中，我们采访了罗氏研发（中国）中心总经理安德利·切尔基（CEIBS EMBA 2005），他将告诉我们为什么这一充满挑战的行业能够吸引世界工业巨头的投资，以及罗氏将如何排除万难、突出重围。



CHARACTERIZED BY EXTREMELY HIGH PRODUCT DEVELOPMENT COSTS, EXTREMELY LOW SUCCESS RATES FOR NEW PRODUCTS, HEAVY REGULATION AND SERIOUS IPR RISKS, CHINA'S PHARMACEUTICAL INDUSTRY IS NO BUSINESS FOR THE FAINT-OF-HEART. IN THIS ISSUE OF *THE LINK*, ROCHE R&D CENTRE CHINA GENERAL MANAGER ANDREAS TSCHIRKY (EMBA 2005) TELLS WHY THIS CHALLENGING SECTOR IS ATTRACTING INVESTMENT FROM THE WORLD'S INDUSTRY GIANTS AND HOW ROCHE PLANS TO BEAT THE ODDS.



当切尔基向罗氏提议在中国成立一个完备的研发中心时，面对基于知识产权保护的忧虑，他指出收益将会超出风险。到2020年，中国将会成为世界最大的制药市场，在这一预言的驱动之下，其他大型跨国制药公司也纷纷进驻中国

TESTING THE MARKET: When Andreas Tschirky recommended that Roche launch a full-scale R&D centre in China, despite IPR concerns, he argued that the benefits outweigh the risks. Other Big Pharma companies are also investing in research, driven by predictions that China will be the world's #1 pharmaceutical market by 2020.

看 看这一组几率：新药创意真正投放市场的概率仅有1%，每一款新药的研发成本高达15亿美元，产品走向市场的迟滞期是15年。此外，国内外同行的激烈竞争、对知识产权保护的担忧以及政府监管等因素共同导致了变化多端的运营环境，呈现在您面前的正是中国最富挑战性的行业之一。

欢迎来到“狭路相逢勇者胜”的中国制药业——在不久以前，这一产业还因知识产权保护问题以及对西方药业品牌的限制而遭受挑战。为什么没过多久，全球最大的制药公司却以积极的姿态进驻中国呢？

这一问题的底线在于：制药业是中国增长最快、潜力最大的行业之一。根据波士顿咨询集团的数据，从2000~2005年，中国市场的处方药及非处方药市场总值翻了一番，增至130亿美元，并且预计到2010年，这一总值将再翻上一番，增至260亿美元。目前，中国是全球第十大制药市场，并且有分析人士认为，到2020年中国将成为全球最大的制药市

场。与此同时，对药品的需求也在快速攀升。一方面，随着财富及收入的增长，中国城市中产阶级消费者的购买力正在迅速增长。另一方面，中国政府努力让农村人口接受更好的医疗保健，这也推动了制药市场的增长。

基于以上原因，制药巨头们正以燎原之势进军中国市场。其中的急先锋正是切尔基(CEIBS EMBA 2005)，他在位于上海市张江高科技园区、成立四年的罗氏研发(中国)中心任总经理。“这是中国首家完全整合的制药研发中心”，切尔基自豪地宣称，“在我们这里，研究人员能够很方便地获得罗氏在全球的所有相关资讯，他们从事的研究和海外罗氏研发中心的同僚们是同等水平的，这表明了我们对中国市场的信任和信心。”

罗氏研发(中国)中心在头四年主要研发针对几种不同疾病的药品。罗氏研发(中国)中心的成立是罗氏在中国的战略之一，其目的是为了集中其在制药和诊断方面的核心能力。目前罗氏研发中心正在稳健发展，总共聘用了将近100名员工，其中包括78

Consider these odds: a 1-in-100 chance of a new product concept actually reaching the market, product development costs up to US\$1.5 billion per new drug, and a product-to-market lag-time of 15 years. Add to this mix a skittish operating environment caused by fierce competition from international and domestic players, serious IPR concerns, government regulations and a full picture of one of China's most challenging industry sectors comes into view.

Welcome to the not-for-the-faint-of-heart world of pharmaceuticals in China – an industry which, not long ago, was challenged by IPR concerns and constraints for Western brand-name medicines. Why then are the world's biggest pharmaceutical companies aggressively investing into China?

The bottom line: pharmaceuticals is one of the fastest growing, highest potential industries in China. From 2000 – 2005, the value of domestic nation's market for prescription and OTC drugs doubled to US\$13 billion and is expected to double again to US\$26 billion by 2010, according to Boston Consulting Group. At present, China is the world's 10th largest pharmaceutical market and analysts believe it could emerge as the world's largest by 2020. Meanwhile demand for medicines is growing fast. On one hand, demand is rising among China's urban middle-class consumers, who are gaining spending power quickly as wealth increases. On the other hand, the market for pharmaceuticals also is being boosted by Chinese government initiatives to make good healthcare more accessible for the rural population.

For all these reasons, Big Pharma companies are aggressively blazing trails into China. One such industry pioneer is Andreas Tschirky (CEIBS EMBA 2005), General Manager of the four-year-old Roche Pharmaceutical R&D Centre located in Shanghai's Zhangjiang Hi-tech Park. Tschirky proudly declares the facility to be the first fully integrated pharmaceutical R&D center to open in China. "Here at this centre, our researchers have access to the entire Roche global information which allows our scientists to conduct world-class research as our peers do at Roche R&D centers overseas," says Tschirky. "That shows the

company's trust and confidence in operating in China."

During its first four years, the Roche R&D Centre China has focused on developing medicines in several different disease areas. The founding of the centre is part of Roche's China strategy to focus on its core competencies on pharmaceuticals and diagnostics. The centre was expanded rapidly, now employing a team of nearly 100 employees, including 78 researchers, and focusing on oncology, virology, metabolic disease related drug discovery projects.

As of early 2008, the centre had been an "innovation contributor" for Roche through several dozen international patent applications. Tschirky says: "We are very, very productive and very, very successful. I am proud of the organization and proud of the R&D team."

Today, Roche's business focuses on prescription drugs. "This is our strength and our competence," says Tschirky. "We provide innovation in pharmaceuticals and diagnostics."

This spring, *TheLINK* visited Tschirky along the well-groomed streets of Zhangjiang High-Tech Park, to gather his insights into leading R&D, protecting IPR, instilling innovation into Chinese staff, and beating the odds to release new medicines in China.

TheLINK: Roche recently underwent a large-scale reorganization of its China operations. How does the Roche Pharmaceuticals R&D Centre fit into the company's overall China strategy and what are your goals for the centre?

Andreas Tschirky: For Roche, we are focusing on two categories with our company: One is the so-called "first in class," that means you go into a new area, develop a medicine with a new mechanism of action. Or you are the "best in class," which means your product is superior competitors' in terms of efficiency or safety or different features.

Going forward, we want to work with China's top universities, research institutes, hospitals, and biotech companies to develop drug candidates. One specific area of focus is oncology (cancer). Cancer is one of the major killers of people worldwide – the medicines we are researching will serve the Chinese people but also definitely benefit people worldwide."

TheLINK: Given China's history of IPR infringe-

位研究人员，主要研究与癌症、病毒性感染疾病和代谢性疾病相关的药物研发。

到2008年初，罗氏研发中心已经申请了几十项国际专利，成为罗氏的“创新贡献者”之一。切尔基表示：“我们的效率非常高，并且获得了极大成功。我为研发中心及其团队感到骄傲。”

目前，罗氏在运营上主要关注处方药。“这是我们的长处，我们在制药及诊断方面不断创新”，切尔基表示。

今年春天，《The LINK》在整洁如新的张江高科技园区街道采访了切尔基，探询了他在罗氏研发中心既激励员工创新，又排除万难研发新药并推向中国市场的奋斗历程。

THELINK：近来罗氏在中国进行了大规模重组。罗氏研发中心如何迎合总公司在全球的战略？你们对中心设定的主要目标是什么？

切尔基：我们主要关注两类产品：第一类是所谓的“初级产品”，这意味着你刚进入一个新的领域，需要通过新的机制来研发。第二类是“顶级产品”，这表示你的产品在效率、安全性等特征上优于竞争者。

今后我们希望同中国的顶尖大学、研究所、医院以及生物科技公司共同合作研发药品。其中一个特别的领域是癌症治疗。癌症在全球范围内都是死亡的首要原因之一——我们研发的药品将会使包括中国人民在内的全世界人民受益。

THELINK：鉴于中国市场上侵犯知识产权行为常有所闻，罗氏对在中国成立大规模研发中心是否有所顾虑？是什么原因使你们最终做了这一决定？

切尔基：当然，在我们成立研发中心以前，知识产权保护是我们的高管跟我谈论的主要问题之一。为了对这一研发中心负责，你必须使出浑身解数。我们公司的真正价值和骨干支撑就在于专业技能和知识产权。

中国在这一领域展示了极大

的决心并且在知识产权保护法律框架上有了长足进展。创新对于中国的重要性日益显著，政府在保护公司知识产权上下了极大的决心。

我们必须承认：中国的知识产权法律出台至今大约不到十年——这是一个很短的时期，并且到目前为止进步也是巨大的。我无法想像在其他国家能够取得类似的进步。我并不是说所有的问题都已经得到了解决，但是我确实想强调已经取得的进步。知识产权保护已经在中国的主要城市施行。如果比较印度和中国的环境，你会意识到中国已经取得了巨大的进步。

当务之急是与那些制造假药的犯罪者展开斗争。造假的无耻行径已经造成了巨大的健康风险。在大城市，医院的药品发售渠道是相当清晰的。然而在农村地区却会遭遇很大挑战。目前政府正在努力让这一地区的人们用上货真价实的药品。这一问题的解决有待政府出面，并争取当地相关行业的支持。

THELINK：近来国内有几宗备受关注的诉讼，涉及国际制药公司保护其知识产权的法律争议，比如辉瑞在中国的“伟哥”商标诉讼案。罗氏对这些诉讼的态度是什么？这是否动摇了罗氏对中国知识产权保护的信心？

切尔基：我认为一家公司在中国的遭遇取决于其处理问题的方式。制药业是管理最为严格的行业——我们常常需要获得政府的批准。如果保持积极开放的态度与政府沟通，就能够规避风险。罗氏一直与政府保持着良好的互动——这对我们的经营是至关重要的。

被视为良好的公司，这也是很重要的——即公司应该真切表明了造福中国人民的态度。必须表明，一家公司在中国所从事的活动不仅会使公司受益，也能使中国社会受益。如果表现得太过自私，那就会难以得到支持。

THELINK：罗氏与政府的良好合作关系十分出名。你们花了多少时间和精力来营建与政府的关系？

切尔基：这方面我们是同上海罗氏制药公司一同努力的——他们设立了与政府各个部门联络的团队。通过与不同的政府部门经常性的交流来阐明中国与罗氏的双赢格局，这对任何一家制药公司而言都是至关重要的。

我个人也会在政府关系上花时间。作为公司代表，我总是非常积极地强调利益均衡。中国政府希望建立一个生物科技以及制药业的创新基地，然而政府的医疗保健预算是有限的。对政府而言，这就



ment, did Roche have concerns about opening a large-scale R&D center in China? What arguments persuaded them to go for it?

Tschirky: Of course IPR protection was one of the major questions our top management addressed to us before establishing the R&D Centre. To make a commitment to such a research center, you open all the treasure boxes. The real value of the company, the backbone of the organization, lies in our expertise and IPR.

China has demonstrated a strong commitment and fast improvement to the legal framework for IPR protection. Innovation is increasingly important for China as a country, and the government has a strong commitment to protect the IP of companies.

We have to acknowledge that China has about 10 years of IPR law history. I cannot imagine that you can achieve such progress in any other country. I don't mean that all the problems have been addressed, but I do want to stress that progress has been made. If you compare the situation in China and India, you realize that China has made significant progress.

One urgent issue is to fight those criminals producing fake medicines. This outrageous practice poses a serious health hazard. In China's major cities, the hospitals have clear distribution channels for medicines; in rural areas, the challenge is greater. There the government is working very hard to assure that people obtain the authentic products. The solution must come from government, with the support of the industry players. This requires a national-level approach.

TheLINK: China has experienced several high-profile cases recently in which international pharmaceutical companies faced legal disputes regarding protecting their IPR, for example, Pfizer's case for Viagra. How did Roche react to such cases? Have these cases dampened Roche's confidence in being able to protect patents here?

Tschirky: I believe your experience in China depends on how you approach things. Pharmaceuticals is the most regulated industry – we need approval from government constantly. If you are openly and

pro-actively communicating with the government, you can avoid difficulties. Roche continuously maintains very good interaction with the Chinese government – that is crucial for our business,

It is also important that you are recognized as a good corporate citizen – that you really show your commitment to benefit Chinese people. You have to show that what your company is doing in China is not just good for your company but is also good for Chinese society. If you act too selfishly, you won't be supported.

TheLINK: Roche is known for its good partnership relations with government. How much time and effort does Roche put into government relations?

Tschirky: For government relations, we work with Shanghai Roche Pharmaceuticals, our commercial organization – it has dedicated teams to work with the different government offices. It is critically important for any company in the field of pharmaceuticals to talk continuously with the different government stakeholders to show win-win situations for China and Roche.

Personally, I definitely spend time on government relations. As a representative of the company, I am very positive and always emphasize on the balance of interests. In China, the government seeks to build up an innovation-based biotech and pharmaceuticals industries but faces a limited budget for healthcare expenditure. For the government, this is the balance they seek to achieve.

Also, the Chinese government wants pharmaceutical companies to help provide the big population with access to good healthcare. They also hope to encourage MNCs to invest in pharmaceutical R&D. From our side, as a company, we have to generate profits so we can re-invest into R&D in China and benefit Chinese patients. In order to reinvest, we must first consider the products in our portfolio, including developing and marketing some high potential products. So we strike a balance – as MNCs, we can assist the Chinese government by providing the big population with access to good healthcare, but also by developing high-potential medicines for the Chinese and world-wide markets.



切尔基认为人才是“研发型公司的核心资产”。他表示之所以将每年的人员更替比率控制在5%这一低水平，是因为“给员工展示了良好的职业发展前景”。

RIGHT FORMULA – Tschirky says talented personnel are the “core asset of a research-based company. “He has kept turnover at a low 5% yearly due to “a high level of commitment to career development.”

是他们希望获得的均衡。

比如说，中国政府希望制药公司对他们满足大规模人口获得更好医疗保健的需求提供支持。此外他们也希望鼓励跨国公司投资制药研发。站在公司立场上，我们必须盈利。只有盈利之后我才能再次投资中国的研发中心以造福中国患者。我们研发中心十分关注中国人民迫切关心的疾病。为了新一轮投资，我们必须考虑手头的产品，包括一些高潜力产品的开发和营销。这样我们就能达到均衡——作为跨国公司，我们能够帮助中国政府为大规模人口提供更好的医疗保健，并为中国乃至全球市场研制出更加有效的药物。

THELINK：你目前在中国的运营之中还面临哪些主要挑战？

切尔基：如果你完全是一家以创新为依托的公司，你必须保证研发过程的持续畅通，从早期阶段到最终成功进入市场。在制药业中，从研发起点到获得制造认可这一整个过程的损耗率非常惊人。你必须在早期阶段就哪些产品能够作为新药上市进行评估。

THELINK：在以创新为基础的行业，聘请合适的员工是至关重要的。你如何建立并维持优秀的团队？

切尔基：在中国，对优秀人才的争夺是非常激烈的，

任何一家机构为了吸引或挽留最优秀的员工，都必须给他们展示良好的职业发展前景。人才是研发公司的核心资产。我可以很高兴地告诉你，我们的人员流动率在5%以下——相比同类市场而言这一数据非常低。

THELINK：你如何挽留你需要的员工？

切尔基：很重要的一点是与员工进行双向沟通。此外，我们还给员工提供来自外部专业人士及内部知识交流的培训——把公司内部的高级科学家请过来或者派遣员工去罗氏的其他海外研发中心。我们提供不同层面的培训和职业发展机遇——这是挽留人才的关键因素。

THELINK：你预计在未来几年内中国制药业将出现哪些变化？

切尔基：传统的中国制药产业是非专利型——国内公司仅仅在专利过期之后制造非专利药。直至今日，药品创新才开始在中国的大学和研究所出现，但并非公司。在未来几年中，我们将会看到国内公司与专业研发中心甚至国际生物科技公司、擅长药品研发的跨国企业合作。这将会有很好的发展。

THELINK：如果可以的话，你最希望改变中国制药业运营环境中的哪一方面？

切尔基：最近，我发现新药的临床测试出现了进步。在临床测试的批准和审核上，中国所需的时间要比西方国家长。另一方面，在这样一个人口众多、医院网络发达的国度，如果相关措施得宜，你就能更快地了解患者。

THELINK：你是研发中心唯一的外籍人士，你对在中国的其他“老外”经理们有什么建议？

切尔基：外国人应当尊重中国文化，这并不意味着，“对，我理解中国文化，但还是按照西方的方式去做。”你必须同团队一同努力发展出新的运营方式。中国人非常聪明，他们迫切希望为组织的成功做贡献。作为外国人，如果你能够保持开放、尊重、灵活的心态并且勤奋工作，你将在组织的生产效率上获得成功。

另外，你必须喜欢生活在中国。作为外国人，不要仅仅生活国际社区之中——那与真实的中国截然不同。我在中国95%的朋友都是中国人，我特意这样做的——我与瑞士社区有联系，但并不止于此。中国是一个让人兴奋的国度，如果想要在此长期生活，你必须结交当地的朋友。 **TheLINK**

TheLINK: What other main challenges do you face now in your China operations?

Tschirky: If you are completely an innovation-based company, you try to assure a constant flow of projects through the R&D pipeline, from the early stage towards successfully entering the market. Hopefully a few will enter the market. In our industry, the attrition rate of projects from the starting point to finished medicine that has been approved by authorities is very steep. What you try to do is very early to make an assessment regarding which products have the potential become a new drug

TheLINK: In an innovation-based business, hiring the right personnel is critical. How serious is your struggle to hire and retain the right team?

Tschirky: In China, competition for the best talents is fierce and any organization that wants to attract and retain the best people has to show a high level of commitment to career development in order to retain talent. Talent is the core asset of a research-based company. I am very happy to report that we have a very low turnover rate below 5% – which is a very low number compared to the market.

TheLINK: How do you keep the people you need?

Tschirky: One very important way to retain staff is to establish two-way communication. Next, we offer different layers of training and career development opportunities – that is a key element to keeping talent.

TheLINK: What changes do you expect to see in China's pharmaceutical sector in the next few years?

Tschirky: Traditionally, China's pharmaceutical industry has been generics-based – domestic companies simply produce generic medicines after the patents expire. In the next few years, we will see domestic companies cooperating with academic centers and even with international biotechs and MNCs that are strong in drug discovery. This will be a very good development.

“In the next few years, we will see domestic (Chinese) companies cooperating with academic centers and even with international biotechs and MNCs that are strong in drug discovery.”

TheLINK: If you could, what would you change about the operating environment for pharmaceuticals in China?

Tschirky: Lately, I see a lot of progress in the effort to speed up clinical trials for testing new pharmaceuticals. The approval and review of clinical trials still takes a longer time than in Western countries. On the other side, in China, with its big population and efficient hospital network, you can more quickly reach patients if proper procedures are in place.

TheLINK: You are the only foreigner in the centre. What advice do you have for other laowei managers in China?

Tschirky: Foreigners should respect Chinese culture, which does not mean saying, “Yes, I understand Chinese culture but we are still going to do thing the Western way.” You must work with the team and develop new ways of operating. Chinese are very smart, they are eager to contribute to the success of an organization. If you as a foreigner are open, respectful, flexible and are also working hard, you will succeed concerning the productivity of your organization.

Another thing: You must also enjoy living in China. As a foreigner, do not live only within the foreign community – this is far from the real China. 95% of my friends in China are Chinese, I do that on purpose – I interact with the Swiss community but not exclusively. China is very exciting and if you want to live here long-term, you have to show a serious interest in making local friends. **TheLINK**

市场营销、创新与企业成长

Marketing, Innovation, and Growth

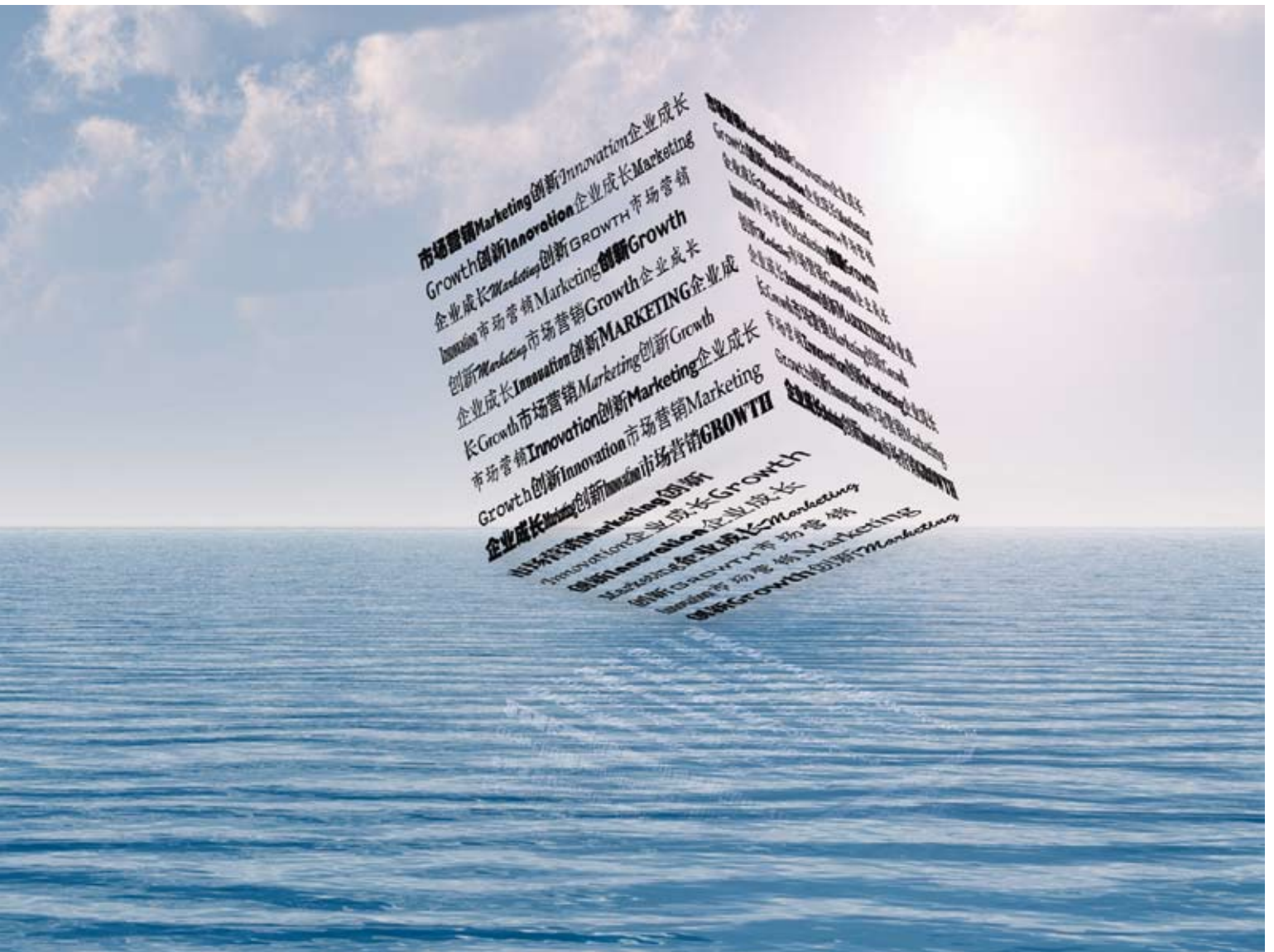
何时创新，怎样创新以及创新多少？这是中欧国际工商学院市场营销与创新中心 2008 论坛的主要议题。七位专家都把创新纳入到成功的商业战略中，并与会者分享了他们的第一手建议和一些逸闻趣事。

WHEN, HOW AND HOW MUCH TO INNOVATE WAS THE CENTRAL TOPIC AT CEIBS' FULL-DAY 2008 CENTRE OF MARKETING AND INNOVATION CONFERENCE. SEVEN EXPERTS IN INTEGRATING INNOVATION INTO A SUCCESSFUL BUSINESS STRATEGY SHARED THEIR FIRST-HAND ADVICE AND ANECDOTES.

文 / 丹尼尔·因曼

3月26日，中欧国际工商学院上海校园举行了名为“市场营销、创新与企业成长”的论坛，讨论的焦点就是市场营销与创新的内在联系，以及两者如何影响企业的发展。本论坛由中欧市场营销与创新中心（CMI）组织，吸引了150多位与会者和媒体人士。会议的演讲者是七位来自国际商界和学术界的创新思维领军人物，讨论了商业战略中突破思维瓶颈的新方法。

与会者听到最多的话题就是：促进企业发展并不一定意味着要开发新产品。一位演讲者谈到，把目光锁定在既有客户身上，将会阻碍公司在新市场中追寻可能存在的机遇。实际上，会议上提到的很多成功事例证明，发展通常并不是来自产品的创新，而是来自商业模式的创新。总之，会议传达了这样一个信息：在目前瞬息万变的商业环境中，对于任何一家成功的企业来说，培养创新思维不是额外的附加分，而是必要条件。



By Daniel Inman

The intersection between marketing and innovation, and how the two concepts affect business development, were the focus of discussion during a full-day conference entitled: “Marketing, Innovation and Business Growth,” held by CEIBS on March 26 on the Shanghai campus. The event, organized by the school’s Centre of Marketing and Innovation (CMI), attracted more than 150 attendees and media. Conference speakers featured seven innovation thought leaders from international business and academia who discussed groundbreaking new thinking in business strategy.

A recurrent theme heard in many of the day’s presentations was that nurturing business growth does not necessarily mean developing new products. One speaker told of how focusing on existing customers can actually block companies from pursuing promising opportunities in new markets. In fact, many success stories shared at the conference proved that growth often comes not from innovation in products but through innovation in the business model. Overall, the event drove home the message that, in today’s fast-moving business environment, cultivating original thinking is not a bonus but a requirement for any successful company.



“当你的市场营销聚焦于现有客户时，你对客户的关注就太多了。”中欧市场营销学与创新管理学教授鸿翥吉马告诉 2008 年 CMI 会议的与会者。许多公司跌进了“消费者圈套”从而忽略了潜在的新客户群。

“When your marketing focuses only on your current customers, you can become too customer-focused,” CEIBS Professor of Marketing and Innovation Kwaku Atuahene-Gima told attendees of the 2008 CMI Conference. Many companies to fall into the “customer trap” of ignoring potentially lucrative new consumer groups.

鸿翥吉马教授：“企业创新，过犹不及？”

中欧市场营销学与创新管理学教授鸿翥吉马 (Kwaku Atuahene-Gima) 提醒大家注意商业运作中创造性的泛滥，这使得听众大感意外，他强调说，公司不能开发过多的市场，也不能将发展引向错误的方向。他说：“当你的市场营销聚焦于现有客户时，你对客户的关注就太多了。”这样，公司可能只为现有客户生产产品，而忽视了在其他群体中的发展潜力。

鸿翥吉马教授举了两个假设性案例，两家公司均陷入了“客户误区”。其中一个是 Innoshan 公司，花费五年时间开发新产品，受众仅仅是现有的客户群体。这种方式过于狭隘，因此很难获利。另一个案例是 Cheman 公司，他们发现自己的技术可以在新市场得到应用，但是没能发展这一技术专长以吸引相应市场的客户。

鸿翥吉马教授指出，除了市场驱动的创新，另一个可供选择的模式是基于结果的创新。这种新模式强调公司需要变得“灵巧”：意味着这些公司在保持核心客户群的同时，还应当积极扩展新客户群。

在谈到这种灵活性时，教授举了深圳迈瑞生物医疗电子股份有限公司的例子，这是首家在纽约证券交易所上市的中国医疗设备制造商。当迈瑞决定走入国际市场时，公司采用了定位中间市场的“切入”战略——找准一个点，向上进攻高端的行业竞争者，向下打压低端的行业参与者。鸿翥吉马教授说，这种方法奏效了，因为迈瑞知道它的销售力量能够覆盖所有的潜在客户——也就是说，它的超声波设备由于定位精准、技术先进，使得医生们赢得了病人的信任。鸿翥吉马教授说：“除了医疗设备的功能作用外，病人还关心它的情感支持作用。”

从这个案例中得到的启示是，创新要面向新客户，而不仅仅是为现有客户服务。最后，鸿翥吉马教授以一部高科技、新款式手机为例，询问下面的听众，谁能够真正使用该手机具备的所有新功能。当公司开发的产品功能是客户不使用、也不想使用的，那么这就是过度销售了。换句话说，过多的创新和过多的市场营销最终将不利于公司发展。他说，相反，公司应该站在客户的价值前沿考虑问题，他将此定义为：“以客户能够接受的成本，提供具备特定功能的产品。不要多，也不要少。”

CEIBS PROF. KWAKU ATUAHENE-GIMA: “TOO MUCH INNOVATION?”

Surprising audiences with a warning on the over-use of creativity in business, CEIBS Professor of Marketing and Innovation Kwaku Atuahene-Gima stressed that companies must guard against either launching too much marketing or steering your promotions in the wrong direction. “When your marketing focuses only on your current customers, you can become too customer-focused,” he said. In such cases, a company may end up only producing products for its current customer base while ignoring potential growth among other demographic groups.

As two hypothetical examples of companies that had fallen into the “customer trap,” Prof. Atuahene-Gima shared the case of Innoshan, a business that had spent five years developing new products aimed purely at its existing customer set. This approach proved too narrowly focused to be profitable. In another case, Cheman company found that its technology could be applied in new markets but failed to develop the expertise to attract customers in these markets.

An alternative to this model of Market-Driven Innovation, said Prof. Atuahene-Gima, is Outcome-Based Innovation. This new model highlights the need for companies to be “ambidextrous”: meaning that they simultaneously maintain their core customer competencies while also expanding to attract new customer groups. As an example of such flexibility, the professor showcased Shenzhen-based Mindray, China’s first manufacturer of diagnostic equipment to go public on the New York Stock Exchange. When Mindray decided to go abroad, the company adopted a “cut-in” strategy that targeted the middle market – simultaneously attacking top-tier industry players from below while and burrowing into the bottom tier from above. The method worked, Prof. Atuahene-Gima said because Mindray understood its sales strength across the full range of its potential customers – namely that its ultrasound device allows doctors to win trust from patients by performing accurate, technologically advanced checkups. “Customers are interested in both functional outcomes as well

as emotional roles,” said Prof. Atuahene-Gima.

The lesson to be learnt from this is to innovate towards new customers, rather than serving only those you already have. Finally, Prof. Atuahene-Gima used the example of a high-tech, new model mobile phone and asked audience members to consider who really uses all available new features? When companies develop products with features that are not used or wanted by consumers, they are overselling themselves. In other words, too much innovation and too much marketing can actually harm business growth. Instead, he said, companies should consider the “customer value frontier,” which he defines as: “Offering products that do specific jobs at a cost that the customer can pay. Nothing more, nothing less.”

IBM GLOBAL SERVICE (CHINA) PARTNER SIMON BENJAMIN: “THE NEW FRONTIER OF INNOVATION”

In his talk, Simon Benjamin’s aim was to tell “a story about how IBM is changing the way it is thinking about innovation.” He said the company is recently innovating not in terms of improving its products, services or markets, but in a more fundamental way: through improving its business model. Benjamin introduced the importance of “business model innovation” through a survey questioning the attitudes of CEOs towards innovation. According to the findings, business innovators outperform their peers by achieving greater operating margins.

Benjamin pointed out that IBM is no stranger to the importance of innovation. In the early 1980s, Big Blue was regarded as one of the world’s most important multinationals, but only for a decade later, it was widely considered a “dinosaur”. This change in international image provoked the company’s most famous business model transition: swapping from a product supply model to a service supply model. Since then, Benjamin stressed, IBM has undergone many smaller scale changes that have transformed the company, although not making headlines.

In China, IBM also recently has changed its business model to reach untapped markets. He pointed out that, historically, multinationals in China



“ Reaching the next economic frontier” for China will require: a free flow of ideas among talented individuals, a reward system for innovation, and consumer confidence in innovation.

— Sidney Taurel, CEO, Eli Lilly

IBM 全球企业服务部（中国区）合伙人西蒙·本杰明：“创新的新前沿”

西蒙·本杰明（Simon Benjamin）的演讲旨在讲述“IBM 如何改变它关于创新的想法的故事”。他说，公司目前进行的创新不是改进产品、服务或市场，而是采取一种更加彻底的方式：改进商业模式。本杰明通过进行一项 CEO 对创新态度的调查问卷来探索商业模式创新的重要性。调查结果显示，商业创新者实现了更大的经营利润，绩效要优于同辈竞争者。

本杰明指出，IBM 并非对创新的重要性一无所知。在上世纪 80 年代早期，“蓝色巨人”在大家心目中是全球最重要的国际化产品之一，但仅仅十年之后，却被普遍认为“恐龙”般庞大与老旧。国际形象上的改变，激励着公司做出最为著名的商业模式改变：从产品供应模式到服务供应模式。从那时起，IBM 进行了很多小规模改革，虽然这并非人尽皆知。

IBM 近期在中国也改变了经营模式，以此填补市场空白。他指出过去一段时间里，跨国公司在关注“高附加值的市场”，但是现在这可能已经不是最好的商业途径了。“在质优价高的市场已经取得了成功，但是当这种市场饱和之后，你必须另辟蹊径”，本杰明说。

以 IBM 中国公司为例，近期公司已为很多产品定位了大众市场。遵循这样的策略意味着，IBM 要进入中国的三级、四级甚至五级城市。在那里，IBM 将面向低端

客户。本杰明说：“我们清楚，采用相同的商业模式（针对一级城市的模式）进入这些市场将会非常困难。”他解释说，IBM 不得不创造新的商业模式来应对这些新市场。新的商业模式包括：更广泛、更扁平的销售网络，研发部门应注重开发适合大众市场需求和价位的产品，建设有深厚本土知识的管理团队。

最后，本杰明根据 IBM 的海内外经验提出了一些重要建议。他强调十分重要的一点是，培养一种改变商业模式的创新意识。他还指出，技术的使用是创新的催化剂。最后，他力劝听众在任何可行的条件下都要通过与外界合作来达到成功：“让组织更多地与外界一起工作，使之系统化，然后使之成为本公司文化的一部分。”

道康宁大中华区总裁柯同德：“超越产品创新”

就在 7 年前，道康宁中国公司的未来还是一个未知数。尽管它是世界上最为成功的合资企业之一，然而在世纪之交时，道康宁中国公司的销售业绩却极其平平，每年仅有 24 亿美元。当时，这家巨型硅供应商发现在市场上很难“鹤立鸡群”，道康宁大中华区总裁柯同德（Tom Cook）告诉与会者。随着产业的快速成熟，转变的机会也越来越小，必须要有所作为了。在演讲中，柯同德讲述了道康宁是如何扭转乾坤的。

他说，答案的关键不在于产品的设计阶段，而在于

have focused on “the premium markets,” but this might not be the best approach today. “A lot of success has been achieved in these markets, but as they fill up, you need to look elsewhere,” said Benjamin.

In the case of IBM China, the company has recently targeted the mass market for many products. Following that strategy has meant entering China’s third, fourth and fifth tier cities. Here, IBM is now selling to lower-end consumers. “We knew that it would be difficult to enter these markets with the same business model [as Tier 1 cities],” said Benjamin, explaining that IBM had to create an entirely new business model addressing these new markets. The new business model included introducing a broader, yet flatter, channel network; R&D focusing on developing products that fit the needs and price category of the mass market; and getting a management team with deep localized knowledge.

In conclusion, Benjamin passed on key recommendations drawn from IBM’s experiences internationally and in China. He stressed the importance of cultivating innovation that encourages changes to the business model. He also emphasized the use of technology as a catalyst for innovation. Last, he urged listeners to leverage success by cooperating with outside partners whenever feasible: “Push the organization to work with outsiders more, making it systematic and, then, part of your culture.”

DOW CORNING GREATER CHINA PRESIDENT TOM COOK: “GOING BEYOND PRODUCT INNOVATION”

Just seven years ago, in 2001, the future was uncertain for Dow Corning’s China operations. Despite being one of the world’s most successful joint ventures, at the turn of the century, sales had “flatlined” at US\$2.4 billion per year. At the time, the silicon-supplying giant was finding it hard to differentiate itself in the market, Dow Corning’s China President Tom Cook told conference-goers. With the industry maturing fast, and the window of opportunity for transformation closing fast, something had to be done. In this talk, Cook explained how the company turned things around.

The answer was not so much in designing new products, he said, but in changing how the company sold silicon, its key product. The solution, Cook explained, was for the company to simultaneously adopt “two totally different ways of doing business within the same company.”

Dow Corning’s first strategy was to develop a new web-based brand that offered a bare-bones alternative to the company’s premium silicon products, but without any of the support services that make the original Dow brand expensive. The new brand offered what Cook describes as: “truly the lowest cost model to bring the product to the customer.”

The company’s second strategy was to enhance the traditional premium branded product line not by introducing new products, but by helping customers to better solve their business problems. “We found that we had knowledge and expertise that was of value to our customers that was beyond our silicon materials,” remembers Cook.

Cook finished by emphasizing two elements necessary to promote innovation within a company: sharing a “common language” with which to discuss new ideas within the company, and directly involving the top company leaders in order to create a corporate culture that supports and nurtures innovation.

ELI LILLY & CO. CEO AND BOARD CHAIRMAN SIDNEY TAUREL: “PHARMACEUTICAL INNOVATION IN THE 21ST CENTURY”

In the conference’s keynote address, Eli Lilly CEO Sidney Taurel drew upon his experiences as a global CEO to share the requirements that must be met before innovation can truly take root in China. Although China has established itself as a cost-effective supplier of products and services, “reaching the next economic frontier” will require three elements, Taurel said: first, a free flow of ideas among talented individuals; second, a reward system for innovation; and third, consumer confidence in innovation. “These are an all-or-nothing proposition,” said Taurel. “They must all be present, or innovation will not happen.”



核心硅产品销售方式的转变。柯同德说，解决之道就是在同一家公司同时采取两种完全不同的经营方式。

道康宁的第一项战略是开发一个网络营销的全新品牌，与公司的高端硅产品有着品质上的不同，但是不配备任何辅助性服务，因为这些服务使得原有品牌变得非常昂贵。新品牌所提供的东西被柯同德描述为：“真正以最低成本吸引客户的模式”。

公司的第二项战略是提升传统的高端产品生产线，不是通过引进新产品，而是通过帮助客户更好地解决经营问题。“我们发现，我们拥有对于客户来说非常有益的知识与专业意见，这能够超越我们的硅材料。”柯同德回忆说。

这种“双叉戟战略”的成果是：到2007年，道康宁之前的平平收益翻了一番，达到49亿美元。

最后，柯同德强调，在公司内部推进创新的两个必要条件是：具备内部“通用语言”，供大家讨论新的创意，高层领导直接参与其中，营造支持和培育创新的公司文化。

礼来公司全球总裁西德尼·陶勒尔：“21世纪的药品创新”

在会议的主题演讲中，礼来公司总裁西德尼·陶勒尔（Sidney Taurel）以自己身为全球CEO的经验，与大家分享了创新之前必须要满足的条件，这确实可以在中国采用。尽管中国将自己定位为具备成本效益的产品与服务供应商，但是，陶勒尔说，想要到达“下一个经济前沿”，还需要满足三个条件：第一，有才能的个人之间要自由地交流思想；第二，对创新的激励系统；第三，客户对

创新的信心。“这些是非此即彼的命题，”陶勒尔说，“它们必须全部存在，否则创新就不能进行。”

虽然陶勒尔相信中国是在正确的方向上前进，但他还是主张在关键领域要有更多改进。他说：“将研究转化为对实际问题的解决，中国在这方面能够做得更多。”他希望中国能够借鉴美国的经验，在公共部门与私人产业之间建立合作联系。谈到他的专业领域——药学，他强调，中国专利系统的改进与市场准入的扩大，将有利于该领域的发展。特别需要提到的是，这些变化将促进前沿疗法（如“定制”治疗方式）的进步。

结束时，陶勒尔谈到了领导者必须具备的三个重要品质：能够从树木中看见森林；能够不断学习；除了这两点之外，他还强调需要有强烈的道德规范意识。“所谓领导力，就是领导人们去改变，尽管改变得非常不情愿，”他说，“如果一位领导没有强烈的道德感，人们就不会和他一同走向未来。”

罗氏研发中心(中国) 总经理切尔基：“中国的药品与研发”

“即使是疯狂的科学家也要考虑市场。”安德利·切尔基（Andreas Tschirky）在演讲中这样说，以此概括在中国竞争激烈的市场中领导一个药品研发团队所面临的挑战。切尔基解释说，药品市场——将一项新产品推向市场需要10亿美元以及15年时间，对于科学家来说，在这一过程中了解何时应该坚持计划、何时应该放弃计划就显得至关重要。

在谈到药品研发领域的其他挑战时，切尔基强调，对于他的部门来说，中国并不是一个低成本市场。他说

Although Taurel believes China is headed in the right direction, he urged more progress in key areas. “China could do more to translate its research into practical solutions,” he said. He recommended learning from the U.S. example, in building cooperative links between the public and private sectors. Turning to his field of expertise – pharmaceuticals – he stressed that improvements to China’s patenting system as well as greater market access would help develop the field. In particular, such changes would promote the development of cutting-edge treatments, such as tailor-made therapies.

Taurel finished his talk by sharing the three most important qualities of a leader. In addition to the ability to always see the forest from the trees, and being able to constantly learn, he stressed the need for a strong ethical code. “Leadership is about leading people through change, and change is very uncomfortable,” he said. “People will not go into the future without a strong, ethical leader.”

ROCHE R&D CENTRE GENERAL MANAGER ANDREAS TSCHIRKY: “PHARMACEUTICALS AND R&D IN CHINA”

“Even crazy scientists need to think about the market.” So stated Andreas Tschirky in his talk outlining the challenges of conducting R&D in pharmaceuticals within China’s fiercely competitive market. Mr. Tschirky made clear that, in the pharmaceutical industry – where it can take US\$1 billion dollars and 15 years to get a new product to market – it is essential for scientists to know when to persevere and when to stop a project in its tracks.

Outlining other challenges in his field of pharmaceutical R&D, Mr. Tschirky stressed that China is not a low-cost market for those in his sector. “We are not here because it is cheap. I’m not saying you can’t get a cost advantage, but it is not cheap,” he said. Instead, the main advantage attracting pharma MNCs to China, he said, is that operating in China allows companies to understand the growing Chinese consumer market for pharmaceuticals – a market that is now 10th largest worldwide and growing fast. “We get to know the genetics of patients,” he said.

“Driving an idea through to fruition” is a necessary skill for successful China-based managers, said Dow Chemical Business Development Director Andy Richards, but so is knowing when to cut short failing projects.

In order for a research organization to succeed, Tschirky stressed the need to make as many connections with outside organizations – in business, research and academia – as possible. Making such connections offers two advantages, he said: first, it allows your organization to maintain a core specialty while developing a resource network in case problems arise in which outside expertise is needed. Secondly, strategic alliances allow your company to outsource some of the basic work to outside organizations.

DOW CHEMICAL BUSINESS DEVELOPMENT (CHINA) DIRECTOR ANDY RICHARDS: “INNOVATION AT DOW”

In his talk, Dow Chemical Business Development (China) Director Andy Richards outlined the qualities that characterize growth in China. “It is not just growth,” he said, “it is evolving growth.” He emphasized that companies need strong vision in order to grow, but warned firms against cannibalizing existing business solutions while preparing for the future. He urged companies to prepare to grow both in qualitative terms – such as building the company culture – and quantitative terms.

Mr. Richards stressed the importance of developing the following elements in your business: vision; strategic alliances; culture, attitude and skills (which can be altered with market changes); and “passion for the truth.” He urged managers to develop skills in “driving an idea through to fruition” but also cutting your losses if a project is not working.

Sharing a real-life example of how Dow Chemical has had to innovate recently in China, Mr.

“我们来到这里并不是因为价格低。我并不是说你不能得到成本优势，但成本确实不低。”他说，吸引药品跨国公司来到中国的原因是，在中国经营可以使他们了解成长之中的中国消费市场——它现在是全球第十大市场，并且正在快速发展。切尔基说：“我们需要了解患者的遗传学信息。”

为使研究型组织获得成功，切尔基强调需要尽可能多地与外部组织取得联系，这包括商业、研究和学术组织。他说，保持这样的联系有两个好处：第一，发展资源网络可以使你的组织保持核心专业性，一旦产生问题，就需要外部的专业意见；第二，战略性联盟可以使你的公司将某些基础性工作外包给其他组织。

陶氏化学业务发展中国区经理安迪·里查兹：“陶氏的创新”

陶氏化学业务发展中国区经理安迪·里查兹 (Andy Richards) 在其演讲中概述了中国成长型公司的特质。他说：“不仅是成长，也是推动成长。”他强调，为了成长，公司需要高瞻远瞩，但是坚决反对采用原有方法为将来做准备。他主张公司要准备在质的方面——例如建立公司文化，以及量的方面都得到成长。

里查兹强调在经营中发展以下方面的重要性有：远见；战略性联盟；文化、态度和技能（可以随市场变化而变化）；“追求真理的热情”。他主张经理人要发展“把想法转化为现实”的技能，但如果计划失效，也要学会减少损失。

里查兹与大家分享了近期陶氏化学在中国不得不做出创新的真实案例，他提到一个正在开发的“煤化工”项目。在过去的十年间，石油成本发生了剧烈震荡，严重影响了石化工业。陶氏化学就是其中的一家，他们不得不彻底改变经营方式。然而，通过创造性的思考，公司将被动的变化逆转为自身的优势。里查兹解释说，一旦石油价格持续高涨，公司就扩大煤炭的使用。通过创造性思考，公司正在为未来的多种可能情况做准备，将不确定性转化为双赢情形。

礼来公司中国区总裁欧泰格：“在亚洲各国创建与领导成功的组织”

礼来公司中国区总裁欧泰格博士 (Jorg Ostertag) 以自己在亚洲 17 年的管理经验强调说，这一地区尽管有很多显著差异，但跨国公司来到亚太地区还是会发现该地区一些相似的共性。他主张经理人要记住，一些关键因素在所有地方都是相同的：“人们热爱他们的家庭，他们想把工作做好，他们希望受到尊敬。”

欧泰格博士指出，公司需要形成并遵循一个坚定的核心理念，要足够简明扼要，让公司由上至下每位员工都能把它记在心中。他说，上世纪 90 年代中期，当他来到韩国时，韩国正深陷亚洲金融危机——那段时间，他办公室对面的公园里挤满了失业的员工，因为担心，他们不敢把实情告诉自己的家人。他不得不把员工推入残酷的绝境：公司每减产一个百分点，就得炒掉一些员工。欧泰格回忆说，这个消息立刻对员工产生了极大的影响。它以最严酷的方式，强迫性地激励着员工全心投入生产工作——如果他们做不到，就将失去工作。结果却是，在随后的三年里，公司没有丝毫减产。

几年之后，当欧泰格来到中国时，公司的目标是，礼来要在 2010 年前成为药品行业中最具价值的消费者伙伴；在 2015 年前将在中国的销售额提升 3 倍（成为原来的 9 倍）。

欧泰格说，要让员工明白，公司的成功与每个人都息息相关，这非常重要。他们应该理解“这能为他们带来什么好处”。为了实现这一目标，他概括出激励员工的三项主要策略：1) 通过提供更多的药物产品，你能帮助你的消费者享有美好生活并长寿；2) 极好的职业发展机会；3) 礼来的整体成长与扩张。正如欧泰格所说，“为一家成功的工作，能够拥有更多的乐趣。”结束时，他与大家分享了他在担任海外经理期间所获得的一些重要经验：

- 尝试去理解你身处的文化中的一切，但同时要记住，有些事情你永远都不能理解。

- 接受你不可能理解一切这一事实，但要保证你的关键员工能够理解。

- 让你的组织关注 3-4 个精心选择的目标，然后去执行。TheLINK

Richards discussed a coal-to-chemicals project now being developed. Over the last decade, oil costs have rocked to record-breaking heights, seriously impacting the petrochemical industry. Dow Chemical, for one, has had to drastically shift the way it conducts its business. By thinking creatively, however, the company turned a negative change to its advantage. The company is now preparing to adjust its use of coal in case oil prices remain high, Mr Richards explained. By thinking creatively, the company is preparing for various future scenarios, turning uncertainty into a win-win situation.

LILLY CHINA PRESIDENT JORG OSTERTAG: “BUILDING AND LEADING SUCCESSFUL ORGANIZATIONS IN DIFFERENT ASIAN COUNTRIES”

Drawing upon 17 years of management experience in Asia, Lilly China President Dr Jorg Ostertag emphasized that, despite the differences evident throughout this part of the world, MNCs coming to the Asia-Pacific area will find some similar characteristics throughout the region. He urged managers to remember that some key factors are uniform everywhere: “People love their family, they want to do a good job, and they want to be treated with respect,” he said.

Dr Ostertag stressed the need for a company to develop and follow a strong central vision, one that is simple enough to allow employees at every level of the company to take it to heart. He told that, when he arrived in Korea in the mid 1990s, it was in the midst of the Asian financial crisis – a time when recently laid-off office workers filled the park opposite his office, too afraid to tell their families. The

situation he had to present to his staff was grave: for every percentage point of discount that his company gave, the company would have to cut employees. This message had an immediate and clear impact upon the staff, Ostertag reported. It gave, in the starkest terms, compelling motivation for his staff to work at full productivity – if they didn’t, they would lose their jobs. The result was that over the following three years, no discounts were given.

When Dr Ostertag came to China several years later, the company’s vision was for Lilly to become the most valued partner for its customers in the pharmaceutical business by 2010. Even more daunting, the corporate mandate was to triple sales within China twice before 2015.

Dr Ostertag said it was essential to make employees understand why the company’s success should matter to them as individuals. They should understand “What’s in it for them?” he said. To accomplish this, he outlined three main strategies for motivating his staff: 1) by supplying more pharmaceutical products, you are helping your customers have a better and longer life, 2) tremendous career development opportunities, and 3) Lilly’s overall growth and expansion. As Dr. Ostertag said, “It’s simply more fun to work for a company that is successful.” He finished by sharing several key lessons learned during his time as a manager abroad:

- Try to understand everything about the culture that you live in, but at the same time remember that there are some things that you will never be able to understand.
- Accept that you will not be able to understand everything, but make sure that your key staff does.
- Focus your organization on three or four carefully selected targets, then implement. **TheLINK**

中国商界女精英魅惑巴塞罗那

Chinese Women Business Leaders Charm Barcelona



文 / 安若丽

2月26日，西班牙 IESE 商学院的大礼堂里，400 位参加“中国商界女性论坛”的商界经理人济济一堂，“Hola! Bienvenido!”“欢迎”的声音此起彼伏。这次论坛由三位声名卓著的中国商界女性主讲，她们分别是：著名电视主持人、阳光媒体集团主席杨澜、北京伊利诺伊集团董事长兼创始人史晓燕以及新光控股集团主席兼创始人周晓光。她们均是中欧校友。

中欧执行院长佩德罗·雷诺教授 (Pedro Nueno) 在开幕式上致辞说：“今晚，我们将会听到三位来自中国的非凡使节的演讲，她们都毕业于中欧，这三位商界精英从中欧的商业管理课程中学到了很多，但最重要的是，她们学到了团队合作的艺术，包括跨文化的团队合作，这是中欧最强调的一

点。”雷诺教授又说道，论坛本身就是一个跨文化团队合作的例子，三位顶尖的中国女性领导精英将与欧洲听众分享她们的成功故事和专业洞察力。这次论坛由中欧国际工商学院和 IESE 商学院主办，由西班牙传媒集团 Expansion 和 AE 协办，论坛的另外一位主持是 AE 总经理贝罗索 (Miguel Angel Belloso)。

迎合善变的中国观众

论坛的第一位发言人是杨澜，中国最受欢迎的电视节目主持人和传媒企业家之一。作为阳光传媒集团的主

年初，冬天的西班牙，三位成功的中国女企业家——杨澜、周晓光、史晓燕——与到场的各位职业经理人分享了她们的商业策略。在第一天的晚间论坛上，这三位中欧校友就她们在中欧所学的课程以及各自在传媒、珠宝出口、家居饰品零售业的从业经验，展开了开诚布公的讨论，感染了在场的经理人以及媒体朋友。

THREE OF CHINA'S MOST SUCCESSFUL FEMALE ENTREPRENEURS – YANG LAN, ZHOU XIAOGUANG, AND SHI XIAOYANG – RECENTLY SHARED THEIR BUSINESS STRATEGIES WITH EXECUTIVES IN SPAIN. SPEAKING AT THE EVENING FORUM, THE TRIO, ALL CEIBS ALUMNI, IMPRESSED EXECUTIVES AND MEMBERS OF THE MEDIA WITH THEIR FRANK AND OPEN DISCUSSION OF THE LESSONS THEY HAD LEARNED WHILE BUILDING A BUSINESS IN THE FIELDS OF BROADCAST MEDIA, JEWELRY EXPORTS, AND HOME FURNISHING RETAIL.

By Laurie Underwood

“**Hola!** Bienvenido!” “Ni hao, huanying!” A mixture of Spanish peppered with Chinese filled the air as 400 business executives filled the auditorium of the IESE business school on February 26 to attend the “Chinese Business Women in Leadership Forum.” The event featured three of China’s best known and most accomplished businesswomen: TV personality and Sun Media Investment Holdings Chairman Yang Lan, Beijing Illinois Founder and President Shi Xiaoyang, and China Capital Investment Group CEO Zhou Xiaoguang. All three speakers are alumni of CEIBS.

“Tonight, we will be hearing from three marvelous ambassadors from China, each of whom was educated a CEIBS,” CEIBS Executive President Pedro Nueno told the crowd in his opening remarks. “Each of these women business leaders learned a lot during their business management studies but above all, they learned the art of teamwork – including cross cultural teamwork – since CEIBS strongly emphasizes this.” Prof. Nueno added that the forum itself was an example of cross-cultural teamwork, bringing three top Chinese businesswomen to share their stories and their professional insights with a European audience. Sponsored by CEIBS and IESE along with Spanish media groups Expansion and Actualidad Economica (AE), the forum was also co-moderated by AE Director Miguel Angel Belloso.

ATTRACTING CHINA'S FICKLE BROADCAST VIEWERS

Taking the speaker’s podium first was Yang Lan, one of China’s most highly respected broadcast journalists and media entrepreneurs. As co-founder and chairman of Sun Media Investment Holdings, Ms. Yang’s combined media ventures



席和创始人，杨澜的媒体集团每月有 2 亿观众。

杨澜在她的开场白中说：“中国正在经历一场史无前例的变革，我们这三位主讲人有幸成为其中的一部分。”她解释了在过去的二十多年里，她的职业生涯是如何与中国经济发展“齐头并进”的。杨澜讲述了她职业生涯中的华彩部分，即她如何从中央电视台的一名节目主持人变身为美国哥伦比亚大学的硕士研究生，毕业后她又回到媒体，在中国凤凰卫视做访谈节目主持人。自那时起，她累计采访了 400 多位国内外名流和商界领袖，同时也让她有机会追寻自己的梦想，于 1999 年建立了自己的公司。

杨澜继续讲述她在商场摸索的经验，她发现商业梦想，特别是早期的设想并不总是正确的。她的第一个商业构想是为观众提供付费服务。“失败了”，她说，因为中国还没做好接受收费服务的准备。“四年后，我不得不卖掉了我创立的公司。我焦头烂额地度过了半年时间，心里想着：我有 50 名员工，我不想让他们失业。”

商场挫败也给她带来了新的机遇，杨澜强调说“失败可以带给你很多好处。经营公司就像破茧化蝶，很多时候你必须经历一个痛苦的转变过程。”在重建公司后，她把新公司分解成很多独立的公司，同时她参加了中欧的 CEO 课程，杨澜最后调整了阳光传媒的经营方向，更加专注于中国传媒消费者的需求和利益。

杨澜的新商业构想，专注于观众的特性或共性。

“过去，单个的传媒频道要满足所有观众的需求”，她说。而今天，观众在娱乐和信息上有了更多选择，而最成功的传媒集团通常能满足观众新的需要，特别是能迎合他们的利益。

杨澜认为这些新方法对中国消费者是颇为管用的。现在，她的周末电视节目每周有 800 万名观众，她的电子杂志每周有 300 万份下载量，而她的个人女性网站“她的乡村日志”，每天也有 60 万份下载量。

目前阳光传媒每月有 4000 万名观众。公司大部分注意力在于迎合中国女性和男性的不同需求。最近的例子有：在不同领域发起十大商业女性的评奖，实施沟通现代中国性别鸿沟的项目，比如对第一次约会时男女最关注的问题的解释。“区分不同观众群体的需求是非常重要的。”杨澜解释说。

建立出口帝国

中国新光控股集团董事长兼创始人周晓光，草根教育迫使她创业并成为全球时尚珠宝行业内最为成功的中国商人之一。在她 16 岁的时候，因为家庭经济困难被迫辍学，周晓光做了一个大胆的决定。用她的话说，她“背起行囊，游历了整个中国”，这次冒险使她决定在中国创办自己的公司。



Failure does you a lot of good. Running a business is like a being a butterfly; sometimes you have to go through a process of transformation.

– Yang Lan



reach 200 million viewers per month.

Ms. Yang began her address by telling the audience, “China is going through an unprecedented transformation, and we three forum speakers are very fortunate to be part of that.” She explained how her own career has, in many ways, developed “in parallel” to the economic development of China over the past two decades. Sharing the highlights of her career, Ms. Yang told how her beginnings as a TV personality for CCTV lead her to seek a master’s degree from New York’s Columbia University, then to return to media as a talk-show host at China’s Phoenix TV after graduation. Since then, she has interviewed more than 400 Chinese and international celebrities and business leaders, and also had the opportunity to follow her “dream” of launching her own company in 1999.

Ms. Yang went on to share her first-hand experience in discovering that business dreams – especially early ones – do not always come true. Her first business model, which was based on a pay-per-view service, “was a failure,” she said, because China was not ready for such a service. “After four years, I had to sell the company I had started. I cried for half a year, thinking: I have 50 employees and I can’t let them down.”

But failure in business also brings new opportunities, Ms. Yang stressed. “Failure does you a lot of good. Running a business is like a being a butterfly; sometimes you have to go through a process of transformation.” After re-vamping the company and breaking it into separate companies – while at the same time attending the CEIBS CEO programme – Yang eventually revised Sun Media to focus more closely on the needs and interests of Chinese media consumers.

Her new business model, she says, targets specific niche audiences or “communities” of viewers. “In the past, individual media channels were supposed to satisfy the needs of all audiences,” she says. Today, viewers have far greater choice in their entertainment and information, and the most successful media groups are those that meet audiences’ new demand for content that specifically caters to their interests

Ms. Yang says this new approach has worked with Chinese consumers. Today, her weekly TV show reaches 8 million viewers per week, her e-magazine receives 3 million downloads per week, and her professional women’s site, *Her Village Daily* also receives 600,000 downloads daily.

All told, Sun Media programming is now viewed by 40 million watchers every month. Much of the focus of the company is on catering to the needs of China’s professional women, and men. Recent examples of content include the launch of awards for the top 10 businesswomen in different fields, or programming that helps bridge the gender divide in modern China, such as an explanation of the top concerns women have of men during a first date. “It is very important to target different viewing communities,” Ms. Yang explained.

BUILDING AN EXPORT EMPIRE

It was a humble upbringing that drove Zhou Xiaoguang, founder and chairperson of Neoglory (China) Holdings Group, to found a company that has become one of China’s most successful players in the global fashion jewelry industry. At the age of 16, faced with severe financial constraints within her family and few opportunities to continue her formal education,

中国人的成功故事：
史晓燕、杨澜和周晓光这三位最富盛名的中国女企业家，在巴塞罗那与企业高管们分享职业生涯的经验之谈。

CHINESE SUCCESS STORIES –
Shi Xiaoyan, Yang Lan, and Zhou Xiaoguang, three of China's best-known female entrepreneurs, shared with Barcelona executives advice gleaned from their tumultuous career journeys.



周晓光和她的丈夫于1995年创立了新光。到1997年，公司获得了走向国际的许可。今天，公司有6000名职员，每年卖出5000吨产品，约30万件产品。在她的领导下，2007年，新光成为中国首家获得出口免检认证的珠宝企业。

现在，周晓光的目标是进一步走向全球化，扩大海外销售额。“我们有一个中国国内的分销网，我们正在筹备海外分销的运作”，她说，“我们现在的客户来自70多个国家，从莫斯科到马德里。我希望我们能建立全球范围内的合作。”

周晓光接着解释说她正努力弥补早年没有接受高等教育的缺憾：她积极从商界实战中汲取经验，同时还当选为当地人民代表大会的代表，此外她还兼任其他职位，如她是中国珠宝协会流行饰品分会执行会长。然后，她走进了中欧的课堂。

鉴于她的领导风格和强调企业履行社会责任的努力以及新光的成功，周晓光被评为中国十大商业女性之一。周晓光在结束她的演讲时表达了对中国当前商业领域的乐观态度。“当下中国有一个开放的经济环境，我希望她一直开放下去。”

贩卖优质生活

论坛最后的演讲者是创新生活方式的零售商——北京伊利诺伊集团董事长兼创始人史晓燕，她也将成功的一部分原因归因于此：她创办公司之时正好是中国的消费群体日益富有的时候。史晓燕与听众分享了她的成功故事，她的成功基于一个简单的目标，就是给中国消费者带来有品位的家居饰品。她在现场展览了一张由她儿子制作的光盘，展示了中国最为成功的零售企业之一的北京伊利诺伊的高端产品。

史晓燕的事业肇始于13年前的一家“主要面向外籍人士的小家具店”，她的目的是吸引中国消费者并且通过提供高质量、高舒适度的产品来“改变人们的生活”。例如，她的公司把大于西方标准尺寸的床引进中国，把真正的舒适带入客户的日常生活中。“我的目标是为中国客户提供真正优质的生活方式，那是我的梦想，也是我的人生哲学。”如今，公司已经在全国开办了40家分店。

史晓燕说，她唯一的遗憾，就是还没学会如何平衡生活与工作。颇具反讽意味的是，她的工作给客户带来了舒适，而留给她的却是紧张的生活节奏。

“我个人的生活方式不是很好”，在论坛与听众互动的时候，她说，“我每天工作12小时，天天如此，希望能给国人带来更好的生活。” **TheLINK**



失败可以给你带来很多好处。经营公司就像破茧化蝶；
很多时候你必须经历一个痛苦的转变过程。

——杨澜



Zhou made a brave decision. In her own words, she “packed a suitcase and traveled around China” – an adventure that left her determined to start her own company in China.

Ms. Zhou launched Neoglory in 1995 with her husband. By 1997, the company had obtained approval to go international. Today, the business employs 6000 staff and sells 5000 tons of product – or 300,000 items – per year. Under her direction, in 2007, Neoglory became China’s first jewelry enterprise to obtain an inspection-free certificate for exports.

Today, Zhou’s focus is on further internationalizing and expanding sales overseas. “We have a distribution network nationally (in China), we are starting distribution operations abroad,” she said. “We now have customers from more than 70 countries, from Moscow to Madrid. It is my hope that we will be able to build cooperation worldwide.”

Zhou went on to explain that she worked to compensate for her initial lack of advanced education by gaining firsthand business experience as well as serving as a representative in the local people’s assembly, and taking other roles such as her current position as Vice President of national costume jewelry association. She then went on to attend CEIBS, EMBA programme.

Known for her mentoring style and emphasis on CSR work, as well as the successful growth of Neoglory, Ms. Zhou has been named one of China’s Top 10 Businesswomen. Ms. Zhou concluded with a message of optimism for those doing business in China now. “China has an open economy now and it is my hope that it will continue to be so.”

RETAILING THE GOOD LIFE

The Forum’s final speaker, founder and president of the trend-setting lifestyle retailer Beijing Illinois Ms. Shi Xiaoyang also attributed part of her success to the fact that she launched her company just as China’s consumer population was gaining wealth. Ms. Shi shared her success story built on the simple goal of bringing quality home furnishings to Chinese consumers. She also showed a video produced by her adult son, showing the high-end retail products that have built Beijing Illinois one of the nation’s most successful retail enterprises.

Beginning 13 years ago as a “small furniture shop mainly for expatriates,” Ms. Shi has since then built the business by appealing to Chinese consumers and “changing people’s lives” by offering high quality, high comfort products. For example, she attributes her company with introducing to China a larger Western standard size of bed, literally adding comfort to the daily lives of her customers. “My goal was to supply a really good lifestyle to Chinese consumers – that was my dream and that is my philosophy.” Today, the company operates 40 shops across China.

Her only regret, Shi said, is that she has not learned to create work-life balance. Ironically, her work to bring comfort to her customers has left her with a work-a-holic pace of life. “My own lifestyle is not so good,” she told audience members during the forum’s lively Q&A period. “I work 12 hours days 365 days a year to make a better life for Chinese people.” **TheLINK**

中欧国际工商学院 北京校园破土动工

Northward Bound: Construction Starts for CEIBS' Beijing Campus

文 / 袁婕

由 享誉欧洲的 IDOM 公司和国内知名的中元国际工程设计研究院共同设计的中欧国际工商学院北京校园已于 2007 年 10 月 27 日破土动工。校园坐落于湖光旖旎、风景秀丽的国家级软件产业基地——中关村软件园的中心湖畔，占地 3.3 公顷，校园建设将分两期进行。

校园建筑的造型简洁现代，首层为内部穿插庭院的不规则椭圆形，二、三层为 5 个长方条形的规则排列，体现了理性与感性的结合。建筑对外利用首层沿道路连续落地玻璃窗和上层的上人屋顶平台，这与周边优美的环境充分呼应；



By Helen Yuan

China's top-ranked, best-respected and longest-running international business school needs a solid presence in the capital city. This is the thinking behind CEIBS' ambitious plans to build a stand-alone campus in Beijing.

Ground was broken for the impressive 3.3 hectare facility located along a manmade lake within picturesque Zhongguancun Software Park in October 2007. In early 2009, when the glistening glass doors open to the sleek, modern gray-and-red campus building, the new facility will raise CEIBS' profile in the North, with far-reaching implications for faculty, students, alumni and for the business community at large.

"For CEIBS 'insiders,' such as alumni, students and employees in northern China, the physical presence of the school right there in the capital will undoubtedly strengthen the sense of belonging," says CEIBS Vice President and Co-Dean Zhang Weijiong. He expects the addition of the Beijing campus to increase the school's visibility and provide a symbolic yet tangible image of the CEIBS community.

CEIBS' history in Beijing dates back to 1984. In fact, the school's predecessor, the China Europe Management Institute, operated in the capital city from 1984 to 1994. After CEIBS established its main campus in Shanghai, the school began offering Executive Education programs and EMBA programmes in Beijing using rented office facilities in the capital city's Hai Dian district.

As CEIBS' reputation grew and demand increased, the school began planning for a stand-alone campus in Beijing. As Co-Dean Zhang explains, the new northerly campus will serve as a platform from which CEIBS can expand its EMBA and Executive Development Programme (EDP), as well as strengthening ties to alumni and the general business community. When up and running, the new campus will host four EMBA classes per year (roughly 60 students per class), as well as a full Executive Development Program with a dozen short-term, non-degree courses. In addition, the new campus will facilitate the expansion of CEIBS research by enhancing communication with major economic and industrial arms of the government.



对内，在不规则的椭圆形外轮廓内插入一系列庭院，引入了庭院景观、自然光线和通风条件，并力图营造中国北方四合院的院落空间效果；在建筑中部营造了整个建筑的核心空间——共享街（缘于公共、可聚合的特点），共享街呈东西走向，在首层东西长达 100 米，联系了所有的主要功能区，沿街间隔设置四处单独的三层高中庭形成了令人愉悦的节奏，共享街开放的空间通过大面积玻璃幕墙直通南部天空。建筑平面按功能分区明确，教学区、会议区、办公区严格划分。作为主要授课空间的三个阶梯教室及大礼堂均设于建筑首层。

随着相关工作的积极开展，一座精美的建筑物将在中欧北京校园内拔地而起，预计 2009 年初新校园可交付使用。届时在首都北京，中欧国际工商学院将以全新的面貌迎接来自世界各地的学员。世界一流的教学环境将极大地提升学院的整体品质。

随着世界经济一体化以及中国经济的持续高速增长，我们步入了一个需要世界级商界领袖和职业经理人的时代。中欧肩负着培养立足本土、面向世界、适应全球经济一体化趋势、具有参与国际合作与国际竞争能力的高级经营管理人才的使命。

在北京建立中欧校园不仅能够扩大高端培训市场份额，而且可以利用北京地区丰富的人力资源，增强学院管理理论、实践和方法等方面的研究发展能力，提升学院的竞争力和影响力。

中欧国际工商学院副院长兼中方教务长张维炯教授表示，在北京建设中欧校园符合中欧的长期战略发展要求：

首先，北京是中华人民共和国的首都，同时也是全国的政治、经济、文化中心。如此重要的地方，如果没有中欧的“声音”，那么中欧只能成为一所地方性商学院。其次，除了政府各大部委之外，主要的全国性国有企业总部，大量跨国公司中国总部以及许多民营企业总部均荟萃北京，在北京建设校园有利于加强学院与宏观经济主管部门以及行业主管部门之间的联系与交流，进一步提升研究水准。再次，北京聚集了全国最高端的管理教育机构，只有在激烈的竞争环境中，方能体现中欧的办学水平及教育

水平。最后，在北京建立分院，体现了学院战略的长久性，增强了北方校区校友、同学和员工的归属感，提升了学院的知名度，也有利于吸引北方师资以及海外师资来到北京校区。

北京校区的建立可以使中欧国际工商学院更进一步地在祖国北方区域推广普及 EDP 和 EMBA 等高端管理教育，其课程和师资将由中欧上海总部统一设置调配。

中欧国际工商学院于 2002 年 7 月 18 日在深圳开设了学院联络处，并通过开设 EMBA 以及各类高层经理培训项目（EDP）和公司特设课程，为华南地区迅速发展的本土企业和跨国公司培养了大量国际化高级经管人才。目前，学院每年在深圳开设一个 EMBA 班、7 个 EDP 公开课，每班平均学员人数分别为 65 人、50 人。TheLINK





Co-designed by European architectural design firm IDOM and the domestic International Engineering Corp., the architectural style of the new campus blends form with functionality. From the oval-shaped perimeter of the surrounding courtyards to the unique single-building structure featuring wall-sized windows overlooking colourful gardens, the new campus creates a welcoming environment for knowledge sharing. One signature element in the design is the 100-meter-long covered walkway running the length of the structure and joining all six individual buildings.

As the school finishes construction, CEIBS will also prepare to compete even

more directly in one of China's most demanding markets. "As the home of many leading management educational institutes, Beijing offers an environment of fierce competition," says Co-Dean Zhang. "To build a campus here demonstrates CEIBS' determination and confidence to win out."

The new Beijing campus expands CEIBS existing programmes located outside of Shanghai. Since 2005, the school has also offered an EMBA programme based in Shenzhen in which 65 students enrol per year. The Shenzhen operations also offer a roster of seven Executive Development courses, taught to 50 students per course. **TheLINK**

中欧 & 奥运

CEIBS & THE GAMES

想象一下这一盛况：214 个参与国家、10700 位竞技运动员、20000 名报道记者以及遍布全球各地的 40 亿观众。在今年 8 月 8 日至 24 日期间，至少有 60% 的世界人口将会关注北京奥运会。

跨越了年龄、性别、种族、宗教、文化、教育及经济等一切可能的疆界，吸引了背景迥异的数十亿人口的关注，没有任何一项活动在这方面能够与奥运会相提并论。

在距离北京奥运会开幕三个月之时，《THE LINK》引领幕后读者来到了奥运会的前台。四位在奥运会策划中身居要职的中欧校友带领我们巡游了奥运会的筹备之旅，并对中国举办首届奥运会的重大意义发表了身为局内人的洞见。

IMAGINE THE SCALE: 214 nations participating, 10,700 athletes competing, 20,000 accredited journalists reporting, and 4 billion viewers tuning in from around the world. An astounding 60 percent of the world's population will watch at least part of the XXIX Olympiad in Beijing between August 8 and 24.

No other spectacle inspires so many people from such diverse backgrounds, cutting across demographic measures such as age, gender, race, religion, culture, education and economic level.

With just three months until Opening Ceremony, *The LINK* takes readers behind-the-scenes to the Beijing Olympics. There, four CEIBS alumni who are among the key decision-makers for The Games give a backstage tour of the preparations underway, and share their insider's insight into the implications of China hosting its first Olympic Games.

- 056 刘剑 (EMBA 2002) : 创新奥运志愿服务**
MANAGER OF MILLIONS: LIU JIAN (EMBA 2002),
COORDINATOR, BEIJING OLYMPICS VOLUNTEER PROGRAMME
- 064 我的奥运情缘：专访“水立方”中方总设计师赵小钧 (EMBA 2005)**
MR UNCONVENTIONAL: ZHAO XIAOJUN (EMBA 2005),
DESIGNER OF THE NATIONAL AQUATIC CENTRE
- 070 奥运形象大使杨澜 (CEO PROGRAMME 2004)**
ENTERTAINMENT ENVOY: YANG LAN (CEO PROGRAMME 2004),
OLYMPICS GOODWILL AMBASSADOR
- 078 运动员大使姚映佳 (EMBA 2004) : 为奥运设计火炬**
ATHLETICS AMBASSADOR: YAO YINGJIA (EMBA 2004),
DESIGNER OF THE OLYMPIC TORCH





刘剑：创新奥运志愿服务

MANAGER OF MILLIONS:

Liu Jian, Coordinator, Beijing Olympics Volunteer Programme

文 / 袁婕

水滴的快乐，是汇入大海，在浩瀚中尽情遨游！
水滴的快乐，是融入浪花，在旋转后挺立潮头！
志愿者犹如水滴，为他人、为社会服务是快乐的！
水滴虽小，但如果人人都是水滴，必将汇成和谐社会建设的滚滚洪流！

北京团市委书记、北京奥组委志愿者部部长，中欧 EMBA2002 级学员刘剑以崇高的理想、坚定的信念，吸引着无数“水滴”汇聚到北京奥运会、残奥会志愿者工作中，为奥运会的成功举办构筑了一道坚实的后盾。

非常“6 + 1”格局

2005年6月5日，北京奥运会志愿者项目正式启动。经过近3年时间的探索和发展，北京奥运会志愿者工作搭建起了“6 + 1”的整体格局，即：赛会志愿者、城市志愿者、社会志愿者、“迎奥运”志愿服务、奥组委前期志愿者、奥运会志愿者工作成果转化等六个项目与“微笑北京”主题活动。按照这样的工作格局，北京奥运会、残奥会期间，将有十万赛会志愿者为赛会提供直接服务，有四十万城市志愿者在城市和场馆周边提供信息咨询、语言翻译、应急救助等服务，有百万社会志愿者在社区乡

镇开展志愿服务活动，同时有上千万人参与“微笑北京”主题活动，形成了全民参与奥运、服务奥运、奉献奥运的良好社会氛围。

为了更深入地了解刘剑和他的团队，了解北京奥运会志愿者工作，我来到北京，见到了刘剑。眼前这位官员，笑容是那么得亲切，举止儒雅，待人温和。整个采访中，感动无时无刻不在发生：刘剑敬业的精神，奥运志愿者工作所取得的阶段性成果，志愿者无私奉献的事迹等。然而最令我感佩的是刘剑为奥运志愿者工作所倾注的智慧——他的创新思维为北京奥运会，为北京志愿服务事业做出了独特的贡献。

创新之一：“愿动力”

志愿服务是一项以自愿且不计报酬的方式参与社会生活、促进社会进步、推动人类发展的崇高事业。公民从事志愿服务首先是个人主观的一种自觉选



奥运会 VIP: 刘剑
 中欧校友: EMBA 2002
 职务: 北京团市委书记
 工作地: 北京
 奥运贡献: 北京奥组委志愿者部部长

OLYMPIC VIP: Liu Jian
CEIBS ALUMNI: EMBA 2002
BASED IN: Beijing
CONTRIBUTION TO GAMES: Office Director of the Beijing Olympic Games' Volunteer Work Coordination Group

By Helen Yuan

With more than half the world's population tuning in to watch 10,700 of the globe's best amateur athletes compete in 302 events and matches, the Olympic Games will be a grand spectacle of dazzling scope and scale. But while many of the numbers behind the games will be widely publicized over the next three months, one figure that will remain unknown to most viewers is the massive army of volunteers who will be orchestrated across China before and during the Games. Altogether, China must organize and deploy a phenomenal 1.5 million volunteers to assist with the Games in Beijing and around the nation, while another 1 million viewers will take part in the Smile Beijing campaign designed to involve the public in projects to beautify the environment, maintain public transportation systems, or promote a spirit of hospitality toward visitors.

For a look behind the scenes at this awe-inspiring task of organizing the armies of volunteers needed to conduct the work of the Olympic Games, *The LINK* this spring paid a visit to the "commander-in-chief" overseeing the entire massive effort, Beijing Olympic Games Volunteer Work Coordination Group Office Director Liu Jian (EMBA 2002).

One word of warning to anyone visiting Liu Jian at his Beijing offices: gaining a clear understanding of the myriad of Olympic volunteer-related projects and program that he and his staff oversee requires plenty of time for discussion. Consider that, in Beijing alone, the Beijing Olympic Games' Volunteer Work Coordination Group (BOGVWCG) is managing 100,000 volunteers to work on site at the Olympic Games, plus another 400,000 stationed at information stations around the city. Meanwhile outside of



沈阳举办“志愿沈阳、人文奥运”志愿者招募活动

图为由2008名大学生组成的五环标志，成为志愿者招募活动开幕式亮点。2007年3月23日上午9时，“为祖国争光、为奥运添彩”的“志愿沈阳、人文奥运”奥运志愿者招募活动在沈阳启动。活动期间将开展2007年奥足赛沈阳赛区测试赛、2008年奥足赛沈阳赛区志愿者招募工作等。中新社传真 黄金昆 摄

择，刘剑称此为“愿动力”。他解释说，这个词可以分为“愿”和“动力”两个方面来看，“愿”是发自内心、自觉自愿，志愿服务并不是强制，而是一种自觉行为；“动力”来源于志愿者在提供服务的同时能获得自身技能和素质的提高，能获得服务他人、服务社会的愉悦。

这种“愿动力”来自哪儿？中华民族五千年的悠久文明积淀了许多优秀的传统美德，比如尊老爱幼、互助互爱、见义勇为等等，而这些美德都有一个共同的特征，就是“为了他人”，这与志愿服务的理念是不谋而合的。“愿动力”还来自于改革开放以来精神文明建设所取得的丰硕成果。社会主义核心价值体系建设的扎实推进，志愿服务事业的不断发展，志愿服务理念逐渐深入人心，都为志愿服务活动的开展提供了良好的人文环境。

“愿动力”不分男女老幼、不分职业、不分地域。志愿者是奉献自己的力所能及，奉献自己的时间、精力、智力、经验，为他人和社会提供直接服务的

人是志愿者，出于自愿的献血、捐献骨髓、捐款捐物的人，也是志愿者，为志愿者开展志愿服务提供帮助和支持的人，同样也是志愿者，刘剑把这样的人称为志愿者的志愿者，也称为志愿者的二次方，甚至三次方。

创新之二：“微笑圈”

“笑”是世界通用的无声语言，它传递了人类快乐、友好和沟通的愿望。或许每个人脸上的微笑只是抽象的情感表达，如何将这种关怀具体化？刘剑为此作了有益的尝试和创新，这就是“微笑圈”诞生的缘由。

一个人的微笑，是一个人的表情；一个城市的微笑，就成为一个城市的表情。2006年8月8日，在北京2008年奥运会倒计时两周年之际，北京志愿者协会向全社会发起微笑倡议，正式启动“微笑

Beijing, another 1 million “community” volunteers will be assisting in their own villages and towns, not only with Olympics-related work but with community service programs that continue after the Games. Despite facing the daunting task of managing literally millions of people and initiating a host of innovative new campaigns, Liu and his staff seem to share a common, infectious enthusiasm that motivates despite the heavy workload.

Since its official launch in June 2005, the Beijing Olympics Volunteer Program has sought out the best methods of managing the volunteer work which must take place before, during and after the games. Today, the BOV manages seven programs: Games Volunteers, Urban Volunteers, Community Volunteers, Pre-Olympic Volunteers, Beijing Organizing Committee for the Games of the XXIX Olympiad (BOCOG) Volunteers, Beijing Olympics Volunteers, and the “Smile Beijing” theme campaign. Within these programs, Liu and his team oversee dozens of initiatives designed to guarantee the smooth running of the Games, enhance positive exposure for China, and ensure the enjoyment of viewers worldwide. After a day-long meeting with Liu and his staff, *The LINK* highlights four innovative projects undertaken by Liu and his team: the Momentum of Volunteering, Smile Bracelets, Urban Volunteers, and Community Volunteers.

INNOVATION #1: MOMENTUM OF VOLUNTEERING

If Liu Jian had a single goal for the Beijing Olympics, it would be to build awareness of and appreciation for volunteerism in China – a straightforward wish but a difficult one to accomplish. Thus the first initiative of the BOGVWCG, Liu explains, has been to instill “the momentum of volunteering” in Beijing and nationwide. He defines the term as the phenomenon of creating a snowball effect in which one individual act of goodwill and community sup-

port receives positive feedback, fostering more such acts, thus leading a community to develop a spirit of shared commitment to social welfare.

In Liu’s view, while volunteerism may seem new to Chinese communities, the concept actually can be found among the traditional core values held throughout Chinese history. Respect for the elderly, care for the young, the desire to benefit one’s community, and the commitment to pursue a righteous society – all are traditional values that match the modern concept of voluntary service, he says.

As the BOGVWCG readies its volunteer forces for the Olympics, Liu stresses that anyone and everyone can experience the momentum of volunteering.

INNOVATION #2: SMILE BRACELETS

Smiling, in any culture worldwide, expresses happiness, goodwill, and the desire to communicate. This simple, universal concept has led Liu and his team, after much brainstorming, to develop the Smile Bracelet campaign as a way to promote all Olympic volunteer programmes at once.

The campaign, launched in August 2006 by the Beijing Volunteer Association, was designed to unite and inspire all volunteers helping with the 29th Olympiad. The concept hinges upon a simple set of wristbands produced in five colors to represent the five Olympic Rings. Each colored band stands for one promise made by all volunteers in the 29th Olympiad: red for readiness to help, yellow for courteous acts, black for honesty and integrity, green for environmental protection, and blue for hard work. The bands are not for sale, but are available to anyone who has volunteered for an Olympics-related public service programme or event. Despite their exclusivity, the bracelets have become so sought-after that they are now a popular fashion accessory in Beijing.

There is more to the bracelet than bright colors. Printed on the inside of every ring is the



发布“微笑圈”倡导五种微笑承诺：红色乐于助人，黄色文明礼仪，蓝色学习进取，黑色诚实守信，绿色保护环境

BANDING TOGETHER – After launching “Smile Bracelets,” available only to those who volunteer for the 29th Olympiad, the BOGVWCG attracted a flood of 700,000 people applying as Games volunteers.

北京”主题活动。活动的一个主要内容就是推出了与奥运五环同色的奥运志愿“微笑圈”，每一种颜色的“微笑圈”对应一项承诺，红色代表乐于助人，黄色代表文明礼仪，黑色代表诚实守信，绿色代表保护环境，蓝色代表学习进取。

每个“微笑圈”内侧印有北京奥运会志愿者口号“志愿者的微笑是北京最好的名片”和一个独一无二的编号。刘剑称“编号代表着唯一性，也代表着个人荣誉和个人价值，这不是物质报酬所能给予的幸福感”。

截至目前，已先后发布了“微笑圈”正式版、少年版和国际版。在教育部发布的《中国语言生活状况报告(2006)》中，“微笑圈”已被列入汉语新词语。在北京奥组委联合有关媒体开展的“2007北京奥运十大新闻”评选活动中，“奥运志愿微笑圈发布，70万群众争当志愿者”被评为十大新闻的首条。在2007年度中国媒体十大流行语中，“微笑圈”成为奥运专题十大流行语之一。“微笑圈”集思想性、艺术性、时尚性于一体，正在逐步成为社会的新时尚。

创新之三：“城市志愿者”

“城市志愿者”是刘剑在志愿服务理论和实践方面推出的创新之举。它是指在城市重点区域和场馆周边设立的500个城市志愿服务站点上提供信息咨询、应急服务和语言翻译等服务的志愿者。

“城市志愿者”的提出主要基于中国国情。北京奥运会、残奥会赛会志愿者计划招募人数为10万人，而报名人数已经突破100万人，“城市志愿者”的推出，为更多的人参与奥运、服务奥运提供了很好的平台。其次北京作为国际化大都市，无论奥运期间还是奥运会后，每年都会有成千上万的国内外游客来京旅游，信息咨询、应急服务和语言翻译服务也为北京游客打开了方便之门。奥运会结束后，这些城市志愿服务站点将作为奥运会的重要成果长期保留。

国际奥委会主席罗格先生曾多次对“城市志愿者”的创举给予了高度评价。它在一定程度上代表着北京城市形象，代表着奥运筹办工作的水平，充分体



*He drops into the ocean, thus traveling across the world,
He joins in the sea waters, thus dancing with the waves.
Such is the happiness of him, one small water drop.
Such is the happiness of him, a volunteer, in serving others.
Tiny as a water drop is, the ocean cannot exist without him,
Tiny as one act of volunteer service might be,
a better world cannot be created without it.**



slogan: “The smile of the volunteers is the best name-card of Beijing.” In addition, each individual set of bands includes the imprint of a one-of-a-kind number. Explains Liu: “The number shows the uniqueness of each volunteer’s wristband, which represents the uniqueness and the value of each volunteer. The happiness that you can get from such a customized token of appreciation is far beyond what money can give.”

Smile Bracelets proved a huge success immediately after their launch. The Ministry of Education praised the initiative publicly and a government report entitled *Top Ten News of Beijing Olympics 2007*, and credited the campaign with inspiring 700,000 people to offer themselves as Olympics volunteers.

INNOVATION #3: “URBAN VOLUNTEERS”

When Liu and his team announced plans for an Urban Volunteers program during the Olympics – in which Beijing city volunteers establish 500 information stations around the city – he hoped to attract 100,000 volunteers. Instead, more

than 1 million Beijingers applied, eager for the chance to offer information, translation services or emergency assistance in order to make the Games run smoothly.

Since its launch, International Olympic Committee President Jacques Rogge has sung the praises of the program for accomplishing four important tasks: offering valuable services to both tourists and local residents; fostering Olympic zeal and volunteer spirit among the public; enhancing the image of Beijing through the program’s inspirational poster; and leveraging the volunteer cause in China.

Perhaps best of all, this movement will become a permanent campaign in Beijing, lasting long past August. Hundreds of urban volunteer stations will continue to operate permanently in the city, leaving a legacy of community service launched during the Beijing Olympics.

INNOVATION #4: “COMMUNITY VOLUNTEERS”

“Raising awareness of the value of volunteer work is the most crucial task of my team,” says

***Note:** CEIBS Editorial Associate Helen Yuan was so impressed with the volunteer spirit of the BOGVWCG that she wrote this poem after her interview with Mr. Liu Jian.



现出四大功能：一是提供温馨的便民服务，能够让市民和游客深切体会到志愿者温馨周到的服务；二是营造热烈的志愿氛围，有利于更广泛地引导大家关注奥运、支持奥运、参与奥运；三是构筑亮丽的城市景观，站点设施具有民族风格、北京特色的设计，以及统一着装的志愿者的青春形象，能给人以耳目一新的感觉；四是保留厚重的奥运遗产，抓住奥运会志愿者工作的历史契机，整合志愿者资源，为推动我国志愿服务事业长远发展注入更强、更持久的动力。

创新之四：“社会志愿者”

北京的志愿服务工作发端于上世纪 80 年代初以“综合包户”为主要形式的学雷锋活动。1993 年 12 月 5 日，北京志愿者协会自成立以来的 15 年中，北京志愿者开展了丰富多彩的志愿服务活动，为推动志愿服务事业的发展营造了强大声势和良好氛围。但整体来看，民众对志愿精神和志愿服务理念的认识还不够深刻，志愿服务的认可度和参与度还有待进一步提高。刘剑认为，要让越来越多的人认识、参与志愿服务，就必须针对个体的不同情况建立不同的志愿服务项目、安排足够的服务机会，为不同层次、志趣的人提供不同的志愿者项目。

基于刘剑的构想，2007 年 12 月 5 日，北京志愿者协会整合推出 600 个志愿服务公益实践项目，

项目覆盖全市范围，涵盖了公益机构服务、关爱服务、语言服务、文化教育、助残服务、环境保护等 16 类志愿服务。市民可依据自身的实际情况就近就便参与不同类型的志愿服务。

刘剑认为，志愿服务在我们的生活中随处可见，捡拾一片树叶、擦拭一处公共设施、自觉排队、少开一天车等这些都是一种社会志愿者行为。

关注是最大的支持

秉承着“出力长力”的信念和“老熊推磨”的精神，刘剑带领他的团队为北京奥运志愿者工作倾尽全力。

采访结束前，我问刘书记是否感到过工作的辛苦，刘剑笑着回答，“我没有觉得辛苦，这份工作让我感到十分快乐。我有一个愿望，希望社会上更多的人能够关注志愿者事业，因为社会的关注和认同是志愿者无私、友爱、承诺、智慧的源泉，也是对志愿者事业最大的支持。这就如同‘三支蜡烛，哪支最亮？’当然是眼睛注视的那支最亮。”

北京奥组委主席刘淇先生曾说，“志愿者的微笑是北京最好的名片。”如今，北京奥运会有志愿者的热情奉献，必将精彩纷呈！借助举办北京奥运会的有利契机，刘剑正带领他的志愿者团队，满怀信心地致力于北京志愿服务事业的未来发展。TheLINK



Liu. He explains that the concept of community spirit and volunteerism remain relatively unknown in China because many ordinary citizens have rarely or never been exposed to such a concept.

With this in mind, another focus of the BOGVWCG's work has been to revamp the previously existing Beijing Volunteer Association, founded in 1993. The goal is for the re-designed Association to attract different groups of people with a wide spectrum of volunteer work. Today, the Association has created 600 small-scale volunteer-based projects ranging from charitable work, language service, cultural teaching, aiding the disabled, and environment protection. These projects are based throughout the city in order to attract volunteers from within a specific district or neighborhood.

POWER OF A SMILE

With just three full months to go until the Games start, is the pre-Olympics pace wearing

Liu down a little? Liu just smiles. "Not yet," he says. "I enjoy my work because it is my dream that more and more people will realize the significance of the volunteer cause. When society pays attention to and appreciates volunteer work, all those participating find more the strength to continue doing good work."

Thus, his central mission at the moment is to garner public appreciation of and support for volunteerism. "Our support base depends on attracting people's attention and spreading goodwill," he says.

When the Olympic Games kick off in August, Liu and the millions of volunteers stationed nationwide will be doing their best to attract attention and spread goodwill. Following the motto that "the smile of a volunteer is the best name-card of Beijing," these citizens will be showing the world their best smiles and warmest community spirit. If Liu and his team succeed, as they seem sure to, the smiles of spirited volunteers will last long after the Closing Ceremony of the Games. **TheLINK**

LASTING LEGACY – Long after the Closing Ceremony of the Games, programmes including the BOGVWCG's Urban Volunteers will continue offering grassroots social welfare efforts. One example: the revamped Beijing Volunteer Association now oversees 600 volunteer projects underway around the city, giving interested citizens a range of activities to join in their own neighborhood.

我的奥运情缘

——专访“水立方”中方总设计师赵小钧

MR. UNCONVENTIONAL:

Zhao Xiaojun, Designer, “Water Cube” National Aquatic Centre

文 / 袁婕

“‘水立方’承载着北京奥运的智慧与激情，凝聚着国人的民族自豪感，是北京奥运历史的见证。赵小钧的大胆创新赋予了‘水立方’独特的魅力。其勇于创新的精神激励着每一位竭力寻求突破、勇于创新的人。”

——三星奥运火炬手评审委员会

随着北京奥运会脚步的临近，每一个中国人都以不同的方式表达着这种幸福即将降临的感觉。二月初春，阳光和煦温暖，笔者怀着无比愉悦的心情来到中建国际设计顾问有限公司上海总部，与总经理赵小钧一起分享他的奥运心路旅程。一提起赵小钧(EMBA05级2班)，许多人立即就会联想到“水立方”。是的，他就是北京奥运会国家游泳中心“水立方”的中方总设计师，也是此次北京奥运会的火炬手。

与赵小钧交谈，深感他与许多建筑师的张扬个性不同，在他的身上有一种独特的谦逊：谦和而激情洋溢，逊让却目标坚定。正是这种独特，造就了“水立方”的成功，也造就了他事业的辉煌。

逆流而行，结缘奥运

1994年，赵小钧与合作伙伴共同创立了中建国际设计顾问有限公司(简称“CCDI”)，当时正逢我国国民经济的高速发展，多数创业者想要独立门户。然而，赵小钧却逆流而行，坚持同一所国有的国家骨干设计院——中国建筑工程总公司(简称“中建总公司”)合作，成为其隶属公司。

平衡取舍需要智慧和策略，赵小钧舍弃了眼前的个人利益，立足公司的长远发展，确信中建总公司的品牌能为CCDI的发展提供更高的平台。由此也种下了他与北京奥运结缘的种子

中建总公司是中国最大的国际工程承包商，承担着北京奥运战略的部分份额，承接了国家游泳馆建设的竞标任务，并作为主导者来选择国外的设计资源和国内的设计单位来代表中建总公司参加竞标。

中建总公司旗下拥有诸多实力雄厚的国有设计院，同这些经验丰富的国有设计院相比，当年的



奥运会 VIP: 赵小钧
 中欧校友: EMBA 2005
 职务: 中建国际设计顾问有限公司总经理兼创始人、建筑师
 工作地: 上海
 奥运贡献: 北京奥运会国家游泳中心“水立方”的中方总设计师及此次奥运会的五位火炬手之一

OLYMPIC VIP: Zhao Xiaojun
 CEIBS ALUMNI: EMBA 2005
 DAY JOB: Architect, cofounder of China Construction Design International
 BASED IN: Shanghai
 CONTRIBUTION TO GAMES: Chief Designer of National Aquatics Centre, one of five Official Olympic Torch Bearers

By Helen Yuan

“Unconventional.” This is the

best single word to describe architect-cum-business executive Zhao Xiaojun, best known across China for winning the heated nationwide competition to design the official aquatic center for the upcoming 29th Olympiad. The resulting facility will house some of the most thrilling Summer Games events including swimming, diving, synchronized swimming and water polo.

On a warm day in February, Zhao met with *The LINK* at the Shanghai headquarters of China Construction Design International (CCDI), the company he co-founded in 1994. The first thing interviewers notice about Zhao is that, unlike other internationally renowned architects, Zhao is strikingly humble. He is also infectiously enthusiastic – a rare combination that is perhaps the secret ingredient behind his successful, but distinctly non-traditional career.

When Zhao and his partners jointly founded CCDI 14 years ago, China was in the midst of a far-reaching movement toward privatization. A growing percentage of traditional state-owned enterprises were either closing down or were privatizing and re-vamping radically. Against this backdrop, Zhao and his colleagues established their company as a subsidiary of the China State Construction Engineering Corp. (CSEC), a state-owned institute of design. The reasoning behind this unusual decision, Zhao says, is that the newly formed company could capitalize on the strength of the CSEC brand – the largest construction contractor in China. Zhao believed the move would bring CCDI short-term pain but long-term gain. Back then, no one could have predicted that one of the long-term gains would be a trip to the Beijing Olympics.

AGAINST THE ODDS

By 2003, CCDI had grown to a sizable operation of 320 employees, earning sales of ¥100 million. Based in Shenzhen, most of the company's work focused on the south China market and the firm made a name for itself in designing and constructing residential projects and public facilities such as exhibition halls and sports arenas. By early 2003, perhaps fortuitously, CCDI had taken on so many sports-related contracts that the firm launched a new department focusing on this speciality.

That year, CCDI's existence as a mid-scale regional architectural



“水立方”姹紫嫣红
“2008”字样喜庆圣
火到北京

3月31日，北京奥运
圣火启动仪式在天安
门广场隆重举行。当
日傍晚，国家游泳中
心“水立方”在蓝色
主灯光的照射下晶莹
剔透，其间闪烁变幻
的红、黄、橙、绿光
组合及“2008”等
多彩图案更是鲜艳夺
目，呈现出姹紫嫣红
如诗如画的梦幻佳境。

中新社传真 玉龙 摄

GLOWING SYMBOL –
Zhao Xiaojun's rainbow-
hued Water Cube is
a testament to the crea-
tive spirit of Chinese
architects. After months
of disagreement
within the 10-member,
Chinese-and-Australian
design team, Zhao and
three other Chinese de-
signers developed the
Cube in the last days
before the deadline.

CCDI 显得年轻单薄，似乎与这项世界级工程无缘牵手，然而，结果却出人意料，中建总公司竞标项目负责人竟然决定把国家游泳中心竞标设计的重任委托给 CCDI 这帮“个体户”出生的“毛孩子”。“对国有企业而言，他们这样做是冒天下之大不韪的，所幸的是我们没有辜负中建总公司对我们的信任”，赵小钧感叹道。那么，中建总公司为什么要把宝押在 CCDI 这帮年轻人身上呢？那是因为这个充满激情的年轻团队具有一种刻苦勤奋、勇于创新的精神，这种精神是国有设计院的“老法师们”所不及的。

争执与融合，造就“水立方”

2003年3月18日，CCDI正式代表中建总公司向奥运组委会投递标书参加国家游泳中心的竞标。2003年7月29日，“水立方”凭借创新、独特的浅蓝色不规则“泡泡”外层设计，在国家游泳馆设计方案评选的10个入围方案中脱颖而出，一举夺魁，被定为国家游泳中心的正式方案。

回忆六年前“水立方”方案出炉的全过程，赵小钧至今感叹其中的一波三折。

“我们与澳大利亚 PTW 公司、澳大利亚 ARUP 公司联合协作设计国家游泳馆方案，在我率领 3 人小组赶赴澳大利亚讨论方案时，国家体育场‘鸟巢’方案刚刚出炉——一束红光从‘鸟巢’中迸发而出，赋予人们火热、激情之感。‘鸟巢’的存在决定了游泳中心的设计思路”。

无论中国人还是外国人都认为水对有一种奇特的魅力，她能改善人的心情。因此，中外双方设计师在最初阶段迅速达成了共识——通过游泳场馆，诠释水与人的关系。然而，在如何体现主题环节上，就遇到了

中西文化在设计理念上的碰撞。中国人讲求和谐，主张在人与人、人与社会、人与自然的追求平衡。设计之初，赵小钧等三位中方设计师产生了中国思维式的默契，不约而同地将屋顶处理为平顶。外国设计师感到十分奇怪，不能理解。赵小钧解释说，“这就是典型的中国东方思维模式，乍看并不张扬，但是仔细品味，却能从中深深地体会到一种平和、含蓄、深沉的美。”东方整体理念中对美的理解与追求就是看似静如止水却不平庸；含蓄、多变而又不失和谐。

外方设计师考虑问题则更直接，对事物的表现手法也更直白。外方主设计师安德鲁的“波浪”方案设计，缘于他美好的生活体验。有一次，他带着小女儿到海边，铺天盖地的海浪迎面卷来，他觉得这种感觉太刺激，太美好了，并将场景模拟到场馆设计中。中方设计师认为将瞬间物化为建筑，凝固并使之永恒，给人遐想的空间不足。

在设计过程中，这种中西文化差异造成的争论时有发生，设计师们迟迟没有拿出令人眼前一亮的作品，眼看“交卷”的时间到了，大家最终确定了安德鲁设计的“波浪”方案。

在建筑设计中，有一个约定俗成的规矩，当一个方案处于设计和探讨阶段时，每个人都可以提出自己的意见，拿出自己的方案，但是一旦某个方案被确定下来，大家便要全力确保确定的方案得以实施。此时的赵小钧深感焦虑与不甘，他没有放弃最后的思考，偷偷继续着自己的方案。当一个四方方的正方体豁然出现在“波浪”方案设计者安德鲁眼前时，他被深深地吸引了，沉默半分钟，安德鲁决定颠覆原来的方案，启用“盒子”方案。

方案刚刚被改的时候，很多设计者不能接受，

design firm changed dramatically. In January 2003, pre-bidding opened for the design of the National Aquatic Centre of the Beijing Olympics. The firm's parent company, CSCEC, was given the right to send one representative bidder from among its 10 affiliated design companies. Thus CCDI first faced tough competition among its sibling design firms – all of which were older and better established. When the decision came from CSCEC executives to send CCDI, teamed with two Australian design firms, even Zhao was surprised. "For an SOE, such a step was risky," he says. "Fortunately, we didn't disappoint them in the end."

CONTROVERSIAL "CUBE"

But not disappointing the parent firm required three months of intense struggle – including near failure of the project – in order to submit a design by the March 18 deadline. Before reaching their glittering victory, when the CCDI team's Water Cube design was chosen, Zhao and his colleagues suffered through bitter disputes and East-West culture clashes that nearly ended the life of the project. Zhao shared the "inside story" with *The LINK*.

Soon after receiving its marching orders from the parent company, Zhao's team began working with the two Australia-based architecture firms – PTW and ARUP – chosen to form a single design team. CSCEC had hoped the East-West team would bring out the best in each other, resulting in a winning concept. But the joint venture proved challenging from the brainstorming stage; almost immediately, it became clear that the Chinese and Australian designers had very different ideas on how best to portray Olympic themes via architectural design. In addition, the team felt pressure to make sure the aquatic centre matched the spirit of other Olympics facilities being built in Beijing. Zhao explains the reaction of his team when the design for the Olympics National Stadium was unveiled: "The moment we saw the Chinese red bursting from the Nest like a flame, we knew where to start our work," he says.

But the concept Zhao and his Chinese team-members had in mind differed sharply from that of his Australian team-members. Zhao says the entire 10-member team began by brainstorming for a central theme. Initially, the session went well: team members agreed on a common underlying concept. "No matter where you are from, people seem to share a common reaction towards water: water possesses

a soothing power, able to calm us down," says Zhao. Thus, the whole team agreed that the aquatic centre design should portray the way in which humanity relates to water.

But conflicts soon arose as the architects began discussing how to deliver this message. Since Chinese culture emphasizes harmony as a key concept, the Chinese team-members sought to portray the harmonious co-existence of man and nature – which is life's ultimate blessing. With this in mind, all three Chinese architects including Zhao favored a flat ceiling design in their initial design plans – a feature they felt signified peace and stability. "Such is the typical Chinese way of understanding beauty," says Zhao. "You may not feel stunned at first glance, but after looking more closely, you are sure to feel a peaceful and profound sense of beauty." For the Chinese team-members, their subtle, thought-provoking design represented the beauty and serenity of calm, untroubled water.

But the Australian colleagues complained that the flat-roofed design lacked drama and impact. Instead, they sought to show the power of water in motion. As an alternative, team member Andrew Frost created a waves-theme design depicting the awe-inspiring power of the surf.

This time, the Chinese architects rebelled, arguing that the wave design was too literal – a mere copy of a concrete image that left no room for imagination. The disagreement dragged on and the weeks until the March 18 deadline quickly drained away. When neither side could produce anything that satisfied everyone, and the deadline fast-approaching, the Waves theme was reluctantly accepted.

It was at this point, with just two weeks until the deadline and a tired and disgruntled team of architects, that Zhao risked everything by disrupting work again in order to present a brand new idea – a cube concept. He first took the new design directly to Andrew Frost, the creator of the Wave design. Touched by Zhao's determination and impressed by his innovative new design, after several seconds of silence, Frost announced that he would abandon the Waves design and support the Cube.

But Zhao's battle was not yet won. To his embarrassment, the other Australian team-mates refused to accept the change. Aware of a serious crisis brewing, possibly resulting in total failure for the project, Zhao appealed to chief board member John Pauline. "If John vetoes the Cube," Zhao remembers thinking, "that will be the end of the story." But instead of vetoing, Pauline called an emergency meeting the following day – asking the entire team



“水立方”竣工并交付使用

1月28日，位于北京市北四环的北京奥运会标志性场馆、北京的新地标之一——国家游泳中心（“水立方”）竣工并交付使用。经过参建各方4年多的努力，国家游泳中心完成了奥运建设工作，梦幻般的水蓝色建筑即将投入“好运北京”赛事使用。国家游泳中心在国内首次采用ETFE气枕结构，是世界上建筑面积最大、功能要求最复杂的膜结构系统。
中新社传真 徐曦弋 摄

CREATIVE GENIUS – Describing the Water Cube this way, the Evaluation Committee for the Olympic Torch Bearers said: “Zhao Xiaojun’s innovation gives a unique touch to the Water Cube. His courage in creating new things will continue to stimulate every innovative mind.”

设计组里弥漫着一种尴尬的气氛。赵小钧深知没有和谐气氛的团队是不成功的，于是找到外方第一董事约翰·保林（John Pauline），“如果他也觉得这个方案不够好，那我们就决定放弃。”庆幸的是，约翰·保林没有完全否定这个方案，还特意为此举行了一场会议。很明显，这是“盒子”的投票会，成败在此一举。赵小钧和另外两个中方设计师通宵完成了一套详细的说明资料。出乎意料的是，设计师们在听取介绍后，放下了不满情绪，高度认可了“盒子”方案。

“现在回想起来，这充满痛苦和争议的一周却别有风味”，赵小钧说：“每一个设计者心中对设计都有一个标准，而这是不能被忽视的。要争取大家对方案的认可，必须融合不同的思想。这是一个历练的过程。”

“水立方”的成功加快 CCDI 规模化发展

2001年，中建国际设计顾问有限公司开始股份制改造，赵小钧开始将更多的精力由单纯的建筑设计转向企业管理，尝试搭建一个规模化、系统化、国际化的事业平台。“‘水立方’的成功迅速提升公司在海内外的知名度，促使公司规模、国际化提前变为现实”。

首先表现在人才队伍的壮大上。随着 CCDI 知名度的日益提升，吸引了一大批行内外的顶尖人才加盟。2007年1月，一个全无设计背景营销专业人士，曾在霍尼韦尔、美标（中国）等公司担任全国项目销售总监的高勇，出任 CCDI 营销副总经理；原阿特金斯（中国）

董事总经理吴辛于2007年底坐到了 CCDI 总部办公室；2007年9月，曾主持完成230多个工程项目的中国建筑设计大师、苏州工业园区总规划师时匡，出任 CCDI 总建筑师。2003年（“水立方”建设前），公司员工仅320人，2008年员工人数激增至1400人，其中75%拥有中高级职称，外籍员工20余人，具有海外设计经验的专业人员超过200人。

其次体现在公司规模扩大上。CCDI 总部位于上海，在深圳、北京、上海、成都、纽约五个地区设有分支机构。2007年，为了更好地顺应经济发展的要求以及集团企业的高效管控，又陆续建立了规划咨询、策划咨询、居住建筑、体育、公共建筑、交通建筑、综合建筑、医疗、国际业务、规划与城市设计、结构、机电、幕墙和项目管理等14个事业部，形成了事业部和地区公司的矩阵式管理模式，实现了事业部和地区公司的相互支撑与协作，更好地为客户提供多方位的服务。

最后体现在营业收入的增长上。2003年，公司年营业收入为1亿元人民币，2003年至2008年，公司平均每年年营业收入以30% - 50%的速度快速增长。如今，公司正紧锣密鼓地实施股权改革，预计2010年上市。

赵小钧以非凡的远见，结缘了奥运；奥运也赋予赵小钧更多的机会。这段“情缘”并非巧合，凡事因果相连。但面对自己和 CCDI 更长远的发展，赵小钧深知，行百里者半九十，路还很长，而挑战没有尽头！**TheLINK**

to vote one final time. Zhao and his Chinese colleagues stayed up all night preparing a presentation.

To Zhao's shock, most team members were convinced by the presentation and voted for the Cube. "Thinking back, the whole week – those painful and tense days – was quite worthwhile," Zhao told *The LINK*. "Everyone has his or her own idea as to what is acceptable, and none of them should be ignored. Only by accommodation and compromise could we reach a common ground and find a better solution. Truly, it was a learning experience."

Happily for Zhao, that learning experience caught the eye of the International Olympic Committee judges. On July 29, 2003, the IOC announced that CCDI's Water Cube had defeated all other short-listed proposals. The Water Cube's distinctive style, featuring a simple cubic shape characterized by a distinctive glowing "bubble wrapped" exterior that can be lit to change colors became the blueprint for constructing one of the most important athletic facilities during the Games. The Evaluation Committee for the Olympic Torch Bearers, sponsored by Samsung, issued the following statement supporting Zhao's design: "Embodying our wisdom and passion, exemplifying our pride and spirit, the 'Water Cube' stands as a historical witness of the Beijing Olympics. Zhao Xiaojun's innovation gives a unique touch to the Water Cube. His courage in creating new things will continue to stimulate every innovative mind."

LIFE AFTER THE CUBE

Not surprisingly, the five years since winning the aquatic centre have sent CCDI rushing forward in its business development. As the Water Cube design gained recognition worldwide with news reports covered on all major Chinese media channels as well as international media, CCDI saw its business soar.

The company's first change was to expand its personnel in order to cope with new business volume, growing from 320 employees in 2003 to 1,400 this year. Among the new recruits, 75 percent hold university degrees or above, more 200 have international experience and more than 20 are international expatriates. Perhaps most important for the firms' growing reputation was the hiring of Shi Kuang as Chief Architect in 2007. Widely known in China as a master architect, Shi has supervised the completion of 230 engineering projects including

serving as Chief Planner of the Suzhou Industrial Park.

CCDI has also dramatically expanded its business expertise by hiring in a raft of high-flying executives boasting Fortune 500 expertise. In January 2007, the company hired former Honeywell and American Standard executive Gao Yong as Vice President of Sales. Later that year, CCDI also hired former Atkins executive Wu Xin as a senior executive.

In keeping with its rigorous growth, CCDI has expanded operations aggressively. While establishing its headquarters in Shanghai, it has opened new branches in Shenzhen, Beijing, Shanghai, Chengdu, and even New York.

Coping with such fast growth, required a revamping of business operations, Zhao says. In 2007, the company set up 14 departments including: infrastructure planning, urban planning, residential buildings, sports buildings, public buildings, traffic structures, building compounds, medical facilities, and international projects. Thus, a model of matrix management combining departments and regional offices was formed. A multi-faceted service could now be offered to CCDI's customers with the efficient cooperation between different departments and regional offices.

Happily for CCDI, revenues climbed by a bracing rate of 40 percent annually, between 2004 and 2007. All told, the company has now completed more than 300 architectural and design projects in China since 1994, working for clients including the Tianjin Municipal Sports Bureau; Shenzhen Municipal CPPCC; Wuhan Municipal Sports Bureau; Ji'nan Urban Engineering Construction Command Office, and the Zhongshan Municipal Government. To handle workload growth, the company moved its headquarters to Shanghai in 2003, then opened branches in Shenzhen, Beijing, Chengdu, and New York. CCDI has also seen its projects win awards from a host of sources including the Ministry of Construction and the Architectural Society of China.

This summer, international recognition of the architectural prowess of the CCDI-lead team – and of Zhao Xiaojun himself – will grow sky-rocket each time the world tunes in to one of the many high profile water events to be housed in the Water Cube. For China, this means a new acknowledgement of the power of the nation's architectural creativity, innovation and beauty.

And after the Games? Zhao does not hesitate with his answer: His next challenge, he says, will be to prepare CCDI to go public – a goal he plans to reach by 2010. *Jia you!* **TheLINK**

娱乐特使杨澜： 从电视节目主持人到奥运形象大使

ENTERTAINMENT ENVOY: Yang Lan, TV Host & Olympics' Goodwill Ambassador

文 / 安若丽

1993年9月23日，蒙特卡罗。

十五年前的这一天，这个有着异域风情的欧洲城市聚集了一批中国记者，他们前来报道当时中国在国际形象方面最为重要的国际新闻事件之一——国际奥委会对2000年奥运会主办城市的投票决定。

杨澜，一个二十几岁的电台主持人，正在摩纳哥首都的一位中国记者，这也是她的第一次欧洲之行。作为著名体育节目主持人宋世雄的助手，杨澜的艰巨任务就是将国际奥委会的表决现场翻译给祖国的亿万同胞。如果国际奥委会选择了北京，那么她将为祖国传递这一振奋人心的消息；如果没有，那么她就不得不传递令人极其失望的消息。

那些天，时间一分一秒地流逝，随着正式宣布结果的日子越来越临近，杨澜也日渐紧张起来。离

开北京时，她满怀着中国必将获胜的乐观心态，她这样回忆到：“一想到获胜的可能性，我们就非常兴奋。如果我们胜出，我还将准备主持一场庆功宴会——我们当时就是这样的乐观。”

但是来到欧洲后，杨澜的心情很快发生了变化，她说：“我一到蒙特卡罗，就意识到外国人对中国的认识与我们自己在国内的认识存在着巨大差异。“那还是中国对外开放的早期阶段，杨澜说，中国的官员“还不习惯与西方进行交流”。由于这个原因，双方很容易产生误解。最终，当杨澜面对着镜头宣布国际奥委会选择了悉尼而不是北京作为下届奥运会主办城市时，尽管这一任务极其艰难，她还是保持着自己的沉着和优雅，并因此而成名。

时间飞快地来到2001年7月13日的巴黎——



中新社传真 袁方 摄

奥运会 VIP: 杨澜
中欧校友: CEO 项目 2004
职务: 阳光传媒集团创始人; 电视谈话节目“杨澜访谈录”主持人;
工作地: 上海
奥运贡献: 奥运会形象大使

OLYMPIC VIP: Yang Lan
CEIBS ALUMNI: CEO Programme 2004
DAY JOB: Founder of Sun Media; Host of “Yang Lan One-on-One” TV Talkshow;
BASED IN: Shanghai, Beijing
CONTRIBUTION TO GAMES: Official Olympic Games Goodwill Ambassador

By Laurie Underwood

Monte Carlo, September 23, 1993. On that date 15 years ago, this exotic European city was the gathering point for a small group of Chinese journalists flown over to report on one of the most important international news stories in China’s recent history in terms of international image – the decision of the International Olympic Committee (IOC) on which city would host the 2000 Olympic Games.

Among the Chinese broadcast journalists in the Monacan capital was a 25-year-old TV reporter named Yang Lan, who was making her first trip to Europe. As assistant to renowned broadcast sports announcer Song Shixiong, Yang was given the daunting task of translating the IOC’s decision live as millions of her compatriots tuned in back home. If the IOC were to choose Beijing, she would be delivering a glorious message to her nation. If not, she would be delivering a devastatingly disappointing message.

As the days, then hours ticked by until the official announcement deadline approached, Yang Lan grew increasingly uneasy. She had left Beijing full of optimism for China’s chances of victory, a mood she remembers in this way: “We were very excited about the possibility of winning. I was asked to prepare the celebration banquet after we won the bid – that’s how optimistic we were.”

But her mood changed after arriving in Europe, she says. “As soon as I arrived in Monte Carlo, I noticed the gap between the perception of China from the inside and the outside.” At that still-early stage in China’s opening up to the West, Yang says, Chinese officials were generally “not that accustomed to communicating with



当国际奥委会宣布 2008 年奥运会的主办城市时，中国在国际公共关系方面已经取得了显著进展。那年夏天，杨澜再一次获邀宣布国际奥委会对主办城市的决定，这时她终于能够传递一个胜利的消息：北京将主办第 29 届奥运会。

更优质的硬件与软件

观察者称，对于中国的首都来说，这看上去是一次平静的胜利。然而杨澜在场外说，蒙特卡罗败北之后的八年里，北京的官员在公共关系方面的技巧发生了巨大的改变。“1994 年，中国和西方都存在着刻板印象和偏见，”杨澜说，“但是在 2001 年，北京在硬件和软件两方面都做了更好的准备。那时，中国的经济发展与社会进步，都给世界留下了深刻的印象。”

杨澜说，到 2001 年，东方和西方的态度已经发生了变化。一方面，北京“对外更加开放”；另一方面，国际社会也“更加欢迎北京”。例如，在申办过程中，北京市市长刘淇用英语进行了最终陈述，这明确地表达了中国渴望走入国际社会的期盼。“无论是从西方的视角还是从中国的视角来看，在 2001 年，一切都发生了巨大的变化。这就是我们申奥成功的原因。”

从 1994 年到 2001 年间，中国官方的思维发生了怎样的变化，杨澜对其中的情况有着深切的体会——在第二轮投票中，她本人被选为中国代表，并扮演多重角色。在加入了奥运会的文化项目小组后，她开始准备演讲报告，以此向国际奥委会展示北京应对特殊事件的计划，包括如何进行奥运火炬传递、奥运青年营地以及闭幕式等。

从 2001 年北京申奥成功，到 2008 年 8 月奥运会开幕之前的准备阶段里，杨澜始终在推进奥运会全球化方面发挥着她的影响力。由她负责的最为重要的项目之一是“唱响奥运”系列节目，她说这是一档“旨在推广奥运音乐和歌曲的节目”。该系列节目包括在中国和海外举办的几场音乐会。第一场音乐会——“巴塞罗那-北京奥运晚会”于今年 2 月 27 日在西班牙的巴塞罗那举行，并将在 4 月份回到中国（参见文本框《唱响巴塞罗那，支持北京奥运会》）。来自中西两国的十余位顶级艺术家参加了这场音乐盛宴，并展示了巴塞罗那与北京同为奥运会主办城市的“姐妹情深”。

在北京奥运会期间，她还将成为一名奥运火炬接力手，为此她已经开始进行体育锻炼。

the West.” For that reason, misunderstandings easily arose from both sides. When Yang finally faced the cameras to announce that the IOC had chosen Sydney rather than Beijing as the host city for the next Olympiad, she made a name for herself by maintaining her composure and grace despite the extreme difficulty of her task.

Fast-forward to Paris on July 13, 2001 – when the IOC again announced a winning Olympic host city for the 2008 Olympics – and China’s newly developed international PR prowess is clear. During that summer, Yang Lan was once again invited to announce the results of the IOC’s decision on a host city; and this time she was able to deliver a victorious message that Beijing would host the 29th Olympiad.

BETTER HARDWARE, SOFTWARE

For viewers, it may have looked like a smooth win for China’s capital city. Behind the scenes, however, Yang Lan says Beijing officials underwent a significant shift in their PR skills during the eight years following the defeat in Monte Carlo. “In 1994, there were stereotypes and prejudices from both China and the West,” she says. “But in 2001, Beijing was much better prepared both in terms of hardware and software. By that time, China had impressed the world both with its economic development as well as its social progress.”

By 2001, attitudes had changed on both the Eastern and Western sides, Yang says. On one hand, Beijing was “much more open to the outside world”; on the other, the international community was “much more welcoming to Beijing.” For example, during the bidding process, Beijing Mayor Liu Qi delivered his final presentation in English, a gesture that clearly showed China’s eagerness to reach out to the international community. “From the Western point of view and the Chinese point of view, everything was changed so much by 2001. That is why we won the bidding.”

Yang knows first-hand how official think-

ing evolved between 1994 and 2001 – she herself was tapped to represent China in several roles during the second bidding process. After joining the Olympics’ “cultural programme team,” she prepared presentations designed to show the IOC how Beijing planned to handle specific events including the Olympic torch relay, Games youth camp, and closing ceremonies.

Since Beijing won the bid in 2001, Yang Lan has remained influential in promoting the Games worldwide in the run-up to the August 2008 launch date. One of the most important projects she has overseen is a TV series called Olympic Songfest, which Yang describes as “a program to promote Olympic music and song.” The series includes several concerts filmed in China and abroad. The first concert in the series – Barcelona-Beijing – was held in Barcelona, Spain on February 27 and aired across China on April 16, 23 and 30 (see box “Barcelona-Beijing Olympic Songfest”). The musical extravaganza, which featured more than a dozen top-name artists from both Spain and China, was a display of “sisterly connection” between Barcelona and Beijing as fellow Olympic host cities.

During the Beijing Games, she will serve as an Olympics torch relay member – a task that has her physically training in preparation.

WHIRLWIND SCHEDULE

Chinese audiences know Yang Lan as much more than an Olympics promoter. During the past decade, she has become one of China’s best known and most respected broadcast journalists. Beginning her career as a TV announcer on China’s national CCTV station in the 1990s, she bravely quit her job despite fast-growing success to enroll in Columbia University where she received a master degree in international affairs in 1996. After returning to China upon graduation, became a talk show hostess for Phoenix TV then went on to found Sun Media Investment Holdings with her husband in 1999.



跨文化音乐会：杨澜于今年2月在西班牙主持了“北京-巴塞罗那奥运晚会”首场演出。这场精彩纷呈的表演象征了巴塞罗那和北京这两个奥运城市之间的友谊，并将于4月底在中国播出。

CROSS CULTURAL CONCERT
—Yang Lan hosted the first Olympic Songfest event in Spain this February. The resulting concert, starring performers representing the Olympic cities of both Barcelona and Beijing – airs in China in late April.

旋风般的人生历程

中国观众所认识的杨澜，远远不止于一位奥运促进者。在过去的十年间，她已经成为中国最富盛名、最受尊敬的电视工作者之一。上世纪90年代，作为中央电视台的节目主持人，她开始了自己的职业生涯，并迅速家喻户晓，然而几年后她却毅然辞去这份令人艳羡的工作，赴哥伦比亚大学深造，并于1996年获得国际事务学硕士学位。她在毕业后回到中国，在凤凰卫视中文台担任一档谈话节目主持人，并在1999年与丈夫一起创建了阳光媒体投资控股有限公司。虽然创业之初遭遇了一些挫败，公司需要改组（参见44页故事，杨澜参与的中欧国际工商学院CEO课程如何帮助她的公司走出困境），但是通过广播电视节目、互动在线娱乐以及印刷媒体，目前该公司每月成功地吸引了超过2亿的观众。

今年，她将借助奥运形象大使的身份，将“杨澜访谈录”系列访谈节目的影响力继续扩大。自2000年开播以来，杨澜已经在该节目中采访了400多位国内外嘉宾，而今年，这一节目的焦点将会是奥运会。在50集的节目中，杨澜将采访国内外运动员以及其他重要奥运人物。另外，今年春天她还将准备推出一档深度电视节目，以此介绍奥运会的背景、历史与幕后工作。总之，杨澜把约有三分之一的时间用于奥运相关工作上。

另外的三分之二时间里，杨澜则致力于通过阳光传媒的多样化传播渠道，为中国观众提供资讯和娱乐。她备受欢迎的谈话节目“天下女人”已经在中国女性中形成了很强的影响力，今年晚些时候，她

还将创办一个相关网站。另外，她还准备对中国女性的工作与个人生活情况进行一项大规模调查——她认为这将是关于中国女性现有状况的可靠且有价值的调查。她表示：“我对此非常感兴趣，因为它将为现代中国女性的变迁提供有重要意义的资料。”

今年，作为她的慈善项目之一，阳光文化基金将资助一个与哈佛大学及北京大学合作的三年项目，为中国的慈善机构及非盈利组织的高层管理人员提供管理培训。该项目旨在帮助国内的社会责任组织提高效率。

奥运遗产

杨澜强调，尽管中国在国际形象方面已经取得了长足进展，但为了迎接2008年奥运会，中国的工作还远远没有结束，中外双方仍然存有一些刻板印象和误解。她说，国际上对中国最为普遍的误解是“中国形势的复杂性”。“不管是环境污染还是中国的人权记录，要想挑出一些特殊问题并以此批评中国，这是一件非常容易的事情，但是西方的普通民众可能并不在意这些问题。”

例如，国外的观察者仅仅看到了特殊事件的新闻报道，而没有看到整体上的进步。作为中国人民政治协商会议全国委员会的一名委员，杨澜亲见了中国政府如何鼓励民众表达迫切关心的问题并提供建议。“每年我们都能在更大范围内对政府的某些政策和某种行为提出意见”，她说，“如果考虑到领导一个有着13亿人口国家的复杂性，考虑到管理这一整套系统是多么困难，他们就将重视这个国家所取得

The company suffered some initial setbacks and required-revamping (see story, page 44, to see how Yang's participation in the CEIBS CEO Programme helped her turn her company around) but now successfully reaches 200 million viewers monthly via its broadcast TV programming, interactive online entertainment, and print media.

This year, she is leveraging her role as Olympics Goodwill Ambassador to enhance one of her most popular programmes – her interview series entitled *Yang Lan One on One*. The show, on which Yang has interviewed more than 400 Chinese and international guests since its launch in 2000, will this year focus on The Games. Yang will dedicate 50 episodes to interviewing international and Chinese athletes and other key figures in the Games. In addition, this Spring, she is also preparing an in-depth TV programme that will explain the background, history, and behind-the-scenes work of the Olympics. Overall, one-third of Yang's time is now being spent on Olympics-related work.

The other two-thirds of Yang's professional life focus on providing Chinese audiences with information and entertainment via Sun Media's diverse media channels. Her popular TV show entitled "Her Village" has developed such a strong following among Chinese women that Yang will launch a related website later this year. In addition, she is also preparing to conduct a large-scale survey on the working and personal lives of Chinese women – a survey that she believes will serve as a reliable and valuable measure of the current status of women in China. "I take a lot of personal interest in the survey because it will provide a valuable record of the transformation of modern Chinese women," says Yang.

Among her philanthropic projects, her Sun Culture Foundation will this year sponsor a three-year programme developed with Harvard and Beijing University to provide management training for the top executives of Chinese charity and non-profit organizations. The programme

is designed to help socially responsible organizations increase their effectiveness.

LEGACY OF THE GAMES

Despite the progress made in improving China's image internationally in the lead-up to the 2008 Olympics, Yang stresses that the nation's work is not finished yet. She says stereotypes and misunderstandings still exist on both sides. The most common misunderstanding about China internationally is about "the complexity of the situation in China," says Yang. "It is very, very easy to pick out specific issues and criticize China for them, whether it is environmental pollution or China's human rights record, but the average citizen in the West may not be putting these issues into context."

For example, viewers outside China may see only news reports of specific instances, without realizing that overall improvements have been made. As a member of the Chinese government's National Committee of the Chinese People's Political Consultative Conference (CPPCC) advisory group, Yang has directly witnessed a new willingness within the Chinese government to allow citizens to express concerns and suggest improvements. "Every year, we have more freedom to voice criticisms against certain policies and against certain types of behavior of the government," she says. "If people consider the complexity of leading a country of 1.3 billion people and think about how difficult it is to manage the whole system, they will appreciate what this country has achieved. That does not mean we should ignore issues that should be addressed. I just mean that this a good chance for the world to gain a more balanced and proportioned image of China."

Asked to describe the ideal impression the Olympic Games could leave on worldwide audiences this summer, Yang had this response: "I think the best possible outcome is multifaceted. First, the athletes have to feel happy about all the

唱响巴塞罗那，支持北京奥运

GOOD WILL AND GOOD MUSIC

温暖的初春之夜，欧洲最浪漫的城市之一巴塞罗那的加泰罗尼亚会议中心座无虚席，西班牙的政府官员和商界精英济济一堂。灯光骤暗，全场安静下来，此时，杨澜身着饰有珠片的银色曳地礼服款款走到舞台中央。她和西班牙著名电视节目主持人哈维一起，向现场嘉宾和电视机前的中国观众表示欢迎（中国观众将在几周后看到转播的晚会实况）。

在接下来的两个小时内，杨澜逐一邀请中国和西班牙的数位著名艺术家登台献艺，美妙的音乐和美好的愿望带给大家一个曼妙的夜晚，以此促进两国之间的交流合作并对即将举办的第29届北京奥运会表示祝贺。

在这场题为“北京-巴塞罗那奥运晚会”上，来自中国和西班牙的14位顶尖艺术家奉献了精彩的演出，庆祝即将举办的2008北京奥运会。晚会高潮迭起，西班牙著名的女高音歌唱家卡巴耶（Montserrat Caballe）演唱了1992年巴塞罗那奥运会那曲激动人心的主题曲，随后杨美菊表演了剑术“Glorious”，著名舞蹈家黄豆豆表演了舞蹈“甲骨文”。

举办姐妹城市晚会原本只是杨澜和她的阳光传媒的一个设想，后来得到了中欧国际工商学院执行院长佩德罗·雷诺（Pedro Nueno）的支持并成为现实。



“这场晚会的目的是联合巴塞罗那和北京这两个奥运城市，以国际合作和庆祝奥运为主题。”雷诺院长说。

杨澜还表示这场晚会只是北京奥运会开幕式前一系列合作晚会的序曲。

的成就。这并不意味着我们应该忽视那些本该处理的问题。我只是说，这是一个好机会，可以让世界看到一个更加和谐、与自身形象更加相称的中国。

当被问到今年夏季奥运会将给世界观众留下怎样的理想印象时，杨澜这样说到：“我认为最好的可能结果是多方面的。首先，运动员必须对提供的所有服务和管理感到满意，因为他们是奥运会过程中最重要的人。”其次，杨澜希望本次奥运会将“为中国人民留下一笔宝贵的遗产，包括他们对世界的理解、他们的礼貌以及他们的公众行为举止等方面”。

她肯定了北京为清洁城市，在公共场所禁止吸烟和随地吐痰等方面所做出的努力。她还称赞了北京为创办绿色奥运所做出的努力，包括符合环境标准的新城规划方案。另外，她还希望奥运会能够促进健康的生活方式。“我希望越来越多的中国人，不仅是运动员，还包括普通百姓，能花一些时间进行锻炼。中国人不太喜欢体育锻炼。”最后，她表述了一个更广泛、更宏伟的目标：“从最高层面来讲，我希望奥运会可以让无论中国还是世界，都能对彼此有一份更均衡、更全面的了解。” **TheLINK**

“北京 - 巴塞罗那奥运会“象征了从一个奥运城市向另一个奥运城市传递的激情。左侧是中欧执行院长雷诺教授。

SISTER CITIES – The Barcelona-Beijing Olympic Concert featured more than a dozen top-name performers from China and Spain. At left, the host with CEIBS Executive President Pedro Nueno at the concert.



On a warm spring night in one of Europe's most romantic cities – Barcelona – the Palau de Congressos de Catalunya is filled with well-heeled Spanish executives and officials. As the lights dim, the crowd hushes, and Yang Lan glides across the stage, dressed in a floor-length silver-sequined gown. She joins a glamorous Spanish TV host in welcoming the guests in the auditorium as well as the viewers in China who will be watching the program when it broadcasts across China in late April.

For the next two hours, Yang Lan brings to the stage a parade of some of the best known musicians in both Spain and China, for an evening of goodwill and good music – the promotion of international cooperation and celebration in the run-up to the XXIX Olympiad.

The event, entitled “Barcelona-Beijing Olympic Concert,” featured 14 top entertainers from China and Spain performing inspiring per-

formances in celebration of the upcoming 2008 Beijing Olympics. Highlights included renowned Spanish opera singer Montserrat Caballe singing “Barcelona,” the stirring theme song to the 1992 Olympic Games held in that city, followed by singers Yang Mei Ju performing “Glorious” and Huang Dou Dou with “Oracle.”

The sister-city concert was the brainchild of Yang Lan and her Sun Media Corp, with support from CEIBS Executive President Pedro Nueno. “The purpose of this concert was to bring together two Olympic cities – Barcelona and Beijing – in a spirit of international cooperation and celebration,” said Pedro Nueno.

Yang Lan added that the concert was the first in what will be a series of such cooperative concerts produced before the August Opening Ceremonies. Stay tuned!

services provided and the management, because they are the most important figures during the Games. The Games are for them.” Secondly, Yang hopes the Games will “leave a good legacy to the Chinese people in terms of their understanding of the world, their manners and public behavior.” She commends Beijing’s efforts to clean up the city in terms of banning smoking and spitting in public areas. She also praised the city’s efforts to create a Green Olympics, including new city

planning regulations that meet environmental standards. In addition, she hopes the Olympics will help promote healthy lifestyles. “I hope more Chinese, not just the athletes but average Chinese, will spend some time exercising. Not many Chinese are so fond of exercising.” Finally, she expressed a broader and more ambitious goal: “On the highest level, I hope the Games will allow both China and the outside world to develop a more balanced view of each other.” **TheLINK**

为奥运设计火炬

ATHLETICS AMBASSADOR: Yao Yingjia, Designer of the Olympic Torch

为奥运设计火炬，让姚映佳在实现个人参与奥运的同时，也深化了联想企业社会责任的实现以及奥运营销的影响。

文 / 吴冯淑

2007年年底，联想集团创新设计中心总经理姚映佳去美国观看姚明的比赛。在机场入关时，海关工作人员见他姓姚，立刻变得兴奋起来，问道：“你跟姚明是什么关系？”

这件小事给姚映佳留下了特别深刻的印象，“姚明在 NBA 之后，我去美国，很多美国人看待我的态度都不一样了，不仅仅因为我姓姚。有了姚明这个标识在美国之后，我觉得去美国真是底气很足。”小巨人姚明在加入 NBA 后，以其精彩的表现改变了美国人对于中国人的看法。而包括姚映佳所在的联想集团在内的一批中国企业也正努力以另一种方式改变着中国企业在西方人眼中的形象。不知是有意还是无意，姚映佳名片上的英文名是一个简单的“Yao”。就在大约半年前，作为设计师的姚映佳也书写了奥运和联想历史上精彩的一笔。

2007年4月26日，北京。奥运会火炬设计方案在这一天揭晓，联想集团创新设计中心设计的“祥云”火炬方案，从全球388个竞标方案中脱颖而出

出，最终获选。姚映佳就是这支队伍的带头人。当天，北京奥组委和国际奥委会还联合宣布联想集团成为北京2008奥运会火炬接力全球合作伙伴。由此，2004年成为奥运全球合作伙伴的联想肩负起重重奥运身份：全球合作伙伴、火炬接力全球合作伙伴、火炬设计者。借助“祥云”火炬获选的升腾之势，联想的奥运营销也达到了一个高潮。

国际团队碰撞设计火花

1996年，毕业于齐齐哈尔大学平面设计系的姚映佳成为联想的第一位设计师，率先为中国计算机领域引入工业设计概念，并开始从无到有建设联想的设计团队。如今，联想拥有一个110人的创新设计中心。2004年12月8日，联想集团收购蓝色巨人IBM的全球PC业务，姚映佳面对新的巨大挑战。全盘收编IBM的PC设计团队后，联想的整合



奥运会 VIP: 姚映佳
 中欧校友: EMBA 2004
 职务: 联想集团副总裁 (前联想集团创新设计中心总经理)
 工作地: 北京
 奥运贡献: 奥运火炬“祥云”总设计师

OLYMPIC VIP: Yao Yingjia
 CEIBS ALUMNI: EMBA 2004
 DAY JOB: VP, Lenovo Group, (Former General Manager, Lenovo Group's Innovative Design Center)
 BASED IN: Beijing
 CONTRIBUTION TO GAMES: Chief Designer of Olympic Torch

By Audrey Wu

When Yao Yingjia, general manager of Lenovo Group's Beijing-based Innovative Design Center, flew to the U.S. to watch the Houston Rockets in an NBA game in late 2007, the normally stone-faced U.S. customs officer at the airport warmed up suddenly. Finding the surname in the passport to be the same as China's most famous NBA star, he excitedly asked: "Are you related to Yao Ming?"

The incident is just one of many instances in which Yao Yingjia (CEIBS EMBA 2004) has experienced a more friendly reception from Americans in recent years. "Since Yao Ming started on the NBA, many Americans have changed their attitude toward me," he says. "Yao Ming actually changed American's image of Chinese people as being not strong enough." For Yao Yingjia, the new warmth toward Chinese people fueled by Yao Ming's NBA successes is a testament to the power of sports in breaking down cultural barriers and uniting people.

During the past 12 months, Yao has gained much first-hand experience in the power of athletics to cheer and inspire people. In fact, his work has made him a kind of Athletic Ambassador, representing China to the world as the nation prepares to host the 29th Olympiad. It was just one year ago – April 26, 2007 – that the winning Olympic torch design was unveiled in Beijing. After a 10-month competition that attracted submitted designs from 388 applicants worldwide, the International Olympic Committee (IOC) chose a distinctive "cloud of promise" motif designed by Yao as his team from Lenovo's Innovative Design Center.

That date – April 26 of last year – was a banner day for both Yao and Lenovo. That day, the IOC and the Beijing Olympic Committee also announced Lenovo Group one of three "global partners" of the 2008 Olympics torch relay. Along with Samsung and Coca-Cola, Lenovo will assist in selecting the actual

方式是保持这个团队在管理上的相对独立和原有的团队特色。姚映佳坦言，公司并购是件极其复杂的事情，他认为，成功的关键并不是收购方的整合有多么的强势，用什么样的手段，更重要的是本着积极的态度，相互理解和沟通，推进融合。实际上，国际团队的管理对于姚映佳来说并不陌生。在收购 IBM 之前，联想的设计团队就已经是一个国际化的团队，在大约 60 人的团队中有 6、7 个来自不同国籍的成员。此次参加奥运火炬设计的正是这个团队中的 34 名成员。姚映佳认为：“古时候，石头碰撞有了火苗。而在全球化的竞争中，也要有不同的石头碰撞出火花，这就是不同国籍的人员的参与，从不同的角度触碰设计的创意。”除此之外，姚映佳招的外籍设计师必须热爱中国文化，对中国文化有比较深的理解。这些特点体现在了联想产品的设计中，更在奥运火炬的设计中得到了充分的表现。

比如，在设计奥运火炬时，中方设计人员自然而然想到的一个方案是龙，但是外方设计人员提出龙在西方并不是一个好的形象。中方人员进一步想到龙在中国是专属于王权的，与奥运平等、参与的精神并不相符，于是放弃了这个方案。在多国籍设计人员的碰撞、沟通之下，奥运火炬的设计在拥有浓重的中国特色的同时，又做到了让世界理解和欣赏。

奥运火炬的诞生

联想和奥运有着很深的关系，联想是 2001 年北京申办 2008 奥运会的最大赞助商。宣布申奥结果那晚，姚映佳曾在心里默默祈祷。申奥成功的那一刻，在每一个联想员工心里种下了奥运的种子。其实，姚映佳的设计团队在奥运火炬设计之前还参加过奥运会徽的设计竞标，那次他们提了 3 个方案，其中有 1 个方案进入终审。虽然那次没有成功，但是姚映佳认为结果并不重要，重要的是过程，是“为奥运做些什么”。也是出于同样的理念，姚映佳在接到奥组委发出的设计邀请之后，没有犹豫，甚至没有向公司高层通报申请，就带领团队投入到火炬的设计工作中。在接下来的 10 个月中，联想设计团队的成员们只要一放下手里的工作，就扑到奥运火炬的设计中来。联想的火炬设计方案进入最后 4 个决选方案后，姚映佳对手下的人说：“这就够了，我们参与了。”

联想设计团队的工作方式是敞开讨论，敞开交流，尽可能地把意见保留下来，然后再专门整理。火炬的最终造型是一卷纸。这个创意的获得还有一个挺有意思的小故事。在做头脑风暴讨论时，有位成员拿出一张纸，卷起来举着说，这就是他们的方案。当时大家都觉得这是在开玩笑，纸怎么可能成为火炬。但是这位成员给出了理由：纸是中国发明的，是文明传递的载体，这样的内涵适于加入到火炬的设计元素



2008 北京奥运“祥云”火炬

torch bearers used during the Games. With that designation, the company simultaneously held three positions with The Games – Olympics Top 10 global partner, Olympics torch relay global partner, and Olympics torch designer.

Certainly, these connections to the 29th Olympiad have elevated Lenovo's marketing and PR power to an all-time high. This month, Yao Yingjia shared with *The LINK* the story behind Lenovo's Olympic triple victory, and how the company is maximizing its connections to the Games.

CULTURE CLASH

When Yao Yingjia was hired by Lenovo in 1996, after graduating from Qiqihar University with a degree in graphic design, he became the first-ever on-staff designer for China's largest computer maker, bringing industrial design concepts to the nation's computer industry. In fact, China's industrial design field was so new back in the mid 1990s that Yao was likely the first in-house designer hired within China's entire hardware sector.

Demand for Yao's services caught on quickly at Lenovo. One of his primary areas of focus has been in building Lenovo's design team; today, the Innovative Design Center boasts 110 designers. Meeting Yao today, despite his humble manner, the hard work he has taken on during the past 12 years is even evident in his personal appearance; half of the hair on this thirty-something designer's head has turned white from overwork.

Lenovo's famous purchase of IBM's global PC business in 2002, presented serious new challenges for Yao because the takeover required him to merge two separate groups of designers from distinctly different cultural backgrounds. Yao says he welcomed the challenge. Actually, even before the purchase of IBM PC, he had already built Lenovo's design team to 60 employees, including seven foreign designers. Yao is proud that he was able to integrate domestic and international designers into a single team by in-

stilling mutual respect. "These foreign designers appreciate and respect Chinese culture, and they have a fairly clear understanding of Chinese culture," he says. After the IBM takeover, he replicated the merging of East and West in the design team on a far larger scale when the team of Western-educated, Tokyo-based IBM designers joined the Lenovo. Not only did the Eastern and Western teams quickly learn to coexist and cooperate, but Yao says bringing together different backgrounds and nationalities often fuels creativity by triggering debate.

Clearly, the single most important recent project undertaken by Lenovo's design team has been its bid for the 2008 Beijing Olympic Torch design. The story of its design shows the creative East-West collisions that Yao promotes. For example, as the project got underway, one of the initial design concepts drawn up by the Chinese designers was, not surprisingly, a dragon theme. But foreign counterparts reacted against it, explaining that in the West, dragons are generally considered as destructive and evil-natured creatures rather than as auspicious symbols of power. After an intra-team debate, the team settled on the cloud motif instead. Thus, through a dialogue that included international voices, Lenovo's design team came up with a fresh idea that embodies Chinese characteristics but is also understood and appreciated by foreign audiences.

BIRTH OF THE TORCH

Lenovo's strong links to the Olympic Games date back to 2001. That year, the company was the largest single sponsor supporting Beijing's official bid for the 2008 Games. Tension mounted as the July 13, 2001 deadline neared for the IOC to name a winning city. The fiercely competitive field of top contenders included: Toronto, Paris, Osaka, and Istanbul as well as Beijing. On the night before the announcement, Yao Yingjia remembers praying that China's capital city would have the chance reclaim the national pride lost



罗雪娟头戴祥云发卡和第一棒希腊运动员对接火炬
希腊当地时间3月24日，北京二〇〇八年奥运会圣火采集仪式在古奥林匹亚竞技场举行，随后火炬希腊传递开始。第一棒希腊运动员亚历山大和第二棒中国的雅典奥运会冠军罗雪娟对接火炬。作者：王欢

中。这一简单的阐述打动了所有人，这个创意得到了最终采纳，也得到了很好的实现，从火炬的顶部看，就仿若卷起的纸。

火炬的设计还相当注重使用者的体验。由于火炬是用铝做材料的，因此手感比较冷，为了让火炬不仅看上去温暖，摸上去也温暖，设计团队特地在火炬表面喷了一层皮革漆，不仅摸上去不再冰冷，而且还能防滑。虽然团队确定了选用红色的方案，但是到底使用哪一种红色呢？联想有一个色彩工作室，如同吧台一样，色彩师就像调酒师，在其中发挥灵感。当时，色彩师调配了18种颜色，经过层层对比筛选，最终才选定了现在使用的漆红色。除此之外，火炬的炬身实际是一个曲面，看似简单的形状实则

涉及到非常复杂的制造工艺，其中一个甚至是飞机制造中的特殊工艺。像“祥云”火炬这样大面积使用红色的奥运火炬在奥运史上还是第一次，其部分原因是考虑到火炬手和群众远远地就能看到火炬，能在不同的场合突出火炬。凡此种种细节上的精心考虑无不是联想设计团队平时的产品设计理念的体现。一个奥运火炬的设计跨越了工业设计、平面设计、材料工程、机械工程、社会学等十个学科专业。

对于火炬的元素，姚映佳有这样一个简单的解释：火炬的一半是纯粹的红色，一半是云纹。一个很简单，一个很复杂。这是对立的元素，它既体现了中国阴阳平衡的理念，也代表了奥运把不同的人（复杂）带到了一起（简单）。云，和火有关，是自然的东西。

when Beijing failed to receive the bid for the 2000 Olympic Games.

That night, Yao took a taxi home from work. He choose to keep away from the crowds when the news was released, being unsure whether his reaction would be joy or disappointment. When his prayers were answered, he remembers a chill overtaking him from the excitement. Yao was not the only one – the whole country was swept up the same happiness. From his taxi window, he saw people rushing into the streets, cheering in celebration.

In the months that followed the announcement, Lenovo joined nearly every possible competition connected to the Games. For example, Yao Yingjia's design team participated the bidding for the design of the 2008 Olympics emblem. One of the team's three submitted designs was accepted as a finalist. Despite failing to win the top prize, Yao says the experience helped Lenovo employees to "contribute to the Olympics."

JUMPING AT THE CHANCE

Three years later, when Yao's team had another opportunity to compete for an Olympics design – this time for the torch – he again jumped at the chance. Yao signed on for the competition even without seeking approval first from the company's top management. During the next 10 months, Yao and the team members spent many of their nights and weekends on the project.

Yao describes the working style of Lenovo's design team as "open discussion, heart-to-heart communication in which every type of idea is explored and freely considered." A case in point, he says, is the team's choice of design for the handle of the torch design – which is in the shape of a simple roll of paper. The idea was formed during a brainstorming session when one designer showed the others her idea: she produced a sheet of paper and rolled it up and said it was the team's design. At first, other team members thought she was kidding – how can piece of paper represent a torch? But the de-

signer explained her concept. Paper is a fitting element for the torch for two reasons, she said: first, paper was invented in China, and second, paper today still serves as a common communication tool that links human civilizations worldwide. The designer's concise, articulate explanation was accepted and formed the basis for the handle's simple, clean shape.

Yao explains the other element of the torch that won over the judges. First, the design was made with the torch-bearer's comfort in mind. Designers added a leather-like textured paint to the torch surface to give the handle a warm look and feel, and to prevent slipperiness. In terms of color, the designers first thought of red, which is a symbol of happiness and luck in China. After a long debate in which 18 different red colors were considered, the team chose a warm, rosy red for the torch body. The uniqueness of this year's Olympic torch is that it is the first time in Olympic history that the torch is predominantly red. Like the distinctive "cloud of promise" motif, the red color will make the torch easy for torchbearers and audience members to spot, even from a great distance.

What elements in the final design swayed the IOC so effectively? Yao says one of the winning aspects was the element of contrast. He explains: "Half of the torch is covered in red, the other half is enveloped in a cloud. One side is simple, the other is complex. The contrast created by these two opposing elements represents the concept of a balance between Yin and Yang in Chinese culture." Yao adds that the final design also represents the ability of the Olympics to bring different people together. "Clouds are a natural substance, related to fire, that are constantly in motion drifting together and apart. In this way, the cloud symbolizes the movement of people around the world to come together and communicate during the Olympics, then return to their own countries with fresh new experiences."

Finally, the Lenovo team also had to design the technical capabilities of the torch, which involve complex manufacturing techniques. Altogether, Yao explains that the torch functions

HIGH-PROFILE HANDOFF
– In a scene rife with symbolism, Greek taekwondo athlete Alexandros Nikolaidis lights the Beijing Olympic torch for Chinese gold medalist swimmer Luo Xuejuan in Olympia, Greece on March 24, 2008.



北京奥运圣火希腊第二日传递
火炬手点燃圣火盆

3月25日，北京2008年奥运圣火希腊传递第二天，庆典仪式在终点约阿尼纳举行。最后一棒火炬手点燃圣火盆，圣火将被盛放在圣火盆中在此停留一晚。作者：王欢

FAMOUS FLAME – Since the launch of the Olympic torch bearing his design, Yao Yingjia has gained international recognition as a celebrity designer. Here, the torch finishes Day Two of the torch relay.

云，有汇聚的过程，又飘散到各个地方去，象征各地的人汇聚到一起，交流融合，之后带着新的体验，回到各自的国家。

联想的奥运营销

自联想在2004年成为2008年北京奥运会全球合作伙伴之后，联想就展开了一系列的相关营销活动。而联想设计团队的火炬方案获选则将联想的奥运营销推向了一个高峰。据姚映佳说，联想火炬方案公布之后的一个月内，仅国内电视媒体对此的报道就超过了200分钟，相当于联想一年的电视广告量，而国外媒体也对此进行了大量的报道，达到了爆发性的营销效果。在今年的春节晚会上，著名小品演员赵本山还以奥运火炬手的选拔为题材创作了小品。

火炬获选之后，联想的电脑销量在国内获得了大幅增长。2007财年，联想集团实现了国内外各条产品线的全面盈利，全面走出2004年收购IBM后的亏损。这当然不能仅仅归功于联想火炬的入选，但奥运火炬的助推作用不可否认。这些被姚映佳称为是奥运火炬带来的显性价值。

搭乘奥运火炬这个形象载体，联想的品牌形象在国内外以及企业内外都得到了进一步的提升和推广。姚映佳认为“奥运是联想对内和对外成功的一体化营销”。获知联想设计的火炬成为奥运火炬后，姚映佳收到了多名美国员工的电子邮件，索要火炬的图

片，并希望姚映佳能签上自己的名字，作为礼物送给自己的孩子。无论中外员工，对此都深感自豪。

而在对外营销上，联想更是趁着火炬之势，享受了比其他赞助商更多的优势。联想是奥运史上唯一一家身兼奥运全球合作伙伴、火炬设计者和火炬接力全球伙伴于一身的企业。火炬手的选拔既是一项重要的奥运活动，也是企业推广宣传的机会。联想凭着火炬设计者的特殊身份，比其他火炬接力全球伙伴对希望成为火炬手的人造成了更大的吸引力。姚映佳记得不久前在美国旧金山举办的一次“联想之夜”活动上，宝洁、摩托罗拉等国际大公司的设计师都以和奥运火炬的设计团队合影为荣。“联想的技术和能力不仅体现在电脑的制造上，还可以释放到其他东西上。这显示了联想品质的可靠，具有美好因素关联性。联想在国外营销时，有了一个更好的话题，我们不仅卖产品，我们更是带来一种文化的体验”。这些都是奥运火炬带来的隐性价值，姚映佳认为这是更为重要的。

2007年4月27日，联想趁热打铁推出了奥运火炬珍藏版“天逸”笔记本电脑。“为奥运设计火炬，为你设计天逸”，这句广告语已经令很多人耳熟能详。奥运火炬带来的附加值是单单成为奥运全球合作伙伴（Top 10，全球只有10家）所无法达到的，“要是上面这句话变成了‘我们是奥运全球合作伙伴，我们为你设计笔记本电脑’，那就完全没有意义了”，说到这里，姚映佳笑了。当年在国内尚不注重工业设计的环境下立志要实现工业设计价值的姚映佳如今实现了“我们的创意成果能够对人们的生活产生美好的影响，是一件很幸福的事情。” **TheLINK**

involve 10 different disciplines, including: industrial design, graphic design, material engineering, mechanical engineering, sociology, and aesthetics. The technology involved even borrows elements from airplane engineering, Yao says.

Whether it was the mix of yin-and-yang in the design or the clever incorporation of technology in the mechanics of the torch, the IOC was convinced that Yao's design was best in class. Since July 2007, the distinctive torch has been promoted worldwide whenever the Beijing Games are marketed.

MARKETING BY TORCHLIGHT

If any single Chinese company understands the power of the Olympics as a marketing tool, it is Lenovo. Since being named as a Global partner of the 2008 Games in 2004, the company has embarked on a steady stream of ambitious marketing campaigns. The winning of the torch design brought these efforts to a new high. According to Yao, in the first month after the Lenovo won the torch design bid, the company received more than 200 minutes of TV coverage – equal to the amount of TV advertising time the company had budgeted for during the entire year. As an added bonus, the torch design win also attracted a flood of coverage by international media.

The company's marketing team rushed to leverage the public interest in the company by organizing low-cost, high-impact marketing activities. One of the most effective examples came by for Lenovo during the 2008 Spring Festival Gala – one of China's most-watched TV shows of the year. This year's annual Chinese New Year entertainment special starred one of the nation's best known comic-dialogue actors, Zhao Benshan, who created a skit based on the selection of the Olympic torch bearers. As homes across China tuned in to the holiday show, Lenovo won public support for bringing glory to the nation before the Games even begin.

Since the unveiling of torch design, sales

of Lenovo computers in China have grown dramatically. In fiscal 2007, Lenovo Group revenues rose from US\$2.85 billion in fiscal 2004-5 to a reported US\$12.9 billion for the first three quarters of 2007 alone. Although Lenovo's recent successes cannot be wholly attributed to the winning of the Olympic torch design, the company's skillful leverage of its connection to the Games – as worldwide partner, torch relay partner, and torch designer – has certainly speeded growth. In Yao's words: "The Olympics have become Lenovo's integrated marketing campaign, domestically and internationally."

For Yao's design team, and himself personally, the Games have been a source of great pride. He tells of a recent "Evening of Lenovo" event held in Los Angeles during which designers from internationally renowned Fortune 500 companies such as P&G and Motorola lined up to take photos with Lenovo's Olympic torch design team. Then too, the design team has won other non-Olympics international recognition; in 2006, the Lenovo Design Centre won both an IDEA (Industrial Design Excellence Awards), one of the best known U.S. design awards, and a Germany-based Red Dot award.

Yao says his greatest source of satisfaction comes from the knowledge that Lenovo, and his work for the company, represents China to the outside world and improves the lives of customers. He explains: "Lenovo's technology and capacity now has gained a solid reputation domestically and also overseas. We sell not just products, but also a kind of cultural experience in which our brand is associated with auspicious symbols."

One successful example, Yao continues, is the new Tianyi laptop released in August 2007 sporting the symbol of the Olympic torch "cloud of promise." Since then, the product slogan – "Designing the torch for the Olympics, designing Tianyi laptop for you," has become a catchphrase for the company. Says Yao: "Our innovative achievements improve people's quality of life – this is a great source of happiness for us." **TheLINK**